

*Proactively shaping & creating a prosperous future for
the RAPAD region of Outback Queensland*



REMOTE AREA PLANNING & DEVELOPMENT BOARD
Annual Report 2018-2019

**PUBLISHED BY THE CENTRAL WESTERN QUEENSLAND
REMOTE AREA PLANNING & DEVELOPMENT BOARD 2016**

© CWQ RAPAD 2019

This work is licensed under the Creative Commons Attribution 3.0 Australia Licence.
To view a copy of this licence, visit creativecommons.org/licenses/by/3.0/au



CWQ RAPAD asserts the right to be recognised as author of the original material in the following manner.

CONTACT US

Mail

PO Box 592
Longreach Qld 4730

Email

rapad@rapad.com.au
ceo@rapad.com.au

Website

www.rapad.com.au

More information

Enquiries regarding this report may be directed to:
CEO RAPAD - ceo@rapad.com.au

Contents

Chair's Report	1
RAPAD Board	4
Organisation Overview	5
CEO's Report	7
 <i>Program reports</i>	
Queensland Feral Pest Initiative	11
Energy	14
Advancing Regional Innovation Program	17
mpowHER	18
Outbackhubs	19
Outback Aerodrone	20
RAPAD Skilling	23
Central West Queensland Skills Investment Project	26
Rural Financial Counselling Program	29
 <i>Appendices</i>	32
RAPAD Water and Sewerage Alliance	32
Central West Mental Health Roundtable	34
RAPAD Community Drought Support	50
Central West Queensland Tourism Futures White Paper	64
Central West Queensland Tourism Futures Action Plan	78
mpowHER Muttaborra	90
Outbackhubs	106
Outback Aerodrone	
Japan Delegation Report	126
Outback Aerodrone Symposium 2019	141

We continue to be a well-respected advocacy voice for the region and are sought out for collaboration by state and federal governments, industry bodies, educational institutions and commercial operators.



Chair's Report



This year, amongst all the activity, planning and consultation the RAPAD Board undertake, we paused momentarily to revisit the organisation's purpose. Through this process we distilled it down to its essence; advocacy, regional vision and effort. Our primary strength is regional advocacy through creating networks, promoting opportunities, seeking solutions for the challenges and creating an avenue for the flow of information, initiatives, funding, support and our region's story. Beyond this – while our communities are shrinking, while we persevere through drought, while people in this region attend to what has to be done to make a living, raise a family, contribute to the community – RAPAD's senior management has been focused on finding new opportunities through renewable energy, new technologies and enhancing traditional industries. We are focused on making sure our community has an adequately and professionally skilled staff. And we are supporting our communities by instigating the Mental Health Roundtables and delivering the Rural Financial Counselling Service North Queensland.

I'm pleased to see that the effort put in over the years to curate a valuable network has paid off. In the past 12 months we have been putting additional effort into strategically service and utilise the 'Friends of RAPAD' – an influential collection of champions. We have continued to stretch our connections beyond Queensland's border to find the best fit for our goals including into Japan where our relationships are growing in the drone industry. We continue to be a well-respected advocacy voice for the region and are sought out for collaboration by state and federal governments, industry bodies, educational institutions and commercial operators.

Our primary strength is regional advocacy through creating networks, promoting opportunities, seeking solutions for the challenges and creating an avenue for the flow of information, initiatives, funding, support and our region's story.

Increasingly our staff and collaborators make it a priority to document the forward progress. They've developed the roadmaps to take us to our goals - like the Tourism Futures Action Plan. They've confirmed the community is behind our renewable energy vision - like the Realising the Big Vision report. They've clearly articulated the impact of our work - like notjustafence.org.au. They've shown government the worth of their initiatives - like the impact of the Community Drought Support funding. They've enabled us to help keep developing the conversation with departments - like the Air Services Forum.

We have continued to stretch our connections beyond Queensland's border to find the best fit for our goals including into Japan where our relationships are growing in the drone industry.

Bring back the sheep has been almost a mantra for RAPAD for several years and we are building momentum with extremely encouraging early results. As we explain to anyone who will listen, our focus is on building agriculture of course, but more importantly, it's about more jobs, more people in our towns and the flow-on effects into services, commerce and the community.

We commissioned an economist to take the results graziers were having, the forecast impact for the next decade and extrapolate it into a Brisbane setting. He found if Brisbane were to achieve what RAPAD is planning to achieve in the next 10 years it would mean an extra 200,000 people in the Brisbane area and 62,000 new jobs.

Our outstanding success and results have had an impact on our region beyond the program, it has given confidence to other funders to support similar projects in our community. The Australian Government has invested almost three million dollars across the Longreach, Barcaldine, Winton and Barcoo councils for cluster fencing and pest eradication off the back of our success.

The sheep and wool industry has been a part of our community since settlement but RAPAD is also looking for emerging industries and new opportunities to support businesses to embrace the digital economy and technological advances. We have held two Outback Aerodrone Symposiums which attracted national industry leaders, international guests and locals. We have continued to develop and expand the Outbackhubs initiative with the physical co-working locations dotted in every RAPAD local government area.



We are continuing to actively seek investment and interest in our region as the location for community building renewable energy projects. The community is behind our big vision to use low-cost renewable power as a mechanism to attract and grow non-traditional industries and we have engaged big players in the Australian renewable energy landscape to help make our vision a reality.

RAPAD Skilling has cemented its commitment to the seven shires of the central west by refocusing its attention on these core customers and as a result, the number of graduates through the service has surpassed recent years. And for the first time this year, we have been responsible for the delivery of the Regional Skills Investment Strategy. The RAPAD region is the first in the state to have a training case study approved under the project.

It was disheartening and disappointing to see the closure of Longreach Pastoral College, which in its prime was a successful rural educational facility. But we must take a leadership role and get to work on securing the right combination of interested parties to work together to deliver an educational service that meets the needs of our community and supports the region to diversify economically and grow.

Tourism is one of the shining lights on the horizon for economic development in our region. We've set the region on course to grow the tourism industry in western Queensland by 262% by 2031. The Tourism Futures Action Plan has been actioned, and tenders have been received to gather more specific data about visitors to the Central West Queensland.



RAPAD Directors attending the WQPHN / RAPAD / RFCSNQ mental health roundtable.

Not everything we have touched has turned into the glowing success we would hope. We instigated and Air Services Stakeholder's Forum in late 2018. The forum was a success finishing with an agreement that the Department of Transport and Main Roads would work with RAPAD to establish a working group. Since this initial show of goodwill, the initiative has seen several delays from the government, but we won't rest until there is an improvement to air services for the region.

All seven councils of the RAPAD region (21% of Queensland) have been fully drought-declared since 2014; the communities within the region are currently experiencing the worst drought and economic decline, in its history.

With the ongoing pressure on agricultural industries, our Rural Financial Counsellors have continued to be an extremely valuable resource for the community.

Over the past year, nothing displays RAPAD's commitment to the health and wellbeing of our community more than the lead role it has taken in establishing and facilitating- in partnership with the Western Queensland Primary Health Network (WQPHN) – two multiagency Mental Health Roundtables.

We need to be confident our community is getting value and service from a well-coordinated service and in turn, we can advocate very strongly on behalf of the WQPHN in the federal sphere. We understand deeply the correlation between the state of the community's mental health and our capacity to grow, develop, support each other and thrive.

I acknowledge the other boards and groups which RAPAD is involved in to improve our region. Outback Regional Roads and Transport Group, RAPAD Water and Sewerage Alliance, Central West Regional Pest Management Group and RAPAD Employment Services Queensland (RESQ). All great examples of the parallel collaborative power of RAPAD.

A special thanks to our long-standing CEO and his staff – the success of an organisation lies with the leadership and staff. I would also like to extend my thanks to the board of directors for their time and strength. Some long-standing members will not be re-contesting their Mayoral positions and I would especially like to thank them for their years of service to our community.

Cr Rob Chandler
RAPAD CHAIR

RAPAD Board



CR ROB CHANDLER

Mayor Barcaldine
Regional Council



CR BRUCE SCOTT OAM

Mayor Barcoo Shire
Council



CR ANDREW MARTIN

Mayor Blackall-Tambo
Regional Council



CR RICK BRITTON

Mayor Boulia Shire
Council



CR GEOFF MORTON OAM

Mayor Diamantina Shire
Council



CR ED WARREN

Mayor Longreach
Regional Council



CR GAVIN BASKETT

Mayor Winton Shire
Council



DAVID ARNOLD

CEO RAPAD

BOARD MEETING REGISTER

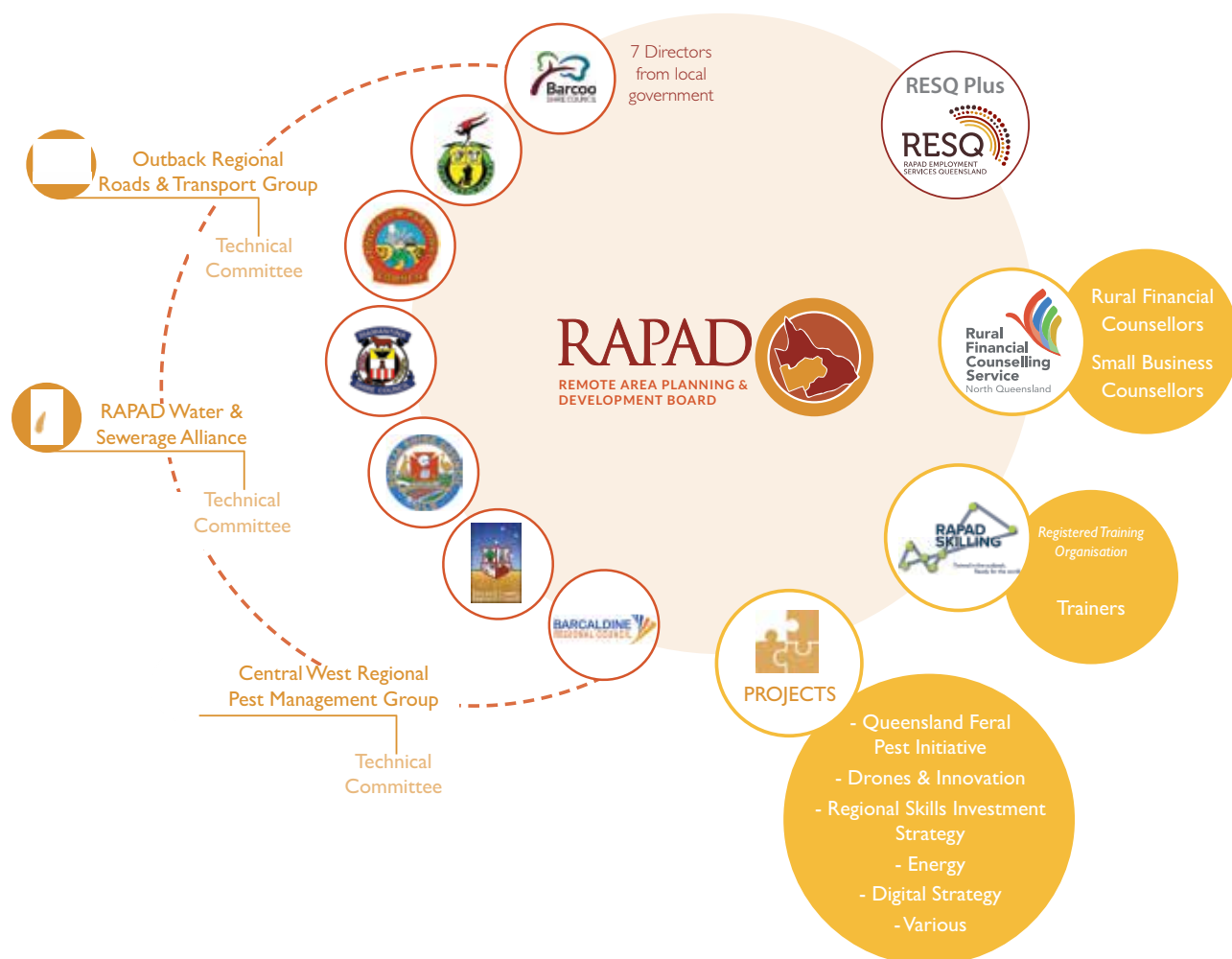
The board held 15 meetings for the period 1 July 2018 to 6 September 2019:

6 July 2018
30 July 2018
7 September 2018
19 October 2018
8, 9 November 2018
14 December 2018
1 February 2019
1 March 2019

25, 26 March 2019
17 May 2019
7 June 2019
14 June 2019
5 July 2019
29,30 July 2019
6 September 2019

Director	Number attended
Cr Rob Chandler (Chair)	12
Cr Bruce Scott OAM	10
Cr Eric Britton	8
Cr Geoff Morton OAM	8
Cr Gavin Baskett	11
Cr Andrew Martin	11
Cr Ed Warren	11

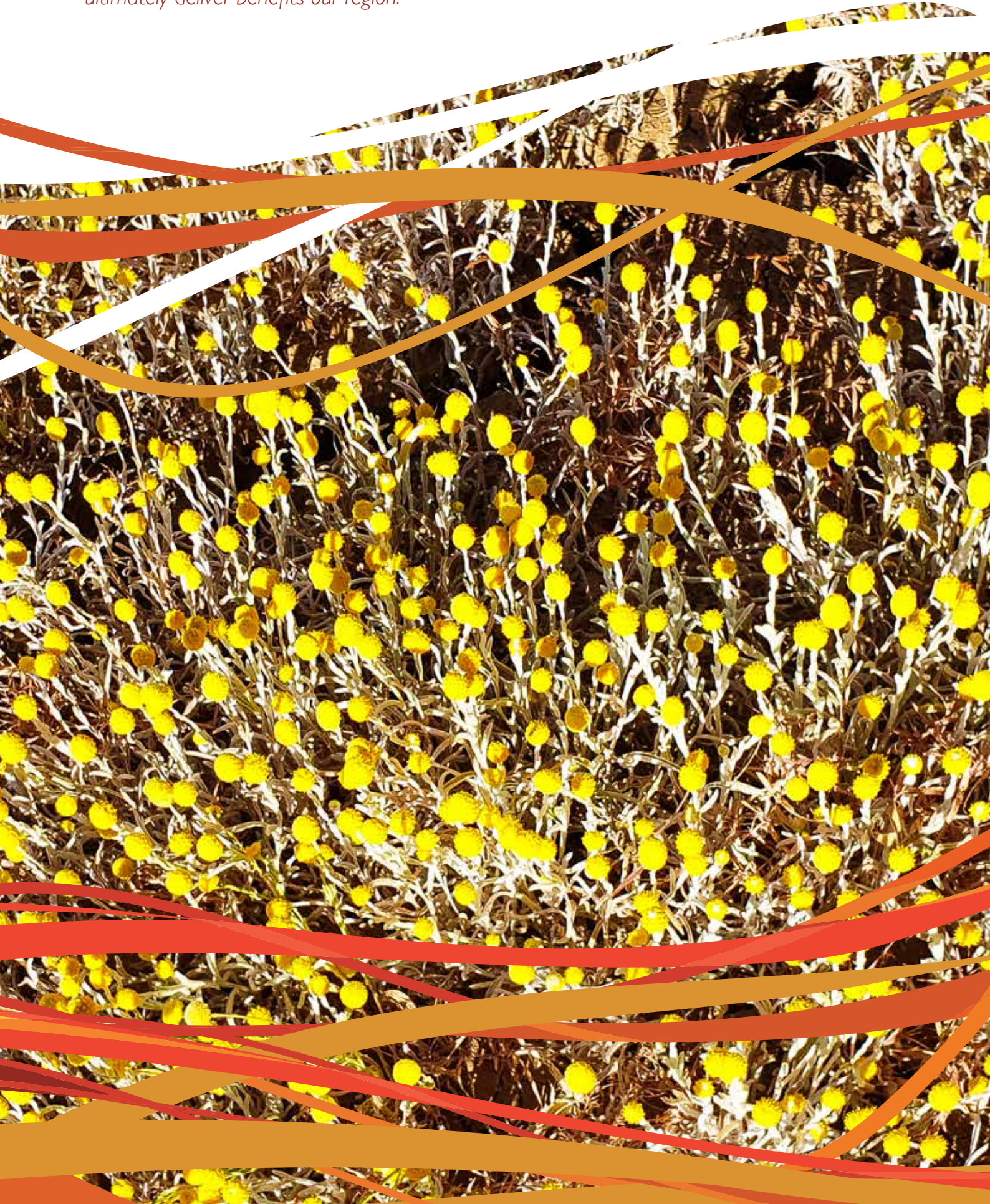
Organisation Overview



What is RAPAD?

RAPAD is a not-for-profit legal entity whose owners are the seven local governments of Central Western Queensland. RAPAD is a regional development organisation and the leading advocate for our region and works to secure investment and programs that deliver on our strategic priorities and ultimately deliver benefits our region.

RAPAD is the leading advocate for our region and works to secure investment and programs that deliver on our strategic priorities and ultimately deliver benefits our region.



CEO's Report



I've been CEO now for approximately 16 years and it's with some humble pride that I hear from many sources that RAPAD is identified by many stakeholders as a successful model; a successful example of regional collaboration. This might seem like a boast, and to suggest we are perfect, or held in high esteem by everyone, would be naïve and foolish. However, looking back and equally looking out across the sector we operate in, I think we – i.e. the current and previous Board and Chairs, councils who support as members and staff – should reflect, look at areas for improvement, acknowledge our failings but equally take on board the compliments. I know people look over the fence at RAPAD and say: "We'd like one of them".

I get asked what is RAPAD and I have several answers to this. RAPAD is simply, a not-for-profit legal entity whose owners are the seven local governments of Central Western Queensland. RAPAD is a regional development organisation. RAPAD, by virtue of the fact we are owned by local governments, is what is termed a regional organisation of councils. RAPAD is a business that can and does tender for programs we think are of benefit to our region. An example here being RAPAD Employment Services Queensland (RESQ) which was formed from our successful tender to deliver the Australian Government's Community Development Program (CDP). We did this as we were of the opinion at the time the then existing providers were not adequately servicing the region. As a regional advocacy voice, RAPAD 'is the seven mayors of our local governments' and, 'the seven mayors are RAPAD'. RAPAD is seen as a safe professional organisation for other entities to deliver programs through. An example here would be the Western Queensland Primary Health Networks (WQPHN) asking RAPAD this year to deliver the Empowering Our Community Grants Program funding.

... It's with some humble pride that I hear from many sources that RAPAD is identified by many stakeholders as a successful model; a successful example of regional collaboration.

I've had reason to review RAPAD's constitution several times this year, and I've got to admit it's the type of document that one doesn't go perusing very often, except in situations normally to do with matters of governance clarification and guidance. The constitution outlines the objects of the organisation, and since before the early 2000s it's clear RAPAD is a regionally focused organisation.

We are proud to be a key facilitator of discussion and implementation of new technologies... RAPAD has now hosted two Outback Aerodrone Symposiums, exposing the region to the opportunities this industry brings.

The word 'region' or 'regional' is mentioned seven times across the few key paragraphs and 'Region' is the only defining term

That regional approach is reflected in the Board's Strategic Plan, the most recent iteration of which came into effect in 2018. It is with consistency to this strategic plan and the constitution, that I as the CEO carry out the intent of the Board.

The following report highlights some of those key areas we have worked across and delivered in. What is always difficult is to articulate the outcomes of intangibles such as networking, engagement and regional discussion. In this report we've highlighted the very tangible outcomes from the Cluster Fencing Project. It's a great story. It highlights the dollars spent, the contributing dollars, and been able to extrapolate the expected returns from having sheep behind a fence. Of course, with seven years of drought the returns are yet to be truly realised.

Equally successful, is the far less tangible, Mental Health Roundtables which RAPAD, and our Rural Financial Counselling Service North Queensland (RFCNSQ), were instrumental in initiating with our friends at the WQPHN. Even though the outcomes are hard to measure, they are there in the short and long term. Sure, they can be quantified over time but right now that is much harder to report on than 'x kilometres of fencing' and 'y number of sheep'.

We've continued the delivery of the Australian and Queensland governments' Rural Financial Counselling Service Program across the RAPAD and wider North Queensland region along with the Small Business Counselling Program. These are important programs that are needed in the region and we are proud to professionally administer them.

Likewise, we with our partners as owners of RESQ, provide the CDP. RESQ, under the careful management of Tony Rayner, has consistently been one of the best performing CDP providers across the nation. This year we also welcome on board the Central Western Aboriginal Corporation as partners in the CDP delivery.

We are proud to be a key facilitator of discussion and implementation of new technologies. Until recently the word 'drone' was one mostly used in science fiction. It wasn't part of mainstream thinking. RAPAD has now hosted two Outback Aerodrone Symposiums, exposing the region to the opportunities this industry brings.

We have and are implementing Outbackhub Zoom Rooms across our region, the South West and in some parts of the North West. This is externally funded through the Queensland Government's Advancing Regional Innovation Program.

Following the Renewable Energy Forum held back in early 2018, we have been quietly facilitating discussions between 'opt in' councils and industry, working closely with renowned economist Professor Ross Garnaut.

RAPAD CEO, David Arnold, interview with Channel 10 News in Brisbane about the Coaldrake Report.



Ten years ago, after identifying the needs of training and upskilling in the region, RAPAD took a punt and set up a Registered Training Organisation (RTO) and today RAPAD Skilling is a locally-owned training organisation. The RTO environment is a very tough operating environment as evidenced in some ways by the demise of the Longreach Pastoral College (LPC) this year.

The Coaldrake review which preempted the LPC closure identifies RAPAD as a potential entity that could play a role in progressing a 'new' LPC. The final outcome of the LPC 'transition' is still far from clear, however in our limited capacity we have put our hands up to be a part of the solution.

With the TC Beirne School of Law at The University of Queensland (UQ), RAPAD and RFCSNQ have joined forces in an important three-year pilot study that will benefit farmers and small businesses across Central West Queensland. The research will provide much needed evidence-based findings to inform policy and development of the RAPAD-region economy, and valuable insights into cash flow optimisation; the impact of income tax on small business and their participants; the impact of rural financial counselling service; and business succession in a regional economy dominated by small operators.

With the Queensland University of Technology (QUT), we are funding partners in a research project investigating 'The Role of the Creative Arts in Regional Australia: A Social Impact Model'. As one of three locations across Australia, this project will address the challenge to effectively target regional arts funding to programs and activities that build capacity and have lasting impact for end-users. It delivers a framework for evaluating the Arts, to argue for the arts to be included in a broader understanding of community and national wellbeing and success. This framework will position Australia as an international leader in articulating and responding to the social impact of the Arts. RAPAD works closely with Red Ridge (Interior Queensland) on Arts matters and Red Ridge is one of the successful outcomes of RAPAD's past projects.

The Board has also taken on the reference group role for the Queensland Reconstruction Authority's Regional Resilience Strategy Pilot Project across the Central West. The intent of the pilot concept is to support and facilitate a range of stakeholders, particularly local governments, in delivering practical resilience solutions across the region. The project uses an approach of multi-disciplinary 'supported self-help' to arrive at a coordinated and integrated resilience strategy. This involves providing the governance, policy and implementation support required to enable delivery of practical solutions by local governments with the support of others, including other state agencies such as QFES, and non-government organisations.

We can always do better, and we never rest on our laurels however RAPAD continues to deliver on its regional mandate.

I'd like to recognise the Board who go above and beyond, our staff, the federal and state government departments which support RAPAD projects and the many private people and organisations who are on hand to offer advice and whose only interest in offering that support and advice, is to see the region prosper.

David Arnold
RAPAD CEO

We can always do better, and we never rest on our laurels however RAPAD continues to deliver on its regional mandate.

"We were not getting a result before... now people are looking 5-10 years down the track, before the only focus was on the here and now. The massive shift in positivity has been unbelievable." - Leonie Nunn, Way Out West Cluster

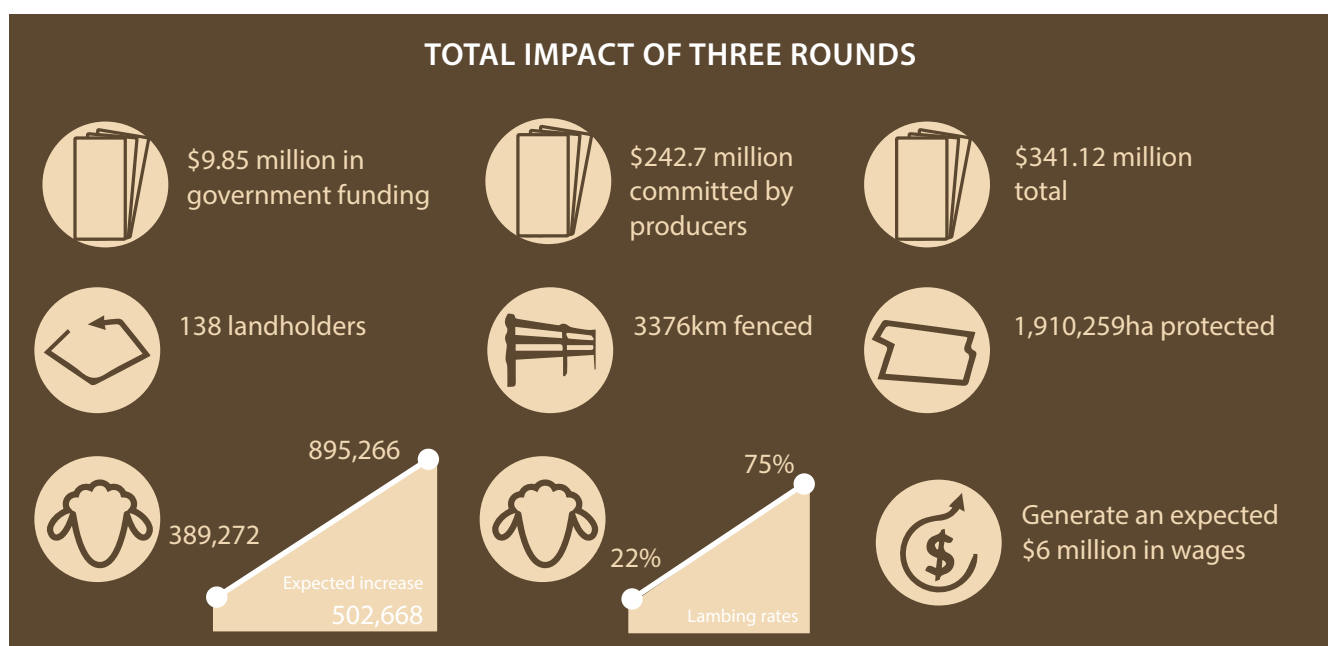
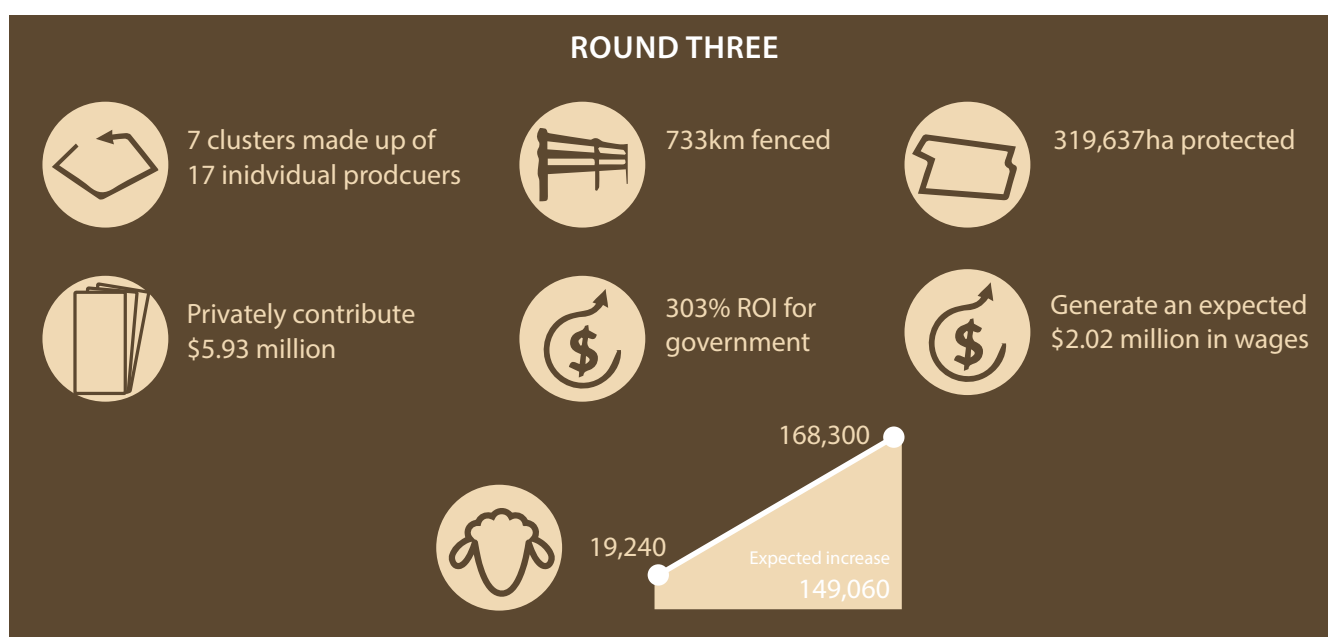


Queensland Feral Pest Initiative

DELIVERING A SUCCESSFUL THIRD ROUND FOR THE QFPI PROGRAM

The Remote Area Planning and Development Board (RAPAD) was once again the successful tenderer for the region receiving \$2.25m in funding for round three of the Queensland Feral Pest Initiative (QFPI). Funding for this round was once again oversubscribed, with seven cluster groups successful in securing funding. These groups of properties will work together to build dog-proof borders to protect their sheep.

The seven clusters are in the Longreach, Winton, Barcaldine and Barcoo local government areas and will:





Funding for this round was once again oversubscribed, with seven cluster groups successful in securing funding.

For more information about the real impact of the cluster fencing initiative visit www.notjustafence.org

In addition to controlling the number of wild dogs on their properties and protecting sheep, the fencing program:

- Creates jobs and grows employment opportunities
- Enables wool growers to have better and more predictable productivity, in-turn offering stable and predictable employment
- Provides more stability to the community in terms of long-term work and economic surety
- Grows school numbers, boosts sporting teams, brings people with skills to the region
- Reduces the amount of time wool growers need to be out looking for wild dogs and maimed sheep and allows them to use that time on other areas of the farming operation
- Removes the constant emotional stress producers were experiencing during lambing when dog attacks happened every night
- Enables people to become better equipped to withstand future drought events.

Once the fences are built, the proportion of lambs surviving the vulnerable period after their birth increased on some properties from 30% up to 80%. That's more than a doubling of the number of lambs surviving through to maturity.

It's a result to be proud of but the project's aim is not just about protecting lambs. Its long-term goal is to be the catalyst for achieving significant improvements in the profitability of regional businesses both rural and non-rural, a more stable community, social growth, and better environmental and biosecurity control.

It's a lot of land. It's a lot of wire. It's a lot of money. But it's more than just a fence.



NOT JUST A FENCE: HOW RAPAD IS USING DATA VISUALISATION TO LEAD ENGAGEMENT AND BETTER TRANSLATE PROJECT SUCCESS

While RAPAD's Queensland Feral Pest Initiative (QFPI) project has had great success in the field, it is also leading the way in the digital communication space. Taking the facts and figures of a report, and telling the story of the people, the industry and the outcomes from this vital project in an accessible and engaging way to a broader audience.

In a first for the industry and region, RAPAD has designed and executed an innovative reporting and communications tool - notjustafence.org.au - to illustrate the successes and achievements of QFPI. It combines data visualisation techniques, digital media and text, as well as a Monitoring, Evaluation Reporting and Improvement (MERI) plan to convey the results that would usually be incorporated into a traditional report.

As a reporting tool, notjustafence.org.au is leading the way for other Queensland local government areas to use technology and innovation in project delivery. This is also the first time data visualisation has been combined with a complete MERI plan to clearly show the results of a local project in an engaging way to our funding partners and beyond.

This digital concept has tackled the challenge of conveying the multi-layered impact of the project that couldn't adequately be captured in a traditional written report. The team was able to capture - in one easily accessible and engaging place - all the data in the form of graphs, charts, maps and figures as well as the human impact beyond the hard data through interviews and personal stories. The material was presented in an engaging format, that was easy to read and understand, helping to break down barriers and introduce this information to even more stakeholders.

By leading the way with this digital storytelling technique RAPAD has demonstrated the true meaning and impact of the cluster fencing project on the RAPAD community and shows how these fences are in fact, saving the Outback.



Energy

The RAPAD region is in a prime position to take advantage of opportunities in renewable energy development with its warm, dry, clear conditions and underground water.



RAPAD continues to explore renewable energy approaches that offer transformative benefit in the region for the region which will:

- Recognise the region's strategic natural advantages in low emissions energy sources which can potentially make us competitive as a location for energy intensive industries.
- Assist our region to overcome the problems of depopulation and lack of economic diversity, create new job opportunities and attract investment.
- Potentially assist the State Government to reduce its CSO obligations via the introduction of local renewable energy generation opportunities.

The RAPAD region is in a prime position to take advantage of opportunities in renewable energy development with its warm, dry, clear conditions and underground water. These are definite competitive advantages especially in solar sector. The challenge with current models, such as the large scale solar farms currently built in the region, is that they do not help to lower local or regional electricity prices or provide sustainable jobs. Further, consumers in the RAPAD region continue to experience various energy supply issues, including increased unreliability (vulnerability to blackouts and brownouts), sensitivity to recent and future energy price increases, and inadequate access to alternative and possibly superior options.

The RAPAD region has an excellent solar resource by global standards – the best in eastern Australia – and in some places valuable wind and geothermal energy, as well as gas to service a generator at Barcaldine. Renewable energy (notably solar-PV) technologies have experienced considerable cost reductions in recent years and locally deployed renewable energy assets have significant potential to:

- mitigate the significant energy supply issues described above
- provide a more efficient means of deploying external subsidies (ie: CSO, etc)
- generating savings which when spent elsewhere locally provides further local economic benefits
- diversify incomes and increase resilience to major seasonal, environmental and/or market events
- critically, can be the basis to attract significant new business and investment into the region.



Given the energy supply challenges in the region, and the increasing cost-effectiveness of decentralised energy generation solutions, a core guiding principal of RAPAD's work is to explore opportunities where "inexpensive local renewable energy as a key enabler for RAPAD region's economic development".

The RAPAD Renewable Energy Forum held in February 2018 validated that the RAPAD region has a comparative advantage in renewable energy, in-turn facilitating transformative economic and social benefit for the region. Since the forum, work undertaken by RAPAD includes:

- continued to facilitate and build relationships and host energy experts from across industry into the region including Professor Ross Garnaut AO, Gupta Family Group (GFG) Alliance, Clean Energy Finance Corporation and The Grattan Institute.
- delivered the Realising Big Vision Community Consultation - testing the concepts of the strategy with communities across the region. Summaries of the report include:
 - outlining the important role of energy in enhancing community resilience and opening up opportunities through access to low-cost power: energy is an all-powering resource and a driver to mobilising RAPAD communities - it all starts with energy

- reinforcing that the RAPAD community's appetite for significant change is high: it has embraced the idea of self-sufficiency and is eager to action it, is open to a range of alternative mechanisms and pathways if it means liveability is enhanced and is ready to take a significant economic transformation
- recognising and supporting RAPAD as the appropriate body to lead an economic transformation across the central west community
- emphasising electricity is the biggest threat to the region's economic development
- highlighting that the community clearly recognises investment in localised electricity generation needs to lead to lower electricity prices.

Several RAPAD councils are engaging Professor Ross Garnaut to:

- Identify and implement solar on key council premises/community premises to support local communities to provide energy cost savings for council/communities, deliver flow-on economic benefits and insulate against forward electricity price increases.
- Identify, assess and develop pathways for new businesses and investment into the region, enabled by renewable energy and aligned to the region's key capabilities and strengths.

The roll out of improved mobile and internet coverage has helped raise awareness and confidence that it is possible to utilise digital technology to start-up a business in Outback Queensland.



Advancing Regional Innovation Program

Since late 2017 RAPAD has delivered the Queensland Government's Advancing Regional Innovation Program (ARIP) funded by Advance Queensland. RAPAD is responsible for delivering the program for three years.

In addition to delivering ARIP to the RAPAD local government areas, we have also partnered with McKinlay Shire Council in the North West and the four South West Regional Economic Development (SWRED) shires of Murweh, Bulloo, Quilpie and Paroo.

Innovation discussions and exposure to entrepreneurial ecosystems in 2016 and 2017, along with the roll out of increased and improved mobile and internet coverage, has helped raise awareness and confidence that it is possible to utilise digital technology to start-up a business in Outback Queensland. The distance between where we live and larger centres has been broken down with increased connectivity as well as the broader public's willingness to do business with online operations which previously deterred the establishment of businesses in our region.

With RAPAD's Entrepreneur in Residence already in place, ARIP's first year delivered an extensive array of activities including Start-up Weekends, Business Bootcamps, Digital Literacy workshops, Social Media workshops and coding.

The second year's major focus was to consolidate two major components:

1

Providing activities to empower **local entrepreneurs and businesses**



2

Extending the trial of **Outbackhubs network** to further connect the Outback Region



3

Promoting **drone technology and associated activities** for the Outback Region.





As part of RAPAD's drive to deliver on its Strategic Plan priority to foster innovation, creativity and entrepreneurship across the region, the first women's mpowHER entrepreneur retreat was held in Muttaborra on 27-28 October 2018.

The event continues to build on the success of Outbackhubs initiatives including start weekends, digital skills development tour and hosting of an Entrepreneur in Residence. It also marked the beginning of the mpowHER concept to grow a community of female entrepreneurs across Outback Queensland and beyond.

CWQ communities have been heavily impacted by the continuing drought and being able to look at new opportunities for income as well as business and personal development is invaluable.

Partnerships, friendship and inspiration built through this network will support and encourage other women to bravely step into entrepreneurship.

Find out more about the mpowHER retreat, take a look at the report on page 90.



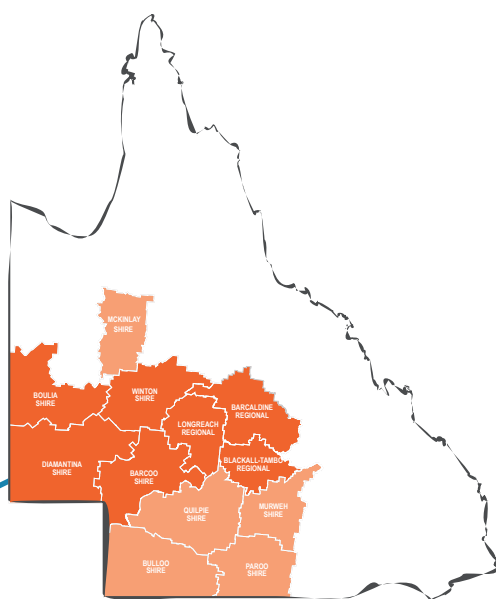
OUTBACKHUBS NETWORK - Outbackhubs has worked with professionals across the region to break down the distance barrier - including Jane Tincknell (pictured right) from the Department of Agriculture for the Grazing Futures workshop in Cloncurry to "Zoom in" four presenters from across the country with ease. And Alun Hoggett from Desert Channels Queensland (pictured on previous page) - using the Longreach Zoom Room for a remote conference presentation.





Outbackhubs



The roll out of increased and improved mobile and internet coverage, has helped raise awareness and confidence that it is possible to utilise digital technology to start-up a business in Outback Queensland.



 CWQ Region
RAPAD member councils

 Additional councils in
Outbackhubs network

Outbackhubs is a collaborative effort to provide shared resources and training opportunities to Central Western Queensland.

Established in 2017, Outbackhubs operates physical co-working locations where members and guests can use high speed internet, hot desks, general office equipment in addition to participating in workshops.

BREAKING DOWN BARRIERS - CREATING OPPORTUNITIES

Through Outbackhubs we make sure our region is aware, ready, willing and able to enthusiastically and skillfully embrace the opportunities that digital technology and all the innovation that accompanies this global phenomenon is opening.

Our diverse and widely dispersed region is home to many people who have hidden or under-utilised talents. Outbackhubs and its network of Zoom Rooms are important foundational realise potential and opening doors to opportunities.

A PLACE TO CONNECT AND BUILD A SUCCESSFUL BUSINESS

Outbackhubs is providing fully digitally enabled, affiliated co-working spaces situated throughout the CWQ region and is set to expand into additional local government areas (see map).

Outbackhubs are spaces and places for our community members to work, study and meet. They attract people from within the region, nationally and internationally using state-of-art but readily accessible technologies.

Designed outcomes include:

- a digitally connected community
- propagation of new entrepreneurial talent
- ability to tap into global opportunities that drive economic change
- Ultimately, the primary goal is a region that has realised its full potential, through collaboration and innovation.

The Outbackhubs report found on page 106 highlights the set up of Outbackhubs followed by key activities and outcomes realised since its inception in 2017.

Outback Aerodrone



Central West Queensland's geographic isolation, vast open skies and low population density saw the promoting of the region as an ideal test site for unmanned aerial vehicles (UAV) companies as a common thread throughout a variety of reports undertaken by RAPAD.

We are promoting the Outback as the perfect location to fly and test vehicles, sensors and other aspects of Unmanned Aerial Vehicles. Another major focus of the Outback ARIP (RAPAD component) has been working closely with key stakeholders in the UAV/drone industry to establish the region as a site for domestic and international companies to fly and test including Beyond Visual Line of Site (BVLoS) aircraft.

Following successful Outback Aerodrone Symposium in August 2018, attended by national and international UAV companies including two Japanese companies, discussions have continued between UAV and local key stakeholders to foster a relationship for developers to solve the issues of the region's economic industries of agriculture, tourism and local government.

Promoting the region for testing of UAV and sensors, including BVLOS has included:

- a reciprocal visit to Japan Drone with further meetings with:
- JUIDA (Japan UAS Industrial Development Association]
- Fukuskhima UAV Test Facility
- SkyDrive (person carrying drone)

- JSAT SkyPerfect (attendees at our 2018 OAS)
- attending Fraser Coast Drones and Innovation Showcase promoting the OAS 2019 and further building links with the UAV industry stakeholders
- discussions with Drones Champions League to host an international drone championship in Barcaldine
- linking industry, especially agriculture and local government, with manufactures and technical engineers to develop aircraft and sensors for regional needs
- promoting Outback Aerodrone - Drone Test Connect, providing a concierge service to link UAV/drone companies with appropriate sites to fly and test ie Sunbirds (hot desq recipients)

The Outback Aerodrone activity culminated in September with the Outback Aerodrone Symposium 2019 kicking off Queensland, being followed at the end of the week by World of Drones Congress in Brisbane.

Held over three days, the event's themes included:

- Learn, work, play
- Disaster Management
- Local Government applications
- Agricultural applications.

Over 120 attended across the three days, with French company Sunbirds' Queensland-based team demonstrating the 3m solar powered fixed wing drone, along with DJI representatives demonstrating the latest drones.

FPVR Drone Racing provided the opportunity for locals to test their flying and racing skills on simulators and with micro drone racing before two Queensland based world champions (both aged 15) demonstrated their prowess on the Barcaldine Airport tarmac.

For more on the Japan delegation take a look at our report on page 126.

The full Outback Aerodrone Symposium 2019 report can be found at page 141.



Sunbird's solar drone demonstration.



Testing out skills on the drone simulator display (top). Japanese delegates with TIQ's Melissa Inooka and Eddie Bennet, Complete AUV (above).



Panel discussions with RAPAD and UQ's Dr Thea Voogt (top); local kids get autographs from the world champs (middle); regional 'Think Tank' discussions with local government (above).

Trained in the Outback. Ready for the world.



RAPAD Skilling



Throughout the last financial year RAPAD Skilling has built on and reinforced its reputation to deliver high quality, relevant training to all local government organisations and areas in the central west. In addition to continuing to meet and exceed the needs of our core customers, we have also expanded to provide training in locations outside of the RAPAD region.

The RAPAD Skilling team is led by former civil/trainer assessor Stephen Rossberg who is well-known and trusted in the region after starting with the organisation in 2012. He also brings 21-years of experience in civil construction and local government. Under Stephen's leadership is a team of experienced, dedicated, highly motivated people who have pride in what they do and are committed to providing world-class training to anyone and everyone residing in the RAPAD region and beyond.

Currently RAPAD Skilling offers a suite of almost 50 opportunities to obtain a qualification at diploma, certificate or licence level, as well as opportunities to complete short courses.

This first-class training is being provided across:

- Business Administration and Management
- Civil Construction
- Conservation and Land Management
- Community Services and Individual Support
- Health Support Services
- First Aid
- Education Support
- Tourism and Events
- Workforce and Professional Development

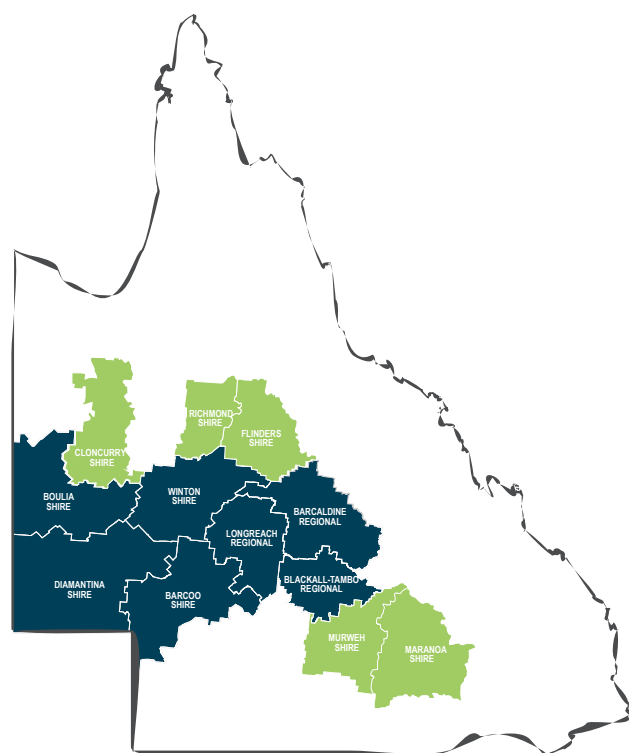
A team of experienced, dedicated, highly motivated people who have pride in what they do and are committed to providing world-class training to anyone and everyone residing in the RAPAD region and beyond.



Our recent strategy refocus to better service our core clients has proven successful with an overall increase in activity and graduates.

Under the new leadership RAPAD Skilling has expanded its reach to deliver varied styles of training into communities including Mitchell, Hughenden, Cloncurry, Richmond and Charleville.

Despite this expansion the determined focus of RAPAD Skilling is to deliver quality training to its core business clients - Diamantina, Boulia, Barcoo, Winton, Blackall-Tambo, Barcaldine, and Longreach local government areas - is stronger than ever. RAPAD Skilling's willingness to train face to face is sought-after and appreciated by our client base and will continue into the next financial year for both our local clients and those further afield.



■ CWQ Region RAPAD member councils

■ Additional council areas where RAPAD Skilling training has been delivered.



To ensure the needs of young people in the district are met to entice them to stay in the area to bolster the town populations instead of leaving and not coming back.

Our recent strategy refocus to better service our core clients has proven successful with an overall increase in activity and graduates.

RAPAD Skilling has put extra focus on updating and enhancing relationships with local schools to provide opportunities for students to be involved with trainee or school-based apprenticeships. To ensure the needs of young people in the district are met to entice them to stay in the area to bolster the town populations instead of leaving and not coming back.

This financial year RAPAD Skilling launched a new website which has opened up efficient and direct communication channels for prospective students. We have been investing in our social media presence and grown an online community to share our successes with. The RAPAD Skilling team is active in our community attending shows, conferences, workshops and field days directly communicating with our core clients and community.

Going forward, RAPAD Skilling's focus will be to put extra resources to raising awareness and understanding about funding opportunities available to our clients to help them access training in a variety of industries. The utilisation of available funding by our clients will remove economic barriers to training their staff. With an increase in demand for training we will expand our training options on offer to the community.



For more information on the work and training opportunities with RAPAD Skilling visit: www.rapadskilling.com.au

Central West Queensland Skills Investment Project

In 2018 RAPAD secured Regional Skills Investment Strategy (RSIS) funding for the Central West Queensland (CWQ) Skills Investment Project, a two-year project focusing on the following key industries in the Central West Queensland region:

- Agriculture (sheep and wool)
- Tourism and Hospitality
- Community Services

To address local workforce issues related to skilling and training, the CWQ Skills Investment Project works with local businesses, industry bodies and community stakeholders to:

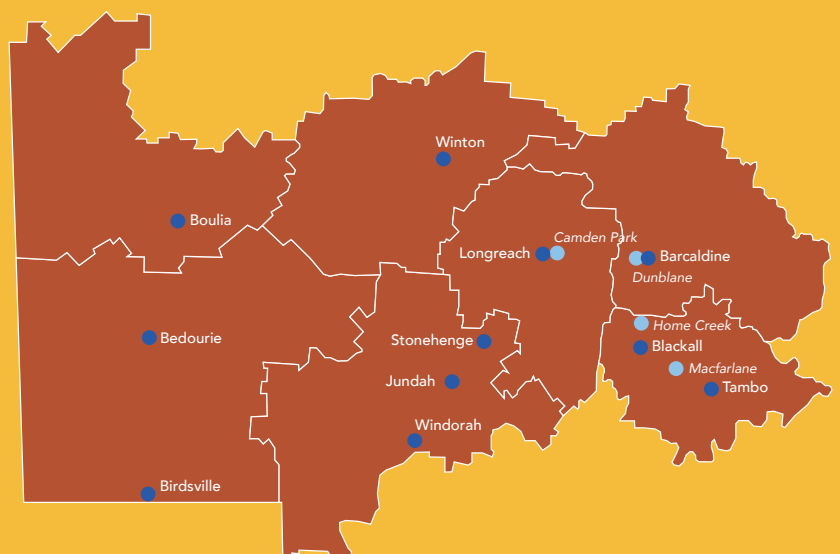
- identify available and emerging jobs in the target industries and the skills needed,
- analyse current training options and identify gaps or issues in our region, and
- collaborate with local employers and the Department of Employment, Small Business and Training (DESBT) to develop training solutions to address local skills and workforce challenges in the target industries.



Tamara Pearce was appointed as the RSIS Project Coordinator to lead the CWQ Skills Investment Project in September 2018. The RSIS Project Coordinator leads community and stakeholder engagement activities; promotes Vocational Education and Training (VET) pathways and training available under the Annual VET Investment Plan; and provides high-level project management and coordination of the CWQ Skills Investment Project.

STAKEHOLDER ENGAGEMENT AND PROMOTION OF THE ANNUAL VET INVESTMENT PLAN

The RSIS Project Coordinator has visited business owners and community members in the locations detailed on the map (right) to discuss their workforce development and training needs, and how we can help meet specific regional needs through the project.



CUSTOMER SERVICE BUSINESS CASE

Tamara was successful in gaining approval from DESBT to offer accredited Customer Service Training, subsidised by the VET Investment Plan, across the region. At the time of writing this report it was the first and only Business Case in Queensland to be approved through the RSIS Program.

RAPAD has approval from DESBT for RAPAD Skilling to enrol up to 100 participants in Certificate III Hospitality, regardless of their qualifications, provided they are existing employees of a tourism business operating in the Central Western Queensland region, to complete just the Customer Service Skill Set with Certificate 3 Guarantee funding. This funding means that participants or their employer will only pay \$100 for the training.

Certificate 3 Guarantee

Accredited Customer Service Training

- » For you or your employee
- » Accredited training forms part of SIT30616 Cert III in Hospitality
- » Only \$100 student co-contribution fee (Course value \$450)

REGISTER YOUR INTEREST AT:
<http://bit.ly/RAPADCustSvcTrg>

Training is delivered by RAPAD Skilling & includes units:

- » SITXCCS006 Provide service to customers
- » SITXCOM002 Show social and cultural sensitivity

The Certificate 3 Guarantee Program is funded by the Queensland Government.

Why is this training available?
The Queensland Government's Regional Skills Investment Strategy (RSIS) is a \$9 million initiative funded over four years that supports selected regional communities to identify current and emerging jobs in key industries and ensure there is a supply of skilled local people to meet this demand. RSIS will bridge the gap between existing training opportunities provided through the Annual VET Investment Plan and current workforce skill needs in targeted regions.

What is happening in CWQ?
RAPAD has secured RSIS funding for the Central West Queensland (CWQ) Skills Investment Project, a two-year project focusing on the following key industries in the CWQ region:

- » Agriculture (sheep and wool)
- » Tourism and Hospitality
- » Community Services

Who is eligible for this training?
Anyone who works for or owns a business that services tourists in the RAPAD region. You can access the training even if you have other qualifications.

Funding secured through the Central West Queensland Skills Investment Project means you only pay the \$100 co-contribution fee, not the full cost of the course.

If in doubt, contact Tamara and she can check your eligibility.

Register your interest now at
<http://bit.ly/RAPADCustSvcTrg>

Want to find out more?

Contact
Tamara Pearce: RSIS Project Coordinator
tpearce@rapad.com.au | Ph 0412 880 746

This Regional Skills Investment Strategy project is proudly supported and funded by the Queensland Government.

Tamara has provided information to stakeholders on how the state government funds vocational education and training through the Annual VET Investment Plan and connected stakeholders to training providers and opportunities for government funded training.

In addition to the core role of the RSIS Project Coordinator, Tamara has also contributed to the following initiatives:

INPUT TO STATE LEVEL POLICY DEVELOPMENT

Provided a submission to the Jobs Queensland Future of Work project consultation on behalf of the RAPAD region. Her submission will be prevalent in the final report from Jobs Queensland, expected to be finalised at the end of 2019.

QANTAS REGIONAL GRANT APPLICATION

Supported Griffith University academics to develop a proposal and grant application to fund an entrepreneurship program through RAPAD's Outbackhubs initiative.

SKILLING QUEENSLANDERS FOR WORK GRANT APPLICATION

Developed a proposal and grant application for a Skilling Queenslanders for Work project, with DESBT and stakeholders in the community services sector. This will train disadvantaged job seekers for community services jobs across our region.

QUEENSLAND AGRICULTURAL TRAINING COLLEGE PROPOSAL

Worked with collaborators including CQUniversity, Longreach School of Distance Education, Longreach State High School, RAPAD Skilling, and the Outback Queensland Tourism Association to develop a consortium proposal for the establishment of a collaborative, future-focused, multi-use centre for education, training, research, extension and innovation at the Longreach Pastoral College campus of Queensland Agricultural Training College.

"RFCSNQ has given us the confidence in our business to keep moving forward. We now have the confidence to take up opportunities for our business."



Rural Financial Counselling Program



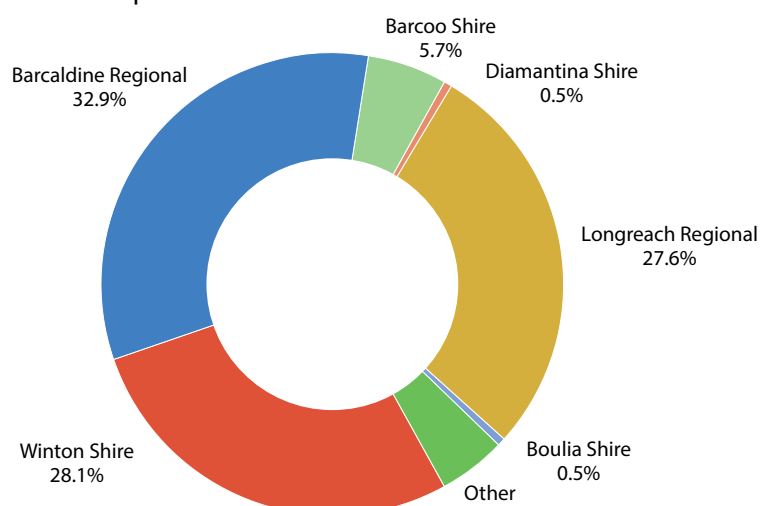
Whilst all local government areas across the RAPAD region are continuing to deal with the ongoing drought conditions; government announcements together with natural disasters saw an increase in demand for assistance across the region.

With the RAPAD local government areas about to enter their seventh year of drought, we anticipate demand for the service to continue to rise.

RAPAD continues its delivery of the Australian and Queensland government funded Rural Financial Counselling Service (RFCS) across our RAPAD region, and also the North Queensland area. This is a long-standing service of RAPAD and one we have proudly been a part of for nearly 20 years. The Rural Financial Counselling Service is administered through Rural Financial Counselling Service North Queensland, via a board appointed project committee consisting of four RAPAD directors and three external directors with skills in accounting and finance, agribusiness, community and social well-being.

This report covers the period approximately from 1 July 2018 – 30 September 2019.

Whilst all local government areas across the RAPAD region are continuing to deal with the ongoing drought conditions; government announcements together with natural disasters saw an increase in demand for assistance across the region. The below graph shows access to the service by local government area over the 15-month period to 30 September 2019.



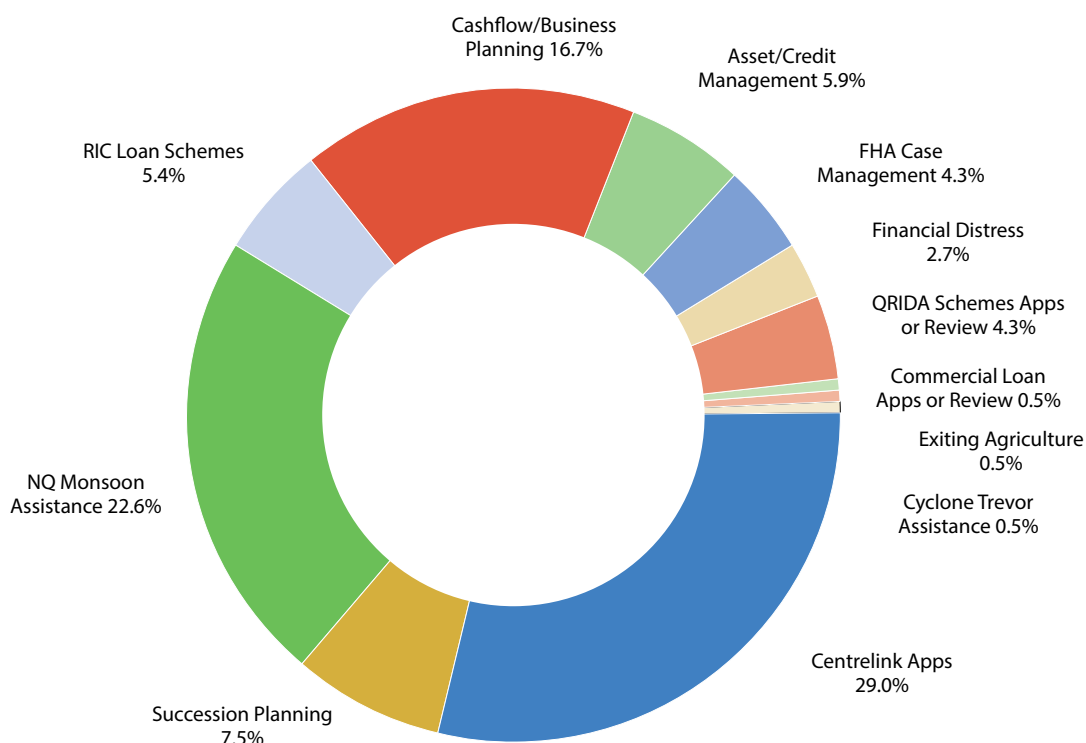
The Farm Household Allowance changes announced in August 2018 which extended the payment period from three to four years, the net asset limit to \$5million and included a cash supplement payment of \$12,000 for couples and \$7200 for singles, saw an increase in enquiries to the service from across the region. The increase in demand on the service led to employment of another Rural Financial Counsellor (RFC) to assist the service with the influx of enquiries and requests for assistance from new applicants accessing the payment for the first time and those who had already exhausted their payment coming back for the fourth year of payment.

The Far and North Queensland Monsoon Trough which affected the Winton region saw another increase in demand on the service from February 2019. Temporary offices were held in Winton following the disaster and over the reporting period the Winton local government area represented approximately 28% of our client base. We see this trend continuing with producers accessing our RFCs to help in the recovery process which may include reviewing business options, negotiating with lenders and accessing concessional grants and loans. Whilst the Blackall-Tambo local government area was reassigned to the Southern Queensland service in 2016 following a review of the program, several producers in the area, (with interests in other RAPAD shires) requested to remain with the North Queensland service. The main access to the service from this region stemmed from the ongoing drought and stock losses caused by Severe Tropical Cyclone Trevor in March 2019.

The below graph displays reasons for clients accessing the RFCs across the RAPAD region. We have seen an increase in producers accessing the service for natural disaster assistance, Farm Household Allowance application assistance and pre-succession planning.

The reduction in financial distress clients over the period may be due to several reasons including the increase in take up of Farm Household Allowance, diversification of business, addition of alternative income streams or business adjustment allowing for greater adaption to current dry conditions. The graph below shows outcomes for those clients who left the service in the reporting period.

With the RAPAD local government areas about to enter their seventh year of drought, we anticipate demand for the service to continue to rise. Should the region receive a reasonable wet season it's likely access the service will increase with producers seeking assistance to go through their options. Exiting the industry may be the best option in some cases, whilst others may be able to restock and recover. Should a good season not eventuate and the drought continues, we may again see an increase in producers accessing the service for assistance in reviewing their situation and working through their options.



Further detail on Rural Financial Counselling Service North Queensland can be found by visiting the website at www.rfcsnq.com.au



Longreach graziers during a testimonial video filming session with Rachel Bock.

CLIENT FEEDBACK ON RFCNSQ IN THE RAPAD REGION:

"RFCSNQ has allowed my husband and myself to be more confident in our decisions and has helped us to see the future more clearly and plan. This service has been unbelievably helpful to us."



"The support and encouragement from RFCSNQ has been really good. Also, we greatly appreciate the respect and privacy."

"The support from RFCSNQ has been critical in our survival under extreme pressure over an extended period of time. Confidence in livestock schedules and cashflows are so important in planning and decision making."

"RFCSNQ has given us the confidence in our business to keep moving forward. We now have the confidence to take up opportunities for our business."

"The support has been invaluable, RFCSNQ is the only reason we are moving forward."

"It has given us a solid starting point and improved confidence to make beneficial decisions going forward trying to recover from drought."

"RFCSNQ helped us to see the bigger picture and establish some priorities. Very approachable, helpful and a great support. Discreet but has opened a lot of doors and made applications easy and saved a lot of time and angst."

RAPAD Water and Sewerage Alliance

“Projects undertaken through the Alliance have provided both savings and better water services for the communities of our region.” - Cr Ed Warren

The RAPAD Water and Sewerage Alliance (RAPADWSA) was renamed in November 2017 after initially being established in May 2013 as the Outback Regional Water Alliance (ORWA) which evolved from the Outback Regional Water Group (ORWG). The RAPADWSA is formed from members of the Remote Area Planning & Development Board (RAPAD) and its decision to collaborate on urban water and wastewater services.

The RAPADWSA is comprised of seven (7) remote local government councils located in Central West Queensland; Barcaldine Regional Council, Barcoo Shire Council, Blackall – Tambo Regional Council, Boulia Shire Council, Diamantina Shire Council, Longreach Regional Council, and Winton Shire Council; and four (4) non-local government members; The Department of Energy and Water Supply (DEWS), Queensland Water Directorate (qldwater), Institute of Public Works Engineering Australasia Queensland (IPWEAQ) and The Local Government Association of Queensland (LGAQ). The last twelve (12) months continue to highlight and emphasise the importance of the Alliance and the necessity of working collaboratively to benefit the region.

Over the past two (2) years, the RAPADWSA have selected and prioritised several joint procurement opportunities, these include:

- Drinking Water Quality Management Plan (DWQMP) & Disinfection Feasibility Study (completed);
- Reservoir Maintenance Works (planning);
- STP Regulatory Requirement Investigations (progressing);
- Telemetry and SCADA (progressing);
- Sewer Relining (Contract Award);
- Water Mains Replacement (planning);
- Air Scouring (planning);
- Water Meter Replacement/Installation (planning); and
- Infrastructure Cliff Project, incorporating Water Data Security (planning).

“The partnership approach between councils, the Queensland Government, LGAQ and qldwater, is benefitting communities in the region.” - Cr Rob Chandler

As listed above, the RAPADWSA awarded a Sewer Relining Contract in excess of \$900,000 on behalf of the member councils. This project demonstrates the collaborative regional arrangements for the provision of sewer relining, benefitting the region with cost savings and the ability to encourage sewer relining Contractors to travel to Central West Queensland. Sewer relining provides councils with cost effective alternatives to upgrade sewer infrastructure. This is achieved by eliminating cracks and holes restricting rainwater and vegetation ingress. The project has also increased councils understanding of the condition of their assets, which subsequently has resulted in councils electing to reline sewer systems as required as opposed to replacement. This joint procurement activity undertaken by the Alliance along with Telemetry and SCADA are examples of rehabilitation and modernising existing infrastructure whilst improving the current useful life of the assets.

Through RAPADWSA, an audit was carried out for the regions Drinking Water Quality Management Plans (DWQMP). The purpose of these audits, required every four (4) years, are to:

- Verify the accuracy of the monitoring and performance data provided to the regulator under the DWQMP;
- Assess the service provider's compliance with the DWQMP; and
- Assess the relevance of the plan in relation to the provider's drinking water service.

The alignment by RAPADWSA of the regions service provider's auditing and reporting dates has enabled joint procurement. This collaborative approach results in savings of approximately \$15,000 for the region on the audits undertaken. The RAPADWSA have also completed a Disinfection Investigation and a Verification Monitoring Rationalisation. The results of these projects assist councils to complete a formal review process of their DWQMP's. Further, these two (2) projects were undertaken to improve the regions joint purchasing potential through an alignment of systems and processes, with items such as maintenance and chemicals for treatment providing further savings for the region.

The Alliance has also identified joint procurement projects such as effluent reuse, sewer treatment plant replacement feasibility, water bores (through QRA) and servicing and repairs of TV/Radio broadcast systems, the latter being an example of the broad nature of services and opportunities offered to the Alliance members.

The Infrastructure Cliff is a challenge that is faced by all Local Government Authorities throughout Queensland. The term applies to the ageing water and sewer assets owned by Local Government and the looming problem of "What next?". Our water assets serve the needs of over 12,250 Queenslanders and pose a fiscal challenge to all of us as these assets begin to reach the end of their useful lives. Increased monitoring along with water security, maintenance and rehabilitation of these assets will be crucial in avoiding the consequences of the 'cliff', similarly, the efficiencies gained through RAPADWSA represent the benefits in helping group members avoid the financial challenges of having to undertake these projects independently. Regional advocacy and promotion by the RAPADWSA resulted in the Deputy Director General (DDG) of the Department of Energy and Water Supply (DEWS), Benn Barr requesting a visit to the region to observe first-hand the challenges faced in Outback Queensland, particularly in relation to water security.

The RAPADWSA received recognition for its support in helping with the establishment of other similar alliances across the State. In July 2017, the RAPADWSA Regional Coordinator was invited to present at the Australian Water Association (AWA) North Queensland Conference in Mackay. The presentation highlighted key learnings from the RAPADWSA, specifically the benefits of joint procurement projects such as Reservoir Cleaning, Condition Assessment and Water Main Air Scouring. The RAPADWSA have been recognised for their positive results where they were announced finalists for the AWA QLD Awards and the 2017 IPWEAQ Excellence Awards.

Central West Mental Health Roundtable

Initial Report: Reasons for optimism

17 September 2018



Contents

1	Preamble.....	2
2	Principles	2
3	Overview: reasons for optimism!	3
3.1	Western Queensland PHN Integration is key	4
3.2	RAPAD Sustainable Services	6
3.3	Service providers in the Central West.....	6
4	Opportunity through challenge.....	9
5	Service mapping.....	11
6	Agreed key Central West opportunities	13
7	Next steps	13
7.1	Team Central West.....	13
7.2	Trusted advocates.....	14
7.3	Knowledge and information.....	14

Roundtable Initial Report: Reasons for optimism

1 Preamble

The Central West Mental Health Roundtable is a collaboration between the Western Queensland Primary Health Network (**WQPHN**)¹ and the Remote Area Planning and Development Board (**RAPAD**)² and the Rural Financial Counseling Service North Queensland (**RFCSNQ**).³

Why bother with a roundtable? The effects of the long-lasting drought and the challenges of rural and remote area service delivery are exacerbated by workforce vacancies, confusion about what services are available, and attitudes, resulting in stigma, that impact upon help seeking behaviours that support early intervention to support well-being and personal resilience.

The significant effects of the long-lasting drought across most of Western Queensland and its impact on individuals, communities and business underscores that a different approach to provision of services that better support communities is needed urgently if changing and increasing demands for support are to be met.

Focussing on meaningful and practical collaboration between mental health providers services in the Central West region, the Roundtable sought to better understand what is happening 'on the ground', enable greater advocacy across provider networks, and examine opportunities to improve access and service linkage and integration.

This is not a one off 'talk fest'. This is the beginning of a new dialogue that results in increased capacity, better coordination and practical solutions to issues being faced in the bush.

2 Principles

Our approach is local. This is about the experiences of people living in the Central West and what works best for them. The Roundtable does not want to apply a 'one size fits all' approach but consider and understand what is needed, what will work and why. It is about getting a common understanding of how best to configure support services to provide the best outcome from a client perspective, with an emphasis on prevention, well-being and self-management.

Principles that guided the roundtable discussion included:

- ensure services reach into community – meeting individuals and their families and friends where they are;
- use innovative and disruptive approaches to understand and deliver mental health services across the region;
- focus on the individual through a shared care approach that is supported by practical collaboration, strong referral pathways and access to information and data;
- enhance existing capacity through support, collaboration and workforce innovation, development and training; and
- increase health literacy and understanding of individuals and communities in our region so they understand their own needs and know how to access support.

¹ Please see: <http://wqphn.com.au>

² For more information, please see: <https://www.rapad.com.au>

³ Please see: <https://www.rfcsnq.com.au>

This paper outlines the discussions and agreements that resulted from the Roundtable in September 2018.



3 Overview: reasons for optimism!

On 17-18 September 2018, a roundtable event was held with service providers and key stakeholders from the Central West region. Bringing together participants outlined in Table 1 below, the Roundtable focussed on mapping and understanding services being offered in the Central West and exploring whether the needs of the various communities were being met.

The Roundtable highlighted the significant work already being done in the Central West, with participants sharing a plethora of examples that are working well through a passionate, motivated and skilled assortment of individuals and organisations established in the region.

The Roundtable also highlighted there is the potential build on these strengths to further enhance and improve the scope, connectedness and collective impact of these resources. Participants included the following individuals and organisations.

Table 1 | Roundtable participants

Participant	Organisation
Alistair MacDonald	Western Queensland PHN
Ann Marie Liddy	CheckUp
Carmen Goodger	Western Queensland PHN
Cr Gavin Baskett	Mayor, Winton Shire
Cr Pam Pullos	Blackall Tambo Regional Council
Cr Rob Chandler	Mayor, Barcaldine Shire
David Arnold	RAPAD
David Phelps	Department of Agriculture and Fisheries (Qld)
David Walker	Outback Medical Centre (Longreach)

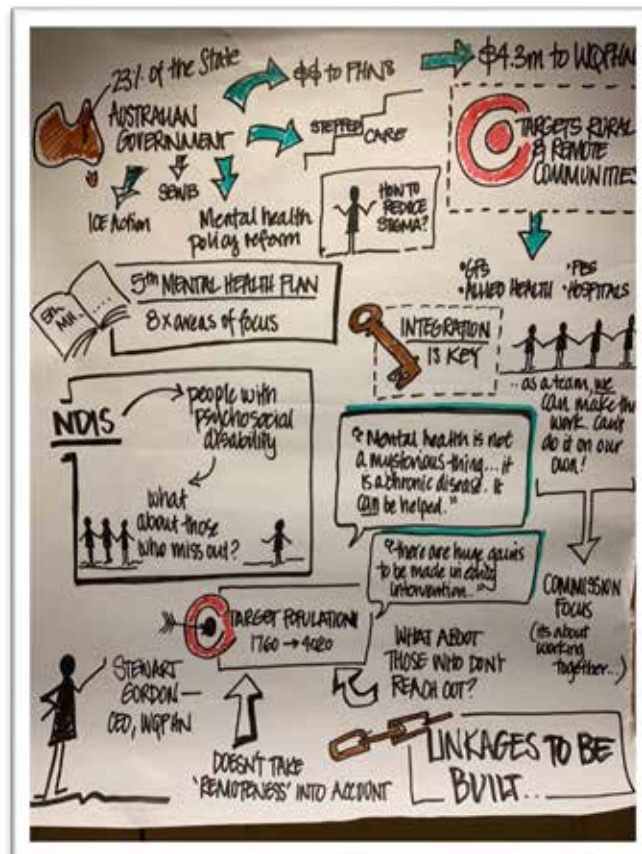
Participant	Organisation
Gail Jamieson	Royal Flying Doctor Service
Heather Alexander	Centacare NQ
Ivan Frkovic	Queensland Mental Health Commission
James Curtain	Lives Lived Well
Jane Williams	Central West Hospital and Health Service
Kris Trott, CEO	Queensland Alliance for Mental Health
Leanne Geppert	Queensland Mental Health Commission
Mark Goddard	Western Queensland PHN
Pat Fraser	CWAATSICH
Peter Whip	Outback Futures
Rachel Bock	RFCSNQ
Rodney Valentine	RFCSNQ
Sandy Gillies	Western Queensland PHN
Selena Gommersell	Outback Futures
Sheryl Lawton	CWAATSICH
Shirley Marks	Centacare
Simone Finch	The Westminster Initiative (Facilitator)
Simone Xouris	RHealth
Sophie Dodd	Beyond Blue
Stuart Gordon	Western Queensland PHN
Tim Shaw	Royal Flying Doctor Service
Victoria Corner	Western Queensland PHN

3.1 Western Queensland PHN | Integration is key

The WQPHN is commissioning a range of mental health and drug and alcohol services in the Central West and has been working with these providers and the CWHHS and general practice networks to implement stepped care approaches in line with the 5th National Mental Health Plan. There has been an increasing focus on meaningful collaboration and partnerships between organisations to leverage from existing infrastructure and investment tailor services that optimise access and support for people on the ground.

Funding arrangements for mental health are complex and dispersed across Commonwealth and State governments agencies, as well and philanthropic contributions. Further to this complexity is the clinical governance requirements of multiple organisations, program guidelines and recruitment and retention challenges.

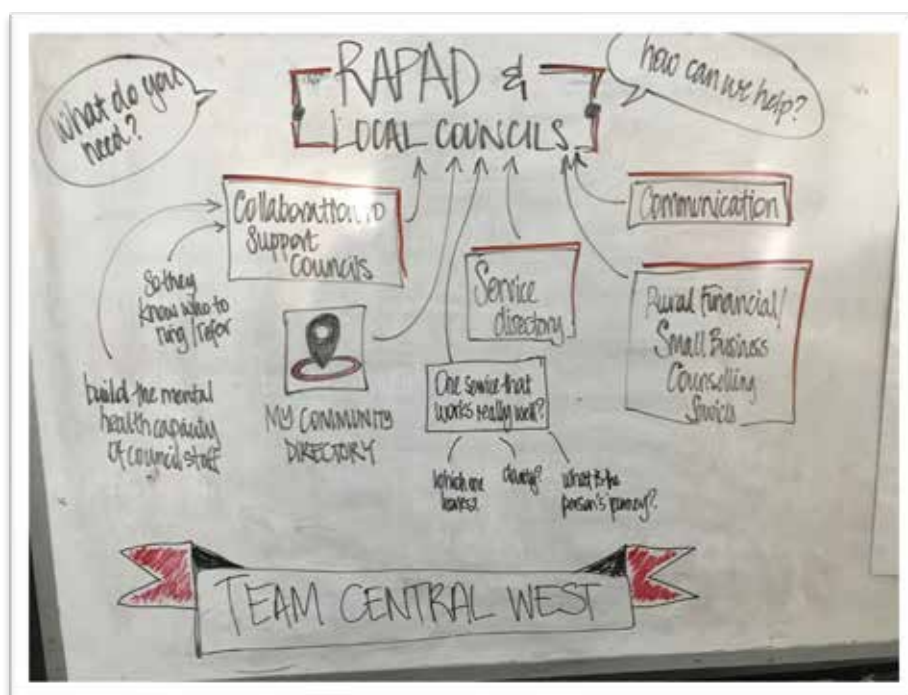
The Roundtable discussions highlighted the importance of collaboration, exercising organisational agility and flexibility and create a 'team approach' through better integration and advocacy.



Focussing on matching services to the needs of the individual, the WQPHN's mental health priorities include:

- Provision of low intensity and general psychological services focussed on early intervention, management and recovery for people experiencing mental ill-health.
- Provision of services, in the community, to support people experiencing severe mental illness, particularly those with long term conditions.
- A stepped care approach with the ability to scale up and down service supports with an emphasis on self-management, prevention and recovery.
- Appropriate, focussed services to underserved groups including Aboriginal and Torres Strait Islander people and children and youth.
- A universal approach to suicide prevention across the spectrum of mental illness and prevention activities

The WQPHN, RAPAD, RFCSNQ and CWHHS strongly encourages collective conversations between services and professionals that focusses on wellbeing, accessibility and the reduction of stigma. We know that integration is key!



3.2 RAPAD | Sustainable Services

Focussing on how they can best assist, RAPAD outlined their role and challenges in the community, as illustrated above. RAPAD is a regional development organisation and organisation of councils that works to promote sustainable growth and development in the Central West.

Outlining the work undertaken by RAPAD and their focus on the challenges of the bush, David Arnold, CEO highlighted the success of the Australian and Queensland Governments rural financial counselling services (RFCS) administered by RAPAD that were working with contractors, primary producers and small businesses affected by the drought.

In all cases, however, what is needed to build sustainable services in the Central West is systematic, meaningful connections across organisations – including councils – and access to information when and where it is needed. Without access to service information, updated specialisations and information on how to access the service, the work undertaken by RAPAD and individuals within councils and across communities is limited.

3.3 Service providers in the Central West

The following table provides a short overview of services that presented at the Roundtable, their current delivery, challenges and opportunities.

Table 2 | Overview of services on the ground

BeyondBlue⁴	<p>BeyondBlue has a national reach, with over 20 million visits to their website nationally. Their focus is to break down stigma around mental health and provide meaningful services to people needing support.</p> <p>In particular:</p> <ul style="list-style-type: none"> • ‘The Way Back’ is a 24/7 online forum for people after attempted suicide, giving clinically appropriate support. • New Access – is an online or telephone service that accepts self-referrals. Working with people in the P1-P3 range, the program uses a coaching approach to assist individuals to build tools to assist them in their daily life.
-------------------------------	--

⁴ For further information, please see: <https://www.beyondblue.org.au>

	The program has clinical oversight and is showing great success with men. It focusses on keeping people safe.
Centacare⁵	<p>Centacare offers various services, including Partners In Recover (PIR). Their biggest challenges are:</p> <ul style="list-style-type: none"> • Workforce retention and burnout of staff, including the complex issue of junior staff being quickly promoted due to gaps in the team, to roles they are not qualified for or experienced in. • Lack of coordination at senior levels. • Challenges in families causing dysfunction and disengagement, including across education and health. <p>The PIR program does not have any capacity for additional referrals at this stage. It looks after the person and their family/connections, with a focus on their whole experience – not just health. It is a face to face program, with staff traveling to smaller towns to provide services.</p> <p>The PIR program funding finishes in June 2019, when funding will transition to the WQPHN to commission.</p>
CheckUp⁶	<p>Visiting 199 rural and remote communities across Queensland, CheckUp funds travel, professional support and accommodation for clinicians and specialists to visit communities in need of their services.</p> <p>Mental health is a funded priority with CheckUp is keen to ensure services are collaborative not duplicated.</p>
CWAATSICH⁷	<p>CWAATSICH has a hub and spoke model with the central office located in Charleville and satellite services in Mitchell, Roma and Quilpie. CWAATSICH provides comprehensive primary health care services primarily to Aboriginal and Torres Strait Islander clients. CWAATSICH funded in the CW by WQPHN to provide services under the Nukal Murra Integrated Team Care (ITC) and Social and Emotional Wellbeing (SEWB) programs across the Central West region.</p> <p>The ITC programme is designed to improve the management of chronic disease amongst Aboriginal and Torres Strait Islander people by strengthening partnerships between Aboriginal and Torres Strait Islander organisations and the wider health system. The program also seeks to empower people with chronic disease to be more effectively engaged in their care through providing a culturally informed, seamless and integrated approach to care.</p> <p>The SEWB Program accepts and adopts contemporary approaches to SEWB by placing the person, family and community at the centre of the solution and acknowledging the client and the community's resilience and strengths as a vital asset.</p> <p>CWAATSICH works closely with GP services across the CW and other services through community functions and health promotion days, visiting other health services and undertaking health promotion and education for individuals and professionals. Current capacity is restricted to 1 FTE with approximately 90 clients registered for ITC services across the CW.</p>
Lives Lived Well (LLW)⁸	<p>The LLW program is focussed on people living with drug and alcohol addiction. They take referrals as well as accepting people who self-refer.</p>

⁵ For further information, please see: <https://www.centacarecq.com>

⁶ For further information, please see: <https://www.checkup.org.au>

⁷ For further information, please see: <http://www.cwaatsich.org.au>

⁸ For further information, please see: <https://www.liveslivedwell.org.au>

	<p>They have a 'no wrong door' approach – working with people seeking help, whatever their issue may be.</p> <p>They provide programs both face-to-face as well as over the telephone and try not to have waiting lists. They are funded by the PHN and provide P3-P4 support.</p> <p>Additionally, Lives Lived Well is funded to provide New Access (see BeyondBlue above) in rural communities in the South West of Queensland. The Roundtable were keen to understand whether it could be funded to be provided in the Central West.</p>
Outback Futures⁹	<p>Outback Futures seeks to reduce the stigma of mental illness through normalising the conversations, advocating on behalf of individuals and utilising services that are already in place – rather than reinventing the wheel.</p> <p>Through the mobilisation of communities and individuals, Outback Futures provides a multidisciplinary approach that builds trust in the communities they visit. Although the model is 'fly in, fly out', it is successful because it attracts people in need of care who would not otherwise enter another service for fear of being stigmatised.</p> <p>Services are regular and go in to schools, community centres and other organisations. Outback Futures are not seeking to be a 'bricks and mortar' service provider, rather a connector between services to provide care for individuals and families.</p> <p>Waiting lists are used, when needed. Services are provided for P5 activity which is suicide prevention.</p>
CWHHS Primary Health¹⁰	<p>There are three primary health care streams in the Longreach region. They include:</p> <ul style="list-style-type: none"> • General practitioners (12) who are rural generalists and can work with people presenting with mental illness. They accept and provide referrals (generally by letter and phone) and have capacity for additional patients. • Mental Health team – Central West HHS. Clinicians include two adult specialists, two youth specialists and one AOD specialist. There is currently no capacity for additional patients. Challenge by workforce recruitment and retention, with roles often being empty for long periods of time. • Mental Health Rural Generalist – delivered through a primary health model to people with severe mental illness. Keen to continue to collaborate and educate other providers on what is needed in referrals.
Royal Flying Doctor Service¹¹	<p>The RFDS is state-wide and flies into Longreach and the surrounds to provide clinical and mental health services. Waiting lists are not used. Referrals are accepted from GPs.</p> <p>The RFDS has received drought-specific funding from the Queensland Government for four years. This covers five Hospital and Health Service regions, including the Central West. The team includes one manager and four clinicians, takes self-referrals and, in addition to clinical support (P1-</p>

⁹ For further information, please see: <https://www.outbackfutures.org.au>

¹⁰ For further information, please see: <http://www.centralwest.health.qld.gov.au/>

¹¹ For further information, please see: <https://www.flyingdoctor.org.au>

	<p>P3), provides training and education on mental health and suicide prevention.</p> <p>The biggest challenge for the RFDS is recruitment and retention of skilled staff.</p>
Wellness Network	<p>Network of services, including financial counselling, that meet monthly to improve collaboration and service delivery. Receive referrals from GPs and are able to refer outside of, and across, the network.</p> <p>Funding exists for financial counsellors for small businesses and contractors affected by the drought.</p> <p>The Wellness Network is flexible and able to respond quickly - helping people to engage and link them with mental health services. They are locally based and focussed.</p>

4 Opportunity through challenge

Four key areas were identified that require specific, tailored responses. Table 3 outlines specific issues that require in-depth investigation and response in the Central West.

Table 3 | Challenges and opportunities in the Central West

Aboriginal and Torres Strait Islander people	<ul style="list-style-type: none"> Aboriginal and Torres Strait Islander people would benefit from a 'one stop shop' approach where the service focussed on all their needs, not just health. Cultural competency is important for non-Indigenous services and professionals. With a better understanding of Aboriginal and Torres Strait Islander culture, services and organisations will engage more effectively with Indigenous people. Many of the Aboriginal and Torres Strait Islander health workforce are based at the Hospital and Health Service, with similar challenges recruiting and retaining staff. Elders and community leaders in the community are regularly the first port of call when someone is unwell and/or in trouble. How do we support them? How do we ensure that they are not burnt out and face mental illness themselves? Local cultural protocols need to be understood and used by services and professionals.
Access to Care	<ul style="list-style-type: none"> There are multiple access points to care and services at the moment – with provision and pathways not being well understood by services, clinicians or the broader community. This often means that they are not well utilised. Referral pathways are not well structured or understood. Services do not understand what is needed, who is doing what, and what services have capacity. For people requiring rehabilitation from drug and alcohol use, there are limited local options. Some people are receiving multiple services because the services are not communicating effectively. There is significant confusion!

5 Service mapping

An initial service mapping exercise was conducted with participants providing an overview of services they provide within the five categories of adult mental health services and children – youth mental health services.

Table 4 | Adult services

Organisation	Well Population	At Risk	Mild Mental Illness	Moderate Mental Illness	Severe Mental Illness
Royal Flying Doctor Service	Mental health literacy training and health promotion (engagement)				
	Mental Health Team (Longreach) P1-P3				
	Drought Wellbeing Services				
Lives Lived Well	Alcohol and other drugs education, family support and connections to other services	AODs support	AODs support	AODs support	
General Practice in community / CWHHS	Wholistic approach to mental health within physical health; AODs referral to CWHHS; suicide prevention through education and information.			Mental Health Team – CWHHS AODs Team – CWHHS	Mental Health Team – CWHHS AODs Team – CWHHS GP – working with patients P4
				Supporting CWHHS with specialist care provision – where there is need + gaps.	
CheckUp				GP services & support	Funding for provision of services – P4
Outback Medical				GP services & support	
Centacare	Information and education about mental health.	Partners In Recovery (PIR) – suicide prevention + social support			
		New Access			
Outback Futures	OF – education, health literacy and information; suicide prevention and crisis response; partnering with small business financial counsellors.				

CWAATSICH	Better Health Plans and better access to mainstream services; Social and Emotional Wellbeing; Stay Strong program; motivational interviews
BeyondBlue	Value add through information and education. 24/7 Phone Line, Web Chat, Forums and apps – evidence based, health literacy. Coaching approach

Young children and youth are presenting with developmental delays, challenges with their education and low levels of literacy. Increasing access to services, at an early stage, would allow identification of any problems and prompt response and/or treatment.

Table 5 | Children and youth services

Organisation	Well Population	At Risk	Mild Mental Illness	Moderate Mental Illness	Severe Mental Illness
Centacare	No specific child and youth programs. Refers to other service providers.				
Royal Flying Doctor Service	Not funded to provide child and youth programs. If a child or young person is identified as needing care, the clinician can respond in situ then refer to an appropriate service.				
Outback Futures	Working in early childhood centres; conducting workshops for parents	Social skills training for young children.			
		Group work with children and youth regarding anxiety and depression			
		Suicide ideation/response for teenagers (12-17 years)			
Lives Lived Well	Group work in schools regarding body image, sexual health and bullying.				
	AODs services to young people – often connected with their mental health.				
	National Education Initiative – for teachers and principals working with children and youth experiencing mental health issues. Includes 24/7 support, website and forums.				
BeyondBlue					
General Practice / CWHHS	Works with children and young people as they present.		CWHHS has paediatric psychiatry services through eKids – in addition to CWHHS and GP services. <u>Currently at full capacity.</u>		
CheckUp			Children's Health / psychiatry – telehealth + three visits per year.		

6 Agreed key Central West opportunities

The following opportunities were agreed by participants at the Roundtable.

- Improving Coordination, especially when bringing in new services or in changing existing services
- Increasing awareness of and understanding of existing services (for clinicians, social and other human services, RFCS, councils, the community)
- The need for easy-to-navigate referral pathways across providers and services
- Mechanisms to activate stepped care (ensuring visibility of options that can be activated rapidly to 'wrap around patients' to ensure management and prevention)
- Boosting low intensity, easy to access services that are evidence informed, structured and clinically integrated, including trusted advocates
- Better inter-organisational advocacy and collaboration, actively building better partnerships that create a 'team environment'
- Addressing mental health and alcohol and other drug misuse stigma
- Ensuring access to mental health and alcohol and other drug misuse care/support outside of business hours (9 -5) and adequate engagement activities important
- Improving Mental Health MH literacy and help seeking behaviours need to be core activities)
- Improving both Aboriginal and Torres Strait Islander-specific services and mainstream agencies providing culturally appropriate services
- Enabling a more comprehensive suicide prevention capability through application of end-to-end case management
- Better access to better information about services available and how to access them
- Better access to care after hours

7 Next steps

Throughout the two days of the Roundtable, a 'jobs list' was created including practical responses that will have genuine impact across Longreach and the broader region. These have been collated into five themes, as follows.

This is not an exhaustive list – rather, the beginning of an ongoing conversation.

7.1 Team Central West

Action	Next Steps
Form 'Team Central West' as a collaboration between services focussing on mental health and primary health care in the community.	<ul style="list-style-type: none"> • Develop a vision statement and governance framework to form Team Central West. • Map how integration will work at multiple levels. • Create one identity across the CW region so that communities relate to Team Central West rather than specific service providers. (Collective Impact)
Provide information to the community and all services across the region on Team Central West	<ul style="list-style-type: none"> • Develop information sharing opportunities, including but not limited to, social media and email lists, to share updates and information from Team Central West.
Funding guarantees	<ul style="list-style-type: none"> • Work with the WQPHN and other funding bodies to reshape contracts and focus on longer term funding.
WQPHN Commissioning process	<ul style="list-style-type: none"> • WQPHN to consider options to commission services such as financial counselling, through collaboration with

Action	Next Steps
	clinical and community services within mental health commissioning.

7.2 Trusted advocates

Action	Next Steps
Build framework for the development and support of trusted advocates in the region.	<ul style="list-style-type: none"> • Using a coaching framework for trusted advocate, develop a governance and training framework. • Funding opportunities for paid trusted advocate positions. • Agree a protocol for non-clinical positions to 'warm refer' individuals to services as a trusted advocate.
Support for trusted advocates	<ul style="list-style-type: none"> • Provide support for trusted advocates through Team Central West. • Consider how to support trusted advocate, volunteers and accidental supporters (such as community elders and councillors) to ensure that they are not burnt out and at risk themselves.
Access to 'Way Back' Program	<ul style="list-style-type: none"> • WQPHN to work with BeyondBlue to determine opportunities for a pilot program of Way Back in the Central West region.
Expand Outback Futures funding	<ul style="list-style-type: none"> • Focussing on children and young people, expand the coverage of Outback Futures across the central west.

7.3 Knowledge and information

Action	Next Steps
Analysis of data for cohorts who are not accessing services	<ul style="list-style-type: none"> • WQPHN to undertake data analysis to better understand who is, and is not, accessing services in the region. • Data analysis to be made available to services across the region.
Suicide prevention	<ul style="list-style-type: none"> • Specific information on services providing emergency and ongoing care for people indicating suicide ideation to be made available and easily accessible. Consider: <ul style="list-style-type: none"> ○ online/app accessibility; ○ posters in public areas; and ○ business cards with information on services and emergency responses.
Onboarding for GPs and other health professionals	<ul style="list-style-type: none"> • Develop protocol for onboarding of GPs and other health professionals when they arrive in Longreach and the broader region to inform them of available services and meet service providers.
Information accessibility	<ul style="list-style-type: none"> • Focussed on a stepped care approach, increase accessibility of information, that is culturally appropriate

Action	Next Steps
	<p>and locally based, on services, community and health events, e-referral and online forums/services, plus organisations providing care, connection and clinical care.</p> <ul style="list-style-type: none"> • Make the information accessible through community information 'database' for health professionals and community members. • Consider: <ul style="list-style-type: none"> ○ online/app accessibility; ○ posters in public areas; ○ small booklet for easy access; and ○ business cards with information on services and emergency responses. • Include information specialisations, waiting lists, service times, accessibility, costs/bulk billing and who to contact. • Include geographical mapping and frequency of services, including how to make a booking/referral.
Referral protocols	<ul style="list-style-type: none"> • Develop and disseminate referral protocols to all organisations in the region. • Ensure that pathways include correspondence back from providers following referrals by GP – help with patient care
Working with Aboriginal and Torres Strait Islander people	<ul style="list-style-type: none"> • Ensure protocols for referral and working with Indigenous people are clear so that non-Indigenous individuals and organisations know what to do.
Map services across the region	<ul style="list-style-type: none"> • Consider: <ul style="list-style-type: none"> ○ who is providing what services; ○ what they do; ○ who they are, access and waitlists; ○ clinical specialisations; ○ after-hours access; ○ bulk billing and costs; ○ FTE – both filled and vacant
Responsibility for data and information	<ul style="list-style-type: none"> • Build provision of data and information on referral pathways into WQPHN contracts.

RAPAD Community Drought Support



Central West Qld Remote Area Planning and Development (RAPAD) – Community Drought Support

Social and Economic Impacts

Prepared by:

Hall Chadwick QLD

And

GR Consulting

C/ Level 4 | 240 Queen Street

Brisbane | QLD 4000 | Australia

GPO Box 389

Brisbane | QLD 4001 | Australia

T +61 7 3221 2416

F +61 7 3221 8341

W www.hallchadwickqld.com.au

Table of Contents

1 Executive Summary2

2 Social Impacts5

3 Economic Impacts9

List of Tables

Table 1 Relative contributions4

Table 2 Summary of project economic outcomes 10

Table 3 Community Drought Support Funding Accounting Summary 11

Table 4 Summary of responses to economic questions..... 12

Table 5 Relative contributions 12

Appendices

Appendix 1: Whole of region Project summary

Appendix 2: Selected project responses

1 Executive Summary

The objective of the Community Drought Support Package, funded by the Queensland State Government, is to provide support initiatives to strengthen the resilience of drought-affected Queenslanders by revitalising existing community support mechanisms within defined geographic regions.

Social and behavioural sciences acknowledge strength and resilience arises through continually bringing together a community to enable them to not only live together but to care about one another and share common hopes¹. Economic theory enables modelling that shows the financial outcomes that flow from community organised events.

The commonality of social purpose in the sample group plus the proportion of the population sampled for economic impact, provide sufficient reason to expect that the proportions shown in this sample can be applied across all activities that used the drought support funds.

The organisers of 10 community events were surveyed for the social impact and these plus two others were also surveyed for economic impact data. Total events supported were 114 across all six shires.

Key outcomes are shown here:

1. For every \$1 of community drought support funding, the community provided \$1.07 of volunteer labour to support the community events.
 - a. Nine (9) of 10 events were all committee volunteers with additional community volunteer support at the time of the event.
 - b. The 9 events enabled volunteers to play an extended role in their own community by volunteering which is known to strengthen community ties.
2. For every \$1 of community drought support funding, \$0.81 was spent on local purchasing, thus retaining funds in the community through supporting businesses and providing employment opportunities.
 - a. Social impact data shows that it was 70% of events further engaged the community through having local businesses and local fundraising groups e.g. P&C Associations, provide the services for the events.
 - b. This was particularly so for the Windorah Development Board (WDB) who in 2018 again ran the Windorah International Yabby Races. *The Yabby Races*

¹ Community Tool Box, Creating Good Places for Interaction <https://ctb.ku.edu/en/table-of-contents/implement/physical-social-environment/places-for-interaction/main>

boost employment and boost local business by encouraging passing traffic to spend more time in Windorah.

3. For every \$1 of community drought support funding, \$0.34c was retained as a community surplus to either support the community organisation for future events, or donated to selected charitable organisations.
4. For every \$1 of community drought support funding, \$1.31 is a direct benefit to the region in the form of local purchasing, paid local labour, or a surplus either retained or donated to a selected charity.
 - a. At the same time creating the opportunity for social interaction vital in times of drought. For the Muttaborra Flock Ewe Show committee their purpose was, *To attract people of all ages in the local Muttaborra, Longreach and wider community by providing an affordable, low cost day and evening event as a break from the current drought hardships and to promote the sheep industry.*
5. The numbers volunteering represents 13% of those living in communities in the RAPAD region's six shires included here.
6. Numbers attending these local community events were 1.69 times those living in the six shires which suggests the drought funds enabled committees to attract a high level of engagement in these events.
 - a. This happened even when competing events drew some in small communities away as happened for the Windorah car rally, *'In 2018 it worked exactly as we wanted because we are a community of 70 and even with fire training in Longreach and events on the same weekend that took people to Blackall and Eromanga we still got 40 locals attending.'*

Other key outcomes are shown below.

Other Social Outcomes

1. For 90% of events, organising groups report success in achieving intended social impacts where they used their drought support funds.
 - a. The Balyneety Rodeo and Gymkhana committee described it as, *We are a volunteer group and generally we want people, especially the men, to mix and talk to others. The men don't get away from the property work much, especially now in the drought. The women usually talk anyway and often get to town more. And talk is exactly what happened. The people talked and spent time with others they don't often see. It all happened as they watched or went in events and had meals and drinks together.'*

- b. The socialising opportunity was also achieved for the on-line Boulia Shire Council 10,000-steps Health Challenge through enabling and encouraging participants to interact with each other on social media.
2. For 80% of organisers they are highly confident the impact will benefit participants and the community for a long time through bringing them together to interact as a community.
 - a. For example the Longreach Netball Association report, *'The skills and knowledge the development clinic delivered to our community won't expire and it enables us to continue to offer netball as a continuously available community activity and meeting point.'*

Other Economic Outcomes

1. A summary of the relative contributions to running and funding the 114 events that were part of the community drought funding program is summarised below.

Table 1 Relative contributions

Summary		Notes	\$/\$ funding
Community Drought Support Funding	450,000		
Community Volunteer Labour	<u>483,562</u>	1	1.07
	933,562		
Local purchasing	363,020	2	0.81
Other purchasing	852,443		
Paid Labour	72,300		0.16
Unpaid Community Labour	<u>483,562</u>		
	1,771,325		
Less Receipts	<u>991,835</u>		
	779,489		
Surplus(Deficit) donated or retained	<u>154,072</u>	3	0.34
Regional Impact		4	1.31

In summary

Social and economic data demonstrate that for the six (6) RAPAD shires the invested drought support funds have enhanced each communities' capacity to build its social and economic capital through their own efforts, even at a time of extended drought.

The drought support funds did so for the social outcomes and also provided the economic boost to these communities as part of a 12-month benefit that supports local employment and business.

2 Social Impacts

In survey sampling 10 events for the social impact made by the drought support funds across the RAPAD Councils' regions, there is clear reports of the multilayered social impact benefits to each community.

Social and behavioural sciences acknowledge that continually bringing together a community enables them to not only live together but to care about one another and share common hopes². This commonality of purpose in the sample group suggests that there is sufficient reason to expect that the proportions shown in this sample can be applied across all activities that used the drought support funds for this purpose.

Achieving intended social impacts

Social impact intended	Level of success	Evidence
<p>Two social impacts were consistently referred to by all organisers in relation to the use of drought support funds:</p> <ul style="list-style-type: none">• Maintenance of function as a cohesive community able to survive and function together into the future• Maintain the organising group as an operational group into the future.	<p>Nine (9) of 10 organising groups report success in achieving intended social impacts where they used their drought support funds.</p> <p>(Note: 90% transposed across all events is 102 events fully achieving all intended social impacts.)</p>	<p>Self-assessment by organisers of the 9 events reported as successful contained these three elements:</p> <ul style="list-style-type: none">• Positive feedback from attendees during and after events• Organisers' observations made during events of the level of interactions among community• Favourable comparison to numbers and interest in previous events.

The Balyneety Rodeo and Gymkhana committee described it as, *We are a volunteer group and generally we want people, especially the men, to mix and talk to others.*

² Community Tool Box, Creating Good Places for Interaction <https://ctb.ku.edu/en/table-of-contents/implement/physical-social-environment/places-for-interaction/main>

The men don't get away from the property work much, especially now in the drought. The women usually talk anyway and often get to town more. And talk is exactly what happened. The people talked and spent time with others they don't often see. It all happened as they watched or went in events and had meals and drinks together.'

- 70% further engaged the community through having local businesses and local fundraising groups e.g. P&C Associations, provide the services for the events.
- 30% of the larger events used their drought support funds in-part to bring entertainers as an attraction to draw more community members to attend.
- The socialising opportunity was also achieved for the on-line Boulia Shire Council 10,000-steps Health Challenge through enabling and encouraging participants to interact with each other on social media.
- An event able to clearly demonstrate how the drought funds will deliver its expected long-term impact was the combined Birdsville and Bedourie State School Brisbane Ekka trip. They know from previous outcomes it is preparing students to travel away for high schooling which neither community can offer.
- For 100% of events the drought funds supplemented the community group's cost of conducting the event, for which they were grateful.

Other beneficial social outcomes

- The drought support funds were beneficial through enabling the community to function socially as a cohesive community even after multiple years of drought. The funds did this through reducing the financial burden on committees in staging events at a time of community hardship. *There was a good benefit for us in that the Ballyneety Club...could run the event even in another dry year, without being worried about asking the people to pay at the gate to cover costs.*
- For only one event was there a paid organiser and the other 9 events were all committee volunteers with additional community volunteer support at the time of the event.
- The 9 events enabled volunteers to play an extended role in their own community by volunteering which is known to strengthen community ties.
- For 7 of 10 events they raised funds for the organising community club or committee to be able to keep operating and able to fulfil their role of keeping communities interacting.
- Seven (7) also report raising money to donate to other organisations in their communities or families in need and most also donated to groups that serviced all of the RAPAD communities e.g. RFDS.

Extent to which the drought funds represented the best possible way to achieve intended outcomes

To answer the question on best possible ways to achieve their intended outcomes, committees were asked if, on the basis of the outcome, would they run the event again. In 9 of 10 cases the response was a definite Yes!

While 9 of 10 will do it again as for 2018, three committees made the same suggestion about when funds were distributed. They suggest a positive change would, if possible, be to make the funds available before the event.

How long might the impact last realistically?

- Eight (8) of 10 organisers are highly confident the impact will benefit participants and the community for a long time through bringing them together to interact as a community.
- The Longreach Netball Association said, *'The skills and knowledge the development clinic delivered to our community won't expire and it will enable us to continue to offer netball as a continuously available community activity and meeting point.'*
- The Bedourie and Birdsville P&Cs said of their student travel excursion to the Ekka, the social benefit may well be lifelong as, *The community benefits through the kids knowing more about the world outside...and it can make them better as community members...wherever they are.*
- Five (5) of the 10 events also point to the 'economic boost' provided to their local communities as part of a 12-month benefit that supports local employment and business. This was particularly so for the Windorah Development Board (WDB) who in 2018 again ran the Windorah International Yabby Races. *The Yabby Races boost employment and boost local business by encouraging passing traffic to spend more time in Windorah.*
- The drought funding support benefit that other committees refer to for the longer-term is that the community is better able to maintain its cohesion and ability to handle future difficulties through the events that bring them together as regularly as possible.

Social Impact Conclusions

The array of events referred to here were chosen to provide a practical assessment of the social impacts that followed from the use of the drought support funds. From the

10 events reported here it is clear that the community committees of the RAPAD region welcomed the opportunities afforded them by the drought support funds.

Committees were able to clearly state the social benefit of bringing their community together to interact with each other and that drought support funds reduced the burden in making events possible in the current drought.

At this particular time in the RAPAD region with an extended drought, the support funds meant there was less need for community committees to ask local, often cash-short, businesses to donate operational dollars. As well they were often able to offer fee-free entry and provide entertainment to draw people to the event.

The drought support funds have been well spent by community committees and achieved their targets of supporting social cohesion and resilience-building through events that have local appeal and which cycle funds through local business wherever possible, thus supporting local employment too.

RAPAD, and its member councils and communities, sincerely thank the Queensland State Government for the contribution it received from the Drought Support Funding Package.

3 Economic Impacts

The RAPAD region encompasses 396,609 km² or 22.9% of the area of Queensland. The population of the area of RAPAD as recorded in the 2016 Census was 10,546 people or 0.22% of the population of Queensland. The RAPAD region is a large sparsely populated area that requires significant effort to maintain social and community capital. This effort is often extended during periods of drought, when pastoral businesses are under financial, operational and emotional stress that has ramifications within local communities.

Supporting and maintaining community events during drought is a critical component of maintaining community capital when individuals and communities are under stress.

This review covers a total 114 projects across 6 of the 7 LGA areas that are part of RAPAD. Winton LGA was not included as they used their funds for their Way Out West Festival which as a significantly larger event, would be expected to skew the data from other smaller community events. Total funding for the 6 LGAs was \$450,000 or \$75,000 per shire. A summary of all the projects is attached at Appendix 1. Average funding per project was \$3,950.

A random sampling process was adopted to select 2 projects for each LGA area. A total of 12 projects were selected. The 12 projects selected had a total of \$67,282 in support funding, or 15% of the total funding. In terms of sample size, the representative sample is 12% by number and 15% by value. From a data sampling perspective this is a reasonable representation of the total population.

The economic questions for the 12 projects were as follows.

1. The total cost of running the event
2. Total receipts for the event
3. The estimated value of paid community labour
4. The estimated hours of community volunteer labour
5. The estimated number of community volunteers
6. The value of local purchasing
7. The number of attendees/participants

A summary of the outcomes across the 12 projects is shown in the following table. The details for each project are shown in Appendix 2.

The summary for the 12 projects is then extrapolated across the total funding program to estimate the regional impacts, based on the representative sample.

Table 2 Summary of project economic outcomes

Questions		Combined Sample	Extrapolated whole of region	Notes	Metrics
Funding	\$	67,282	450,000	1 % Total \$	14.95%
Total cost of running the event	\$	192,541	1,287,763	2 Funding \$ of total costs	34.94%
Total receipts for the event	\$	148,295	991,835	3 Surplus	(295,928)
Estimated value of paid community labour	\$	10,810	72,300	4 \$ paid community labour	
Estimated hours of community volunteer labour	hrs	2,892	19,342	5 \$ volunteer labour	483,562
Estimated number of community volunteers	ppl	193	1,291	6 % of regional population	13.7%
Value of local purchasing	\$	54,277	363,020	6 % of total costs	28.91%
Number of attendees/participants	No.	2,384	15,945	7 % of regional population	169%

Notes:

1. Funding in the sample group represents 14.95% of total funding
2. Funding \$ represent approximately 35% of the total costs of running the events. This represents a significant proportion of total costs, without which the events may not have proceeded, or may have been restricted.
3. The Surplus/(Deficit) on running the events (excluding support funding) is negative \$295,928
4. The value of paid community labour is relatively low. Of the 12 projects, only 4 had any paid community labour. Most of these events are put on by volunteer labour.
5. The estimated hours of community labour was calculated as 19,342 across all projects, or on average 241 hours per project. Valued at an estimated \$25/hour, the value of community labour is \$483,000 across the region. This is significant when you consider that it represents 37% of the total costs of running the events. The contribution of community labour is approximately equal to the community drought support funding.

6. An estimated 1,291 people were involved as community volunteers. Of the regional population (excluding Winton), this represents 13.7% of the population. This is a significant contribution by local people to make these events successful.
7. Local purchasing represents 29% of total purchasing, thus supporting local communities.
8. The total number of people attending the events was calculated as 15,900 or approximately 169% of the population of the region. Whether this is locals attending multiple events, or visitors from out of the region, this is a clear example of the engagement in these supported events.

From an accounting perspective, taking into account the value of volunteer labour, I have constructed a theoretical regional Profit and Loss from the combined events, to demonstrate where the funds have come from and where they have been deployed.

Table 3 Community Drought Support Funding Accounting Summary

Accounting Summary

Receipts	991,835
Less	
Local Purchasing	363,020
Other Purchasing	852,443
Paid Labour	72,300
Unpaid Labour	<u>483,562</u>
Total Expenses	1,771,325
Profit	(779,489)
Funding	450,000
Add Back Volunteer Labour	483,562
Surplus Deficit	154,072

This accounting summary shows that if community volunteer labour were accounted for at cost, the projects would have shown a deficit of \$779,489. This deficit was funded approximately 50/50 by drought support funding and volunteer labour. The final surplus to the community groups was either retained to support future projects, or donated to programs selected by the communities.

Comments from individual organisations in relation to a question of “what did the community drought support funding allow you to do”, and what were surplus funds applied towards, are summarised below.

Table 4 Summary of responses to economic questions

Purchase prizes
Provide lunch
Without the funding may have had to reduce the size of the rally
Without the funding any shortfall would have had to have been provided by locals
80-100 juniors participating at carnivals/cluster days showcasing the uniforms plus their families, two presenters came from Netball QLD,
Surplus funds donated to RFDS \$2,500 and Aramac State School, \$500 to a young family who lost all equipment in a shed fire, repairs and maintenance to rodeo grounds on private property, plus retention of funds for next year
Surplus funds donated to WestnBreast, Breast and Prostrate Cancer Association of Queensland
Work Camp (correctional services participated as well)

An examination of the relative contribution between the community and the drought support program is shown below.

Table 5 Relative contributions

Summary		Notes	\$/\$ funding
Community Drought Support Funding	450,000		
Community Volunteer Labour	<u>483,562</u>	1	1.07
	933,562		
Local purchasing	363,020	2	0.81
Other purchasing	852,443		
Paid Labour	72,300		0.16
Unpaid Community Labour	<u>483,562</u>		
	1,771,325		
Less Receipts	<u>991,835</u>		
	779,489		
Surplus(Deficit) donated or retained	<u>154,072</u>	3	0.34
Regional Impact		4	1.31

Notes:

- For every \$1 of community drought support funding, the community provided \$1.07 of volunteer labour to support the community events.

8. For every \$1 of community drought support funding, \$0.81 was spent on local purchasing, thus retaining funds in the community.
9. For every \$1 of community drought support funding, \$0.34 was retained as a community surplus to either support the community organisation for future events, or donated to selected charitable organisations.
10. For every \$1 of community drought support funding, \$1.31 is a direct benefit to the region in the form of local purchasing, paid local labour, or a surplus either retained or donated to a selected charity.



Central West Queensland Tourism Futures

White Paper

21 August 2018

Document control

Report details:	
Title:	Central West Queensland Tourism Futures White Paper
Author(s):	Bronwyn Voyce
Reviewer:	Amanda Day
Status:	Draft
Release by:	Neil Glentworth
Client:	RAPAD
Client contact:	David Arnold
Synopsis:	This white paper identifies opportunities for tourism industry develop and economic growth in the Central West Queensland region.
Disclaimer:	In preparing this report we have relied on information and material supplied by you, the client, and do not take responsibility for the accuracy of the information and material provided to us.

Revision details	Date of issue	Version number
Initial version	13 August 2018	1.0
Updated with desktop review feedback	21 August 2018	1.1
Client release	21 August 2018	1.1
Revision	07 September 2018	1.3

TABLE OF CONTENTS

1	INTRODUCTION	1
1.1	About the region	1
1.2	Tourism potential	1
1.3	Tourism Futures Forum	1
2	THE CURRENT STATE	2
2.1	Industry performance.....	2
2.2	The case for change.....	2
2.3	Industry opportunities.....	3
3	THE FUTURE STATE.....	5
3.1	A new vision for the region	5
3.2	Recommendations.....	5
4	SUMMARY	7
	APPENDIX 1 BRIGHT IDEAS.....	8

1 INTRODUCTION

1.1 About the region

The Outback Queensland region stretches across the western two thirds of Queensland, spanning from Mt Isa in the north, to the New South Wales border in the south. It epitomises the quintessential Australian experience of wide open spaces and natural untouched beauty. As a tourism destination, the region is host to an array of cultural heritage and natural experiences as well as historically significant and unique sites.

The Central Western Queensland (CWQ) region lies at the centre of the outback region and has one of the most dispersed populations in Australia. Spanning an area of more than 320,000 km², it includes seven local government areas and is home to just under 10,500 people (ABS & Qld Treasury).

Agriculture has long been the base industry driving economic growth and employment in the region however, the past six years of drought have resulted in severe economic hardship for both landholders and townspeople alike. Whilst these uncertain times have been difficult, they have resulted in a more concerted effort by community leaders, industry and government to broaden the economic base and diversify local economies in an effort to retain talent, maintain employment, enable community resilience and drive new economic growth.

The Pathfinder Report, commissioned by RAPAD in 2017, highlights a variety of opportunities to help achieve these goals, including tapping into potential tourism growth.

1.2 Tourism potential

The Pathfinder Report estimates that tourism growth of 262% can be achieved by 2031, across Outback Queensland (based on 2016 PwC Geospatial Economic Model data). It also predicts that an increase in the value of overnight visitors will see future growth resulting in a \$1.67 billion industry across Outback Queensland over the projected period. This presents a remarkable opportunity for CWQ, a region that represents more than one third of the greater Outback Queensland region and, as a result, community leaders seek to ensure the region is proactive and well-placed to capitalise on this market opportunity.

1.3 Tourism Futures Forum

In early August 2018, RAPAD hosted the Tourism Futures Forum, a full day workshop which brought together key stakeholders from the seven councils, state government and industry. The forum was facilitated by GWI and designed to produce a set of ideas and actions to boost the CWQ region's focus on collaborative tourism development and position the region as a globally significant tourism destination. GWI collated and interpreted the outcomes of the forum, along with key documents, to inform the development of this White Paper.

At the forum, it was well recognised that whilst the region is home to significant tourism assets, there is an opportunity to further develop products and packages that appeal to a variety of markets. Amongst the challenges identified, connectivity and, affordable and reliable transport access were highly rated as barriers to industry development, along with access to regional specific data. At the forum, it was noted that whilst there were a variety of localised strategies, investments and initiatives to develop tourism in CWQ – the region required a more cohesive approach to a single vision and narrative to maximise resources and realise potential.

2 THE CURRENT STATE

This section of the White Paper describes the current state of tourism at a high level, in the CWQ region.



2.1 Industry performance

In 2017, the Outback Queensland region (including South, North and Central West Queensland) had **878,000 domestic visitors** which amounted to **3,906,000 nights** (three-year average, year ending December 2017). In addition to this, there were **21,000 international visitors** amounting to **481,000 nights**. This represented a three-year record high in domestic visitation **growth of 9.7%**, outpacing the state's 3.4% growth over the same period.

Visitor expenditure was also significantly up, resulting in the **value of tourism**, in the Outback region, to grow to around **\$602 million** per annum. Importantly, tourism demand is predominantly driven by the **domestic market**, with **76.5%** of overnight visitors came from within **Queensland** and **21.1%** travelling from **interstate** (TEQ, 2017)

Due to the lack of detail data, it is unclear what the correlation link is between visitor numbers and actual spend at a micro level. This is highly relevant as detailed tourism data would highlight the target demographic allowing for improved allocation of investment in growth areas. The ability to match data against domestic high value travellers¹ would be compelling for the region.

2017 data also shows that **international visitation** was down by 10.5% from 2014. International visitors currently only account for **2.4%** of overall overnight stays in the region. There is strong evidence to suggest that international tourists spend more and stay longer² and therefore this is a worrying downward trend.

The trend of increased domestic visitation in the Outback region demonstrates the market opportunity to further develop the industry and, with international visitor trends comparatively on the rise across the state and nationally, it highlights a missed opportunity in attracting international visitors to the Outback.



2.2 The case for change

Over the past decade, CWQ has experienced economic challenges as a result of the ongoing drought and flow-on effects. Whilst there has been significant effort to support the agriculture industry and grow the tourism sector, it is widely recognised that more needs to be done.

The following drivers highlight the case for a renewed approach to diversifying the economic base by further developing the tourism industry:

Digital disruption and consumer change: All parts of the economy are seeing the impact from changes in technology and a flow on of consumer demand. With the string focus on

¹ <https://cdn2-teq.queensland.com/~media/e3772d1ceaff47a4ab8503d777cd540b.ashx?vs=1&d=20180606T134825>

² <https://teq.queensland.com/research-and-insights/international-research/international-market-research/consumer-demand-project>

consumption-based economics (individual need), the region must adapt and embrace to ensure it does not become overlooked.

Economic diversity: Agriculture has historically been the driving economic and employment force for Outback Queensland and, while this industry remains crucial to the future, diversification is required to achieve sustainable growth and economic resilience.

Indirect benefits: A strong and growing tourism industry demands subsidiary services to support visitors and locals alike i.e. accountants, builders, mechanics etc resulting in economic follow-on effects to “non-tourism” businesses. This indirect benefit also presents an opportunity for the region to develop a broader range of employment opportunities (i.e. from traineeships to senior management) which support the region in retaining a variety of skillsets and also enables young people to stay in the region.

Financial and resource constraints: Currently, each local government within the CWQ region has an independent budget process which consistently includes some level of financial and in-kind contribution to the development of the tourism industry. In isolation it is difficult to achieve scale and gain traction. However, as a collective, there is scope to contribute a portion of investment to a regional tourism budget that could potentially achieve greater impact and outcomes for the CWQ region as a whole.

Population decline: Over the past five years the CWQ region has seen a 12% reduction in Estimated Residential Population (ERP) and is now home to just over 10,000 residents (Qld Treasury, 2017). This decline in population severely erodes demand on local services resulting in business closures and an impact on community vibrancy and township vitality.



2.3 Industry opportunities

Authentic brand: The CWQ region is one of Australia’s most remote areas and, as such, boasts wide open spaces which are largely undeveloped or industrialised. This attracts visitors that are seeking an authentic outback experience and an escape from ‘normal life’ to a more laid-back and undisturbed environment. Furthermore, CWQ is well-positioned to leverage the quintessential Australian outback experience with significant potential to provide visitors both with the landscape and experiences that match that perception.

A new narrative: The perception of the bush portrayed in politics, media and in major cities has plagued the Outback with an image of a destitute and undesirable destination as a result of the ongoing drought. While a healthy knowledge of safety in rural areas is warranted, a change in narrative is required to overcome misconceptions about the bush to ensure tourists are not dissuaded from embarking on an Outback adventure.

Vision and leadership: There is a reasonable focus on tourism industry development by local government, the private sector and other organisations however there is a distinct lack of a shared vision and co-ordinated leadership. In order to advance the region, participants at the forum agreed this needs to change.

Industry data: There is a broad recognition by stakeholders across local government and the private sector that a lack of region specific data hinders further development of the industry. It is recognised that improved data presents an enormous opportunity to inform investment decisions, drive marketing effort, improve visitor experience and better enable the region to become more ‘transactable’.

Private sector investment: Ultimately it should be the private sector that drives tourism development and growth in the region. The forum recognised that there are a number of well-developed tourism products in the region that are driving growth and investment in destination marketing. This solid base represents a significant opportunity for the region to build on and attract further investment.

Tourism assets: The CWQ region is home to a number of exceptional tourism assets, including internationally significant cultural and historical sites. There are however a limited array of tourism products and packages and an even more limited understanding of the offering across the wholesale market. Whilst transport connectivity is often cited as a barrier, the region can be accessed by road, rail and air, each of which have the potential to be further developed and leveraged to enable industry growth.

Digital era: Digital connectivity is crucial to reaching and engaging with potential customers in the twenty first century. There is a capacity gap in operators who have the skills and capabilities to seize digital opportunities to attract visitors or offer new experiences. With greater consumer connectivity, digital engagement presents an enormous opportunity reach wider audiences and attract more visitors. It is however noted that in addition to skills and capability, digital infrastructure also requires marked improvements.

Consumer insights: In today's highly connected and competitive era, it is even more important to gain a deeper understanding of your customer and what drives their purchasing (and travel) decisions. The CWQ region would benefit greatly from improved visitor insights accessible through more accurate and reliable data and actually asking visitors what they want. Improved visitor insights will enable resources to be more efficiently allocated, and enable businesses to more effectively develop products, market experiences and measure satisfaction.

Major project co-ordination: State and Federal Governments require solid business cases to consider regionally significant policy and investments. Whilst the region has a number of catalytic projects or policy ideas to drive tourism, there is a distinct lack of process to achieve consensus on the priority of tourism investment. A single point of co-ordination that represents a consolidated representation of the region's priorities along with a plan to achieve greater co-ordination across efforts presents an important opportunity to drive tourism growth in the region.

Government support: The Queensland Government is committed to tourism development in the regions and is supportive of growing the Outback tourism industry. Tourism and Events Queensland invests approximately \$1 million p.a. to the Outback region across event investment, marketing, school camp subsidies and base funding for the Outback Queensland Tourism Association. The Palaszczuk Government's recent announcements of \$10 million Outback Tourism Infrastructure Fund (in addition to the \$36 million Regional Tourism Infrastructure and Experience Development Program) presents a great opportunity for CWQ.

3 THE FUTURE STATE

3.1 A new vision for the region

It was agreed at the Tourism Futures Forum that a priority area of focus should be on improving cross-LGA boundary collaboration. To cement CWQ's vision to be a distinct destination with the Outback - and a globally significant destination - stakeholders from the CWQ region agreed that a unified vision is required. They also agreed that in order for tourism to grow, the region ultimately needs to increase visitor numbers and length of stay by improving its attractions and brand recognition, ensuring access to quality and authentic experiences and enhancing infrastructure and products. It was broadly recognised that data underpinned each of those areas and that with targeted investment and a collective plan, the CWQ region could achieve real economic growth through tourism.

A preliminary vision for tourism development in the region has been devised to guide the future focus of RAPAD, its members and key stakeholders:

The RAPAD region will be a globally recognised authentic outback tourism destination, that offers a range of experiences that exceed visitor's expectations, drive economic and employment growth and enhance regional sustainability.

3.2 Recommendations

The following recommendations have been compiled to guide the region's tourism development activities and achieve the identified potential and growth opportunities. The recommendations share some similarities already identified by the CWQ community and articulated in the Smart Central Western Queensland³. This importantly validates the existing community support for many of these recommendations and mandate to proceed.

1. Develop a Priority Tourism Development Plan

The Priority Tourism Development Plan should reflect a cohesive narrative and vision, developed and adopted by key tourism stakeholders in CWQ region. It should act as a 'masterplan' guiding collective action towards a shared set of goals. The plan should clearly identify the roles and leadership responsibilities of each of the key stakeholder and provide the platform for a new collaborative approach to developing the region's tourism industry.

³ <https://www.rapad.com.au/assets/Uploads/Smart-Central-Western-Queensland-A-digitally-enabled-community-strategic-plan-final-SCREEN-Ver.pdf> (page 10 – 14)

The Priority Tourism Development Plan should be pragmatic in nature and incorporate the following elements:

- **Infrastructure audit**

The infrastructure audit should identify existing tourism enabling assets and their current state/ desired future state. Key stakeholders should agree on the infrastructure priorities that will enable the vision. The audit should enable the CWQ region to prioritise investment into infrastructure projects that are essential to further enabling tourism and economic growth. The infrastructure audit will also identify inhibitors and inform advocacy priorities.

- **Experience audit⁴**

The experience audit should identify existing or new tourism experiences and their current state/ desired future state. Key stakeholders should agree on the hero experiences that should be promoted that will enable the vision. The audit should enable the CWQ region to prioritise investment into policies, programs or infrastructure projects that further enable experiences to be developed. The experience audit will also identify roadblocks and inform policy and investment priorities.

- **Identify external champions**

In order to avoid the occurrence of an 'echo-chamber', there is great value in identifying champions who are external to the region but are willing to play the role of trusted advisor or voice of reason. A panel of champions could provide expert input into the development of the Priority Tourism Development Plan, as well as advise on how to implement the plan. The champions could also be promoters of the region, its experiences and offerings, beyond the networks of the region.

- **Data collection and insights analysis⁵**

Data is a crucial resource for developing the tourism industry and inform business and investment decisions. Building on the 'Outback Mate' initiative, it is recommended that a digital platform be developed for collecting visitor data and produce real-time insights, inform strategy and enable outback businesses thrive. An 'Outback Passport' app, for example, could become the single digital platform links visitors to the region whilst collecting data and generating revenue.

- **Identify and prioritise catalytic/ game-changing projects**

A number of catalytic/ game-changing tourism projects emerge at the forum such as Black's Palace, the Australian Age of Dinosaurs Museum, a CQW rail experience etc. It is imperative that the region develops a concise list of attractions/ events/ experiences that can be pursued as a collective to ensure efforts are aligned.

⁴ <https://www.rapad.com.au/assets/Uploads/Smart-Central-Western-Queensland-A-digitally-enabled-community-strategic-plan-final-SCREEN-Ver.pdf> 6.3.3 Experiential tourism (page 12)

⁵ <https://www.rapad.com.au/assets/Uploads/Smart-Central-Western-Queensland-A-digitally-enabled-community-strategic-plan-final-SCREEN-Ver.pdf> 6.3.8 Tourism data exchange (page 14).

- **Funding model**

The current investment in tourism development and marketing is largely uncoordinated across the CWQ region. The Priority Tourism Development Plan should be supported by a sustainable funding model that better leverages existing tourism investments and enables new funding sources to emerge. With focused investment by government and industry, CWQ will be better placed to realise their vision for tourism.

2. Develop the brand and marketing strategy

To capitalise on the region's untapped potential and truly become a quintessential tourism destination of choice for domestic and international visitors alike, it is essential that all key stakeholders are invested in one cohesive brand for the CWQ. A collectively agreed regional brand will ensure that all activities and investments are aligned. The brand should be informed by targeted demographic analysis and should distinctly resonate with visitors in key target market areas. This can be informed and adapted as a result of the insights gained from the "Digital Passport", over time.

A brand marketing strategy should also be developed encompassing a co-ordinated approach to digital marketing across the region. This will ensure there is consistency of brand and message being communicated to the market.

This recommendation aligns with the RAPAD Central West Digital Strategy.

3. Develop business cases and seek investment

Funding is essential to the delivery of infrastructure and catalytic tourism projects. Once the Priority Tourism Development Plan has been finalised, business cases should be developed for the major projects to attract private sector investment and funding.

4 SUMMARY

The Central West of region Queensland is an area of outstanding natural beauty with charismatic communities and enormous potential. The region has evolved many times over its amazing history and is now ideally placed to continue that transformation journey.

With a greater increase in experienced based authentic tourism, the region offers an unparalleled prospect for domestic and international, leisure and business visitors alike.

To grasp this growth opportunity, the region must act as a collective. It must be willing to embrace the changes needed, to adopt digital ways of working and to invest.

In doing so, the region can still continue to maintain a collaborative approach to tourism development across the Outback region, however it must be willing to step outside its comfort zone in order to grow its share of the pie for the ultimate benefit of the community and sustainability of local economies.

APPENDIX 1 BRIGHT IDEAS



At the Tourism Futures Forum held in August 2018 at the Local Government Association of Queensland, member councils and stakeholders of the CWQ region gathered to workshop and develop a variety of ideas that would drive the growth of tourism in region. The following summary provides an overview of the top ideas workshopped by participants on the day of the forum.

RAPAD Master Vision and Implementation Plan

All RAPAD stakeholders agreed that a single consolidated strategy must be established that includes a master vision and implementation plan as a high priority. As a foundation next step, the master implementation plan is to be the platform on which all other projects are based.

The RAPAD forum group feels that the region lacks a strategic direction in its tourism goals and is suffering from incoherent messaging being portrayed by stakeholder governments and industries. With a single, targeted messaging and action platform, it will enable the region to work together and create growth in tourism for all members involved.

The formulation of a master plan will also create a forum for the region to decide on a set of priority infrastructure projects. This will provide a unified front when applying for government funding as each priority project will have the backing of all RAPAD stakeholders and have gained the consideration necessary for a solid business case.

Connectivity to the region, both physical and digital, is the key underlying issue that will be addressed through the implementation plan. Accessibility to the region by the broadest possible demographics of consumers requires good infrastructure in place to support capacity and provide a positive experience.

It is the aim of RAPAD to have the Master Implementation Plan completed by the end of FY18/19 with a view to begin implementation come the start of the new financial year.

Black's Palace

The RAPAD region is home to some of the most ancient anthropological sites in the world. Aboriginal cultural heritage is a major untapped tourism experience for the region, and the Palace is a prime location that can be opened to both tourism and educational audiences.

The Bidjara people, traditional owners of the land, have expressed an eagerness to work on a project to open the site and implement supporting infrastructure such as sealed roads and informational signage. Indigenous employment is also a priority for the project and would provide cultural knowledge and experience to the attraction.

The project would require a minimum of 70kms of sealed road to be built with supporting business and cultural studies to be completed. Costs would need to be estimated in the preparation of a business case when presented to government.

A long-term goal of the project is to position Queensland as a leader in showcasing indigenous art and culture to the world, allowing for other sites of cultural significance to be developed and an indigenous cultural experience to be formed for tourists in CWQ.

Schools Program Expansion

The Outback Schools Education subsidy, currently run by Tourism and Events Queensland, aims to encourage Queensland schools to take years 5 through 9 to visit Queensland's outback by providing a subsidy of \$130 to each student. This program is used to attend educational experiences such as the Australian Age of Dinosaurs Museum and farming homestead programs.

This program allows for children to come in large numbers to the region outside of peak tourist season and attend attractions as part of a prescribed curriculum that includes Indigenous history, settler history, archaeological science and astronomical science, among other subject programs.

This serves to expand the region's visitor base and promote the outback experience via word of mouth of children to their parents and friends.

With an expansion of this program, coupled with new and existing infrastructure offered by the region, growth could be seen in confirmed and consistent youth visitors to the region in off-peak season. The schools program has been found to bring consistent funds as, according to the existing schools program director, parents are willing to contribute significantly for their children to have positive educational experiences.

Cost of the program may be a barrier as the state department has already expressed the view that other organisations should be found to maintain the program. Expansion may be difficult without sustained commitment from the State Government. However, with a solid business case formed providing for benefits both to education and the region, this can be alleviated.

Age of Dinosaurs Museum Expansion

The Australian Age of Dinosaurs Museum, located south-west of Winton, is home to the largest collection of Australian fossils in the world. It consists of three facilities that uncover, collect and prepare fossil specimens for research and display. The museum is already a prime attraction of the RAPAD region bringing families and school children and providing an educational and enjoyable experience for all.

Given that the museum is having success in attracting visitors to such a remote location, a business case is being created to attract funding grants and philanthropic donations for a \$50 million expansion of the centre. This will enable the museum to offer new experiences and provide capacity to educational groups attending in larger numbers.

The museum is also looking to expand its operations into astronomical experiences with the outback being perfectly positioned to gain a "pure" and uninhibited view of the stars due to a lack of light pollution. Combining this with a digital expansion that allows for remote interaction, the museum will serve both as an attraction for the region and an active tourism showpiece for those around the world.

RAPAD Rentals Hire Car Program

The RAPAD region faces a serious transportation issue when travellers arrive by air. Hire car companies are reluctant to service the area as it has a dispersed and inconsistent visitor base and most arrive to the region with their own transportation.

To address this issue the RAPAD group could provide a hire car service based on repurposing council vehicles that have reached end of life after two years. Proposed is for each air connected location to house two vehicles available for hire by arriving travellers.

Initial cost to begin the program would be low and can be shared among the RAPAD member LGAs. The forum proposes that two existing council vehicles be provided to the program by each council and for this to continue with new vehicle replacement cycles.

Central Western Train Experience

Central Western Queensland was once home to a very active rail line however some lines were closed in 2008. Rollingstock has also been decommissioned in the area, resulting in negative community impacts and both direct and indirect job losses.

There remains a nostalgic romance with railways which attracts global interest. The railway has played an important role in Queensland and today, the base infrastructure remains. The current railways are still in operation and has the capacity and capability to better connect the regions' tourist destinations.

Within North-West Queensland, limited self-contained routes like the [Gulf Lander](#) have been able to stimulate tourism. Beyond the railway infrastructure, the main asset has been the iconic Queensland built rail car. Such an asset in CWQ would be a more dynamic and accessible way to leverage the rail infrastructure.

Given the distances in CWQ region, an opportunity exists to leverage the rail line to establish more dynamic tourism capabilities and enable tourism growth. Rail holidays already hold strong appeal, combined with a 'hop-on hop-off' rail car between major tourism assets, the CWQ region can create a more accessible tourism product for a range of markets and demographics.

To address this, it was identified that the region should seek to secure a restored 2000 Series rail motor to be used as both as a tourism experience and improve mobility across the region.

This historical and unique experience would better enable visitor distribution across the region and would enable economic opportunities to be unlocked by smaller towns across CWQ by adding to the region's iconic outback tourism experience offering.

It is understood that the main line from Emerald to Winton is currently open and in good condition for a rail motor and the rail infrastructure that mostly underutilised or not required by commercial operators.

A 2000 Series rail motor has enormous potential to leverage existing infrastructure which is mostly in sound condition and revitalise communities along the line through tourism.

Other Ideas Pitched

A number of other ideas were pitched but not developed, these are outlined below:

Data Collection and Analytics Program: Define a methodology of collecting, sharing and analysing data within the region for use in service delivery and performance measurement.

Online Tourism Package Portal: A one-stop-shop for packages that combine attractions into defined bundles with all logistics sorted.

Multi-language Tourism Infrastructure Program: Provide better language support for international tourists through multi-language signage and informational guides.

TOURISM FUTURES ACTION PLAN

2019-2020

CENTRAL WEST QUEENSLAND



Foreword

From the Chief Executive Officer



David Arnold

In recent years RAPAD has proudly led the Central West Queensland region in planning, prioritising and identifying opportunities to realise our untapped tourism potential. Through the robust input of industry, key stakeholders and regional leaders during the 2018 Tourism Futures Forum and other consultation, a number of key opportunities have been identified and progressed.

This Action Plan follows through on the Tourism Futures White Paper and outlines how, through collaborative partnerships with industry and the community, we can leverage our existing tourism assets, investment and skills to make the most of the opportunities that lie ahead of us.

By implementing this Action Plan and committing to revising and renewing it as we achieve each milestone, together we will enable the RAPAD region to become the prosperous, globally recognised, authentic outback tourism destination we all believe it to be.



About Us

The Way We Work



RAPAD is the peak regional economic development body for the Central West Queensland region. We are a highly credible and respected local government representative body that proactively leads advocacy on all regional matters affecting its members and their communities.

RAPAD aims to foster, facilitate and promote the sustainable growth and development of our Central Western Queensland region through range of policy priorities, programs and strategic initiatives.



Our Region

The Context

The Outback Queensland region stretches far and wide, almost all the way across the western two thirds of Queensland. Spanning from Mt Isa in the north to the New South Wales border in the south it epitomises the quintessential Australian experience of wide-open spaces and natural untouched beauty.

The Central Western Queensland region lies in the heart of Outback Queensland. It is a well traversed tourism destination, visited by many for it's authentic feel and array of cultural, heritage and natural experiences as well as unique and historically significant sites.

The Central Western Queensland (CWQ) region has one of the most dispersed populations in Australia. Spanning an area of more than 320,000 square kilometres, it includes seven local government areas and is home to just under 10,500 people (ABS, 3218.0, 2017).

Agriculture has long-been the base industry driving economic growth and employment in the region however the past six years of drought has resulted in severe economic hardship for both landholders and townspeople alike.

Whilst these uncertain times have been difficult, they have resulted in a more concerted effort by community leaders, industry and government to broaden the economic base and diversify the local economy in an effort to retain talent, maintain employment, enable community resilience and drive new economic growth.

Tourism has long been identified as a growth industry and Central Western Queensland is well positioned to take advantage of that growth.



Tourism Futures

A Collaborative Approach

In early August 2018, RAPAD hosted the inaugural Tourism Futures Forum which saw industry, key stakeholders and regional leaders come together for a robust discussion on tourism development across the RAPAD region.

From the forum, a Tourism Futures White Paper was produced which has been endorsed by a number of the RAPAD member councils and supported by industry. As a result of its robust input and broad acceptance, the White Paper has contributed to a range of activities and supported further investment in tourism infrastructure, products and businesses in the region.

As a follow-up, RAPAD hosted a planning workshop on 12 February 2019 to build on the many issues and recommendations raised at the forum. The aim of the planning workshop was to collectively review and validate the White Paper and galvanise members, partners and local industry to prioritise and advance the key recommendations.

The outcome of the planning workshop was the creation of this Tourism Futures Action Plan which contains a strategic framework and required action to advance tourism development in the Central West Queensland region.



Central Western Queensland's Progress

Since the *Tourism Futures White Paper* was produced, there have been a number of developments on the key activities and projects.



Outback Aussies Tours has attracted **\$1 million** in funding from the Queensland State Government to further investigate and develop the business case for the **“Outback Rail Adventure”**.



The **“Australian Age of Dinosaurs Museum”** has received **funding** from the Queensland State Government for upgrade projects.



Tourism and Events Queensland has **secured funding** to create a sustainable **succession plan** for the **Schools Program**.



A **new tourism operator** has established a **car-hire business** in Barcaldine with two cars available for hire to address an identified gap in the market.



BRC have committed \$800k towards three **Freedom of Choice Parks** for Jericho, Aramac and Muttaborra to **encourage travellers to stay** in smaller communities across the region.



A **minimum viable product** has been developed for a digital content exchange hub for the RAPAD region with the future application of the **digital infrastructure** to be determined.



Outback Queensland Tourism Association is progressing with developing a **data analytics strategy** to address the **tourism data gap**.



Longreach Regional Council and Winton Shire Council are working together on a **collaborative cross-regional tourism plan**.



BTRC and BRC are furthering talks with all major political parties to fund the access roads into **Blacks Palace**.



Strategic Framework

OUR VISION

The RAPAD region will be a prosperous globally recognised authentic outback tourism destination.

OUR OBJECTIVES

- Collaborative region with a commitment to action
 - Increase insights and understanding
 - Increase visitor numbers
- Increase visitor expenditure
- Enhance products and experiences on offer
- Attract public and private investment

WHAT CAN WE INFLUENCE

STRATEGIC PRIORITIES	ENABLING INFRASTRUCTURE	AUTHENTIC PRODUCT & EXPERIENCE	LOCAL CAPABILITY	ADVOCACY & POLICY	MAJOR PROJECTS
CATALYST PROJECTS	<ul style="list-style-type: none"> • Enabling Infrastructure Audit • Digital infrastructure • Tourism Data Exchange 	<ul style="list-style-type: none"> • Single authentic brand with mature products and experiences 	<ul style="list-style-type: none"> • Leverage major events and industry partnerships 	<ul style="list-style-type: none"> • Qantas • Year of the Outback 	<ul style="list-style-type: none"> • Black's Palace upgrade • Australian Age of Dinosaurs Museum upgrade • Central Western Train Experience • Schools Program expansion • Regional Car Hire Program

HOW CAN WE INFLUENCE THE DESIRED OUTCOMES

ACTION PLAN



Governance

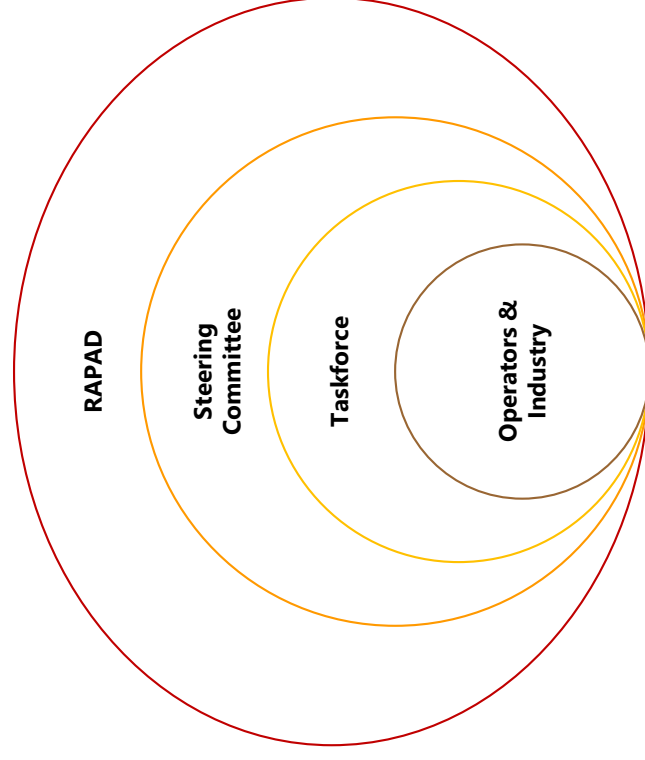
In developing the Tourism Futures White Paper it was recognised that there is a greater need to more effectively leverage existing tourism assets and resources. In order to progress this Action Plan, a governance framework has been developed to establish the roles and responsibilities of each of the key stakeholders.

The identified stakeholders are:

- Operators
- Industry (including networks, groups, organisations)
- Regional/ Local Tourism Organisations
- Local Government
- State Government
- Federal Government

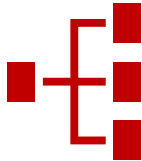
The Action Plan has largely been developed by RAPAD stakeholders and partners to inform the role of RAPAD and its member councils. As a result, this Action Plan largely focuses on the role of local government but considers their various responsibilities as leaders, enablers, partners, supporters etc.

The core focus for councils continues to be on enabling infrastructure, while industry focuses on adaptive strategies to revive, rebuild and develop bookable tourism products. These two should however come together more collaboratively on delivering destination marketing and visitor information services (including digital) across the RAPAD region.



Governance

Guiding Principles



Coordination

Coordination should manifest as engagement with key stakeholders across public and private sectors and artificial boundaries to ensure the best outcome for the region.



Collaboration

Collaboration embraces establishing effective mechanisms to ensure effective, timely, whole-of-region responses to opportunities and issues as they emerge.



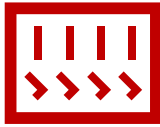
Co-responsibility

Co-responsibility espouses an explicit shared responsibility for key strategic issues and providing leadership in establishing the right culture to drive outcomes from the process, for the benefit of the region.



Transparency

Transparency ensures that all decisions and activities are observable to outsiders and enables trust to be built between institutions and the broader community/ industry.



Accountability

Accountability embraces ownership of the Tourism Futures strategic pillars and actions required to reach the overarching vision.

Governance

Roles & Responsibilities



RAPAD Board

As the peak economic development body for the region, RAPAD continues to drive collaboration and strategic leadership across member organisations for the ultimate benefit of the RAPAD region.

The RAPAD Board is responsible for monitoring the progress of the Action Plan and reviewing progress quarterly.

RAPAD is also responsible for organising the annual Industry Forum to bring together key stakeholders.



Tourism Futures Steering Committee

The Tourism Futures Steering Committee will be responsible for implementing the Action Plan, reporting back to the RAPAD Board on progress and identifying industry development and collaboration opportunities as they emerge.

The Steering Committee will specifically focus on collaboration at an executive/operational level between local governments within the RAPAD (and where relative neighbouring) regions.



Tourism Futures Taskforce

The Tourism Futures Taskforce is responsible for delivering actions and activities delegated by the Steering Committee.

The Taskforce is action-orientated and provide an opportunity for the 'doers' to network, identify synergies and also consider how best to maximise limited resources.

The taskforce includes tourism industry development practitioners/ subject matter experts to support implementation plans and processes.



Tourism Futures Industry Forum

The Industry Forum brings together industry, local leaders, LG officers and key stakeholders. The forum provides a platform annually for ongoing dialogue between all stakeholders to assess the current state, identify emerging opportunities and determine priorities for the coming year.

A major outcome of the forum is an action plan (update) that enhances collaboration and maximises tourism development across the public and private sectors for the RAPAD region.



Governance

Convene & Reporting



RAPAD Board

Purpose:

Collaboration at an elected representative level.

Membership:

RAPAD Board and Executive.

Convene:

RAPAD Board Meetings.

Reporting:

Quarterly Review.



Tourism Futures Steering Committee

Purpose:

Strategic leadership at an operational executive decision making level.

Membership:

Local Government CEO/ GM's.

Convene:

Quarterly (via teleconference).

Reporting:

Monthly Taskforce Update (via email)
Quarterly Review and report to RAPAD Board.



Tourism Futures Taskforce

Purpose:

Collaboration at an officer/ implementation level.

Membership:

Tourism and Events/ Economic Development Officers.

Convene:

RAPAD Board Meetings.

Reporting:

Monthly (via teleconference) and face-to-face every quarter.



Tourism Futures Industry Forum

Purpose:

Public-private sector collaboration and industry development.

Attendance:

Elected representatives, local government executive and officers, industry leaders, and other key stakeholders.

Convene:

Annual Forum/ Planning Workshop.



RAPAD TOURISM FUTURES 2019 ACTION PLAN

PILLAR	PRIORITY ACTIONS	SCOPE/ ACTIVITIES	LEAD	PARTNERS	DUE
GOVERNANCE	Co-ordinated Tourism Development	<ul style="list-style-type: none"> Adopt a regional governance framework for advancing tourism development in the RAPAD region between LGAs i.e. including a steering committee, taskforce and industry engagement forum. Identify opportunities to leverage Zoom Rooms to enhance engagement and build leadership capacity across the region i.e. through steering committee/ taskforce. 	David Arnold	RAPAD, LG's	31 Mar
			Kristine Arnold	RAPAD	31 May
ENABLING INFRASTRUCTURE & ASSETS	Enabling Infrastructure Audit	<ul style="list-style-type: none"> Conduct an audit of current enabling public infrastructure and condition across each LGA (leveraging audit framework from Longreach/ Winton). Consult with key stakeholders to identify infrastructure improvement requirements, gaps and barriers to tourism development across the CWQ region. Develop a criteria and tool to enable regional infrastructure priorities to be assessed for future regional advocacy/ investment priority. 	Sue McCosker	LGs	30 June
			?	LGs	30 June
	Digital Infrastructure	<ul style="list-style-type: none"> Review demand for shared portable infrastructure across the region and develop strategy for joint investment opportunities (link in DITID - Peter Evans). Develop a MOU between OQTA and RAPAD outlining a framework for cooperation between the organisations to develop the tourism industry. The MOU should also consider roles and responsibilities in managing digital infrastructure (including future of Outback Telegraph). 	David Arnold Peter Homan	OQTA RAPAD	31 May
	Tourism Data Insights	<ul style="list-style-type: none"> Develop and scope opportunity for RAPAD LGs to participate in collaborative approach to further roll-out Outback Wi-Fi/ connected small-cells across the region to leverage investment and maximise data collection and insights opportunities. Investigate opportunities to leverage existing and develop new data sources to enhance tourism industry insights. 	Steven Boxall	OQTA + LGs	30 June
		<ul style="list-style-type: none"> Identify opportunities to support and leverage tourism data analytics projects across LGs (i.e. through RAPAD/ OQTA projects). 	Peter Homan Steering Committee	OQTA OQTA + LGs	31 Mar 31 Aug
AUTHENTIC PRODUCT & EXPERIENCE	Product & Experience Audit	<ul style="list-style-type: none"> Gather existing experience audit information and provide to steering committee/taskforce (for gap analysis). 	Peter Homan	OQTA, LGs	1 April
	Industry Engagement	<ul style="list-style-type: none"> Work with steering committee/taskforce to identify opportunities to close gap/ support product development and determine new packaging opportunities. 	Matt Bron	TEQ, LG's	30 June
	Major Event Leveraging	<ul style="list-style-type: none"> Develop a robust, ongoing industry engagement forum to bring together existing/ new operators to collaborate and provide input into LGs strategies. 	David Arnold	RAPAD, LGs	31 Aug
		<ul style="list-style-type: none"> Establish a regional working group (industry, community and government) to develop opportunities to leverage Year of the Outback i.e. Outback Spectacular in the Real Outback. 	Steering Committee	RAPAD	1 April
		<ul style="list-style-type: none"> Liaise with event organisers to establish a major events Economic Leveraging Taskforce for Qantas 100 to enable to region to leverage long-term benefits from the event. 	David Arnold Matt Bron Tony Martin	RAPAD, TEQ, OQTA, QTIC, LGs	1 Sept
LOCAL CAPABILITY	Leadership Champions	<ul style="list-style-type: none"> Develop a framework for a formal advisory panel/ board (i.e. brains trust) of 'outside of the outback' champions to provide leadership support/ input into regional economic futures. 	Rob Chandler	RAPAD	30 June
	Industry & Business Development	<ul style="list-style-type: none"> Identify knowledge gaps in industry on how to access business support, development funding opportunities across the region and address through engagement partnerships. 	Peter Homan	OQTA, TEQ, RAPAD, LGs	31 Oct
	Workforce Development	<ul style="list-style-type: none"> Identify workforce development training gaps to leverage digital and emerging opportunities and develop a workforce development strategy (building on RSIS and QTIC Jobs Qld – Skills of Future Report). 	David Arnold	RAPAD QTIC	31 Oct
		<ul style="list-style-type: none"> Engage with industry experts (i.e. community development officers) to identify and address workforce attraction/ retention barriers linked to liveability and feed into taskforce and steering committee. 	Jackie Laidler	WSC	1 Sept
ADVOCACY & POLICY	Funding models	<ul style="list-style-type: none"> Determine funding gaps in existing programs/grants and advocate for alternate funding models for tourism industry development with support of key stakeholders. 	Steering Committee	RAPAD, OQTA, QTIC, LGAQ, LGs	2 Sept
	Longreach Pastoral College	<ul style="list-style-type: none"> Determine current status, issues and options and liaise with industry and community to mobilise and expediate advocacy campaign. 	Alan Smith Russell Lowry	LRC, RAPAD	Ongoing
	Advocacy to Governments	<ul style="list-style-type: none"> Identify tourism industry investment priorities (based on infrastructure audit, experience audit and new data insights) and other key impediments (i.e. prohibitive access costs) and develop a coordinated 'one-voice' advocacy campaign. <ul style="list-style-type: none"> QTIC to provide support on policies/ funding issues/ migration issues etc. 	Alan Smith	RAPAD, LGs QTIC, OQTA	31 May
	Regional Transport Reference Panel	<ul style="list-style-type: none"> Advocate for expedited establishment of panel to address prohibitive transport issues including road, rail and air. 	Steering Committee	RAPAD, OQTA, QTIC, LGAQ	31 May
MAJOR PROJECTS	Major Projects Facilitation	<ul style="list-style-type: none"> Develop regional approach to sharing information, facilitating and supporting regional projects of significance. 	Steering Committee	RAPAD, LGs	31 May





MUTTABURRA RETREAT

SATURDAY 27 TO SUNDAY 28 OCTOBER 2018

Proudly supported by:



REPORT:

MpowHER Retreat Muttaborra 27-28 October 2018



The Remote Area Planning and Development Board (RAPAD) held its first women's entrepreneur retreat in Muttaborra on 27-28 October 2018. The event marks the beginning of developing the mpowHER concept to grow a community of female entrepreneurs across Outback Queensland and beyond.

mpowHER is part of RAPAD's drive to deliver on its Strategic Plan priority to foster innovation, creativity and entrepreneurship across the region. It continues to build on the success of our Outbackhubs initiatives including start weekends, digital skills development tour and hosting an Entrepreneur in Residence.

As the drought continues to impact our communities, being able to look at new opportunities for income as well as business and personal development is invaluable. Through partnerships, friendship and inspiration, RAPAD is building a network to encourage other women to bravely step into entrepreneurship, or to support others to do so.

The mpowHER program is delivered by the Central Western Queensland Remote Area Planning with support from Advance Queensland.

RAPAD is proud to share the outcomes from the Muttaborra Retreat weekend and encourages other regional locations to consider supporting future events with us – visit mpowHER.com.au for more information.

Through partnerships, friendship and inspiration, RAPAD is building a network to encourage other women to bravely step into entrepreneurship, or to support others to do so.



MUTTABURRA RETREAT

11 AM SATURDAY 27 TO
12 PM SUNDAY 28 OCTOBER 2018

WELCOME TO MUTTABURRA mpowHER

An intimate weekend retreat for women of the West to relax, have fun and connect whilst in the company of like-minded women. With a packed program featuring:

- Keynote addresses
- Panel discussions
- Spotlight on a local
- Health & wellbeing tips
- Personal development
- Dinner with a dinosaur!

Tickets only \$150

- All meals included
- A range of accommodation options available
- Lucky door prizes!

MORE INFORMATION:

CONTACT: JANE JENKINS
0422 413 483 | JANE@RAPAD.COM.AU

mpowher.com.au



SALLY FOLEY-LEWIS
MC & presenter:
*Unleash your
personal power*



HEATHER MACKENZIE
*Talking Mental Health:
shift the stigma
& shame*



SUE LESTER
*Ditch the Bitch:
the key to stress
management*



TRISH JENKINS
*Resilience: Lessons
from the Lock Up*



**DONNA
THISTLETHWAITE**
*Career Vitality:
Confidently you*



SARAH CHOYCE
*Thriving isn't only
about green
smoothies.*



CATHERINE MOLLOY
The Art of Sales.





Why an event for women and why Muttaborra?

Whether it is juggling family and income, providing off-farm income or starting a new business for interest reasons, outback women are innovators and entrepreneurs.

Hosting our first mpowHER event in Muttaborra provides a great chance to start a dynamic, innovative community hub that we can learn from and draw inspiration for the future of the program. Muttaborra is one of the many vibrant communities in Central West Queensland with hardworking residents that make their towns great places to live, work and visit.

Hosting an event outside of the usual major centres we're providing the chance to attend for those who may not be able to afford the time and expense associated with travelling to the event. Plus, Muttaborra is awesome!

What is mpowHER?

Mission

RAPAD has created mpowHER to support, grow and promote a community of like-minded aspiring and accomplished female entrepreneurs in Outback Queensland and beyond.

Through partnerships, friendship and inspiration, mpowHER will build a network to encourage other women to bravely step into entrepreneurship or support emerging and established female entrepreneurs.

What we're doing

mpowHER will conduct workshops and activities across the region to promote like-minded aspiring and accomplished female entrepreneurs in Outback Queensland and beyond. Some activities will be exclusive to mpowHER members. mpowHER programs will focus on building networking, business skills and product development.



Muttaborra event inspires Western Queensland's future female entrepreneurs

RAPAD's first mpowHER event was a great success, with attendance beyond expectation. In a town with a population of 88, registrations included 28 women from the region, in addition to 10 speakers and organisers who travelled from across the region, Australia and the USA.

It was an inspirational and motivational weekend, breaking down the barriers for women in our region together.

The event provided a boost to the town with the official tourism season now over for the year. All accommodation was booked out and the Muttaborra Country Women's Association accommodation was also utilised. Other services used in-region included Muttaborra caterer Fleur Wallis and products sourced from local shops, makers and creators, as well as Blackall-based arts and cultural organisation Red Ridge (Interior Queensland).

Collaboration & networks the key to success

A key part of the success of the retreat was RAPAD's collaborative approach and far-reaching networks. RAPAD's Jane Jenkins brought her diverse experience and networks to the role of event organiser - including time living in Longreach previously and delivering large-scale conferences on the Sunshine Coast.

Finding the right people with an understanding of subject-matter as well as the context of living and working in Outback Queensland can be a challenge. However, the enlistment of one-time Longreach resident Sally Foley-Lewis as MC would start the ball rolling on the development of a high-calibre program and connections to guest speakers who were eager to be involved.



About the day

The Muttaborra Retreat weekend was a fantastic opportunity for local women to get together in a small group with professional speakers covering topics relevant to them.

The focus of the weekend included creating a network that comes together to support and develop women in and around Muttaborra. Program features included empowering women through the tough times, tips on getting your mojo back, building connections within the community and even dinner with a dinosaur.





WELCOME
TO MPOWHER

MUTTABURRA
RETREAT

11AM SATURDAY 27 TO
12PM SUNDAY 28 OCTOBER 2018

PROGRAM

Introducing our speakers

 <p>SALLY FOLEY-LEWIS Event MC & presenter: Unleash your personal power. f SallyFoleyLewis</p>	 <p>HEATHER MACKENZIE <i>The Dark Side of Entrepreneurship: mental health in entrepreneurial & creative communities</i> f heatherjmackenzie</p>
 <p>DONNA THISTLETHWAITE <i>Surviving to Thriving.</i> f Donna.Thistlethwaite.5</p>	 <p>SARAH CHOYCE <i>Thriving isn't only about green smoothie consumption.</i> f thriverural</p>
 <p>SUE LESTER <i>Ditch the Bitch: the key to stress management.</i> f GrowingContent</p>	 <p>JULIE BROWN <i>Coola Cozzies: Gems from the journey.</i> f coolacozzies</p>
 <p>CATHERINE MOLLOY <i>The Art of Sales.</i> f catherine.molloy1</p>	 <p>JANE JENKINS <i>STOP. REVIVE. THRIVE.</i> f stoprevivethrive</p>
 <p>TRISH JENKINS <i>Resilience: Lessons from the Lock Up</i> f trish.jenkins.18</p>	 <p>KRISTINE ARNOLD <i>Regional Round-up: Outbackhubs</i> f outbackhubs</p>

[f mpowHERAU](#)

We had an amazing response from the speakers travelling to our region, as well as the local community, including the Rotary Club of Longreach which is supporting five registrations for local women.

Take a look at the program on the next two pages for more information on the jam-packed weekend!

PROGRAM DAY 1 - SATURDAY 27 OCTOBER 2018



Time	Topic	Presenter/Coordinator
10.15am	Registration and accommodation check in	Jane Jenkins
11.00am	Welcome by MC - Housekeeping, speakers booth, media consent (photography/videography)	Sally Foley-Lewis www.sallyfoyleylewis.com
11.15am	Gems from the Journey - Coola Cozzies , Julie's business, began as a result of the drought, a need for income and a belief in herself: the start of a new adventure. In this session, she shares some of the gems she has learnt from others that have shaped her business.	Julie Brown www.coolacozzies.com
11.45am	Local Spotlight Panel discussion: Muttaborra pearls of wisdom	Pearl Langdon, Winnie Batts
12.00pm	Lunch	
12.45pm	Surviving to Thriving – Life can certainly throw some curve balls from time to time. Sometimes we can really doubt ourselves and can even feel challenged to go on. In this engaging session Donna shares her personal story of moving from darkness to light. She shares the lessons and insights that will help you to steer clear of the path she took.	Donna Thistlethwaite careervitality.com.au
1.35pm	The Art of Sales - For many businesses, the owner and every team member needs to understand the basic and fundamental skills required to master the art of sales.	Catherine Molloy www.catherinemolloy.com.au
2.25pm	Ditch The Bitch: The Key to Stress Management - An entertaining discovery of what and who that voice is (and it is NOT you), where it came from, and how to change it for good.	Sue Lester www.SueLester.com
3.15pm	Tea break - Participants are encouraged to bring a plate and recipe to share.	
3.30pm	Unleash your personal power - A fun and interactive workshop that helps you identify your blocks to success, understand healthy boundaries, rid the imposter syndrome, and build networks and confidence in order to be a more effective and productive in your day to day. This workshop will help you unleash your power. This is no ordinary session, super heroes will be unmasked!	Sally Foley-Lewis
5.00pm	Free time - Check into your accommodation or go home and get glammed up!	
6.00pm for 6.30pm start	Dinner with the Dinosaur - Gourmet BBQ at a long banquet table in Dinosaur Interpretive Centre. Dress Code: As dressy as you would like. BYO Alcohol	MC: Jane Jenkins Speaker: Trish Jenkins <i>Resilience: Lessons from the Lock Up.</i> trishjenkins.com.au

PROGRAM DAY 2 - SUNDAY 28 OCTOBER 2018

Time	Topic	Presenter/Coordinator
8.00am	Reflection Day 1	Sally Foley-Lewis
	The Dark Side of Entrepreneurship – In this keynote, we cover: <ul style="list-style-type: none"> Statistics around mental health, especially focused on the entrepreneurial and creative communities Why being an entrepreneur carries an extra risk to your mental health and what you can do about it The power of vulnerability and authenticity in discussing mental health Personal anecdotes from Heather's work with founders and their mental health 	Heather MacKenzie www.heatherjmackenzie.com
	Muttaburra Developments	Cr Jenni Gray - Deputy Mayor Barcaldine Regional Council
	Regional Round-up	Kristine Arnold - RAPAD
9.45am	Tea break - Participants to bring a plate and recipe to share.	
10.15am	Thriving isn't only about green smoothie consumption – What if you live too far from town to have access to green smoothies? Does that mean you can NEVER thrive?? No! There is so much more to thriving than how much organic kale you have consumed in your life.	Sarah Choyce facebook.com/thriverural
11.00am	STOP REVIVE THRIVE - is all about giving you the tools and strategies so that you can reduce clutter in your professional and personal life and manage time more effectively in order to have more time for you.	Jane Jenkins - RAPAD / Stop, Revive, Thrive www.stoprevivethrive.com.au
11.45am	Official Farewell and Thanks	Sally Foley-Lewis
12 noon	Lunch - Take away and hit the road, OR sit and stay a while.	



Social media

mpowHER has started its community with an online social media presence on Facebook. In the lead up to the event organic and paid posts help boost page likes and registrations. The benefit of paid posts meant a specific audience could be targeted, with the 'mpowHER Retreat' audience capturing women 16-65+ in the Outback Queensland region, and townships along key travel routes to the region.

The top performing post/ad reached more than 1 600, resulting in over 60 engagements with the posts (actions/clicks/likes).

In less than a month the Facebook page was established and has over 150 followers within the region and beyond.

Mpowher shared an event. Sponsored · 🌐

A weekend retreat for the women of Outback Queensland. Through partnerships, friendship and inspiration, mpowHER will build a network to encourage other women to bravely step into entrepreneurship, or support emerging and established female entrepreneurs.



mpowHER
MUTTABURRA RETREAT
27-28 OCTOBER 2018

SAT, 27 OCT
MpowHER Retreat Muttaborra
mpowher.com.au


Get Tickets

Like Comment Share

Mpowher Sponsored · 🌐

ONLY ONE WEEK TO GO! Time is just flying and this time next week we'll be set up and ready to kick off the Muttaborra Retreat weekend on Saturday 27. 🤗🤗

Don't miss out! Register for your spot at: www.mpowher.com.au



MUTTABURRA RETREAT
27-28 OCTOBER 2018

- Acclaimed speakers
- Health & wellbeing tips
- Personal development
- Small group, great company
- Dinner with a dinosaur!...
- ... and more, all right here in Muttaborra!

DONT' MISS OUT!
mpowHER.com.au

View availability Book Now

Jane Jenkins and 5 others 2 shares

Mpowher Published by Aleisha Domrow [?] · 19 October at 14:45 · 🌐

ONLY ONE WEEK TO GO! Time is just flying and this time next week we'll be set up and ready to kick off the Muttaborra Retreat weekend on Saturday 27. 🤗🤗

Don't miss out! Register for your spot at: www.mpowher.com.au



MUTTABURRA RETREAT
27-28 OCTOBER 2018

- Acclaimed speakers
- Health & wellbeing tips
- Personal development
- Small group, great company
- Dinner with a dinosaur!...
- ... and more, all right here in Muttaborra!

DONT' MISS OUT!
mpowHER.com.au

View availability Book Now

1,218 People reached **19** Engagements [Boost Again](#)

Boosted on 20 October 2018 By Aleisha Domrow Completed

People reached	1.1K	Post engagement	57
----------------	-------------	-----------------	-----------

[View results](#)

Sarah Ferguson, Jean Carlson and 4 others 2 shares



mpowHER
MUTTABURRA RETREAT
27-28 OCTOBER 2018

SEE YOU TOMORROW
in Muttaborra!



mpowHER.com.au

Media

Local outlets including the Longreach Leader published the event announcement story.

Muttaborra retreat to inspire female future entrepreneurs

IN A PLAN to grow a community of female entrepreneurs in Outback Queensland and beyond, the Remote Area Planning and Development Board (RAPAD) will host its first women's entrepreneur retreat in Muttaborra on October 27 to 28.

The mpowHER initiative is part of RAPAD's drive to deliver on its strategic plan priority to foster innovation, creativity and entrepreneurship across the region.

RAPAD CEO, David Arnold, said that as the drought continues to impact our communities, being able to look at new opportunities for income as well as business and personal development is invaluable.

"Through partnerships, friendship and inspiration, we're building a network to encourage other women to bravely step into

entrepreneurship, or to support others to do so.

"Whether it is juggling family and income, providing off-farm income or starting a new business for interest reasons, outback women are innovators and entrepreneurs," he said.

"We're excited to host our first mpowHER event in Muttaborra — a great chance to start a dynamic, innovative community hub that we can learn from and draw inspiration for the future of the program."

Event co-ordinator, Jane Jenkins, said the Muttaborra Retreat week-end was a fantastic opportunity for local women to get together in a small group, with professional speakers covering topics relevant to them.

"The focus of the week-end includes creating a network that comes together to support and

develop women in and around Muttaborra. Program features include empowering women through the tough times, tips on getting your mojo back, building connections within the community and even dinner with a dinosaur.

"It's going to be an inspirational and motivational week-end, breaking down the barriers for women in our region together," she said.

"We have had an amazing response from the speakers travelling to our region, as well as the local community, including the Rotary Club of Longreach, which is supporting five registrations for local women.

"Local women can complete a short application form for themselves or someone else, to be considered for the sponsored registration.

"We look forward to sharing the outcomes from the week-end and encourage other regional locations to consider supporting future events with us — visit mpowHER.com.au for more information," Jane said.

All meals are included in registration, with event organisers able to assist with finding accommodation options if needed. Registration is \$150, with an early bird rate of \$100 finishing on October 12.

Contact Jane Jenkins for more information on the program; for a 'sponsored registration' application form, email jane@rapad.com.au or phone 0422 413 483.

The mpowHER initiative is delivered by Central Western Queensland Remote Area Planning with support from Advance Queensland.



With thanks to Barcaldine Regional Council for its support of this event, including allowing the event dinner to be hosted in town's newest (and yet to be officially opened) tourist attraction - the Muttaborra Dinosaur Interpretation Centre.

What a view!





What's the next phase?

RAPAD, through Outbackhubs and mpowHER will continue to support, grow and promote innovation, creativity and entrepreneurship across the region. Continuing the momentum of the mpowHER Retreat is essential and RAPAD encourages other areas in the region to support similar events in the future.

The mpowHER program will grow with more members, taking advantage of feedback and the experience of local women, business, and professionals with leading experience working in this area of expertise.

Other initiatives under the mpowHER program include:

Outbackhubs Co-working Space

MpowHER members can have access to our Outbackhubs co-working spaces, offering a chance to work away from the distractions of home and the ability to tap into technology like Zoom Rooms. Current sites available: Blackall, Barcaldine, Longreach.

Workshops

mpowHER will collaborate with key stakeholders to host in-person and online workshops via Zoom Room.

Coffee and a chat

A stress-free sit down with other members to casually talk through issues and solutions are held monthly. No need to make it in person, members can connect via Zoom Room.

And plenty more ideas to come!

RAPAD, through Outbackhubs and mpowHER will continue to support, grow and promote innovation, creativity and entrepreneurship across the region.





Testimonials

Attendees

- I found myself alone in a room bunch of people but by the end of the weekend I found myself part of new and amazing ladies.
- This workshop was so important for a lot of women who attended, it has opened up their minds to acknowledging that their own mental health is not only important for personal life but their businesses as well. The knowledge that was shared between these women (attendee or speaker) has benefited everyone in one way or another.
- A wonderful array of speakers that kept us thinking
- I think bringing these events to all of our local communities allows more of us to attend that are running our own businesses. Also the range of speakers was amazing. Thanks RAPAD in helping to make these events affordable.
- The MpowHER event certainly isn't something I have ever seen held in a small country town but it was a well organised positive experience. So much enthusiasm, confidence building, small business knowledge & lots of other information to help you in life. I am sure many will benefit from similar events.
- This workshop brought current, worldwide speakers to our doorstep to address issues that effect us a women running businesses and families in remote locations. In today's world of advanced technology we can run business from the middle of nowhere and having access to these amazing speakers and workshop helps us identify how we can do achieve greater things.

“

The knowledge that was shared between these women (attendee or speaker) has benefited everyone in one way or another.

“

Many locals commented that, “these things don't happen very often, so more of this would be great.”

“

... bringing these events to all of our local communities allows more of us to attend that are running our own businesses.

“

The event was extremely well organised and was a wonderful opportunity to connect with current and aspiring business owners.

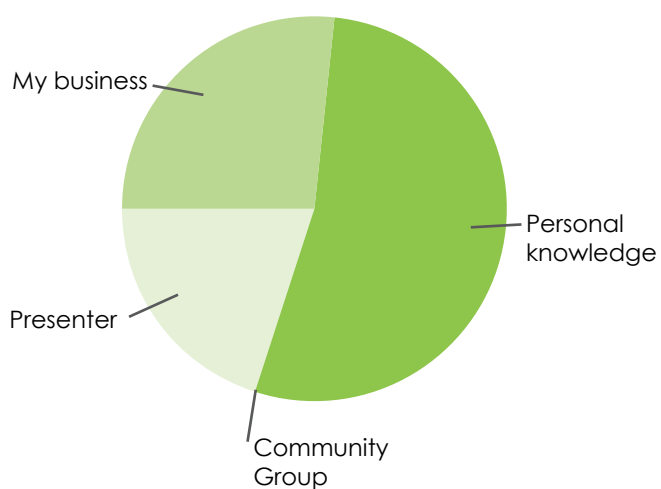
Presenters

- The event was extremely well organised and was a wonderful opportunity to connect with current and aspiring business owners. The strong connection between the attendees added to the success of the event.
- Thoroughly enjoyed the weekend for various reasons - for the content as well as the networking opportunity. I also loved seeing an event like this in an isolated town and how visible it was how much the residents love Muttaborra!
- Hosting a women's empowerment retreat with a diversity of speakers was fantastic. Many locals commented that, “these things don't happen very often, so more of this would be great.” The connecting, sharing, learning, supporting and laughing while taking a small amount of time away from the everyday was awesome.

Post-event survey responses

Attendees and presenters received an electronic survey to complete following the event. The follow are some of the survey results.

My interest in the event was for:



Respondent demographic:



Overall, how satisfied were you with the event you attended? **89%**

Overall, value in assisting with your business/community group etc. **79%**

Would you be interested in joining the mpowHER network? **100%**

This is my first RAPAD event. **90%**





Outbackhubs



Connections - Ideas - Innovation



BACKGROUND

Outbackhubs is a collaborative effort to provide shared resources and training opportunities to Central Western Queensland.

Established in 2017, Outbackhubs operates physical co-working locations where members and guests can use high speed internet, hot desks, general office equipment in addition to participating in workshops.

We are grateful to receive support from the Queensland Government through Advance Queensland's Advancing Regional Innovation Program (ARIP) to begin this initiative in recognition of the importance of developing Outbackhubs capabilities in our region. .

THE CLEAR NEED FOR OUTBACKHUBS

Through Outbackhubs we are bringing the Outback into the modern world – harnessing innovation to engage our communities, strengthen our regions, unlock business potential and prepare our people for the jobs of the future.

The Central Western Queensland (CWQ) region, like many others of similar geography in Australia, has significant challenges ahead. These challenges are magnified because of geographical remoteness, declining populations, skills shortages, and economic instability through reliance on a small number of key industries. The impacts of climate change, social isolation and changing family dynamics trigger irrevocable events such as self-harm with fatal consequences.

Smart Central Western Queensland - A digitally enabled community strategic plan, provides a framework for CWQ to be a region of choice for families and individuals to build a rich, fulfilling life. This includes being a place to build a successful business; with the same levels of service experienced in more populated areas.

Focusing on digital enhancement of our regions delivers capability across all the five of RAPAD's Regional Priority Areas:

- Technology and the Digital Economy
- Infrastructure and Services
- Economic Development
- Health and Well-being
- Regional Narrative.



OUTBACKHUBS: THE HOME OF OUTBACK CONNECTION,
COMMUNICATION AND CO-WORKING.

BREAKING DOWN BARRIERS - CREATING OPPORTUNITIES

Through Outbackhubs we provide the physical space, state of the art facilities and technical and commercial know-how to enable our communities, councils, businesses and all of those who live in and visit our outback region the opportunity to create global connections that melt away the tyranny of distance.

The way we work is changing and work must be thought of as something we do, not a place. Nine-to-five office jobs are becoming less common as the shift is to measure productivity, not time spent “at work”. Knowledge workers must take responsibility for their own productivity and as 80% of the economy is now the service sector there is greater propensity for teleworking, corporate remote working and freelancing with a more flexible approach.

When we combine this with the fact that there is a massive shift in consumer values from ownership to access of products and services (collaborative consumption) then the timing is right to provide the infrastructure and engagement model to direct the benefits from this new world and way of working and engaging into our outback.

“WORKPLACES WILL NO LONGER BE A SITE OF CONTAINMENT BUT A PLACE WHERE PEOPLE MEET, LEARN AND SHARE” DELOITTE, 2013

So long as you can find a space to be productive and you can effectively connect with your customers (virtually) then you can do your work from anywhere. Why not one of our Outbackhubs? This approach diminishes the threat from over reliance on key industries and open another world of opportunity.

Through Outbackhubs we make sure our region is aware, ready, willing and able to enthusiastically and skillfully embrace the opportunities that digital technology and all the innovation that accompanies this global phenomenon is opening.

The following pages in this report highlights the set up of Outbackhubs followed by key activities and outcomes realised since its inception in 2017.



CONNECTING THE ENTERPRISING OUTBACK VIA ZOOM ROOMS

In a world of rapid digital transformation magnified by innovation that infiltrates even the most basic of human existence, remote regions have a choice to make. Find a way to participate in the new world or risk becoming ghost towns.



A PLACE TO CONNECT & BUILD SUCCESSFUL BUSINESSES

Outbackhubs is providing fully digitally enabled, affiliated co-working spaces situated throughout the CWQ region.

Outbackhubs are spaces and places for our community members to work, study and meet. They attract people from within the region, nationally and internationally using state-of-art but readily accessible technologies.

Designed outcomes include:

- a digitally connected community
- propagation of new entrepreneurial talent
- ability to tap into global opportunities that drive economic change

Ultimately, the primary goal is a region that has realised its full potential, through collaboration and innovation.



USED BY WORLD-LEADING ORGANISATIONS: Hear how Australia's first University uses Zoom to connect with anywhere in the world.

<http://bit.ly/ZoomRoom-UniSydney>

CONNECTING THE OUTBACK - OUTBACKHUBS VIRTUAL ZOOM ROOMS

SO... WHAT ARE OUTBACK VIRTUAL ZOOM ROOMS?

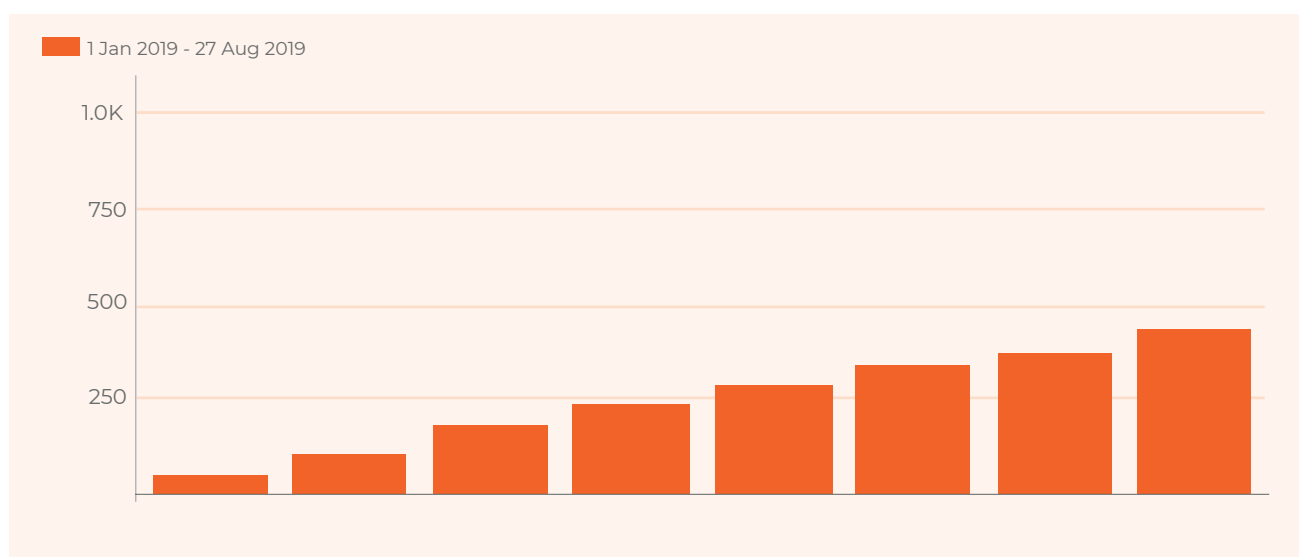
Outbackhubs Virtual (OHV) is a network of connected physical and virtual co-working or meeting room spaces within the Outback region that allow easy connectivity regionally, nationally and globally through the Zoom Room software-based conferencing platform.

Participants to an OHV Zoom Room meeting can join with one touch from within the OHV network and also from a variety of devices including computers, laptops, tablets and smart phones.

Zoom Rooms is a software application available on Mac (OS X 10.9 and higher) or Windows (7 and higher) that turns a computer into a dedicated virtual meeting room collaboration space, previously only achieved by costly hardware and often difficult to use platforms.



Since installation, starting with RAPAD's Longreach Zoom Room, our users have consistently grown with thousands of hours of meetings, workshops and other activities conducted seamlessly.



WHAT CAN OUTBACK VIRTUAL ZOOM ROOMS BE USED FOR?

Through our Outbackhubs Virtual trials we have found Zoom Rooms is cost effective and easy to install and use, requiring only good Internet connection, some inexpensive hardware and yearly cloud-video-service licence.

Outbackhubs Virtual have been successfully trialled for:

- Regular (weekly) team meetings – RAPAD, RFCSNQ, RAPAD Skilling
- Community meetings – Red Ridge
- Training and tutorials – RAPAD Skilling, Red Ridge
- Workshops – Daniel Johnson, Tim Gentle, Impact Innovation
- B2B (Business to Business) meetings – various users who don't have access to strong internet, or where a group are meeting, have utilised these facilities
- Virtual face-to-face meetings ie speaking with a company for the first time in relation to drone symposium etc
- Virtual collaborative planning/meeting
- Face to face collaborative planning/meeting where a group needs to work on an electronic document – screen sharing
- HR interviews
- Meeting presentations by guest speakers
- Workshop presentations.

Zoom Rooms utilises easy-to-use IT equipment, one button access, calendar integration and screen sharing capabilities both within a Zoom Meeting and within the physical room independently of a Zoom Meeting.



The Zoom Room is controlled via a dedicated iPad. This allows users to easily:

- Start meetings
- join meetings,
- invite users
- manage participants
- change the screen layout
- control the camera, mute audio and video
- share content, plus more.

BEYOND RAPAD - OUTBACKHUBS VIRTUAL ZOOM ROOM NETWORK

Partners to RAPAD in the ARIP program funding, McKinlay Shire Council and the SWRED councils of: Paroo, Murweh, Quilpie and Bulloo are have joined the Outbackhubs network, providing virtual connectivity across the whole outback and spaces for members and visiting corporates to work or meet when visiting other communities.

Outbackhubs Virtual has joined organisations such as Uber, Zendesk, and more all of whom use Zoom Room. Zoom Rooms screensharing capabilities are similar to Apple Airplay or Google Chromecast.

Zoom allow for SIP/H.323 endpoints to join Zoom meetings (via the Zoom Room Connector) but cannot dial directly to a SIP or H.323 System. (WE have not had instance to trial this yet)

Outbackhubs Virtual Zoom Rooms bookings will be managed and coordinated across the whole network from a central point. Stage two will see on-site coordinators at each local government coordinating local bookings.

ACTIVE ZOOM ROOM LOCATIONS* TO DATE INCLUDE:

BARCOLDINE:

- Barcaldine - Council Chambers
- Barcaldine - Council Disaster Management Room
- Alpha - Council offices
- Aramac - Council offices
- Barcaldine - RAPAD Barcaldine: Oak Street Office

DIAMANTINA:

- Birdsville - Warrarri Information Centre
- Bedourie - Council Office

BOULIA:

- Boulia - Boulia Shire Hall

LONGREACH:

- Longreach - Public Library
- Longreach - RAPAD HQ
- Longreach - RAPAD Skilling Training Centre

BLACKALL-TAMBO

- Tambo - Tambo Hall
- Blackall - Red Ridge (Interior Qld)

BARCOO:

- Stonehenge - Stonehenge VIC
- Jundah - Jundah Council
- Jundah - Jundah Works and Service Training Room
- Windorah - Windorah Town Hall

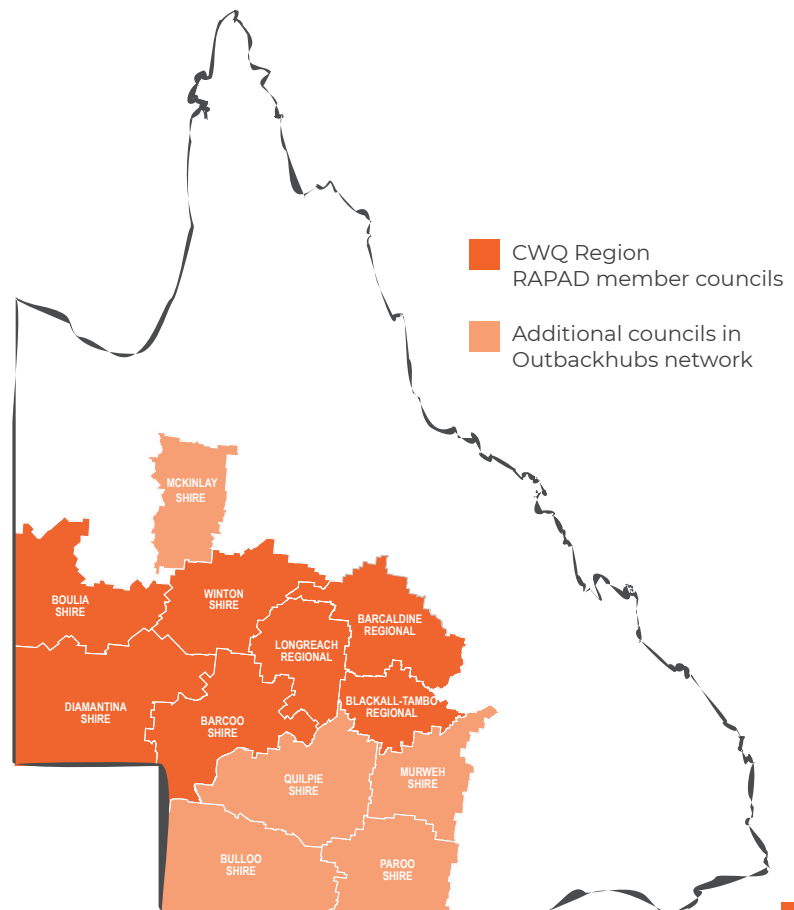
SWRED REGION:

- Quilpie
- Charleville
- Thargomindah
- Cunnamulla

McKINLAY SHIRE:

- Julia Creek
- (set to come online in 2020)

* All sites are available for use by community members and visitors - some through prior approval.



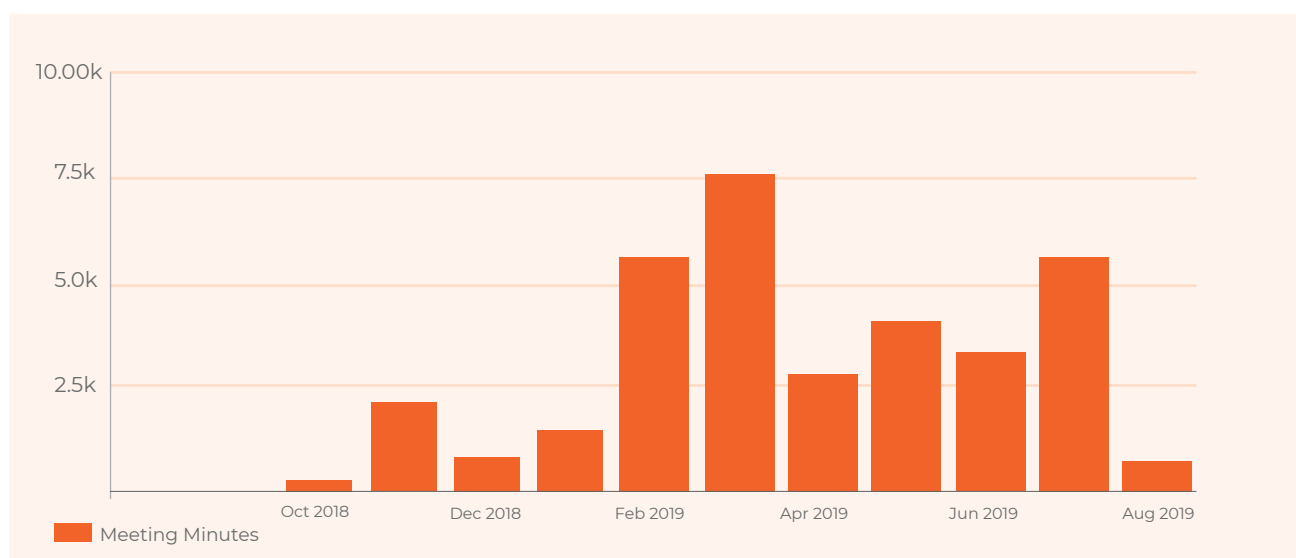
MAKING AN IMPACT ACROSS OUR COMMUNITIES

Our diverse and widely dispersed region is home to many people who have hidden or under-utilised talents. Outbackhubs and its network of Zoom Rooms are important foundational realise potential and opening doors to opportunities. The platform combined with local support from Outbackhubs provides a reliable connection that shows the motivated, agile and technically savvy people that we are (when we have the resources to support us!)

Zoom Rooms are now in place in accessible locations across our region and are breaking down barriers and improving safety for dispersed organisations, growing creativity, educating and connecting generations, enhancing existing businesses and opening doors to start-up communities.

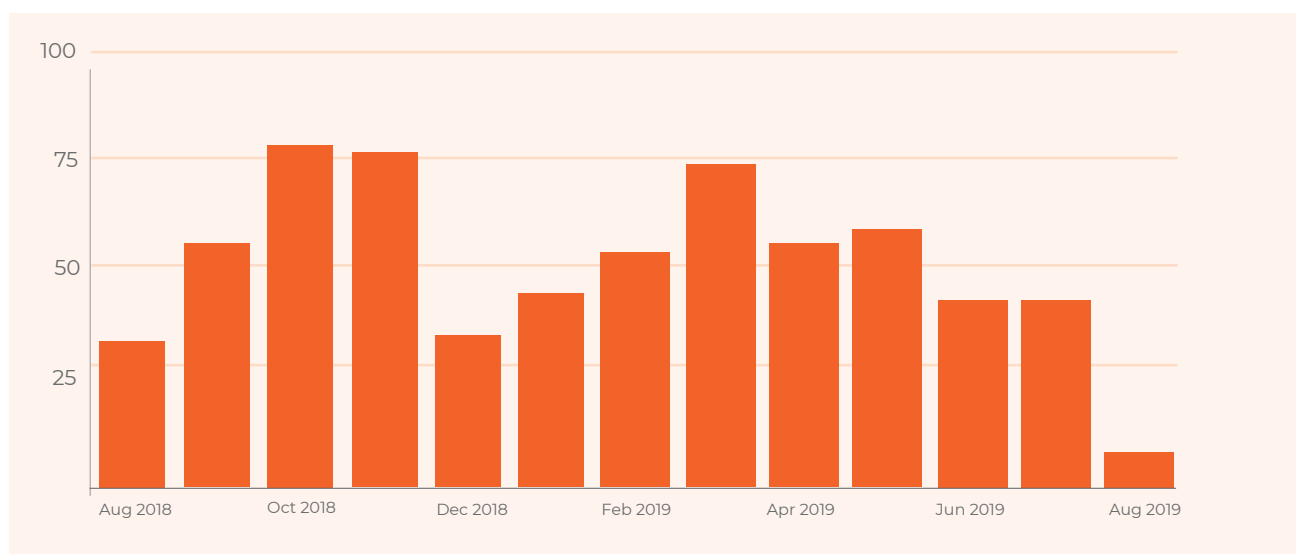
ZOOM ROOM USAGE BY MINUTES

1 Aug 2018 - 1 Aug 2019



ZOOM ROOM USAGE BY MEETINGS

1 Aug 2018 - 1 Aug 2019





LEADING BY EXAMPLE: RAPAD'S REMOTE AND REGIONAL CONNECTIONS

RAPAD not only faces the challenge of connecting with its team located in areas across the CWQ region and while on the road, there is also the extended team that includes the Rural Financial Counselling Service North Queensland (RFCSNQ). The easy to use technology of Zoom Rooms has surpassed expectation after previous platforms had failed to live up to the requirements of regional and remote (and on the road!) locations for the RAPAD and the RFCSNQ.



RAPAD uses the Zoom Room for its weekly team meeting - connecting participants in regional and remote locations across half of Queensland... or wherever they may be at the time.

OPERA QUEENSLAND: GROWING MUSICAL TALENT

Opera Queensland was able to connect to school children across CWQ from Longreach to Windorah for its Composed in Queensland program thanks to Zoom Rooms.

Following in-region visits, star musicians were able to 'Zoom in' to local schools from their locations across the country for regular catch ups to finalise their locally inspired compositions and to deliver singing lessons.

These Zoom Room sessions culminated in a final performance at the Qantas Founders Museum in Longreach in November 2018. The Zoom experience enabled strong relationships to form between young students and professional performers - growing an understanding of creative performing arts industry/career pathways.



WATCH: Composed in Queensland

www.facebook.com/OperaQueensland/videos/681040465677544/

ON THE ROAD TO BARCADDINE REGIONAL COUNCIL

Barcaldine Regional Council has harnessed the power of Zoom Rooms for its operations across its large region. Council has established Zoom Rooms to connect its five townships, including the executive offices of council based in Barcaldine.

The Zoom Room set-up has meant council has been able to minimise staff time spent driving to meetings, increased opportunities to connect easily with stakeholders outside of the region, and most recently has been utilised in coordination of the Outback Aerodrome Symposium, as well as other investment/partnership opportunities being undertaken by council.

Zoom Rooms will also play a key part of disaster management communications for the council and relevant stakeholders.

ARTS, CULTURE AND SOCIAL ENTERPRISE

Co-located with Red Ridge at 77-79 Shamrock St, Blackall's Outbackhub is a active scene of hot-desking, local meetings as well virtual meetings using the state-of-the-art, easy to use Zoom Room technology.

Since expanding its network with the Regional Arts Services Network to cover South West, Central West and North West Queensland, the virtual meeting and workshop capabilities has proved invaluable for its work as well as the wider creative entrepreneurial community.

Pathways to creative careers

Dance has always been integrated into our lives and cultures, but in the past years has been an unavailable activity for the kids of our Outback.

Red Ridge engaged Longreach School of Dance to deliver its 'Dancing in the Dust' Dance Outreach Program to Blackall youth using Zoom technology set up by Outbackhubs to break down the distance and deliver dance tutorials and planning activities.

Through uniting youth in dance, we believe we will create lasting memories, friendships, and open pathways into creative careers such as the performing arts.

From the Better in Blackall Festival and into the bright future, let's keep our bush kids active, engaged and dancing, Queensland!



READ: Video technology enabling dance lessons in Blackall, Queensland Country Life article

<http://bit.ly/Zoom-Dance-Lessons>

“ THIS SUPPORT FROM OUTBACKHUBS IS NOT ONLY CONNECTING OUR PROGRAM PARTICIPANTS BUT ALSO OPENING PATHWAYS INTO CREATIVE CAREERS SUCH AS THE PERFORMING ARTS.



Alun Hoggett from Desert Channels Queensland (pictured with RAPAD's Kristine Arnold) - using the Longreach Zoom Room to take the impact of the business and its services beyond regional boundaries. Presenting at the Queensland Trust for Nature conference from right here in Longreach.

It was great to have Pat from Ireland in the Outbackhubs Longreach at the end of 2018.

Pat and his family were travelling around Queensland and into NT and came across the Outbackhubs website so decided to base themselves in Longreach for a short stay to not only enjoy the town, but take advantage of the services available in our room.



“ OUTBACKHUBS ARE THE NEXT GENERATION OF CO-WORKING SPACES LINKING REGIONS INTO GLOBAL NETWORKS AND OPPORTUNITIES, OFFERING KNOWLEDGE WORKERS THE OPPORTUNITY TO WORK IN, OR MUCH CLOSER TO, THEIR REGION OF RESIDENCE.



MOBILE ZOOM ROOM

We have been able to share the Outbackhubs technology to connect the region with the world. Outbackhub's Mobile Zoom Room has enabled key industry presenters to join workshops in remote communities - presenting even from their car (see the top right of slide in the above photo).



Outbackhubs resident Zoom Room expert Harri Arnold worked with Jane Tincknell from the Queensland Department of Agriculture to use Outbackhub's Mobile Zoom Room for workshop delivery. The unit worked for the Grazing Futures workshop in Cloncurry being able to "Zoom in" four presenters from across the country with ease.

OUTBACKHUBS ZOOM ROOM PLATFORM HAS
REVOLUTIONISED THE DAF AGRICULTURE WORKSHOP
FOR ATTENDEES, WITH GREATER ACCESS TO
PRESENTERS FROM AROUND THE COUNTRY!



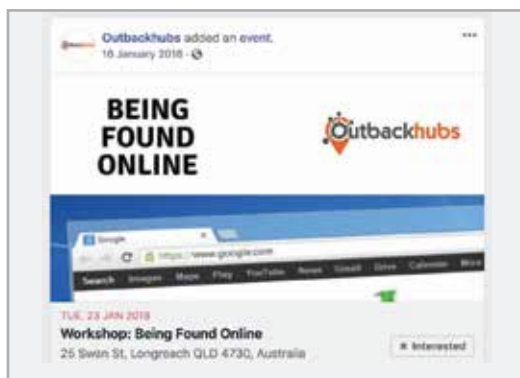


DELIVERING OUTBACKHUBS

CONNECTING TO OPPORTUNITIES, SUPPORT & FUNDING

Through our Facebook page, e-news updates and other channels, Outbackhubs provides useful and locally relevant updates and information.

Our online community includes 316 followers on Outbackhubs Facebook and more than 150 dedicated followers on each of our project pages mPowHer and Start-up Weekend Outback. The pages along with our website provide a one-stop-shop to promote our events and workshops from foundational topics to master-classes.



TAKING THE NEXT STEP - COStarters courses were delivered in person or via Zoom, providing a step by step process for participants to explore their business. (2017-2018)



BUSINESS MASTERCLASS - Attendees taking a master class on funding and business propositions. This and more available to help local businesses start or grow their business. Sessions were available in person and online. (November 2017)

REGIONAL DIGITAL ROADSHOW

Locals had the chance to climb aboard the Think Digital Coach, a purpose built 14-metre hi-tech classroom on wheels during a regional digital roadshow.

The series of events provided an opportunity to grow the digital capacity of our region.

Attendees were able to engage in one-on one digital coaching session, group workshops, and digital experiences, with the experienced team of Think Digital. The ultimate outcome were empowered locals with improved digital skills and confidence.



PACKED HOUSE - *Digital Workshop in Longreach was the first of the series to kick off with great attendance across the region.*

THINK DIGITAL CHAMPIONS CAMP

Following the roadshow locals were invited to apply for the Think Digital Champions Camp in March 2018. We had a great response and were able to provide even more assistance to eager and highly engaged participants at the camp held Blackall.

Anne-Marie, Constance, Louise, Kylie and Shona, experimenting with immersive technologies.



Matt, Graham and Suzanne, taking their devices to the next level.

OUTBACK START-UP WEEKENDS

START-UP WEEKEND - OUTBACK EDITION

Hosted in Longreach 11-13 August 2017 saw local entrepreneurs from CWQ join together to build some local business opportunities. The event attracted keen interest and culminated in some innovative and creative pitches with some becoming a reality including:

A literary first & growing enterprise

Two Sisters Talking (Joyce Crombie and Jean Barr-Crombie - pictured below) took their ideas pitched at the weekend and are making them into a commercial reality.

Two Sisters Talking had already been making their mark with their artwork in CWQ, but took their craft to the next level with the development and official launch of the first children's book in Wankangurru / Yaluyandi Aboriginal language - Looking for Tucker - in April 2018.

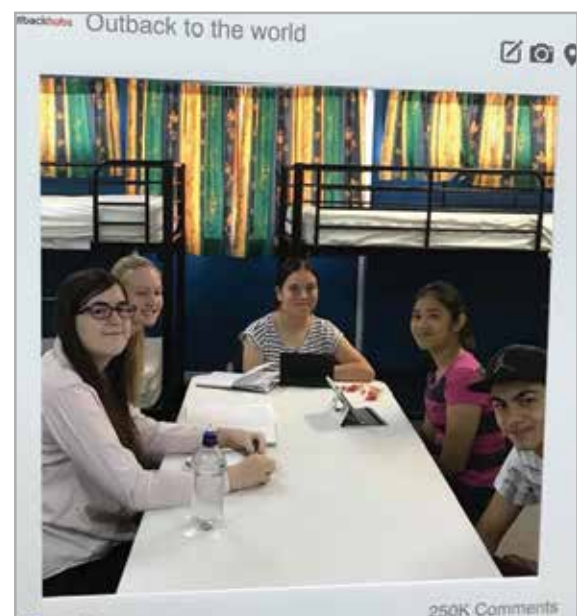
This foundational step has opened the door to further entrepreneurial endeavours including promotional items such as t-shirts and bags that showcase their artwork which help to raise their profile and can provide funds to grow their enterprise in association with supporting organisation Red Ridge (Interior Qld).



TAKE A LOOK: at our Facebook page
www.facebook.com/SWOutback

WATCH: The pitches

<http://bit.ly/Outbackhubs-Start-Up2017>



<https://www.facebook.com/outbackhubs/videos/150496845584769/>

WOMEN'S START UP WEEKEND OUTBACK

Outbackhubs brought a Startup Weekend back to CWQ in February 2018, hosting a stellar group of mentors and experienced entrepreneurs to help participants move quickly to establish businesses.

Through a partnership with Advance Queensland's HotDesQ program, four entrepreneurs were in Longreach to lend their experience, insights and assistance to new business concepts. The four mentors have a wide range of experience ranging from ecommerce, subscription services, life sciences, fintech, online education and other businesses.

Attendees had an opportunity to work in teams to share their business ideas and quickly work to determine the concept's viability and path to a sustainable business model. From Friday night to Sunday afternoon, participants worked through marketing, accounting and competition analysis in order to build a convincing path forward to share to a panel of judges Sunday night.

One participant from each host city was able to send a delegate to share their business concept in Paris, France 7-9 March 2018 with flight and accommodation paid as part of the global program.



FROM TAMBO TO PARIS - Cailyn Muntelwit attended the Start-up Weekend and was able to work with Outbackhubs mentors to determine if her business creating reusable PVC bags had the ability to be marketed, created and generate a profit. Cailyn pitched her idea to investors and a panel of judges who voted for the best idea - and she won.



Catching up with Minister Kate Jones and Qld Chief Entrepreneur Steve Baxter at the Regional Innovation Breakfast, Myriad 2018.

MYRIAD / QODE DELEGATIONS

Representatives from across our region, including emerging entrepreneurs and start-ups were invited to apply to be a part of the Outbackhubs delegations to the Queensland innovation events - Myriad 2017, 2018 and QODE 2019.

The response to the events was encouraging with a full delegation attending each year.

The distance and time - taking time away from business, work, family - to travel to Brisbane and stay remains a challenge.

WATCH: Our delegation story

<http://bit.ly/Outbackhubs-Myriad2018>



mpowHER RETREAT

mpowHER has been created to support, grow and promote a community of like-minded aspiring and accomplished female entrepreneurs in Outback Queensland and beyond.

Through partnerships, friendship and inspiration, mpowHER is building a network to encourage other women to bravely step into entrepreneurship, or support emerging and established female entrepreneurs.

mpowHER event was a great success, with attendance beyond expectation. In a town with a population of 88, registrations included 28 women from the region, in addition to 10 speakers and organisers who travelled from across the region, Australia and the USA.



DMDU - DIGITAL MARKETING DOWN UNDER

A regional delegation attended the second Digital Marketing Down Under conference on the Gold Coast in August 2019. This was a great opportunity for three locally-based entrepreneurs and communicators / influencers to connect with leading Australian and international online marketing professionals.

The knowledge and networks gained at this event will not only inform online marketing decisions for attendee business decisions but also be shared across our Outbackhubs community.



DRONES & TECHNOLOGIES

Outbackhubs has been able to support the delivery of events that expose our region to technologies and expertise in new and emerging industries. Our program also supports attendance at events outside of our region that may not be available in region, or build on the activities undertaken in-region.

WESTECH FIELD DAYS - INNOVATION & TECHNOLOGY PRECINCT

Outbackhubs was involved in RAPAD's Westech Field Days Innovation and Technology precinct. Westech Field Days is a triennial event that attracts more than 3000 attendees. The technology space, featuring presentations and one-on-one mentor opportunities, was a great opportunity to connect locals with expertise, find out more about skills advantages and gaps in-region, and help us grow our networks from Barcaldine to Brisbane and beyond.



OUTBACK AERODRONE 2018 & 2019

Following on from the success of the Westech Field Days, RAPAD hosted Australia's first ever remote drones symposium in Barcaldine in 2018 and again brought the event to CWQ in 2019. Outbackhubs was pleased to be able to support attendance of locals and delivery of the event.

RAPAD recognises the potential drones and other technologies can have for the region to diversify and build sustainable businesses.

The Symposium provided a platform for local enterprises to access locally-relevant information and take the next step in integrating technologies such as drones into their business. The event also connected expertise and industry networks to locals, opening the door to further investigation as well as implementation into businesses and councils in the region.

Outbackhubs also provided support for local delegates to attend the World of Drones Congress in Brisbane. Inspiring more ideas and adoption of growing technologies in our region.



Outback Aerodrome Japan Delegation Report



JAPAN DRONE EXPO DELEGATION REPORT

MARCH 2019

BACKGROUND

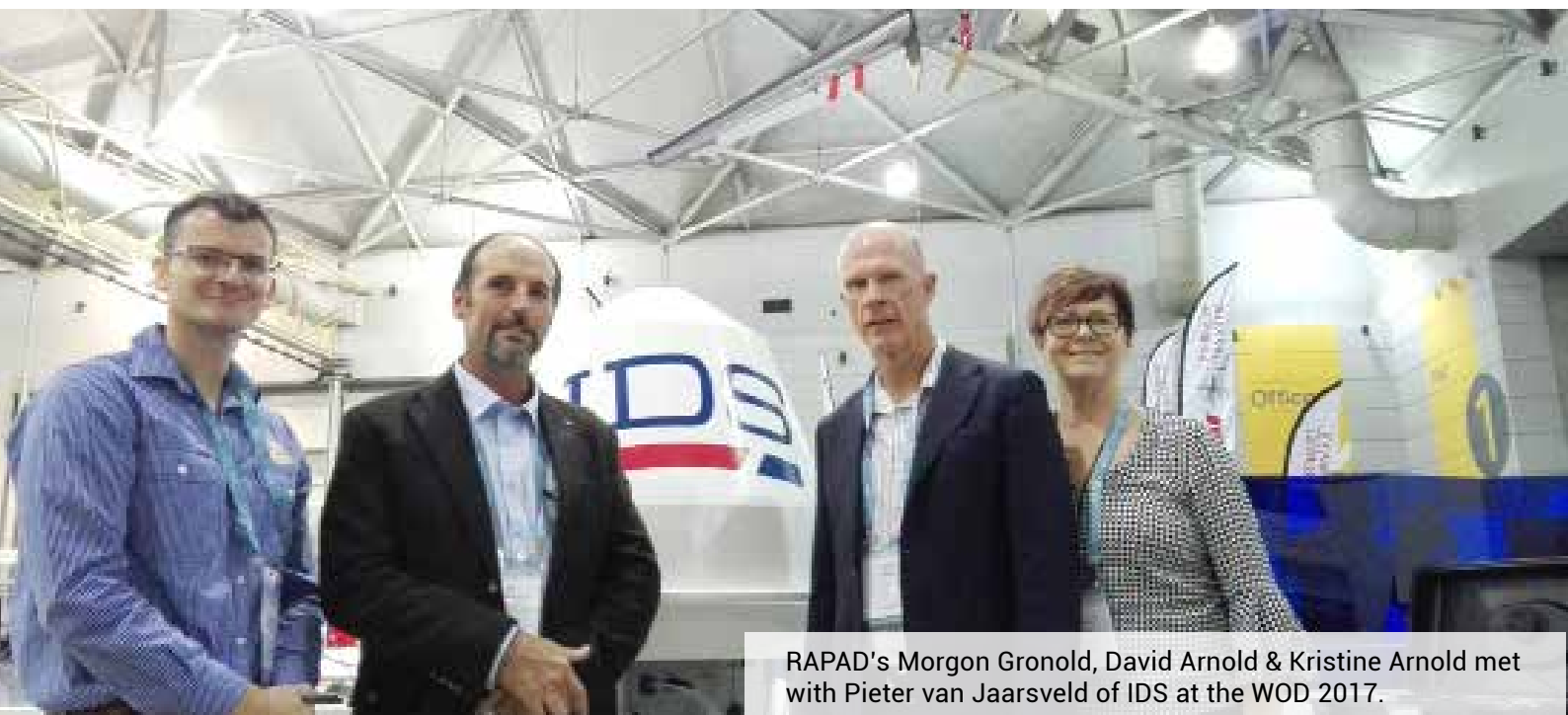
Drones, or unmanned aerial vehicle (UAV), are developing at a rapid pace and their use is continuing to grow across various applications including workplaces, communities and recreation. Goldman Sachs research predicts a \$100 billion market opportunity for drones by 2020 –helped by growing demand from the commercial and civil government sectors.

This growing sector presents significant opportunities for remote and rural communities like Central West Queensland (CWQ). From tourism, to emergency responses, to land management – drones have a very real and practical application

for our region. Untapped business potential is waiting with opportunities, including drone piloting, drone training facilities and hosting drone testing for Beyond Visual Line of Sight, all in demand – the sky's the limit.

Guided by our Strategic Plan in addition to other strategic documents, RAPAD has stepped up to play a key role in delivering opportunities in drones and technology, to help grow local capacity, attract investment and boost our region's business potential.

See page 4 for more on our strategic documents and "What we've done so far".



RAPAD's Morgon Gronold, David Arnold & Kristine Arnold met with Pieter van Jaarsveld of IDS at the WOD 2017.



Together with local landholders, businesses and councils, RAPAD's initiatives have created a strong foundation for future development. This has included hosting, in partnership with Barcaldine Regional Council, the first ever remote drone event in Australia – the Outback Aerodrone Symposium 2018.

This event has firmly set CWQ as the leader of drone industry attraction and development in regional Australia.

At a local level the event helped build capacity within the region, providing information to the agriculture and local government sectors on integration of drones, through demonstrations and presentations from industry leaders.

The event also provided a platform to promote CWQ as a drone testing site. Industry leaders including Insitu Pacific (a Boeing company) and IDS were in attendance and had already been in region to undertake testing and explore potential future activities

The event demonstrated the existing capacity and willingness of our region, and the drone industry to be a part of growing this sector in CWQ.

Our activities continue to drive this message – we're open for business – positioning our region to government and industry as a potential investment location for drone research and development activity.

These activities link to RAPAD's Strategic Plan, Digital Strategy and ARIP Projects and other initiatives (see following pages for more detail).



Our activities continue to drive this message – we're open for business – positioning our region to government and industry as a potential investment location for drone research and development activity.



RAPAD STRATEGIC PLAN

2017-20

VISION

A united regional organisation, proactively shaping and creating a prosperous future for the RAPAD region of Outback Queensland.

MISSION

Through collaboration and innovation, support and empower the RAPAD region, its communities and people to realise their potential by:

- Strengthening our regional narrative, identity, and diversity through exploring possibilities inclusively,
- Developing leadership, skills and strategies to initiate, leverage and make the most of our regional communities capacities and assets,
- Generating economic growth and resilience through digital innovation, entrepreneurship and enterprise,
- Strengthening links, local cooperative relationships and mutuality, with new thinking and working regionally,
- Orienting and engaging local to global; creating new possibilities, pathways and partners.

TECHNOLOGY AND THE DIGITAL ECONOMY

1

Outcome: The digitalisation of the RAPAD region to become a technologically ready region of choice, providing a rich and fulfilling life style and opportunities for business growth and success.

INFRASTRUCTURE AND SERVICES

2

Leadership and Capacity Building

Outcome: Leading the region to capitalise on current assets and capabilities, to fundamentally transform its social, economic and professional potential.

ECONOMIC DEVELOPMENT

Tourism

Outcome: The RAPAD region's tourism industry grows and reaches its potential as a global destination.

Agriculture

3

Outcome: Grow jobs and achieve improvement in profitability for rural businesses through supporting traditional industries and fostering future agricultural opportunities across the region.

Innovation and Entrepreneurship

Outcome: Globally connected ecosystems; and provision of hard and soft infrastructure that fosters innovation, creativity and entrepreneurship across the RAPAD region.

INVESTMENT ATTRACTION

4

Outcome: Actively seeking out and partnering with great companies and people who can make a real difference to our regional economy.

REGIONAL NARRATIVE

5

Outcome: A regional narrative of 'Team Central West' that embeds and demonstrates the region's vision, values, culture and history, its strengths, and potential; and capacity to attract and support new and expanded investment opportunities.

9.9.2 DRONE CENTRE OF EXCELLENCE

Drones are increasingly being used by councils around the world to safely, quickly and efficiently inspect infrastructure, provide situational awareness and undertake other similar tasks.

In more remote areas, like the Central West, drones will be increasingly important to the operations of council. For that reason, Central West councils will jointly invest in a Drone Centre of Excellence.

That Drone Centre of Excellence will be a one-stop-shop for councils around Australia and remote councils around the world, to understand the benefits and the use of drone technology.

To establish the Drone Centre of Excellence we will seek in-kind sponsorship from commercial drone vendors.

Actions 38: RAPAD will seek in-kind sponsorship from vendors in the drone industry to create a Drone Centre of Excellence in the Central West.

ARIP PROJECT PLAN

The 'Drone Centre of Excellence' as identified in the Digital Strategy was identified as a RAPAD component of the Outback ARIP application. This was further detailed in the Year 1 Project Activity Plan identifying as a Symposium to bring together drone companies, operators and enthusiasts. Strategy

PATHFINDER REPORT

Pathways to the future: building local strategies for regional resilience and sustainable development in central western Queensland



Institute for Resilient Regions

Synthesis Report of Community Workshops
Barcaldine, Boulia, Barcoo, Blackall-Tambo, Longreach

October 2015 – February 2016



OTHER:

The symposium also draws on inspiration from RAPAD's "Pathways to the Future" project undertaken by Professor John Cole from University of Southern Queensland's Institute for Resilient Regions <<https://www.rapad.com.au/assets/Documents/Pathways-to-Futures/RAPAD-CWQ-Synthesis-Report-2016.pdf>>

WHAT WE'VE DONE SO FAR...

- World of Drone Congress 2017 – built networks / met industry/companies
- WESTECH - Innovation Space 2017
- Inaugural Outback Aerodrone Symposium 2018 - Japanese delegates with TIQ
- Promotion of CWQ region as drone testing zone for BVLOS
- World of Drone Congress 2018
- Continued discussions with TIQ and Japan delegates JSAT Sky Perfect TV
- Japan Drone Conference - Why we went?
- Reciprocity for 2018 TIQ Japan delegation & continue building international networks
- Asia Link training from LGAQ
- Asia identified as heavily populated and no space for drone testing
- Discussions re international drone racing events
- Continue to raise awareness of the region to an international audience.



Kristine Arnold and Brett Walsh ready for Japan Drone 2019

JAPAN DRONE DELEGATION

DELIVERING THE OUTBACK AERODRONE SYMPOSIUM AND WORKING WITH TRADE AND INVESTMENT QUEENSLAND HAS OPENED DOORS TO GREAT OPPORTUNITIES FOR OUR REGION.

A delegation from Central West Queensland put Outback Aerodrone Symposium and drone testing capabilities in the spotlight at the Japan Drones Conference and Expo in Tokyo from 13-15 March 2019.

The delegation included Barcaldine Regional Council Deputy CEO, Brett Walsh, RAPAD Operations and Innovation Manager, Kristine Arnold, with support from Trade and Investment Queensland (TIQ).

DELEGATION OBJECTIVES:

- Promote our beautiful vast blue skies of Central Western Queensland, and our capacity to host drone events, especially to those requiring beyond visual line of sight (BVLoS) testing.
- Continue discussions with Japanese delegates and grow our networks and reputation in this valuable market.
- Attract more international delegates to the Outback Aerodrone Symposium 2019.
- Work with World of Drones Congress to establish the Queensland Drone Week concept, encouraging WoD attendees to extend their stay and include Barcaldine on their itinerary.



IN THE LEAD UP TO DEPARTURE, THE JAPAN DELEGATION WAS PROMOTED TO THE REGION & DRONE INDUSTRY NETWORKS THROUGH THE LONGREACH LEADER, AND HUNDREDS OF FOLLOWERS OF OUTBACK AERODRONE SOCIAL MEDIA CHANNELS AND KRISTINE ARNOLD'S BLOG.

Japan to hear of Outback drone capability

A DELEGATION from Central West Queensland will put the region's Outback Aerodrone Symposium and drone testing capabilities in the spotlight at the Japan Drones Conference and Expo in Tokyo next week.

The delegation includes Barcaldine Regional Council Deputy CEO, Brett Walsh, and the Remote Area Planning and Development Board (RAPAD) Operations and Innovation Manager, Kristine Arnold (pictured), with support from Trade and Investment Queensland (TIQ). The delegation's agenda from March 10 to 15 includes hosting a display at the Japan Drone event as well as a full schedule of meetings in Osaka and Tokyo.

The agenda includes discussions with one of Japan's largest machinery manufacturers, Kawasaki Heavy Industries, in addition to meetings with representatives from government ministries, Chiba University and key players in drone industry development.

RAPAD Chair, Cr Rob Chandler, said the delegation was another important step for the region to continue to develop its capabilities as a drone Centre of Excellence and strengthen ties with world-leading companies.

"Our inaugural Outback Aerodrone event last year drew attendees from across the country, as well as a delegation from Japan. This really opened our eyes to the amazing potential for local business, communities, education and more," he said.

"We're pleased to be hosting the Symposium in Barcaldine again this year from September 21 to 23. Brett and Kristine will be leading the charge to welcome even more international companies and enthusiasts from amongst the thousands of delegates at Japan Drones.

"Working with TIQ and delivering the Outback Aerodrone Symposium has opened doors to great opportunities for our region," Cr Chandler said.

"During their visit the Japanese delegates identified opportunities for investment and application in Japan, including our wide-open spaces, agricultural industry and responding to disasters.

"We were able to continue discussions with two of the Japanese companies, and now look forward to enhancing these connections and expanding our impact into this market," Cr Chandler said.

Brett and Kristine will be taking translated materials that invite



delegates to Outback Aerodrone Symposium, and also showcase the region as an ideal location for drone testing and development opportunities.

Kristine Arnold said: "We will be promoting our beautiful vast blue skies of Central Western Queensland, and our capacity to host drone events, especially to those requiring beyond visual line of sight (BVLOS) testing."

"This is an exciting time for our region, as we continue to work with major players in the industry, including Australia's very own World of Drones Congress, to maximise our impact.

"Another exciting development this year will see our Outback

Aerodrone Symposium kick off a 'Queensland Drone Week' that will culminate in the World of Drones Congress in Brisbane.

"We will be able to further leverage this major event in Brisbane, and again connect with delegates' schedules as we did with the Japanese delegation last year.

Outback Aerodrone Symposium 2019 is supported by the Queensland Government through Advance Queensland, and the Barcaldine Regional Council. Japan Drones Conference and Expo 2019 March 13 to 15.

More information is available online at www.outbackaerodrone.com.au



Outback Aerodrone, World of Drone Congress stand at Japan Drone Expo 2019

JAPAN DRONE AGENDA

The delegation's agenda from 10-15 March included hosting a display at the Japan Drone event as well as a full schedule of meetings in Osaka and Tokyo including discussions with one of Japan's largest machinery manufacturers, Kawasaki Heavy Industries, in addition to meetings with representatives from government ministries, Chiba University and key players in drone industry development.

The delegation was another important step for the region to continue to develop its capabilities as a drone Centre of Excellence and strengthen ties with world-leading companies.

Our inaugural Outback Aerodrone opened our eyes to the amazing potential for local business, communities, education and more as it drew attendees from across the country as well as a delegation from Japan.

Brett and Kristine's visit to Japan kicked off promotion for the 2019 event which will be held again in Barcaldine from 21-23 September. Their presence at the only Australian trade display helped to connect even more international companies and enthusiasts from amongst the thousands of delegates at Japan Drones.

During their visit to Outback Aerodrone Symposium 2018, the Japanese delegates identified opportunities for investment and application in Japan, including our wide-open spaces, agricultural industry and responding to disasters.

RAPAD continued discussions with two of the Japanese companies and the visit was able to continue to enhance these connections and expanding our impact into this market.

Brett and Kristine took translated materials that invite delegates to Outback Aerodrone Symposium and also showcase the region as an ideal location for drone testing and development opportunities.

This is an exciting time for our region, as we continue to work with major players in the industry, including Australia's very own World of Drones Congress, to maximise our impact.

Another exciting development this year will see our Outback Aerodrone Symposium kick off a "Queensland Drone Week" that will culminate in the World of Drones Congress in Brisbane.

We will be able to further leverage this major event in Brisbane, and again connect with delegates' schedules as we did with the Japanese delegation last year.

BRETT AND KRISTINE TOOK TRANSLATED MATERIALS THAT INVITE DELEGATES TO OUTBACK AERODRONE SYMPOSIUM AND ALSO SHOWCASE THE REGION AS AN IDEAL LOCATION FOR DRONE TESTING AND DEVELOPMENT OPPORTUNITIES.

無限の空へ!



Symposium 2019
2019年9月21日～23日
Barcaldine, Queensland, AUSTRALIA

クィーンズランド州アウトバック奥地の
広い空へようこそ!

オーストラリアのアウトバック地区唯一のドローンイベント、Outback Aerodrone Symposium 2019が、クィーンズランド州バーカルディンにて2019年9月21日～23日まで開催されます。

アウトバック・エアロドローン・シンポジウムは、ドローンの幅広い活用法や遠隔地・僻地におけるデータ技術に関するプロモーションを行ったり、またCWQ(クィーンズランド州西部中央地区)のドローン関連規定や可能性についてドローン産業の主要な関係者に情報の提供される貴重な機会です。

2019年のプログラムテーマは…
知る、参加する、楽しむ
ドローンと農業
官公庁による活用

- ▶ 県市町村等による活用
- ▶ インフラ管理
- ▶ 再生可能エネルギー
- ▶ 防疫対策
- ▶ 農場・資産管理
- ▶ 災害・非常時対応
- ▶ 文化、レクリエーション、観光
- ▶ その他各種分野

ご登録はこちら: OUTBACKAERODRONE.COM.AU




Outback Aerodrone Symposium 2019 is supported by the Queensland Government through Advance Queensland, and the Barcaldine Regional Council.



CENTRE OF EXCELLENCE



ドローンのイベントをご検討中の方へ
ユニークで多様な飛行サイトのご案内

66
理想的な立地の
活用により
ユニークかつ
実り多いイベントを実現

**クィーンズランド州
アウトバック(内陸奥地)の
広い空へようこそ**

アウトバック・エアロドローン拠点センターは、クィーンズランド西部中央遠隔地域計画開発局によるプロジェクトです。

この地域ならではの様々なビジネスチャンスの世界のドローン関連の業界、ユーザー、ファンの皆様に提供すべく、クィーンズランド西部中央(CWQ)のバーカルディン (Barcaldine) に第1号飛行サイトを新規オープンします。

本センターでは、製品テスト、企業イベントやドローンレースの開催など、他に類を見ない機会の創出を目指し、理想的なサイトの選定や利用手配サービスをご提供します。

ドローン拠点センター OUTBACKAERODRONE.COM.AU





Japan Drone Expo 2019 - opening ceremony

JAPAN DRONE EXPO STATISTICS

THE EVENT IS ORGANISED BY JUIDA (JAPANESE UAS INDUSTRY DEVELOPMENT ASSOCIATION) AND CONGRESS CORPORATION AND SPACE MEDIA JAPAN CO

EXHIBIT CATEGORIES

- Cameras, imaging and Vision Systems;
- Materials & Manufacturing;
- Navigation & Guidance systems;
- propulsion & Power;
- Development Services & Facilities;
- Electronics, Subsystems & Components;
- Simulation & Training;
- Software;
- Data & Communication;
- Ground control systems & equipment;
- hydraulic & pneumatic systems;
- integrations services;
- robotics;
- system & Mechanical;
- aerial photography;
- movies;
- facilities inspection;
- security research;
- investigation;
- flight test fields.



222
GLOBAL COMPANIES
EXHIBITORS



15
FOREIGN SPEAKERS
AT EVENT
2
AUSTRALIANS



14
FOREIGN COMPANY/
ORGANISATION
BOOTHS
6
COUNTRIES

14,861

VISITORS TO
EVENT



WHO WE MET

PRE-ARRANGED MEETINGS BY TIQ

- Osaka Bureau of Ministry of Economy, Trade and Industry
- Air Log Lab
- Senior management Kawasaki Heavy Industries, Ltd.
- Hishida
- TIQ Trade Commission for Japan
- GM & senior management SKY Perfect JSAT Corporation
- Tokyo Metropolitan Board of Education
- Chairman, Director Autonomous Control Systems Laboratory
- Chiba University
- JUIDA - Senior Management Japan UAS Industrial Development Association
- Senior Staff Fukushima Innovation Coast Framework Promotion Organization (FIPO) (UAS testing sight)
- Sumitomo Electric Industries
- Skydrive

TIQ OFFICE FUNCTION

- Malaysia Digital Economy Corporation Sdn. Bhd.
- Secretary General World UAV Federation
- World UAV Federation (Malaysia Chapter)
- Chairman Shenzhen (China) UAV Industry Association
- Business Development SkyDrive Inc. (flying vehicle-Toyota linked)
- Manager Drone Sports Industry (DSI)
- President Korea Drone Association and Chair of DSI

COUNTRIES MET



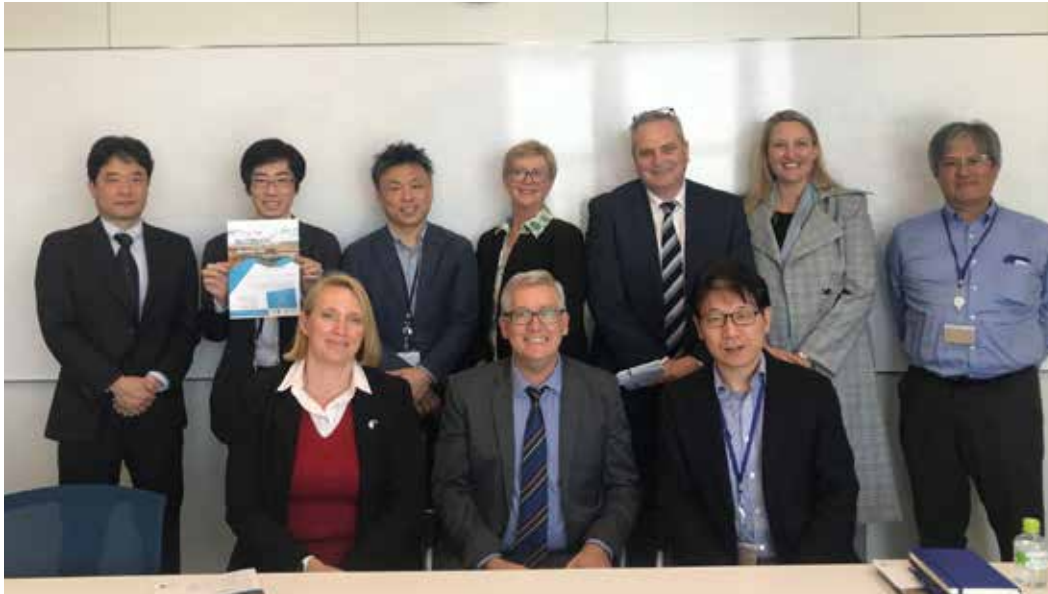
AT THE JAPAN DRONE BOOTH



75+

INTRODUCTIONS AND DISCUSSIONS regarding Outback Aerodrone testing site and Symposium, including the following types of companies:

- Disaster Management
- Communications drones
- Pest management
- Flying unmanned vehicles & drone rescue
- Education – agribusiness, drone, English immersion, possible study tours
- Drone racing
- Chiba University - drone and agtech, greenhouses (opportunity with CQU)
- Tokyo University
- Fukushima drone testing facility
- Renewable energies – hydrogen and solar



MEETING WITH JSAT
SKY PERFECT, MRI,
WORLD OF DRONES
CONGRESS & TIQ



OSAKA MEETING



MEETING WITH
KAWASAKI

OUTCOMES

- Strong link with Qld Drone industry
- Strong links with JUIDA and Japanese drone industry
- Strong links with TIQ Japan who have thorough knowledge of our region, the drone testing site and symposium
- Positive reception to the Outback Aerodrone Testing Site
- Interest in the Outback Aerodrone Symposium
- JSAT keen to keep building links and come back to test. They are interested in presentation of agtech and drone development – outcome of them attending OAS in 2018
- Consistent flow of visitors to booth and requests for information
- Awareness of need to broaden net further than just Japan
- Identification of Study Tours funding with TIQ

IMPORTANT POTENTIAL LEADS:

- Skydrive
- TIQ – agtech holistic study package – English, ag, drone licence and practical
- Fukushima testing facility – JUIDA Chair keen to have similar booking and other systems/ similar websites
- Ski Park could be used for underwater drone testing
- Chiba University – CQU link – agtech
- Catherine WoD and Eddie Little Rippa, TIQ for the Study Tour funding – English, drone licence etc
- JUIDA, Korea Drone Conference, China Drone Conference potential further expos
- Korean DSI for alternative drone racing event

WHAT'S NEXT?

RAPAD / COUNCILS – NEXT STEP

- Build capacity and commitment by encouraging local government key technical and senior staff, across engineering, rural land management & economic development to attend the Outback Aerodrone Symposium and World of Drones Congress
- Consideration of using council owned airstrips
- Consolidate links – broad contact with all business cards but targeted approach to top five companies – JSAT/MRI; Skydrive; Drone Rescue
- Review and update website and Drone Testing Concierge Service Brochure – CASA link; put casa website link;
- CASA – maintain relationships and introduce companies to CASA
- Consider purchasing a RAPAD booth at the World of Drone Congress following the Outback Aerodrone Symposium
- Consider sponsorship of places to WoDC,
- Presentation to Board re potential of region to develop through Testing and education study tours
- Understand requirements and technology relevant to countries – ie number of channels for racing etc.



MEETING WITH JSAT SKY PERFECT, MRI, WORLD OF DRONES CONGRESS & TIQ



BRETT PUTTING HIS JAPANESE BUSINESS ETIQUETTE SKILLS TO USE AT JAPAN DRONE.



AWAITING THE NEXT MEETING IN OSAKA: BRETT WALSH, KRISTINE ARNOLD, AND THE TIQ JAPAN TEAM REPRESENTATIVES, MELISSA INOOKA AND RAY INASAKA.

OUTBACK
AERODRONE

The Sky's the Limit!

CONTACT US

outbackaerodrone@rapad.com.au
+61 (0) 427 649 031

OUTBACKAERODRONE.COM.AU

The Sky's the Limit

OUTBACK AERODRONE

Symposium 2019



21-23 September 2019
Barcaldine, Queensland



Following the success of the inaugural event in 2018, the Remote Area Planning and Development Board (RAPAD) and Barcaldine Regional Council held the second Outback Aerodrone Symposium in Barcaldine on 21-23 September 2019.

STRONG PARTNERSHIPS OPEN THE DOOR FOR FUTURE OPPORTUNITIES IN REMOTE AND REGIONAL LOCAL GOVERNMENT AREAS



Barcaldine Regional Council and RAPAD are breaking down barriers and enhancing connections between communities, industry and all levels of government with their approach to delivering Outback Aerodrone.

This collaboration isn't just about hosting an event. Outback Aerodrone is opening up new opportunities for our region (across seven local government areas representing around 21% of Queensland), introducing new industries and future generations of jobs that can benefit remote and regional communities in Central West Queensland and beyond.

The success of Outback Aerodrone is founded on the extensive networks that council and RAPAD have developed nationally and internationally, in addition to their strong community connections.

Taking a collaborative approach, combining resources and experience as well as working with local business and external expertise has meant a high-level event with hands-on, world-leading information and technology has been made accessible to remote and regional communities – in particular to local governments and their employees.

“THE SUCCESS OF OUTBACK AERODRONE IS FOUNDED ON THE EXTENSIVE NETWORKS THAT COUNCIL AND RAPAD HAVE DEVELOPED NATIONALLY AND INTERNATIONALLY, IN ADDITION TO THEIR STRONG COMMUNITY CONNECTIONS.”



COUNCIL AND RAPAD HAVE BROUGHT TOGETHER THEIR EXPERTISE AND ESTABLISHED NETWORKS FROM ACROSS AUSTRALIA AND OVERSEAS.

INDUSTRY LEADING NETWORKS

Barcaldine Regional Council and RAPAD have brought together their expertise and established networks from across Australia and overseas including Japan.

Bringing representatives to a remote region was a key challenge addressed by ongoing communication and engagement activities. This included communicating an attractive value proposition, providing the right information (including translations) and connecting to events and opportunities to deliver mutually beneficial outcomes.



Japanese delegates with TIQ's Melissa Inooka (above) and Eddie Bennet, Complete AUV.

SUPPORTING LOCAL CHAMPIONS TO TELL OUR STORY

Taking a different approach to just running a story in the local paper, the 2019 event collaborated with industry leaders the World of Drones Congress, as part of a wider Queensland Drone Week campaign.

This campaign included two sponsorships for locals to attend the Barcaldine and the Brisbane event. These new 'champions' will play a key role in continuing the promotion and discussion as they take information back to their own communities and identify how councils and communities can benefit.



Outback Aerodrone champions - Ann Britton and Matthew Newton (above) at the World of Drones Congress in Brisbane.



Queensland Drone Week trade booth at Japan Drone 2019 - including partners from World of Drones Congress and Trade & Investment Queensland.

QUEENSLAND DRONE JAPAN TRADE DELEGATION

The collaboration between Barcaldine Regional Council and RAPAD saw a delegation travel to Japan with Trade & Investment Queensland in March 2019. This included meeting with Japanese industry, education and government about Outback Aerodrone and other opportunities in the region. The delegation included Outback Aerodrone advocates World of Drones Congress which co-hosted a display at the Japan Drone Expo.

The delegation's jam-packed agenda from 10-15 March included hosting a display at the Japan Drone event as well as a full schedule of meetings in Osaka and Tokyo including discussions with one of Japan's largest machinery manufacturers, Kawasaki Heavy Industries, in addition to meetings with representatives from government ministries, Chiba University and key players in drone industry development.

TAKE A LOOK

The full Japan Drone Delegation report is available online:

bit.ly/OAS-Japan-Drone-Report

DELEGATION OBJECTIVES:

- Promote our beautiful vast blue skies of Central Western Queensland, and our capacity to host drone events, especially to those requiring beyond visual line of sight (BVLoS) testing.
- Continue discussions with Japanese delegates and grow our networks and reputation in this valuable market.
- Attract more international delegates to the Outback Aerodrone Symposium 2019.
- Work with World of Drones Congress to establish the Queensland Drone Week concept, encouraging WoD attendees to extend their stay and include Barcaldine on their itinerary.

“THE DELEGATION WAS ANOTHER IMPORTANT STEP FOR THE REGION TO CONTINUE TO DEVELOP ITS CAPABILITIES AS A DRONE TESTING CENTRE AND STRENGTHEN TIES WITH WORLD-LEADING COMPANIES.



Promotional materials were developed in Japanese to facilitate engagement with the large audience.



Kristine Arnold, Operations and Innovation Manager, RAPAD and Brett Walsh, Deputy CEO, Barcaldine Regional Council at Japan Drone 2019 (above), and various meetings throughout their agenda.



2019 EVENT LAUNCH

Local member for Gregory, Lachlan Millar MP, together with Barcaldine Regional Council and RAPAD, hosted the 2019 event launch at Parliament House in Brisbane on 20 June 2019, inviting elected Queensland Government representatives and local media.

TAKE A LOOK

Watch the launch proceedings video online:

<https://youtu.be/C2DxStXpmJs>

New heights for Barcy aerodrone symposium

THE OUTBACK Aerodrone Symposium 2019 will be held for its second year in Barcaldine next week with a bigger and more hands-on program lined-up.

It is being hosted by the Remote Area Planning and Development Board (RAPAD) and Barcaldine Regional Council.

RAPAD CEO, David Arnold, said last year's event attracted keen interest from industry, and will again host a great line-up of experts and a delegation from leading Japanese companies, led by Trade and Investment Queensland.

"Our program combines local expertise with a truly international flavour, including Italian, French and Japanese-aligned com-



panies presenting and demonstrating, as well as several national companies," Mr Arnold said.

"The symposium showcases what people in our region are doing, as well as the consumer and application demands to the broader sector — that beats a meeting or city-based conference hands down.

"This year we're excited to be hosting more demonstrations and hands-on activities, in-

cluding drone racing, property management and local government topics, workshops for kids, aerial photography workshops, plus more.

"Whether you're in business or just looking at a hobby, if you've got a drone and you're wanting to get the most out of it, or just wanting to know how to get started, there's something for everyone," he said.

RAPAD Chair and

Mayor of Barcaldine Regional Council, Cr Rob Chandler, said he looked forward to once again welcoming locals and visitors to Outback Aerodrone Symposium.

"Barcaldine Regional Council is proud to support this event. We know that this is something we need to be looking at now so our communities are ready to take advantage of what these technologies can do," Cr Chandler said.

"We've had invaluable support from locals and industry networks that have helped develop a high-quality program and will connect to information, services and providers that is relevant for our region.

"We're proud to be leading the charge for regional Australia to put

the power of these technologies within reach of our communities.

"As the symposium program says: 'the sky's the limit' and this event certainly goes beyond Council boundaries, and the outcome will always be a win for the RAPAD region, regional Queensland and beyond," Cr Chandler said.

Outback Aerodrone Symposium 2019 is supported by the Queensland Government through Advance Queensland. RAPAD and Barcaldine Regional Council gratefully acknowledge the support of presenters and exhibitors.

Registrations and further information are available online at www.outbackaerodrone.com.au/2019-symposium



Outback on course to become regional Queensland's drone capital

Outback leaders are in Brisbane to launch the next stage of their plan to make the region a centre for drone technologies ahead of hosting Australia's only remote drone event – Outback Aerodrone Symposium 21-23 September in Barcaldine.

Representing the seven councils of Central West Queensland, the Remote Area Planning and Development Board (RAPAD) has been quietly starting a drone revolution, focussed on delivering the benefits of the growing technology to its communities.

Chair of RAPAD and Mayor of Barcaldine Regional Council, Rob Chandler said independent reports and ongoing discussions with industry leaders highlighted the region's prime position to take advantage of drone technologies and host drone testing.

"From agriculture, to disaster recovery, to infrastructure management, drones have amazing potential to support local communities, showcase local skills and capacity, and attract business and visitors to the region," Cr Chandler said.

"We have leaders from the industry telling us what they are looking for in terms of testing facilities and Central West Queensland hits the mark - global companies including Insitu Pacific and IDS have already conducted testing in-region.

"As we continue to face heart-breaking drought, our drone ambitions aren't a flash in the pan, we have a strategy shaped by expert knowledge that opens the door to real opportunities to boost our local economies as well as spirit," he said.

"We're excited to be bringing our Symposium back to Barcaldine this year following the success of our inaugural event in 2018 which drew attendees from across the country as well as a business delegation from Japan – breaking new ground and making our vision to be recognised internationally a reality."

"We've continued the momentum, working with Trade & Investment Queensland to take a local delegation to Japan earlier this year, meeting with industry, education and government to discuss opportunities including hosting drone events," he said.

"We thank our local member for Gregory, Lachlan Millar MP for hosting this launch event at Parliament House. This support reinforces the collective effort of RAPAD in leading the way with these technologies that can deliver many benefits to local regional economies, skills capacity and jobs.

"If drones are your business, your company's next frontier or your hobby, I encourage you book a trip to Outback Queensland and connect with great opportunities, likeminded people and take in a top event complete with legendary hospitality.

RAPAD CEO David Arnold said: "This is an exciting time for our region, as we continue to work with major players in the industry, including Australia's very own World of Drones Congress, to maximise our impact. Another exciting development this year will see our Outback Aerodrone Symposium kick off a 'Queensland Drone Week' that will culminate in the World of Drones Congress in Brisbane.

"Our region is well and truly open for business, and we will continue to grow our industry partner network, and work with government and corporate partners to secure sustainable investment for the communities of Central West Queensland."

NETWORK PROMOTIONS & SOCIAL MEDIA CAMPAIGN

OUTBACK AERODRONE – OPEN AND READY FOR BUSINESS

Following successful Outback Aerodrone Symposium in August 2018, attended by national and international UAV companies including two Japanese companies, discussions have continued between UAV and local key stakeholders to foster a relationship for developers to solve the issues of the region's economic industries of agriculture, tourism and local government.

Promoting the region for testing of UAV and sensors, including Beyond Visual Line of Sight has included:

- a reciprocal visit to Japan Drone with further meetings with:
 - JUIDA (Japan UAS Industrial Development Association)
 - Fukushima UAV Test Facility
 - SkyDrive (passenger drone)
 - JSAT SkyPerfect (attendees at our 2018 OAS)
- attending Fraser Coast Drones and Innovation Showcase promoting the OAS 2019 and further building links with the UAV industry stakeholders
- discussions with Drones Champions League to host an international drone championship in Barcaldine
- linking industry, especially agriculture and local government, with manufactures and technical engineers to develop aircraft and sensors for regional needs
- promoting Outback Aerodrone - Drone Test Connect, providing a concierge service to link UAV/drone companies with appropriate sites to fly and test ie Sunbirds (Hot Desq recipients).

Social media platforms were used to not only promote the event but also to showcase the region's potential as well as the work being undertaken by local government organisations in regional and remote Queensland.

Through council and RAPAD connections the campaign leveraged high profile leaders in the industry with a presence on social media to spread the word.

FACEBOOK: AVERAGE 400 PEOPLE REACHED, 57 ENGAGEMENTS PER POST DURING CAMPAIGN.



TWITTER: OVER 15,5000 IMPRESSIONS
THROUGHOUT SEPTEMBER 2019 .



Top Tweet earned 1,416 impressions

From the **#Outback** to Japan - we're helping take **#Queensland's** endless **#drone** opportunities to new heights, working with **@tradeinvestqld** & our mates at **@WoDCongress** | bit.ly/2kp88hY 🇦🇺 🇯🇵

🔄 5 ❤️ 12

TARGETED FACEBOOK ADVERTISING

Focused on regional communities and those with interests within the UAV, local government and agriculture.

POTENTIAL FACEBOOK DEFINED
AUDIENCE: 66,000

TOTAL CAMPAIGN IMPRESSIONS: 52,656
AVERAGE ENGAGEMENT, 1000+ UNIQUE
LINK CLICKS

HIGHEST IMPACT AD: 30,000 IMPRESSIONS
(Pictured below: video ad created in Ad platform)



TAKE A LOOK

Event lead up communication with networks – local and beyond.

Australia's only remote drone symposium is back in 2019!: bit.ly/2VM2Rzd

Our program is set to take off: bit.ly/OAS-program

LEVERAGING OUR GROWING REPUTATION

Barcaldine Regional Council and RAPAD's growing reputation and networks in the drone industry has opened doors for communication and promotion.

Combined with local networks Outback Aerodrone is able to provide an attractive proposition to drone and technology businesses aiming to learn from or break into markets that CWQ offers – such as local government and infrastructure management, research and remote/regional testing, agricultural technology and disaster responses.



SPEAKER SPOTLIGHTS

Sunbirds: Revolutionising Water Monitoring in Livestock Farming
<http://bit.ly/SunbirdsUAV>

Aerial photography workshops
<http://bit.ly/Fiona-Lake>

FPVR drone racing
<http://bit.ly/FPVR-racing>

Industry partners now include:

- Sky Perfect JSAT (Japan)
- World of Drones Congress
- Insitu Pacific (a Boeing company)
- IDS Australasia
- DJI Australia
- Remote Aviation
- Pivotel
- FPVR Drone Racing League
- Rural Economies Centre of Excellence / University of Queensland



LOCAL & COMMUNITY PROMOTIONS

In the week leading up to the Symposium (19-23 August) radio interviews on ABC Western Queensland : ABC Western Queensland promotion

Longreach Leader (circulation 1000) and Queensland Country Life (circulation print 138,620 + online) articles have covered the Outback Aerodrone initiative during its development and to the present.

Ongoing advertising in the local paper the Longreach Leader carrying the easily identifiable Outback Aerodrone branding (pictured left) as well as local council newsletters including the Barcaldine Regional Council Galilee Gazette - a most effective way to communicate with our communities, delivered directly on a regular basis.

Proudly presented by:

gwi

OUTBACK AERODRONE Symposium 2019
BARCOLDINE, QUEENSLAND, AUSTRALIA
21-23 SEPTEMBER 2019

KIDS DRONE WORKSHOPS

STEMPunks is coming to Barcaldine to provide workshops on drones!

In this workshop you will learn the rules to flying drones, how drones work and then complete missions flying a drone.

Expect a fun, hands on experience with lots of fly time!

Monday 23 September 2019
Barcaldine Library 9 Beech Street, Barcaldine

Session 1	Session 2	Session 3
9.30am - 10.45am	11.15am - 12.45pm	1.30pm - 3.00pm

Maximum of 20 children per workshop, ages 8 years and over.

As per Barcaldine Regional Council Policy No. CS002 an adult must accompany children 10 years and under.

STEMPUNKS **RAPAD** **BARCOLDINE REGIONAL COUNCIL** **OUTBACKAERODRONE.COM.AU**

OUTBACK AERODRONE Symposium 2019
BARCOLDINE, QUEENSLAND, AUSTRALIA
21-23 SEPTEMBER 2019

CHECK OUT OUR PROGRAM FOR FAMILY FRIENDLY ACTIVITIES INCLUDING DRONE RACING & KIDS WORKSHOPS

AUSTRALIA'S ONLY REMOTE UAV SYMPOSIUM IS BACK

Outback Aerodrone Symposium 2019 will be held once again in Barcaldine, Queensland, from 21-23 September 2019.

The Symposium is a great opportunity find out more about the diverse applications of drone and data technologies in remote and rural regions from local, national and international experts and providers - right here in Central West Queensland.

Learn, work, play

- Drones and agriculture
- Applications for government
- Disaster management

DRONE RACING

- Infrastructure management
- AERIAL PHOTOGRAPHY
- Biosecurity
- PROPERTY & ASSET MANAGEMENT
- Disaster and emergency responses
- CULTURE & TOURISM... and more!

HAVE A QUESTION?

Contact us:
Phone: +61 7 4651 5612
Email: events@barc.qld.gov.au

REGISTER NOW!
OUTBACKAERODRONE.COM.AU

RAPAD **BARCOLDINE REGIONAL COUNCIL**

OUTBACK AERODRONE Symposium 2019
BARCOLDINE
21-23 Sept 2019

Drone Racing

Pest & Weed Management

Aerial Photography

Kid's Workshops

Asset & Property Management

Disaster Management

...plus much more!

Places are limited. Register online by 19 September to secure your tickets:
OUTBACKAERODRONE.COM.AU

THE SKY'S THE LIMIT!

- Meet and listen to leading drone and tech experts.
- Get a better understanding of the value and relevance of drone, data & technology options to you or your business.
- Great activities for the school holidays!

RAPAD **BARCOLDINE REGIONAL COUNCIL**



Cr Rob Chandler – Chair of RAPAD and Mayor of Barcaldine Regional Council opening the Outback Aerodrone Symposium and welcoming delegates.

OUTBACK AERODRONE SYMPOSIUM

The Outback Aerodrone activity culminated in September with the Outback Aerodrone Symposium 2019 kicking off Queensland, being followed at the end of the week by World of Drones Congress in Brisbane.

Held over three days, the event's themes included:

- Learn, work, play
- Disaster Management
- Local Government applications
- Agricultural applications.

Over 120 attended across the three days, with our second Japanese delegation coordinated by TIQ including a delegate who attended last year's event.

French company Sunbirds' Queensland-based team demonstrating the 3 metre solar powered fixed wing drone, along with DJI representatives demonstrating the latest drones.

Helping to inspire the next generation and connect to school curriculum, our program included various activities open free of charge to the community including drone simulators, micro drone racing activities and kids drone workshops delivered by STEMPunks.

FPVR Drone Racing provided the opportunity for locals to test their flying and racing skills on simulators and with micro drone racing before two Queensland-based world champions (both aged 15) demonstrated their prowess on the Barcaldine Airport tarmac. This event was open to the local community to attend and sparked a great deal of interest and perhaps inspired some future drone pilots.







OUTBACK AERODRONE

Symposium 2019

21 - 23 September 2019
Barcaldine, Queensland

SPEAKERS, EXHIBITORS & SPONSORS

FPVR Drone Racing League

FPVR (First Person View Racing) have been excelling the sport of drone racing and drone technology since 2015. We have established strong and current relations with Associations, leagues and technology development companies worldwide. The 3 main facets of the business are FPVR Events and Exhibitions, Team FPVR (current FAI world Cham-pions) and offering infrastructure to grassroots clubs and leagues via its free to use website and services (Grassroots). FPVR will be hosting demonstrations, Q&A with racing champions and hands-on activities as part of Outback Aerodrone 2019. Find out more <https://fpvr.org>

Team FPVR representatives:

Rudi Browning- Current FAI world Champion Drone Racer

Ben Mortensen- Drone Champions League pilot and current Australian Indoor champion

Matty Clarke- Australian Spec Wing Racing Founder

Dave Crepaldi- Director of FPVR and Team Owner

SKY Perfect JSAT (Japan)

-- Misao Furukawa

SKY Perfect JSAT Corporation (SJC) is the Asian largest satellite op-erator in Japan. SJC has captured the new business vision in last year. It calls "Space for your Smile". Based on this, new businesses is de-veloped. The remote sensing business by UAV is one of the promising candidates.

SJC develops the "multi-copter drone" and the "solar plane" which are automatic and also control through the satellite communication. The solar plane develop in cooperate with Japanese research institute and university. It had two test flights in this year (February and August). Flight tests were successful. In next step, we study that what kind of payload will be install in this plane (i.e. optical camera, thermal infra-red camera, near-infrared camera, hyper-spectrum camera.) for Aus-tralian agriculture, dairy husbandry. SJC would like to introduce our ef-fort so far.

DJI Australia

-- Coleby Thew

DJI is a global leader in developing and manufacturing innovative drone and camera technology for commercial and recreational use. DJI was founded and is run by people with a passion for remote-controlled helicopters and experts in flight-control technology and camera stabilization. The company is dedicated to making aerial photography and filmmaking equipment and platforms more reliable and easier to use for creators and innovators around the world. DJI's global operations currently span North America, Europe and Asia, and its revolutionary products and solutions have been chosen by customers in over 100 countries; for applications in film, advertising, construction, firefighting, farming, and many other industries.

For more information, visit DJI online: www.dji.com

Remote Aviation

-- Ryan McMahon

Remote Aviation is a CASA-approved UAV and RPAS training organisation (CASA.ReOC.1006). Remote Aviation is committed to seeing individuals and businesses achieve their goals in the remote aviation industry. Its expert instructors deliver high quality, flexible and affordable Remote Pilot Licence (RePL) training.

IDS Australasia

-- Coenraad Brand & Corey Wilson

IDS focus on a broad market sector delivering complex solutions to Homeland Security, Defence, Mining and now also in Agriculture. IDS are now entering the IoT industry and the first market is its sensors developed for the Agriculture industry. www.idscorporation.com/ids-subsidaries/ids-australasia

Coenraad Brand is the Research and Development Engineering manager of IDS Australasia, based in the Brisbane suburb of Brendale, IDS AU is a subsidiary of IDS SpA based in Italy.

Coenraad leads his development team in Homeland security and Agriculture. He has come to understand the needs of his clients in the various industries, working towards suitable solutions to optimise their operations.

Our newest Project IDS GFarm is the product of years of research and development with the farmer in mind. IDS G Farms aims to give them full visibility of their assets to increase performance and efficiency to ensure sustainability.

Corey Wilson is Manager Business Development – Homeland Security and Defence for IDS Australasia in Brisbane.

Corey has been with the company for nearly four-and-a-half years and has dealt with unmanned systems, counter unmanned systems, defence-related software and battlefield sensors.

He is a veteran of war-like service in East Timor when he was wearing his naval uniform before discharging in 2004 following a decade of service. He was also seconded and deployed by the Australian Army to assist in the provision of overwatch capabilities supporting Australian and allied forces in Iraq and Afghanistan.

Since then Corey has worked with large defence primes and small business to identify gaps in the market and provide solutions to customers in Australia and around the world.

Sunbirds

-- Amaury Wiest & Olivier Chenoz

Sunbirds has created a unique autonomous aircraft that harvests solar energy to fly ten times longer and farther than other drones. Based on that unrivalled endurance, Sunbirds provides drone solutions to cattle stations, saving time and money by replacing traditional ways of performing bore runs. With a wide range of fixed-wing drones and sensors, Sunbirds drones constantly solve new issues.

Find out more about Sunbirds at: <https://sunbirds.aero/>

Sunbirds representative: Amaury Wiest

Amaury is the co-founder and director of Sunbirds, the leading solar-powered drone startup. With a background in business & engineering and a pilot's licence, Amaury had previously worked in marketing for Airbus and AirFrance before getting into drones and Agtech. Originally from France, Amaury has been in Australia for a few years, spending most of his time on remote Outback properties.

Fiona Lake Photography

-- Fiona Lake

Fiona Lake has spent more than 30 years creating images from heli-copters and drones, becoming Australia's most experienced aerial agricultural photographer. Fiona is a fully licensed drone pilot and over the last year she has been invited to present at conferences on four continents.

Fiona's aerial photography workshop will run from the fundamentals of operating drones and cameras to the challenges involved in producing quality aerial images. Many useful tips will be included, and her presentation will be illustrated with images taken across Australia.

Complete AUV

-- Eddie Bennet

Complete AUV is a CASA licensed RPAS operations and training organisation specialising in disaster and emergency response, Search and Rescue, fire, EMS, police, government, agriculture, infrastructure and solar inspections.

CAUV brings extensive experience in these fields through its membership of the OMADA Group which is a partnership of more than 15 international companies, combining RPAS technology, rescue, training, consulting, R&D and other innovations into one centralised business hub.

Based in Queensland, CAUV has extensive experience operating and training domestically and also internationally in the United States, Malaysia, Singapore and Japan. Management and staff of CAUV have been involved in manned aviation specialising in Search and Rescue, emergency and disaster, law enforcement and public safety operations for over 37 years and are now applying this knowledge to unmanned aircraft operations.

In addition to CASA RPAS license training and specialist courses, CAUV offers the vocational qualification AVI30316 Certificate III in RPAS through the Australian Global Institute RTO 31690.

Queensland Fire and Emergency Services

-- Chris Spencer

Chris Spencer is the Acting Area Director, Barcaldine Emerald Area, Rural Fire Service
Find out more at: www.ruralfire.qld.gov.au

Centre of Rural Excellence and UQ Law

-- Dr Thea Voogt

Dr Thea Voogt is a Senior Lecturer at the TC Beirne School of Law at The University of Queensland (UQ), where she specialises in income tax law and corporations law.

Thea spends significant time in Central West Queensland where she works with primary producers, small business owners and community leaders to investigate different business structures and innovative business models across the region. Partnering with RAPAD and Rural Financial Counselling Services North Queensland (RFCNSQ), her research is primarily focused on the interaction between different legal structures used to operate family businesses.

Thea is a passionate advocate for Outback Queensland, and for greater policy recognition of the interrelationship between country town businesses and farm families.

OPS Australia

-- Andrew Barton & Keith Gordon

OPS Australia is a Central West Queensland-based agtech company co-founded by Keith Gordon and Andrew Barton. OPS Australia harnessing technology including drones and IoT to deliver solutions to tackle issues including wild dogs. Their work includes developing a suite of virtual dog fence products to supplement wild dogproof exclusion fencing projects. Find out more about OPS Australia at: www.OPSAustralia.com

Desert Channels Queensland

-- Doug Allpass & Peter Spence

Desert Channels Queensland Inc (DCQ) is the local community-based natural resource management body and will host forums focusing on drones and property management as part of our 2019 program. The forums are an opportunity for people using drones to come together in a facilitated workshop style atmosphere to share experiences and learn from other users of drones operating in the region. Regardless of the experience of the operator, the forums offer a learning opportunity and exposure to how other people, particularly those from the grazing industry, are using and operating drones to maximise their efficiency and improve operations.

The forums, run by DCQ, which have been operating drones in the region since 2013, build help to networks, shared learnings and prioritise relevant information to be circulated. Normally run in small groups, this will be the first time the forums have been run in this type of forum. www.dcq.org.au

STEMPunks | Presented by GWI www.gwi.com.au

STEM Punks believes that STEM Education should be available to everyone and provide an experience that caters for individual needs and different skill levels. All its programs are developed to enable a creative, innovative, and entrepreneurial mindset. "Our mission is to inspire tomorrow's innovators." WATCH: Stem Punk's story - <https://youtu.be/sumJIs-QtX4> | www.stempunks.com.au

Global Drone Solutions - Presented by Drew Donald

Drew will be presenting on: Asset management and drones
Find out more at: www.gdronesolutions.com

PROGRAM SPONSORS

Advance Queensland

Outback Aerodrone is supported by the Queensland Government through Advance Queensland.

Pivotel

Pivotel is Australia's leading provider of satellite based mobile services. Pivotel is Australian-owned and operated with unrivalled expertise in remote communications, supporting more than 60,000 Australians and New Zealanders who travel or operate outside of mobile coverage. Find out more about Pivotel: www.pivotel.com.au

Pivotel will be joined at the symposium by partners FarmBot Australia and Longreach-based Central Western Computer Services.

Outbackhubs

Outbackhubs is a collaborative effort to provide shared resources and training opportunities to Central Western Queensland. Outbackhubs operates physical coworking locations where members and guests can use highspeed internet, hot desks, general office equipment in addition to participating in workshops.

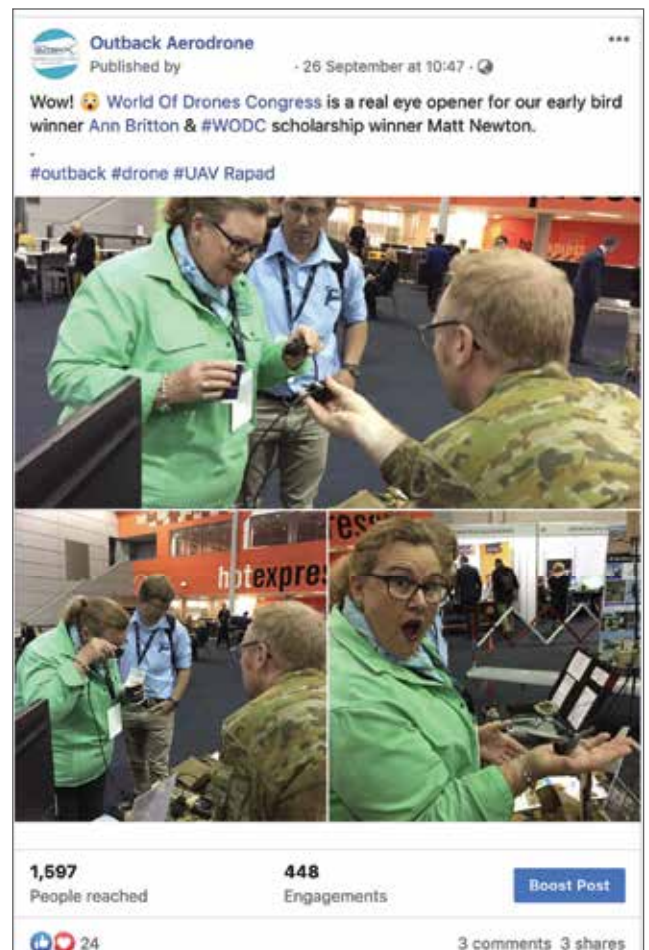


CHAMPIONS CAMPAIGN

WHAT CAN DRONES OFFER REGIONAL COMMUNITIES AND BUSINESSES?

Ann Britton – cattle producer and photographer, Boulia
<https://youtu.be/wSWVnfd9EOU>

Ann works with various community/council-led projects in her region, as well as being a key social media advocate. She was one of 10 Queenslanders named Advance Queensland Community Digital Champions in 2015.



CONNECTING LOCAL GOVERNMENT, BUSINESS AND OPPORTUNITIES

Matthew Newton- Civil draftsman, George Bourne & Associates, Barcaldine

GBA work closely with local councils in the region in developing and delivering infrastructure projects, so the ability to learn more and build networks has a far reaching impact.

<https://youtu.be/Gh2Rup95JC0>

Ann and Matthew's scholarships included attending World of Drones Congress:

www.facebook.com/outbackaerodrone/videos/466317117560150

TAKE A LOOK

In addition to local champions, Barcaldine Regional Council and RAPAD were able to bring their extensive networks across the industry to Barcaldine. Taking the opportunity to record interviews which will now be used in future promotions and campaigns.

bit.ly/Outback-Aerodrone-YouTube



WHERE TO FROM HERE?

REGIONAL THINK TANK

Bringing it all together with delegates and local government representatives holding a 'Regional Think Tank' discussion to conclude the 2019 event.

The session was a great opportunity to put forward and discuss a wide range of ideas for the future of drones in our councils, business and communities: from asset management, to safety, staff inductions, drone parks, encouraging partnerships and to promote the region to those who are not lucky enough to have seen the central west for themselves.



“

FROM ASSET MANAGEMENT, TO SAFETY, STAFF INDUCTIONS, DRONE PARKS, ENCOURAGING PARTNERSHIPS AND TO PROMOTE THE REGION.





JAPAN LOOKS TO QUEENSLAND AS DRONE TESTBED

- by Trade & Investment Queensland

Queensland's wide open skies may create a new outback industry, after a Japanese delegation visited Queensland to learn more about the state's potential as a drone testing site and to attend the World of Drones Congress (WoDC).

The delegation of 6 representatives from high-tech companies was invited by TIQ Japan and accompanied by TIQ staff throughout their visit.

The delegation travelled first to the Outback Aerodrone Symposium in Barcaldine from 21 to 23 September.

The annual symposium offers drone demonstrations and presentations, and promotes the skies of western Queensland as an ideal drone-testing environment.

The delegation then moved on to Brisbane to join more than 750 other drone experts and enthusiasts from around the world at the World of Drones Congress from 26 to 27 September.

Now in its third year, the congress explored the latest in drone technology, applications and regulations.

Director of Investment for TIQ Japan Melissa Inooka said the trip showcased Queensland as an ideal testbed for Japan's drone industry.

'For example, Sky Perfect JSAT – Asia's largest satellite company – was impressed with the vast amount of space in our regions,' Ms Inooka said.

'It was also impressed with the support and facilitation provided by both TIQ and the Barcaldine Regional Council.

'We will continue to promote Queensland as the ideal testbed for Japan's drone industry.'

TIQ Japan organised the delegates' program and meetings with key local contacts, including:

- the Civil Aviation Safety Authority
- the Department of State Development, Manufacturing, Infrastructure and Planning
- Logan City Council, which is currently hosting a drone delivery trial.
- Queensland is one of the first places in the world to have autonomous drone deliveries, and is also the headquarters for the Cooperative Research Centre for Trusted Autonomous Systems.

Sky Perfect JSAT presented at the Outback Aerodrone Symposium on developments in agriculture-related drone activity.

During its presentation, JSAT said the company was interested in working with Queensland partners to undertake testing and demonstrations in Queensland.



JSAT also attended the World of Drones Congress, as did the delegation from the Japan UAS Industrial Development Association (JUIDA), with JUIDA Executive Director Kakuya Iwata giving a presentation on drone safety.

JUIDA is recognised as a leading industry body in international collaboration for the drone sector.

Also recognised at the congress for international collaboration work on drones was Ms Inooka, who received the International Collaboration – Individual award.

“

SKY PERFECT JSAT – ASIA'S LARGEST SATELLITE COMPANY – WAS IMPRESSED WITH THE VAST AMOUNT OF SPACE IN OUR REGIONS... IT WAS ALSO IMPRESSED WITH THE SUPPORT AND FACILITATION PROVIDED BY BOTH TIQ AND THE BARCADDINE REGIONAL COUNCIL.



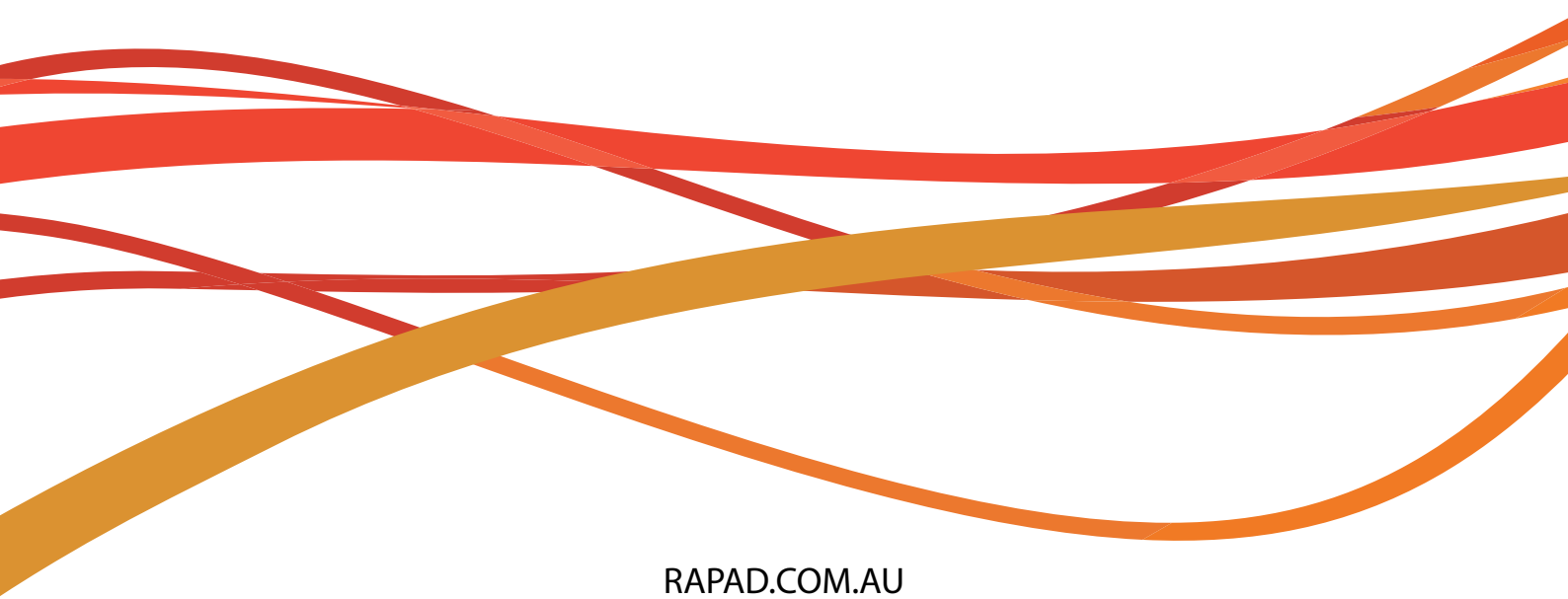
The Outback Aerodrone Symposium is presented by the CWQ Remote Area Planning and Development Board in partnership with the Barcaldine Regional Council.

The aerospace sector is identified as an emerging export priority in the Queensland Trade and Investment Strategy 2017–2022.

Japanese organisations represented in the drone delegation:

- JSAT Sky Perfect Corporation
- Fukuden Corporation
- Japan UAS Industrial Development Association (JUIDA).





RAPAD.COM.AU