

2021 ANNUAL REPORT

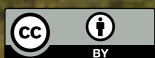




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CHAIR'S REPORT

I've now settled into my second year as Chair since taking on the role in May 2020 following the local government elections where I was fortunate to be elected as Mayor of Longreach Regional Council.

Outside of my duties as Mayor of Longreach Regional Council (LRC), one of the most rewarding aspects of my role is being part of a strong collaborative regional organisation of councils - RAPAD. RAPAD, as judged by many external agencies, has for many years been seen as the benchmark in regional collaboration. Being part of the strong RAPAD, provides us all with mutual benefits in advocacy, planning at the regional level, and collegiality, amongst a raft of other benefits.

Alongside the RAPAD organisation is the equally successful Outback Regional Roads and Transport Group, the RAPAD Regional Water and Sewerage Alliance and the Central West Regional Pest Management Group, the latter two being initiatives of RAPAD in conjunction with our many partners. Also important in our regional framework is our collective participation in the regional disaster management group, and many more informal alliances.

Falling within the RAPAD governance is our Registered Training Organisation, RAPAD Skilling which services the region, and afar, with locally owned and delivered training and skilling. We continue to deliver the Federal and State Governments Rural Financial Counselling Service program, a program we've delivered for over two decades.

An important 'glue' in all these groups is my fellow Mayors. Rather than leave my thanks to them in the closing parts of this report, I'll highlight them first, thanking them for their support, hard work at the regional and local level, and friendship.

Those fellow Mayors are, Cr Rick Britton, Cr Andrew Martin, Cr Sally O'Neil, Cr Rob Dare, Cr Sean Dillon and Cr Gavin Baskett.

In my report last year, I singled out a couple of key issues – COVID of course, councils' financial sustainability, the former Longreach Pastoral College, and tourism. On all those issues it is pleasing to see movement forward. We may be starting to see the very early stages of moving to a more manageable post-COVID existence however, this is going to require perseverance, flexibility, strength of heart and mind for all of us to work our way through the constant change and come out the other side with our businesses doing well, communities functioning and people safe.

Tourism has continued to be a strong contributor to the region's economy and with overseas travel largely stopped due to COVID, tourism in the region benefited. Here I recognise my fellow Mayor and Chair of the Outback Queensland Tourism Authority, Cr Andrew Martin, its CEO Denise Brown, and all the many entrepreneurial tourism operators.

Regarding councils' financial sustainability, I and my fellow Mayors, am pleased to receive the Queensland Local Government Grants Commission's recommendations from their 2021 Methodology Review. While the review's recommended increases in funding are still to be formalised through government processes, I am hoping this is a formality, and all our seven RAPAD member councils receive much needed funding boosts. I recognise here the collaborative advocacy through the West Queensland Alliance of Councils (WQAC) of which RAPAD is a member. The CEO has touched on this in the following pages.

Our advocacy in council financial sustainability never ends and we'll be waiting to see the outcomes of our WQAC submission to the Queensland Department of State Development, Infrastructure, Local Government and Planning's review of the local government sustainability framework. We and our other WQAC members believe the current financial sustainability framework is inappropriate and does not appropriately reflect the unique nature of, and the challenges faced by us RAPAD councils, and WQAC councils.

The movement forward regarding the former Longreach Agricultural College has been slow and incremental. It was very disappointing to receive the State Government's advice regarding their decline of our business case, however at this time, the indications are the site may be offered for sale, with industry interested in purchasing it, and reinvigorating industry training. While far from settled, these early discussions are reassuring to hear, and it will be a matter I'll be vigorously pursuing both in my RAPAD and LRC roles.

As we move into 2022, there are many matters still ongoing at the regional level. I've recently been nominated by the RAPAD Board to the Queensland Government's Lake Eyre Basin Stakeholder Advisory Group.

Housing is a local, regional, and state issue which I'm pleased we, in conjunction with the WQAC, have started addressing. You'll read the CEO's commentary here in the following pages also.

Digital connectivity remains an ongoing advocacy and planning conundrum. Nothing has exposed the need more, for reliable digital connectivity than the COVID crisis, with ours, and the entire populations need to move online.

Drought, and natural disaster planning, remains a constant ongoing threat. We're now going into a ninth year of drought and its impact on an agriculture-based economy like ours is insidious and cancerous. Earlier I recognised the entrepreneurship of the tourism industry. I think equally we all need to acknowledge our agribusinesses who continue as a mainstay of our region. Drought and climate change, fluctuating commodity prices, pests and weed incursions, all conspire against this sector however this sector continues to embrace change, demonstrate innovation, and keeps contributing to the economic, environmental, and social fabric of our region.

The list of issues is endless and despite this the RAPAD Central Western Queensland region, remains a vibrant, close knit, innovative community at the individual, local and regional level.

FRIENDS OF RAPAD

Working in partnership is what we do well at RAPAD and at the annual Friends of RAPAD function held in November, I spoke to the importance of partnerships, and I'll take this opportunity to provide extracts of my speech as I feel it is important to reiterate this point.

What is the 'Friends of RAPAD'?

The Friends of RAPAD started several years ago as a simple meal, a few drinks, with a range of individuals, from various groups, who had helped, and worked with RAPAD, and the thinking was at the time, we really needed to show our appreciation to these individuals, and the groups they represent.

We have always recognised that we cannot operate in a silo; we must all continue to collaborate, be proactive in our relationships, perhaps, even argue at times, to achieve the best outcomes for our communities, our region, our state, and the nation.

Being collaborative and being proactive with our relationships also involves taking the time to show

thanks and appreciation. This evening, is all about thanking and recognising:

- The Federal and State agencies, their Ministers, and department staff,
- Our friends at the LGAQ and the Western Queensland Alliance of Councils whom we work closely with,
- The Universities, the non-government agencies, and the private sector who partner with us in many ways, and at times offer pro-bono support with no expectation of favour.

RAPAD, and our member councils cannot do it alone, we can only do it together, with you, the Friends of RAPAD. ..."



Deputy Premier Steven Miles. Friends of RAPAD and official launch of CWQ Lager at the event, 25 November 2021



Eric Denham in his last Outback Regional Roads and Transport Group meeting, 24 November 2021

I also recognise two long term State Government employees who have worked tirelessly with RAPAD for a long time, and who have both recently retired from their public service roles. Sue McCosker from the Department of State Development, Infrastructure, Local Government and Planning and Eric Denham from the Department of Transport and Main Roads. Both have been advocates for and supporters of RAPAD and our region, and for this we thank them.

In closing, again I thank my fellow Mayors, our many partners both private and public, funders, along with the CEO and the staff of RAPAD across all our business centres.

CR TONY RAYNER
Chair, RAPAD



Minister Glenn Butcher with Chair Cr Tony Rayner at the November 24-25, 2021 Board meeting



Member for Warrego Ms Anne Leahy and Cr Rick Britton, Board meeting November 24, 25, 2021

RAPAD BOARD



CR SEAN DILLON

Mayor Barcaldine Regional Council



CR SALLY O'NEIL

Mayor Barcoo Shire Council



CR ANDREW MARTIN

Mayor Blackall-Tambo Regional Council



CR RICK BRITTON

Mayor Boulia Shire Council



CR ROBBIE DARE

Mayor Diamantina Shire Council



CR TONY RAYNER

Mayor Longreach Regional Council



CR GAVIN BASKETT

Mayor Winton Shire Council



DAVID ARNOLD

CEO RAPAD

BOARD MEETING ATTENDANCE

There was a total of 13 Board meeting, including an AGM, in the 2020-21 July to June period.

With no changes to the Board in this financial year period, all current directors were eligible for all 13 meetings with the following table providing the directors meeting attendance.

	2020							2021					
	3 Jul	5 Aug	4 Sep	2 Oct	6 Nov	25 Nov	21 Dec	29 Jan	23 Feb	AGM	9 Apr	18 May	18 Jun
Cr Baskett	✓	✓	✓	✗	✓	✓	✓	✓	✓	✓	✓	✓	✓
Cr Rayner	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Cr Dillon	✓	✓	✓	✓	✓	✓	✗	✓	✓	✓	✗	✓	✓
Cr Martin	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Cr Dare	✗	✓	✓	✓	✓	✓	✗	✓	✓	✓	✓	✓	✓
Cr O'Neil	✓	✓	✓	✗	✓	✓	✓	✓	✓	✓	✓	✓	✓
Cr Britton	✓	✓	✓	✓	✗	✓	✓	✓	✓	✓	✓	✓	✓

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.

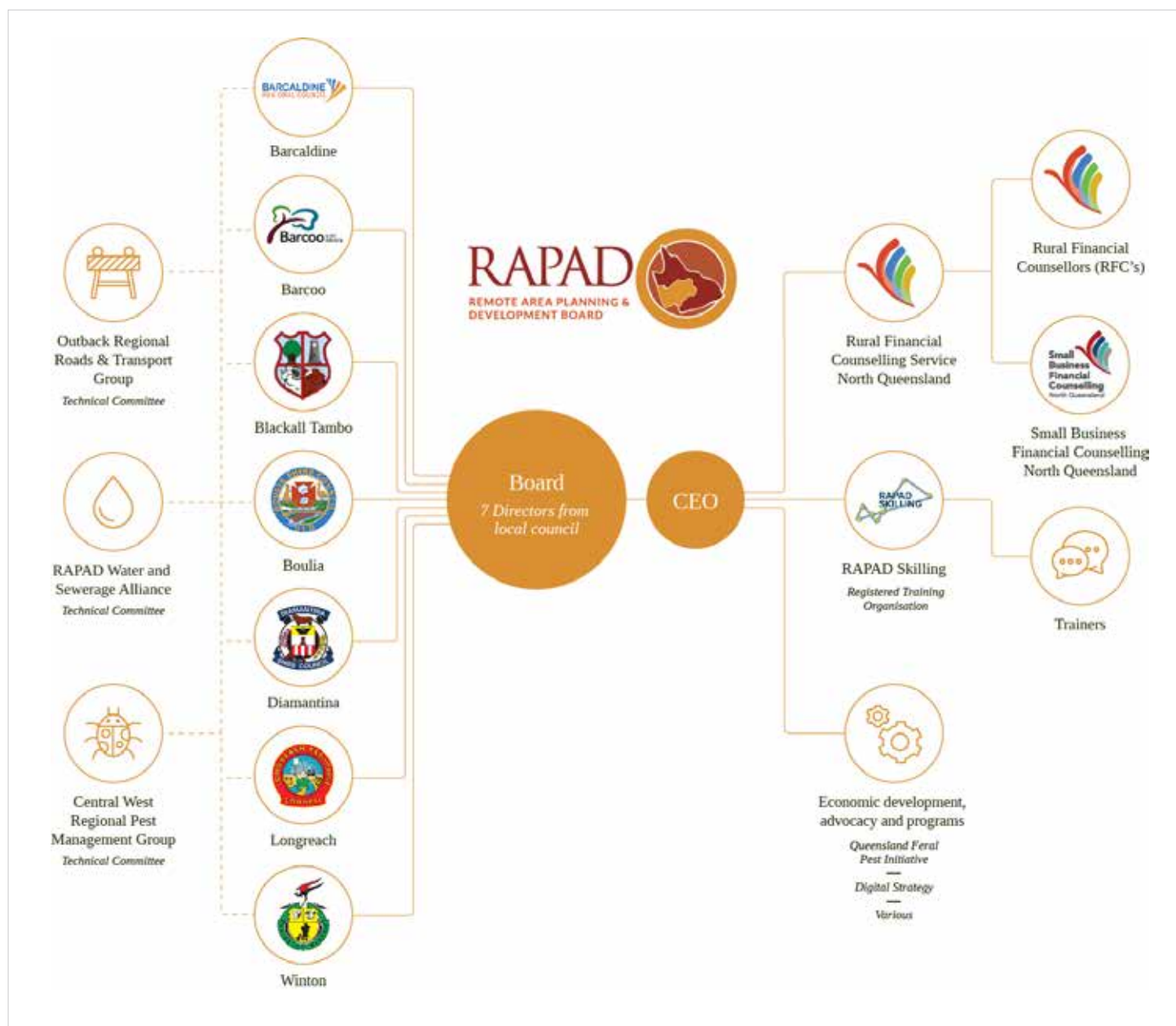
Our Remote Area Planning and Development Board (RAPAD) is the peak regional economic development body for the central west Queensland region and the lead advocate for our member councils of Barcaldine, Barcoo, Blackall-Tambo, Boulia, Diamantina, Longreach and Winton.

We've been in existence since 1992 and are guided by our mission to support and empower the RAPAD region, its communities and people to realise their potential.

We have a strong regional mandate and set our priorities through a focus on innovation, creativity, consultation, collaboration and partnerships.



ORGANISATION CHART





CEO'S REPORT

Last year I started my report with:

"2020 is nearly over and what a year it has been. I'm tired of hearing the word 'unprecedented', but it's the most apt word to describe the events of 2020. I recall thinking back in early 2020, when it really started to bite, that this 'pandemic thing' will be over in a few weeks and we'll all get back to normal. How wrong I was. ..."

Again, this reporting period we have endured another year of COVID and as we go into 2022 I'm sure we'll all be thinking the same thing, "When will this COVID be over?"

Despite the pandemic, it's pleasing to see, in my opinion, the region has persevered and progressed quite well due to a range of factors such as the tourism industry for example which has received a boost due to the absence of overseas travel. While the region remains in drought, those who have been fortunate to fall under rain have been able to take the reward of good commodity prices especially in the cattle sector, however that should not be taken to diminish the impacts that a near decade long drought has had on the region. We have many strong small businesses, not-for-profits, and a diverse public service across the region, all of which contribute to the region's economic, social, and intellectual capacity. I also think it is important to recognise government support and stimulus in its many forms. Governments quite often are the recipients of substantial criticism while receiving little thanks when they do something well.

An important part of my role is networking and engagement through which I can advocate for the interests of the region. These roles include:

- Member of the Premiers COVID Industry Recovery Alliance. We are the only non-Queensland-wide peak group to be on this alliance and it is through these mechanisms RAPAD's voice can continue to be heard. Furthermore, this invitation is validation that the brand and organisation 'RAPAD' is one that is recognised,

- Member of Regional Development Australia Central and Western Queensland,
- Member of the National Recovery and Resilience Agencies, Intergovernmental Working Group – West,
- Member of the State Government's Western Queensland Regional Community Forum.

This past year again, as the RAPAD nominee to the Board of RESQ+ (Plus), I remain as the Chair. RESQ+ is the employment service provider for the Central West and South West regions. I'm pleased to report that under the careful watch of the RESQ+ CEO Chris Hamilton and his staff, and my fellow RESQ+ directors, that organisation remains as one of the top performers nationally in its sphere. RAPAD is an original shareholding owner of RESQ+ and approximately two years ago we welcomed our friends at the Central West Aboriginal Corporation into that shareholding. The two areas of the Central West and South West form one of Australia's largest and most diverse geographic regions in which community-based employment services are delivered.

The RESQ+ program area covers almost 800,000 km², with approximately 20,000 residents from a variety of cultural backgrounds, including Aboriginal and Torres Strait Islander peoples. Over 40 RESQ+ employees work hard to cover this vast region and its varied employment and training needs. Together, they provide vital support services to 32 communities and over 1000 job seekers.

My full report as Chair is on the following page with more detail about RESQ+ available from its website at www.resqld.com.au.

While not a part of my RAPAD role I'm very fortunate and grateful for the RAPAD Board's continued support of my role on the Central West Hospital and Health Service Board, where I continue to act as Deputy Chair, Chair of the Executive Committee and member of the Audit and Risk Committee.

Message from the Chairman

It is with pleasure that I offer this report to our clients, stakeholders, including government, fellow directors and their organisations, the CEO and staff.

In 2020, they said it was a year like no other. Well, 2021 has been much the same. Regional communities continue to respond to the wide-ranging and hastily imposed government measures in response to ongoing outbreaks of COVID-19 in the metropolitan areas.

Although there have been no incidences of the disease itself in Western Queensland, COVID-19 continues to present a major test of resilience to businesses in the region, particularly in the area of tourism.

The Outback has been the place to go this year as those tourists who normally go overseas have travelled to 'the bush' and beyond. An upsurge in visitors, when combined with a labour and skills shortage born of lower migration and backpackers, has certainly tested the mettle of many business owners.

As it has done in the past, RESQ+ has stepped in and worked with employers to help them address these labour shortages by matching job seeker skills with jobs and providing targeted training and development programs for the individual.

This year has seen many key achievements:

- Indigenous artist Kirk Mitchell's first gallery showing. The event was held in the Cunnamulla Fella Centre Art Gallery and Museum and was kindly sponsored by the Paroo Shire Council. Kirk produced 27 pieces of art for the exhibition, selling six on opening night and most of his other works over the eight-week show.
- The Indigenous Business Incubator Pilot Program continues to be successful. The program now has two Indigenous businesses up and running in Cunnamulla and Mitchell, with two more in the pipeline.
- RESQ+ and Red Ridge in Blackall continue to deliver original and exciting initiatives. The Red Ridge the Label Indigenous fashion line recently marked the release of its second collection, the Georgina. Sales continue to be strong, replicating the successful performance of the Diamantina collection. Our most recent project, the creation of the Wangkangurru Language Dictionary, will when completed, prove to be a landmark achievement in the area of Aboriginal culture.



Although there have been no incidences of the disease itself in Western Queensland, COVID-19 continues to present a major test of resilience to businesses in the region, particularly in the area of tourism.

- RESQ+ supported the Longreach Show, as well as several sporting clubs and community events across our two regions.
- This year, instead of red benches, blue trees are growing everywhere. The Blue Tree Project encourages regional and rural communities to paint a tree blue to spark conversations about mental health. RESQ+ Supervisor Tim Sorensen led the projects and worked with other community groups to establish blue trees in Longreach, Barcaldine, Isisford and Yaraka.

In closing, I'd like to acknowledge our CEO, Chris Hamilton, who continues to demonstrate his excellent leadership and managerial skills on a daily basis, and equally, all of our staff who carried on with activities as normal, despite the impacts of COVID-19 on the business and our communities. Now, more than ever, an effective job seeker support program is important.

The organisation's achievements are a testament to Chris's and our staff's dedication and commitment, not only to the organisation but to the clients and regions we serve. In closing, I also give recognition to my fellow directors, without whom, the effective governance of the organisation would not take place.

David Arnold

Chief Executive Officer, Remote Area Planning and Development (RAPAD) Board and Chairman of RESQ+

This past year has again offered many highs and lows, projects, and advocacy on many fronts and a sample of these are presented in the following pages.

However first up, to understand what RAPAD is, or does, it's important to understand its fundamental purpose as outlined in its constitution; it is the definitive guiding statement of what its member councils implicitly agree to. The objectives of RAPAD are:

1.5 Objects of Company

The objects for which the Company is established are:

- (a) to support, facilitate, promote and encourage the community, environmental and economic development of the region,*
- (b) to formulate, develop, facilitate, maintain and implement, or cause to be implemented, strategies, policies and plans relating to the objects in Rule 1.5(a),*
- (c) to advocate to, consult with, and advise, relevant State and Federal ministers and government agencies on the priorities of such matters and the means to ensure effective matters of regional concern, and co-ordination and implementation of the policies, activities and programs of those State and Federal agencies, and*
- (d) to facilitate, support, implement, or cause to be implemented, collaborative regional discussion and associated desired outcomes amongst, but not limited, to members.*

As can be seen, an object of RAPAD is 'regional', and on that basis, that's what investors knowingly invest into, whether they be members or external stakeholders.

Late this year the Board entered into a strategic review both of the strategic plan and organisationally. Early in 2022 we will finalise that however at the highest strategic level those constitutional objectives remain the guiding light, our *raison d'être*.

From a practical and operational perspective, RAPAD operates in a range of modes – regional economic development facilitation, implementation and planning, policy, advocacy, and many points in between all these, all of which gives action to our constitutional objectives and the shorter time period, strategic plan. To the reader not conversant with the jargon of local government and economic development, it may sound just like that, jargon, but I'll explain it like this.

RAPAD develops, has input into, influences, advises on, policy, both local, state and federal.

Why? Because it's consistent with our constitution.

'...to advocate to, consult with, and advise, relevant State and Federal ministers and government agencies on the priorities of such matters and the means to ensure effective matters of regional concern, and co-ordination and implementation of the policies, activities and programs of those State and Federal agencies...'

Where policy, in RAPAD's opinion, doesn't satisfy our region, or could be improved for our region for example, we will actively advocate for change. An example would be our advocacy relating to council financial sustainability, and this is described later in my report. Another example relating to influencing policy would be the recent invitation from Minister Meaghan Scanlon, Minister for the Environment and the Great

Barrier Reef and Minister for Science and Youth Affairs, to the Board to nominate a representative to the States Lake Eyre Basin (LEB) Stakeholder Advisory Group. Policy relating to the LEB is wide and varied and this is a matter RAPAD has been actively involved in for around a decade, first through the then Labor governments Wild Rivers policy approach, following this up with the then LNP government's Western Rivers policy discussions, and now this recent iteration.

The thing with advocacy is, it doesn't stop. Sure, there may be short term advocacy matters, starts and stops, but in most cases it keeps on, year after year.

Alongside a policy mode, RAPAD acts in the regional economic development role.

Why? Again, because it's consistent with our constitution.

I've mentioned my involvement in the various groups; Member of the Premiers COVID Industry Recovery Alliance; Member of Regional Development Australia Central and Western Queensland; Member of the National Recovery and Resilience Agencies, Intergovernmental Working Group – West; Member of the Queensland State Government's Western Queensland Regional Community Forum. All of these offer important policy, advocacy and economic development relationships for RAPAD.

The following items I've outlined are further examples of what has happened for RAPAD in the last year and as you'll see they are that mix of advocacy, economic development and often, a mix of both, as for us, the two modes are integrally interconnected.

(a) to support, facilitate, promote and encourage the community, environmental and economic development of the region.

(b) to formulate, develop, facilitate, maintain and implement, or cause to be implemented, strategies, policies and plans relating to the objects in Rule 1.5(a).

There are many definitions and ways of describing economic development and a simple google search will provide this information. Practical examples of regional economic development would be RAPAD's involvement in administering the regions cluster fencing program funded through federal, state, and private investment. Importantly this was preceded by extensive advocacy and community consultation, and many will remember the regional check fence vs cluster fence arguments that occurred.

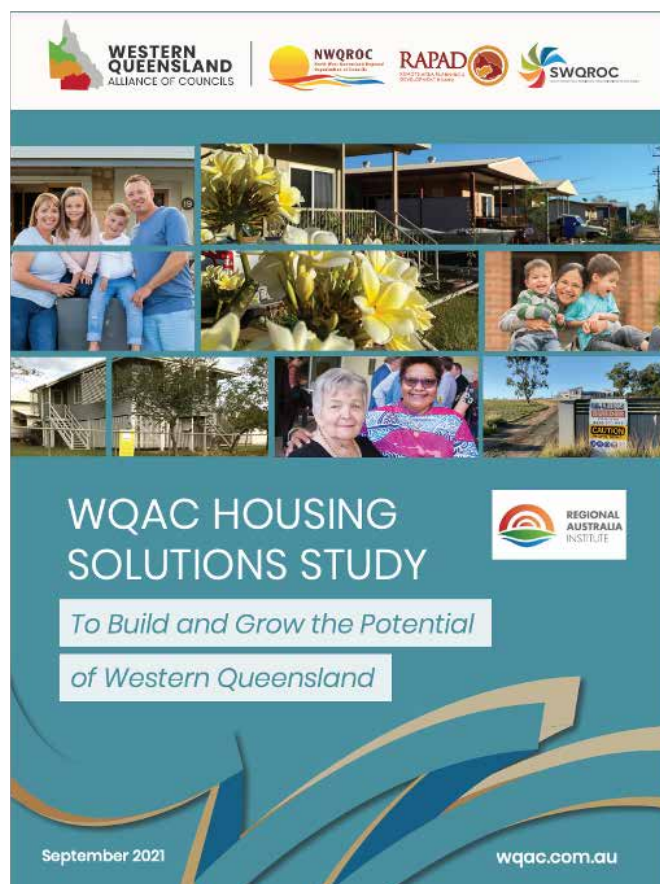
HOUSING

Over the last year we have been front and centre in the housing discussion. As a member of the Western Queensland Alliance of Councils (WQAC) we completed the first ever housing report identifying the housing issues across Western Queensland.

Why would RAPAD be involved in this? It is directly related to the region's economic growth and prosperity.

Western Queensland has experienced chronic and severe underinvestment in housing for many years. This has led to a situation where a lack of housing is constraining population, employment, and business growth. This lack of housing must be remedied for the region to prosper, particularly over the next few years as future investment opportunities are realised. There are jobs going unfilled in Western Queensland simply due to a lack of suitable housing. In June 2021 there were more than 500 jobs advertised in the Outback Queensland Region.

The WQAC Housing Study is available on the WQAC website at: www.wqac.com.au/housing-study



Around half of these jobs were for professional and skilled tradespeople. Renewed investment in housing in the region will provide much-needed housing for people to fill these vacant jobs. An adequate and appropriate stock of housing would also enable local private enterprise to realise nascent opportunities and create new jobs. To date these opportunities and potential jobs have been hamstrung by constrained access to skilled and unskilled labour, underscored by insufficient and substandard housing. Lifting housing investment in the region will create further demand for skilled tradespeople, and with cross portfolio support this can be used to train a new generation of people in the region with these in-demand skills.

The underlying level of underinvestment in housing in the region is significant. The per-capita level of investment into housing in Western Queensland is less than one fifth of what occurs in Greater Brisbane. That is, over the three years to June 2020 the average value of approved residential building work – whether new home building or renovation work – was a mere \$320 per capita across the 22 LGAs that make up the WQAC region. In Greater Brisbane it was \$2,675. In addition to identifying the scale of the problem, the study also set out to outline the nature of the underinvestment – that is, how it arises. Western Queensland and RAPAD towns have a unique combination of characteristics that unfortunately conspire against new home building and renovating – they generally have small (and shrinking, or at best, holding steady) populations, are in remote locations and have an existing housing stock that is low in value relative to average building costs. These characteristics underscore barriers on both the demand and supply sides of home building and renovating, including severely constrained access to finance whereby banks require much larger deposits for mortgages for homes in small and low-cost markets.

As a part of the WQAC, RAPAD is progressing a number of actions now we have this benchmark document to lay the foundation and I'll be hoping to report back in the next report on outcomes achieved. These types of projects are long lasting and there are no quick fixes.

FORMER LONGREACH AGRICULTURAL COLLEGE

As I stated in last year's report, the State Government closed the states remaining agricultural colleges in 2018 and undertook community consultation through 2019. RAPAD advocated vigorously for a rebirth of the college, and we were engaged to undertake a prefeasibility report and business case, both state funded. Shortly following the 2021 State Government Budget, we were advised that the government did not accept the business case and declined the required funding request.

As we wrap up the end of 2021 the government has made it known they are interested in selling the site, and RAPAD, along with the Longreach Regional Council, will continue to work with government to find the optimum outcome. RAPAD took the partnership approach back in 2019 soon after the college closure, when no one else stood up to do so, and while a final outcome is yet to be seen, I'm proud of the way we showed leadership in early 2019. I recall at the time, the former Chair telling me how he received a call from a high-ranking public servant from QDAF, thanking RAPAD for the leadership we were displaying.

Despite the business case being declined RAPAD continued finding alternative usage of the site, consistent with our contracted engagement. While most of 2020 was lost due to COVID impacts, we were able to swing into gear finally and in the late 20 and into 21, a large number of visiting tourism groups made use of the site for accommodation.

In 2021 we took a total of 34 bookings with a majority of these school group bookings. The demographic was largely Brisbane based state and private primary schools who typically travel to Canberra for their school excursion however due to the closed borders travelled to the outback in 2021.

Five bookings were cancelled through the year, all due to the July/August COVID lockdown in SE Qld.

With the 29 bookings, there was a total of 1373 passengers, 87 nights resulting in a total of 4146 beds.

The average stay was three nights with the groups basing themselves at Outbackhubs Precinct and undertaking day trips to visit tourism products and attractions in Longreach as well as Winton, Barcaldine and Ilfracombe bringing valuable dollars into the CWQ economies.

Catering and accommodation services were contracted out to a local company.

Group Accommodation Bookings	
Total - Bookings received	34
Cancelled	5
Fulfilled	29
Rescheduled	4
Reduced numbers	3

Accommodation PAX / Beds	
Fulfilled Bookings	29
Total PAX	1373
Total Nights	87
Total Beds 2021	4146
Beds cancelled	694

Additional to the accommodation bookings, the Administration Building was turned into a Co-working Precinct with offices, hot desk and conference meeting rooms with virtual meeting (Zoom Room) facilities available for long term, short term and day hire.

These were hired out throughout the year for various conferences and meetings, with the hot desks / offices used by visiting organisations.

Telstra subleased a component of the administration building from March to December to establish a regional call centre. Discussions were held regarding continuing the sublease however Telstra have decided to look at other alternatives.

While the outcome for the former Agricultural College is being determined, RAPAD will continue facilitating these valuable services through to 30 June 2022 and has already taken tentative bookings from school groups with the first due to arrive in March 2022.

RAPAD thanks and acknowledges the State Government for their funding of the pre- feasibility and business case.

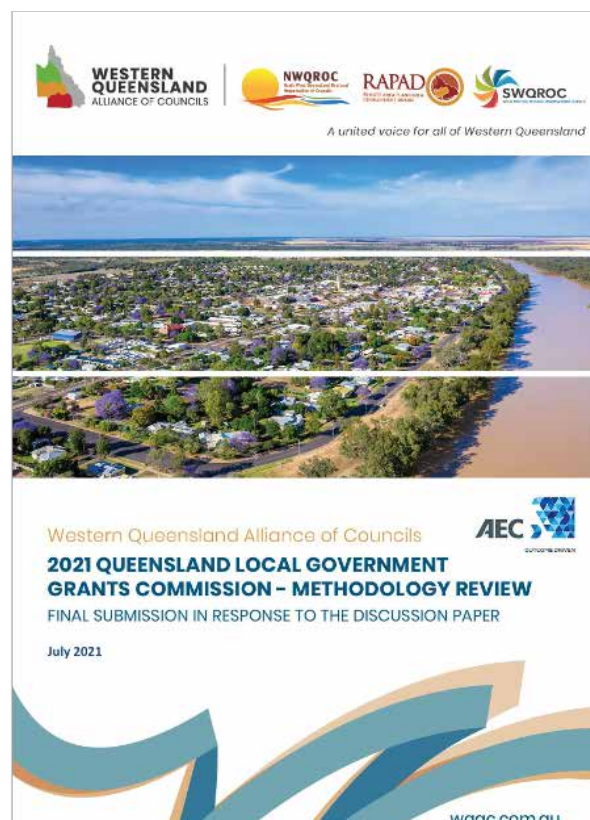
FINANCIAL SUSTAINABILITY - LOCAL GOVERNMENT GRANTS METHODOLOGY REVIEW

All local governments in Australia receive a Financial Assistance Grant (FA Grant) allocation, as determined by state and territory grants commissions. For 2021-22, the Federal Government allocated \$2.7 billion for the FA Grant, of which Queensland received \$532 million (a 19.7% share of the total pool). All of this funding is disbursed to local government. Any costs of administering Grants Commissions are borne by their state/territory.

There are two components to the FA Grant, the General-Purpose Grant (GPG) component and the Identified Road Grant (IRG) component. Queensland's 2021-22 FA Grant comprised of \$377 million in GPG funding and \$155 million in IRG funding. All of the funding is completely untied and may be spent on any local council priorities.

The Queensland Local Government Grants Commission is an independent statutory authority whose primary role is to make recommendations to the state and federal ministers for local government on the allocation of the FA Grant to all Queensland councils. The Commission's statutory powers come under both state and federal legislation. Under the Federal legislation – *Local Government (Financial Assistance) Act 1995* (s3) – the objective of the FA Grant funding is to assist councils to improve in five areas: financial capacity; capacity to provide equitable services; certainty of funding; efficiency and effectiveness; and services to ATSI communities.

The legislation includes a set of National Principles that state grants commissions must follow. The first principle establishes horizontal equalisation as a key concept for the FA Grant. This concept requires the funding to be allocated such that, to the extent possible, councils are able to deliver at least an average standard of services to the community.



About the Review

The Commission undertook a review of the methodology for the allocation of the FA Grant to Queensland councils. It is ten years since the last major review was completed. The need for a review was supported through feedback received by the Commission from Queensland councils and is in line with a resolution of the 2020 Local Government Association of Queensland Annual Conference. The Commission engaged Queensland Treasury Corporation to undertake a comprehensive review of the FA Grant allocation methodology¹.

Working with our partners in the WQAC we submitted a comprehensive report to this review aiming to achieve a more equitable distribution of funding for not only the RAPAD councils but all Western Queensland councils.

1. Above wording adapted from <https://www.statedevelopment.qld.gov.au/local-government/governance/queensland-local-government-grants-commission/2021-methodology-review>

Outcome

The outcome was that all RAPAD councils have been notified, subject to formalisation through government, of the expected increases to their grant allocation, and this ranges from a 9% – 35% / yr increase, cumulative, over 3yrs. To place a dollar figure on it, this ranges between approximately \$520000.00 / yr up to \$1200000.00 / yr per council.

Now there is a few key points to make here. Firstly, this was not achieved by RAPAD alone, it was achieved by many 'spokes in the wheel' all working in partnership, building momentum, advocating and working together

in unison on the same matter. Secondly, in last year's report I spoke to the question, 'what ROI does RAPAD deliver to its member councils'?

There is little more tangible outcome to a member council than that. One can do the sums above on the ROI from members collective \$350000.00/ yr contributions to RAPAD, from this one piece of collective advocacy.

FINANCIAL SUSTAINABILITY – LOCAL GOVERNMENT SUSTAINABILITY REVIEW

Queensland's local governments play a critical role in supporting the safety, liveability and prosperity of local communities right across the state. All Councils face unique financial, service delivery and community need circumstances. The challenge of ensuring local government sustainability, is an important issue for all councils and the Queensland Government. Over time, sustainability pressures on councils have increased, with the impacts of the COVID-19 pandemic adding to these challenges.

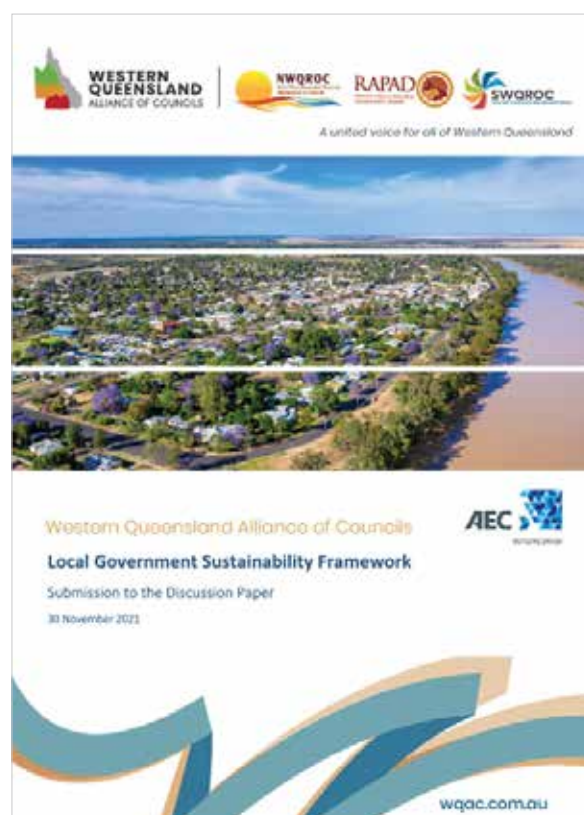
The implementation of a proposed new Sustainability Framework and the new financial and asset ratios will provide both councils and the State with greater insights into the challenges faced by the sector. This will support the vision of having business ready councils – today and into the future - that enable liveable communities to grow and prosper².

As a result of the proposed new sustainability framework RAPAD, again with our WQAC partners provided a comprehensive submission to the departments discussion paper.

The sustainability of RAPAD and WQAC councils is significantly impacted by remoteness; declining

populations and low to nil rateable property bases; social disadvantage; workforce attraction and retention problems; inadequate infrastructure and deficient funding support from other levels of government.

A range of recommendations have been put to the department and through 2022 we will hope to see the outcomes of this submission.



2. Adapted from <https://www.statedevelopment.qld.gov.au/local-government/finance/sustainability-and-reporting/proposed-local-government-sustainability-framework>

RAPAD REGION ECONOMIC BENCHMARKING AND PROMOTION

As an ongoing role to:

'to support, facilitate, promote and encourage the community, environmental and economic development of the region³,

the provision of data benchmarks is important. This year we set about assessing and quantifying the importance of CWQ supply chains to the region, state and nation.















This project undertook a detailed quantitative and qualitative supply chain analysis of the region including regional economic impact modelling (input-output analysis) to assist demonstrate not just the contribution regional key industries make in revenue, value-add and employment along the value chain, but also highlight the advantages, opportunities and comparative advantage the region can offer investors. This information was then developed into an online investment prospectus to comprehensively outline the region and its advantages as a destination to invest and do business, all in one place.

This project was funded through the State Governments Remote Area Board (RAB) funding program and the Board.



STAGE 1: THE IMPORTANCE OF THE RAPAD REGION

PART A: BASELINE DATA AND COMPARISONS: SUMMARY

Economic overview				
REGIONAL UNEMPLOYMENT	TOTAL REGIONAL OUTPUT PER CAPITA	GROSS REGIONAL PRODUCT PER CAPITA	TOTAL REGIONAL VALUED ADDED PER CAPITA	
				
RAPAD 3.3% QLD 5.9%	RAPAD \$148,246 QLD \$157,154	RAPAD \$79,042 QLD \$78,790	RAPAD \$73,642 QLD \$73,524	
Agriculture industry				
TOTAL AGRICULTURE	LIVESTOCK PRODUCTS - WOOL	LIVESTOCK SLAUGHTERED AND OTHER DISPOSALS - CATTLE AND CALVES	LIVESTOCK SLAUGHTERED AND OTHER DISPOSALS - SHEEP AND LAMBS	CHANGE IN VALUE OF COMMODITIES DERIVED FROM SHEEP
				
RAPAD 5.0% OF QLD GROSS VALUE 2018/19	RAPAD 32.3% OF QLD GROSS VALUE 2018/19	RAPAD 10.2% OF QLD GROSS VALUE 2018/19	RAPAD 32.3% OF QLD GROSS VALUE 2018/19	RAPAD 21% QUEENSLAND 5.2% 2015/16 - 2018/19
Housing				
ASKING RENTS	COST TO BUY	RENTAL YIELD	SHARE OF INCOME ON MORTGAGE REPAYMENTS	NO. INCOMES TO SERVICE MORTGAGE
				
RAPAD \$295 PER WEEK BRISBANE \$440	RAPAD \$252,500 BRISBANE \$607,969	RAPAD 6.1% BRISBANE QLD 3.8%	RAPAD 18% REGIONAL QLD 31%	RAPAD 0.5 BRISBANE 1.3

³. Objective (a) – RAPAD Constitution

FAROUT

Closely connected to the economic benchmarking is the website, www.gofarout.com.au.

Over the past few years, our region has experienced a population decline and we've witnessed people move to alternative areas of QLD or elsewhere in Australia.

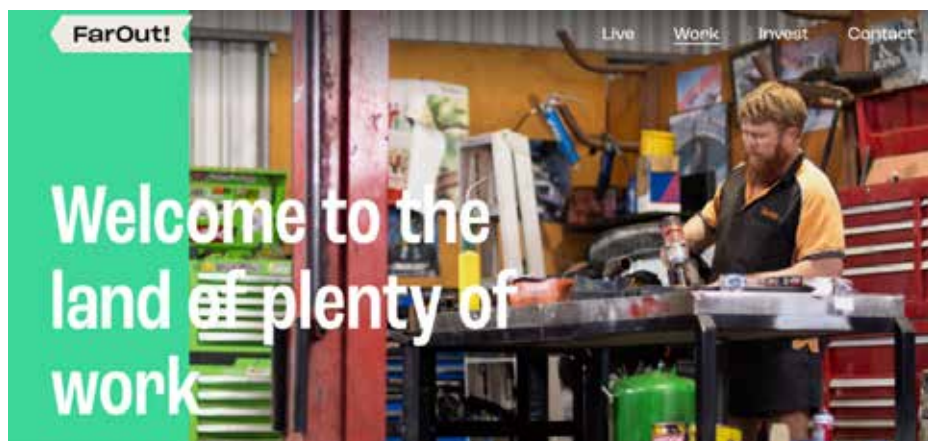
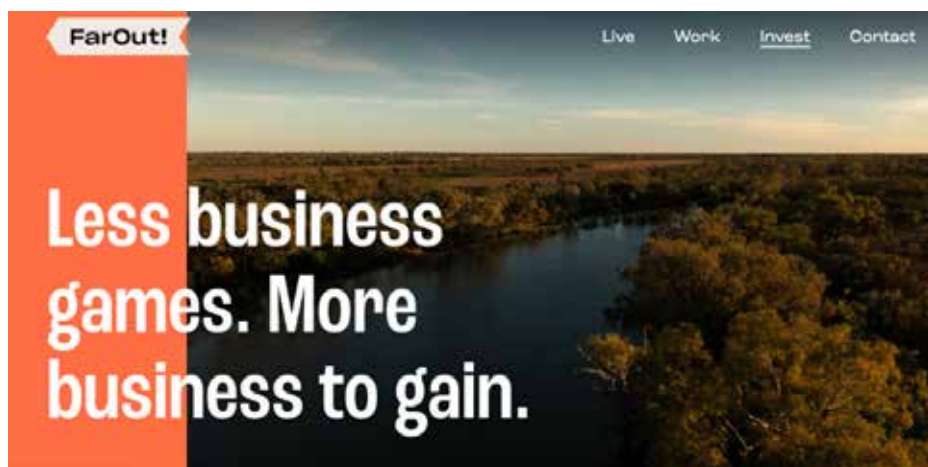
The challenge for RAPAD and the region was, with plenty of living, working, and investing opportunities on offer, the region needed to develop a solution that would engage its audience, promote its offering and genuine personality.

FarOut is a brand designed to awaken the untapped potential of Central West Queensland and spark a new narrative for the region. That narrative is that Central West Queensland is where lifestyle meets opportunity. It's a place that provides people with the chance to escape the coastal and metro bubbles and fast-track their lifestyle, investment, and career goals.

The FarOut website is a genuine lens on the region and an informational platform designed to inform and inspire people to invest, live, and work in Central West Queensland. The website's content includes videos, stories, information, and the latest opportunities from the region. Its primary function is to encourage people from outside of the area to live, work, and invest in Central West Queensland. Its secondary function is to inspire and equip the people of Central West Queensland with new knowledge and opportunities.

A key component of the project was to provide people from outside of the region with a genuine perspective of what it's like to live, work, and invest in Central West Queensland.

This project was funded through the State Governments Remote Area Board (RAB) funding program and the Board. Going into 2022, and with continued State Government support through their RAB funding, we will turbo charge FarOut and launch a major social media campaign.



TOURISM DATA COLLECTION MODEL

Consistent with that same objective:

to support, facilitate, promote and encourage the community, environmental and economic development of the region, the provision of data benchmarks in tourism is similarly important.

In 2019-20 we undertook the first iteration of a tourism data model. Again, in this 2020-21 period RAPAD undertook a follow-up data collection model. The project was originally requested to support the diversification of CWQ's economy through strengthening the tourism sector and building economic resilience in its communities. This second update was followed up in light of COVID and the significant impacts it has had on the Australian tourism economy.

The scope of the project included:

- Identify currently available data sets excluding the following which have already been identified,
- Identify data deficiencies and possible options to obtain data to overcome the deficiencies,
- Develop a scalable model which allows collection and analysis of data to address the regional data deficiencies,
- Deliver a Monitoring and Evaluation Plan detailing the project schedule of activities, mechanisms for monitoring progress and evaluation outcomes to RAPAD for endorsement.

The outcome of these reports was to provide data for the tourism sector in the CWQ region on which to support growth and development.

This project was funded through the State Governments Remote Area Board (RAB) funding program and the Board.



WHAT ELSE?

RAPAD operates a Registered Training Organisation (RTO) and has done since 2010. **RAPAD Skilling*** was formed back then given the lack of training availability in the region and importantly to play a role in ceasing the drain of dollars out of the region to FIFO training providers. RAPAD Skilling has operated now over that period providing training and upskilling while providing local employment. The RTO environment is a tough competitive market and RAPAD Skilling operates effectively in that market where no other RTO was prepared to set up. RAPAD Skilling in some ways is the unsung hero of the organisation. There is no glitz and glamour of some policy wins and projects like FarOut, it's just solid day-in day-out grind.

This past year we have continued our partnership, cash and in-kind, with Queensland University of Technology (QUT) in the ARC Linkage project, **'The Role of the Creative Arts in Regional Australia: A Social Impact Model'**. This project addresses 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 is well aware of the value and place of arts in our regions social and economic fabric, and we welcomed this invitation from QUT several years ago. In 2022 we hope to work closely with the research team, and our close friends from Red Ridge (Interior Queensland), to help bring the research findings to the Central West.

We remain as one of the three members of the **Western Queensland Alliance of Councils**, initiated back in late 2019, to leverage and enhance our advocacy issues. In 2021 the WQAC hosted the very successful annual assembly in Richmond with that communique available on the WQAC's website. COVID dependant, fingers crossed the 2022 event will occur in Charleville in the first half of 2022.

We completed the State Government funded **Regional Skills and Investment Strategy*** project and as a part of RSIS, the **Skilling Queenslanders for Work** project.



4. Source - <https://research.qut.edu.au/cpfsi/projects/the-role-of-the-creative-arts-in-regional-australia-a-social-impact-model/>

* Project further elaborated on in following pages

We continued as secretariat for the **Central West Regional Pest Management Group (CWRPMG)**, a RAPAD initiative commencing approximately Ten years ago. Every council has legislative responsibilities regarding pest animals and plant control and regional collaboration is important. The membership of the CWRPMG is the seven RAPAD councils together with Desert Channels Queensland, Queensland Department of Agriculture and Fisheries, AgForce and the Department of Resources.

The RAPAD initiative - **www.notjustafence.org** continues on providing an easy to read, visually attractive display of cluster fencing* information. It is presently being updated to capture more cluster fencing information and we hope to see that done in early 2022.

Through **Rural Financial Counselling Service North Queensland*** (www.rfcsnq.com.au) RAPAD has continued to deliver the rural financial counselling and small business financial counselling service across the CWQ and wider North Queensland region. In late 2020 we had to re-tender for the delivery of the service for the 1 July 21 to 30 June 24 period and I'm pleased to say we won that tender. Currently RFCSNQ has six rural financial counsellors and five small business financial counsellors servicing the North Queensland service region.

In this period, we partnered with the University of Southern Queensland to support the **Southern Queensland and Northern New South Wales, Drought Resilience Adoption and Innovation Hub***.

Including our six-month funding of a part time specialist policy and communications support role, we continue to work closely with Sunshot Energy and the Barcaldine Regional Council on the proposed **Barcaldine Renewable Energy Zone*** (BREZ). 'From acorns, great oaks grow', so the saying goes and back in 2018 we scratched our heads and wondered how we would breathe life into this regional priority area from our strategic plan:

3.3 Energy Outcome: Secure affordable energy supplies particularly focusing on renewable energy opportunities that bring transformative benefit to the RAPAD region.

Years on from that, and the signs are promising, and with much work to go, the BREZ has the potential to be the truly transformative for the CWQ region and we thank Professor Ross Guarnaut for his passionate pursuit of this initiative.

We provided \$50,000 for further business planning for the proposed Blackall Wool Processing facility, an initiative of the Blackall-Tambo Regional Council. Like the proposed BREZ, this project too can truly be a transformative change for the region.

We engaged on a service provider model a specialist provider, GWI, to act as **RAPAD's Chief Digital Officer***.

Leading on from a November Board 2019 resolution, and in partnership with LGAQ we funded the development of the **SUSTAINABLE FUNDING OPTIONS FOR STOCK ROUTE NETWORK** discussion paper. Currently before member councils of RAPAD and the Southwest ROC, a consensus position is being sought and pending that, further actions taking place in 2022.

We were a sponsor of the Leading in the Central West, leadership program held in Blackall.

We took a position on the State Governments recently formed **Lake Eyre Basin Advisory Group**, with the Chair being nominated for this. Indicative of longevity of policy processes, RAPAD has had an extensive history with the LEB stakeholder groups iterations, commencing with the Wild Rivers Advisory Group established under the then Labor Government in 2010 where RAPAD played a key role in establishing a consultative process for what was then a very divisive issue.

With the change of Government in 2012, the incoming Newman Government Minister, Andrew Cripps, replaced the LEBWRAG with the Western Rivers Advisory Group (WRAP).

Now, ten years later from that Wild Rivers policy, we're entering a third iteration.



Hon Stephen Robertson MP
Member for Stretton

RECEIVED
24 AUG 2010

BY:.....



Queensland
Government

Minister for Natural Resources,
Mines and Energy and
Minister for Trade

Ref CTS 13458/10

Mr David Arnold
General Manager
Remote Area Planning and Development Board
PO Box 592
LONGREACH QLD 4730

17 AUG 2010

Dear Mr Arnold

In support of the ongoing wild river process in the Lake Eyre Basin, I have decided to establish a Lake Eyre Basin Wild Rivers Advisory Panel to consider wild river matters pertaining to the Lake Eyre Basin and provide advice directly to me about those matters. The advice of the panel will be considered by me as part of my decisions on wild river matters for the Lake Eyre Basin.

In recognition of the lead role RAPAD has undertaken in the Lake Eyre Basin wild rivers consultation process to date, I would like to invite RAPAD to assist the Department of Environment and Resource Management in the formation and of the Lake Eyre Basin Wild Rivers Advisory Panel and the coordination of subsequent meetings of this panel. The Terms of Reference for the panel are enclosed for your information.

I have identified the key stakeholder organisations listed below to be invited to be represented on the panel.

- Central Western Regional Organisation of Councils
- Western Queensland Local Government Association – (to cover councils that are not part of CWROC)
- South West Queensland Local Government Association (to cover councils that are not part of CWROC)
- AgForce Queensland
- Desert Channels Queensland
- Desert Channels Queensland Aboriginal Advisory Group
- Coopers Creek Catchment Committee
- Georgina-Diamantina Catchment Committee
- Western Rivers Alliance
- A resources sector representative (mining, gas and petroleum)
- Lake Eyre Basin Community Advisory Committee
- Lake Eyre Basin Scientific Advisory Panel

Level 17

Each group is to be invited to nominate one representative other than the Desert Channels Queensland Aboriginal Advisory Group which is to have one male and one female representative.

I invite RAPAD to approach these stakeholder groups to seek their nominations for representatives to participate on the panel. Once nominees have been received, RAPAD are to collaborate with the department to jointly select and recommend nominees to me for my approval.

The department will undertake procurement procedures to formalise the department's engagement of RAPAD for undertaking the role of forming the panel and coordinating subsequent meetings.

Should you have any further enquiries, please do not hesitate to contact Mr Scott Buchanan, Project Director – Wild Rivers of the department on telephone 3225 1023.

Yours sincerely

STEPHEN ROBERTSON MP

Enc

We have initiated and funded the **CWQ Brewery** concept and beer trial. Currently 3 labels and a beer have been trialled and it is proposed that in 2022 we'll trial labels for the remaining 4 local government regions. The vision is, a brewery once again in the Central West, producing beer uniquely labelled for our region



As per the footnote, several of these projects, businesses and activities which I've outlined above are further elaborated on in the following pages.

While the essence of an annual report is to outline what it is we've done for the year, I've also given at the start, a context, those policy and regional economic development modes we operate in to give greater depth and understanding for the reader of what it is we do and why. In the following pages I have elaborated on several projects and activities to provide more detail. I hope this broad outline and the following, more detailed case studies, sheds light on the organisation's objectives; our strategic and operational modus operandi demonstrated through what it is RAPAD is doing and will continue to into 2022 and further.

In closing I'd like to thank the Board and all staff for their dedicated efforts and the many friends and stakeholders of RAPAD who give both the organisation and I much needed support and guidance.

DAVID ARNOLD
CEO

RAPAD SKILLING

RAPAD Skilling an entity that seems to survive no matter what is thrown at it.

With its inclusion in the cutthroat VET industry it takes its place as a formidable RTO that can stand by its reputation to deliver relevant high quality training throughout the Central West in various industries. Its willingness to travel and deliver face to face training to its wide and varied client base has shown that RAPAD Skilling has what it takes to stand apart from its competition across its fields of delivery.

The ability of the RAPAD Skilling team to be able to adapt and conquer their skill levels to work with their client base to deliver relevant personable training that fits all levels of compliance requirements sits this small group of people at the top of their game. A willingness to work with a client to find the best in them rather than trying to conform a client into a set way has created a reputation of RAPAD Skilling caring for their client's individuality and not just seeing their clients as numbers or dollar signs, as at times the larger organisations seem to do.

RAPAD Skilling has continued its efforts with local district schools, with partnerships formed and training conducted as required throughout the year catering for student's needs. This is in the hope that these students will then see that there are opportunities for them if they stay in the district and help the smaller communities survive into the future.

The opportunities that RAPAD Skilling offers clients to obtain a qualification certificate, statement of attainment or licences, is quite large considering the size of the organisation. It prides itself on supplying relevant training to its core clients which are Council's from around the RAPAD district. RAPAD Skilling's focus is on delivery of civil construction based training to these councils to allow them and private industry to



have well trained qualified safe workforces. As well as delivery of the civil component training RAPAD Skilling prides itself in its diversity and is able to deliver training in many other industry focused areas to its client base as the list below shows -

- Civil Construction
- Business
- Traffic Management
- Community Services and Individual Support
- Health Support Services
- First Aid, CPR, LVR Courses
- Whitecard and Health and Safety Representative Courses
- Tourism and Events

RAPAD Skilling's strategy moving forward is to not lose focus on providing better service to our current clientele and to look into expansion of our training delivery into areas outside the RAPAD region to ensure stability for the organisation in the coming years. A focused based approach to achieve the aim of building for a better future will keep the RAPAD Skilling team busy as the foundation for bigger and better things begins to take shape.

QUEENSLAND FERAL PEST INITIATIVE

The Queensland Feral Pest Initiative continues to deliver for the RAPAD region, proving the project's motto - it's not just a fence.

In 2021 RAPAD, operating through the Queensland Feral Pest Initiative (QFPI), was successful in its bid to deliver a project under the Australian Government Pest Animals and Weeds (AGPAW) program for cluster fencing arrangements in areas with high wild dog density. RAPAD was allocated additional funding from Round 3 as well as Round 5 totaling \$2,469,985 (GST exclusive) for the region.

Round 5 will deliver:

- 9 clusters
- 30 landholders involved
- Fencing 742.4km
- Protecting 666,73 ha from wild dogs;
- \$5.94 million committed by landholders ;
- Will see sheep numbers grow from 34,147 to an expected 199,916, an expected increase of 165,769;
- 31 new jobs in agriculture

For the RAPAD region this funding is about more than just a fence, it is about:

- empowering people and giving them back control of their time, finances and wellbeing;
- delivering regional prosperity through reduced credit problems;
- growing employment opportunities and full sporting teams; and
- enabling people to become better equipped to manage total grazing pressure and withstand future drought events.



This funding will complement that received in previous rounds which in total has delivered:

- \$12.3 million in Government funding;
- \$29.7 million committed by landholders;
- \$42 million total project;
- Producers spending 71% on average of the total cost of the fence;
- 40 clusters
- 165 landholders involved
- 4017km of fencing
- Protecting 2,246,773 ha from wild dogs
- 139 new jobs in agriculture in the region
- \$56.3 million in annual regional economic benefit
- \$21.2 million increase in regional gross margins
- \$4.57 per year every year from \$1 government spend;
- Will see an expected increase in sheep numbers in the region of 707,180
- Will see lambing rates from an average 22% to an expected increase of 75%.

This project's long term goal remains, for the project to be the catalyst for achieving significant improvement in profitability of regional businesses (both rural and non-rural) through the demonstration of the economic, social and environmental benefit of cluster fencing.

CHIEF DIGITAL OFFICER

RAPAD has identified Technology and the Digital Economy as a Priority Area to empower the region, as highlighted in RAPAD's Strategic Plan 2018-2021.

Why Digital? The digital and technology sector is now one of the most important drivers of economic growth, contributing \$167 billion (8.5%) to GDP, and employing one in 16 Australians in 2020-21. Digital and technology jobs grew at more than twice the rate of average employment over the last decade, and the sector is forecast to employ over 1 million Australians by 2025.

To harness this potential for the region, RAPAD identified the need for a Chief Digital Officer (CDO) to provide the strategic digital leadership required to drive the digitalisation of the region to foster innovation, creativity, and entrepreneurship.

In 2021, RAPAD engaged a CDO-as-a-service (CDOaaS), provided by consulting firm GWI, to benefit from access to a diverse range of professional skills and capabilities, and the ability to scale to meet RAPAD's needs.

In 2021, the CDO achieved the following:

- Completed a region-wide Digital Health Check to assess base-line digital capabilities and priorities digital initiatives and projects that will have the greatest benefit to the region.
- Developed a 12-month Digital Action Plan to address priority risks, pursue opportunities, and track progress and momentum across the digital program.
- Prepared submissions to several government discussion papers, including the *Queensland Innovation Places Strategy* and the *State Infrastructure Plan*.
- Supported several grant submissions.
- Engaged with telecommunications providers regarding network ambitions for the region.
- Engaged with government, industry, and other stakeholders on RAPAD's behalf to stimulate interest, create new relationships, attract investment and enable the creation of new opportunities for the region.
- Provided ongoing digital advisory to RAPAD and the constituent councils.



In 2022, the CDO will:

- Continue to provide telecommunications support and advisory to the Boulia Shire Council.
- Provide the Barcoo Shire Council with advisory on their Managed Telephony and Managed Service Contract.
- Continue to provide advisory to the RAPAD councils and engage with the vendor on the NexGen program of work.
- Develop an interactive tool as part of the website redevelopment to align jobseekers to relevant training and funding opportunities with RAPAD Skilling.
- Continue to support the development of the website and GoFarOut campaign.
- Continue to participate in the Department of Communities, Housing and Digital Economy (DCHDE) Digital Advisory Group on behalf of RAPAD.
- Continue to progress discussions with USQ regarding RAPAD's involvement in the Drought Hub project.
- Continue to monitor for grant and industry submission opportunities in support of RAPAD's strategic goals and objectives.
- Continue to engage with industry and stakeholder's on RAPAD's behalf.

CWQ SKILLS INVESTMENT PROJECT

RAPAD partnered with the Queensland Government to identify current and emerging jobs in the CWQ region to ensure there is a supply of skilled local people to meet this demand.

This partnership was the Queensland Government's Regional Skills Investment Strategy (RSIS), a \$9 million initiative funded over four years that supported 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 aimed to bridge the gap between existing training opportunities provided through the Annual VET Investment Plan and current workforce skill needs in targeted regions.

RAPAD secured the 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 worked with local businesses, industry bodies and community stakeholders to:

- identify available and emerging jobs in the target industries and the skills needed,
- analyse the training options and identify gaps or issues in the region, and
- collaborated 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.

The CWQ Skills Investment Project was guided by local community and industry stakeholders through an engaged reference group.

A Reference Group for all three key industries was established and convened in November 2018 with engagement from stakeholders across key industries. Stakeholder participants varied from quarter to quarter,

with representation from a broad cross-section of industry across the RAPAD region.

In 2020, the Reference Group was split into two, to better allow for relevance to industry topics – Community Services / Tourism and Hospitality; and Agriculture (Sheep and Wool). Attendance by stakeholders was increased and participation was more robust.

Collaborative networks were quickly established by the RSIS Coordinator, engaging local employers, industry associations and other relevant stakeholders to identify and address local training and skills needs. Stakeholders were invited to join the Reference Group or contribute ideas and feedback to the RSIS Coordinator.

Collaboration happened throughout the region, with RSIS Coordinator visiting each of the 18 communities in the seven LGA's across the RAPAD Region. The Small Business Roadshow travelled to several of these communities in late 2019, further engaging employers in these communities and providing the chance to promote training opportunities.

Key areas of focus identified were lack of customer service skills amongst tourism and hospitality employees, qualified staff to work in aged care and individual support sectors, lack of skilled shearing/sheep and wool/rural operations staff across the region and financial literacy lacking the rural sector.

Solutions were devised and a successful Business Case for 100 funded places for a **Customer Service Skill Set** was developed and offered across the region to anyone working in or looking for work in the hospitality / tourism sector.

The two units offered - SITXCCS006: Provide service to customers and SITXCOM002 -Show social and cultural sensitivity, from the Hospitality training package was delivered by RAPAD Skilling in 2020/21 with 26 participants from four locations across the RAPAD region. The low numbers of engagement can be attributed to restrictions due to COVID-19, the busyness of the tourist season once COVID restrictions were lifted, and the lack of interest from employers to invest in the training despite Customer Services being identified as a key area to be addressed across the region.

Gaining **Skilling Queenslanders for Work** funding to address the shortage of skilled aged care and individual support staff saw the development of the Caring Workforce Initiative, offering up to 25 participants across the region the opportunity to undertake a **Certificate III in Individual Support (Aged Care)**. Cohorts were facilitated in Longreach, Barcaldine, Blackall, and Winton, with participants from Aramac and Tambo also joining training via the ZOOM platform. 25 participants engaged in training with well over half of the participants offered employment in the sector.



BLACKALL

Caring Workforce Initiative

OUTCOME
CHC3015 Certificate III in Individual Support

LOCATION
Blackall

DATES
Commencing 24 August (with a break for school holidays)
Participants will be required to attend work placement, will be provided with uniforms and assistance for placement in the industry

With growing demand for qualified workers in the care sector, now is the time to take advantage of this training opportunity.

Gain your Certificate III in Individual Support with industry recognised trainers and real hands-on experience provided through the Caring Workforce Initiative.

WHO IS THE TRAINING FOR?
This program is suitable for people who are:

- already working in the aged care and disability sectors and are under-employed or under-utilised;
- over the age of 45 years;
- disadvantaged job seekers;
- women re-entering the workforce.

WHAT DO YOU GET?

- Fully supported training over a 14 week program;
- a fully funded qualification;
- training schedule that balances theory and practical application in real-world settings;
- wrap around training – work readiness and personal development;
- uniforms supplied;
- simulated work environment.

WANT TO FIND OUT MORE?

CONTACT HEATHER SORENSEN
Project Coordinator
Email: hsorensen@rapad.com.au
Phone: 0438 330 378

Logos: RAPAD, Skills Assure, RAPAD SKILLING, WYKOSONE

This training opportunity is funded through the Skilling Queenslanders for Work program.

www.rapad.com.au

Business Case approval for **Novice Sheep and Wool training**, which included five units of competency, delivered by UQSkills in Longreach, with participants from across the RAPAD region successfully saw 14 participants undertake:

AHCWHS301 - Contribute to work health and safety processes
AHCWRK204 - Work effectively in the industry

AHCWOL305 - Prepare skirtings and oddments

AHCSHG205 - Grind combs and cutters for machine handling
AHCSHG206 - Prepare handpiece and downtube for machine shearing

The Novice Sheep and Wool training was designed as an introduction into the sheep and wool sector and gave participants an understanding of accredited training and where this skill set could take them on their training journey. It proved popular in getting the local industry talking about future training and specialised training within the sector.





The Farm Business Management Skill Set was identified very early on as being critical for primary producers across the region to give them a greater understanding of their business capacity and assist with applying for disaster relief and recovery funding. Whilst there was a lot of interest initially for the training, COVID-19 forced several postponements and restricted travel of the trainer. Eight participants completed the training in December in two locations.

Additional ad-hoc one-on-one training solutions were also identified assisting small businesses to employ apprentices or trainees or help businesses and individuals navigate their way through RTO's to find appropriate qualifications.

Seventy-two participants from across the region accessed training linked directly to the initiatives of the RSIS project. Of the three key areas identified under the project guidelines, 25 participants were from the Community Services Aged Care sector, and 21 from Agriculture (with 18 having a direct involvement in the sheep and wool industry). The remaining 26 places were taken up by those in the tourism industry.

As a result of the RSIS project, businesses and industry groups become more aware of training initiatives and have had the opportunity to participate in training that might not have otherwise been available (eg: Customer Service Skill Set), or participants were unaware of (eg: Farm Business Management Skill Set).

RURAL FINANCIAL COUNSELLING SERVICE

RAPAD continues its delivery of the Australian and Queensland government funded Rural Financial Counselling Service (RFCS) across our RAPAD region¹, 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.

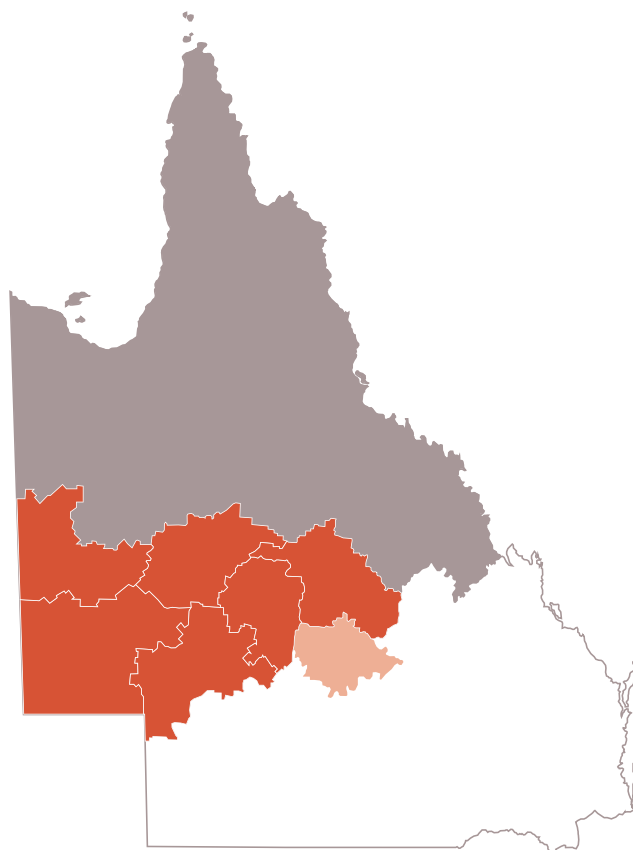
This report covers the period from 1 July 2020 – 30 June 2021.

All local government areas across the RAPAD region are continuing to deal with the ongoing drought conditions with Winton council area additionally dealing with continued recovery from the 2019 North Queensland Monsoon.

The below graph shows access to the service by local government area over the 12-month period to 30 June 2021.



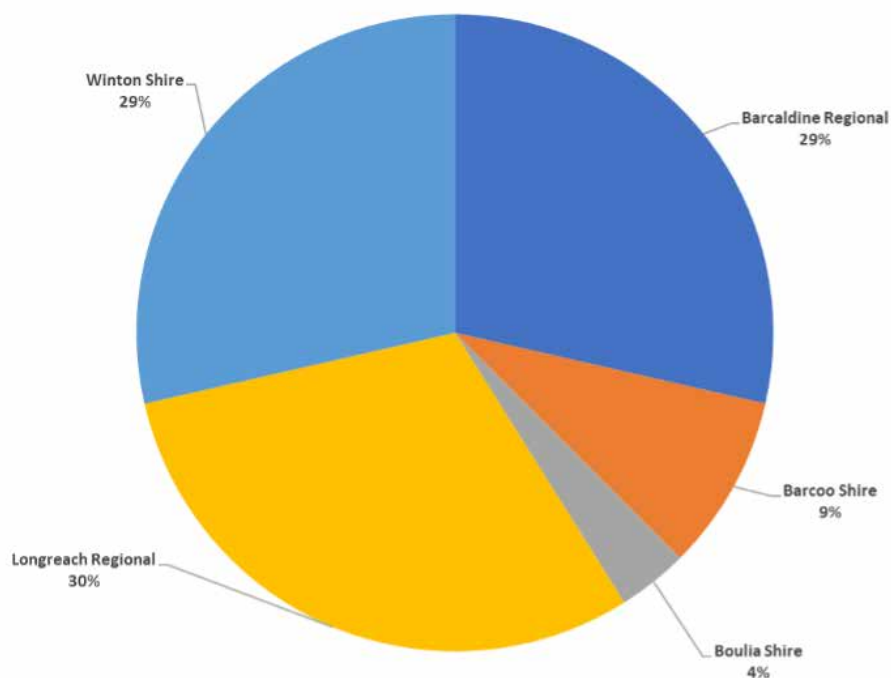
RFCs servicing areas in the RAPAD region above: (left) Rachel Bock and (right) Emma Cook.



Map of the RFCSNQ service area, highlighting the RAPAD councils in red.

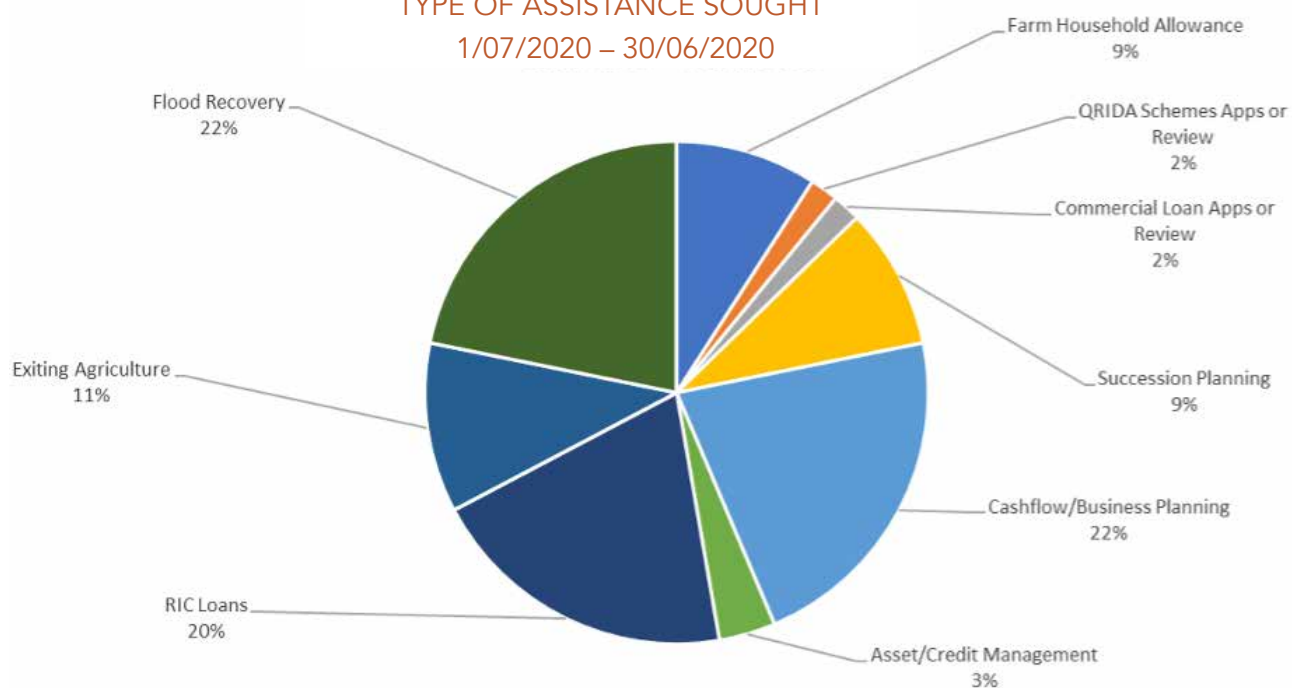
1. Excluding Blackall-Tambo Regional Council which is serviced by RFCSSQ as of 2016 due to government changes to service regions.

CLIENT REPRESENTATION PER RAPAD LGA 1/07/2020 – 30/06/2021



The below graph displays the reasons clients have accessed RFCS across the RAPAD region.

TYPE OF ASSISTANCE SOUGHT 1/07/2020 – 30/06/2020

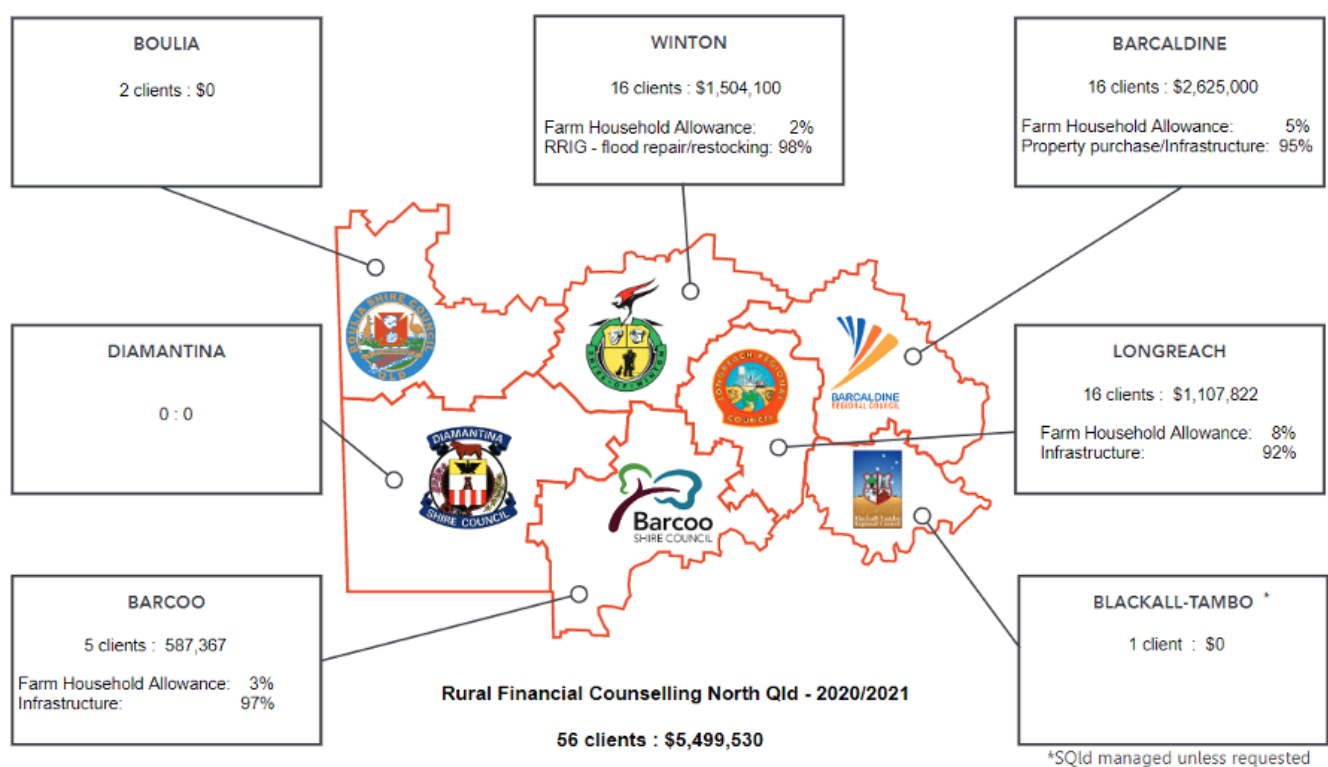


With the cattle market strong, the service had an increase in clients seeking assistance with business planning and cashflow assistance. Whilst some clients diversified others sold off stock and/or property to reduce debt.

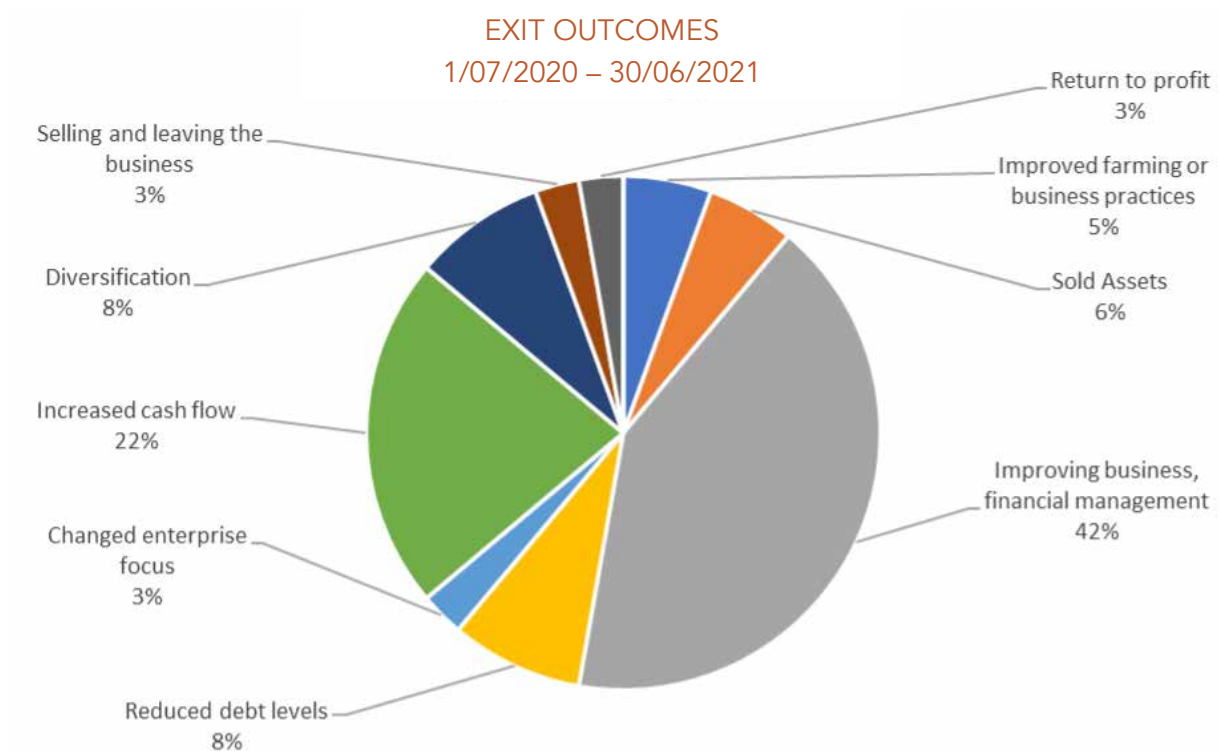
We have seen an increase in producers accessing the service for assistance with exiting the industry. 50% of those exiting the industry were long-term credit management clients whilst the other 50% were older clients opting to retire from the industry and take advantage of strong property prices. All those who have exited the industry have cleared their debts with enough left over to become self-funded retirees.

Flood recovery clients continue to access the service to obtain assistance with the QRIDA Restocking, Replanting and On-farm Infrastructure Grant (RRIG) and other business planning. Applications for the RRIG close in June 2022 and there are still eligible producers who are yet to apply.

The below map shows funds received across the RAPAD region which our Rural Financial Counsellors have assisted clients to obtain. The map does not include interest savings realised through accessing the RIC 0% drought loan.



The graph below shows outcomes for those clients who left the service in the reporting period:



You will note representation of the exit outcome 'Selling and leaving the business' is low as the majority of those who have exited the industry are still active clients. Our counsellors take the time to ensure clients exiting from the industry are well equipped with information and/or professional advisers and other services required to successfully manage their future affairs following their exit from industry.

With the RAPAD local government areas about to enter their ninth 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.

CLIENT FEEDBACK ON RFCNSQ IN THE RAPAD REGION

“

This is our second time working with our RFCS counsellor and both times have been of enormous benefit. We have gained vital assistance in improving our record-keeping and cash-flow budgeting, giving us a much better understanding of our monthly profit and loss and overall financial position. This has helped particularly as we had to expand our business to become more sustainable, giving us long term viability in tougher climatic conditions.

“

I could not speak more highly of our RFCS counsellor. She has been very efficient and professional in every aspect of helping us refinance our business. Her dedication to her job goes far above and beyond anything that would normally be expected.

“

Our Counsellor was an unbelievable support for us with her professionalism, we would not have got the government assistance if it was not for her guidance. We encourage people to use this service as we would not be on the land without it.

“

RFCS has been most helpful in so many ways over the years. We have been using this service for 20 years and have used it in every way possible. At the beginning it was Family succession when we first came back to the property, sustainable financing when looking at loans and debt restructuring in the following years, better understanding of business opportunities and helping to upskill in book-keeping skills and maintaining budgets to keep on track. RFCS has given us a lot of support and confidence to keep going through 8 years of drought and a crippling flood event in 2019.

SMALL BUSINESS FINANCIAL COUNSELLING

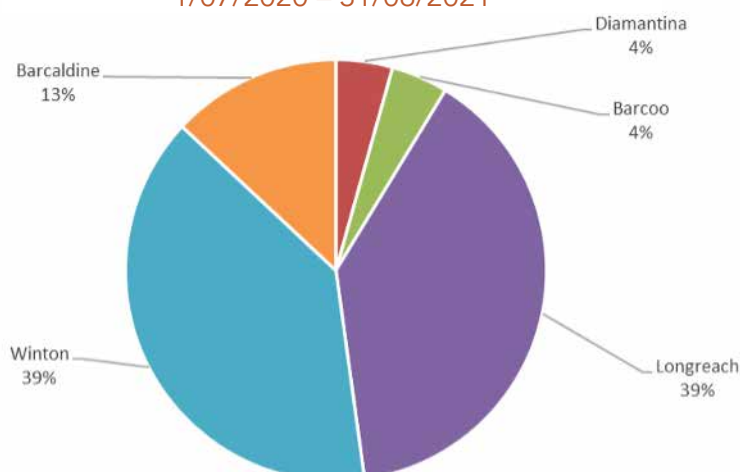
Small Business Financial Counselling North Queensland is a part of Rural Financial Counselling Service North Queensland. The Drought Communities Small Business Program and the Small Business Financial Counselling Service are supported by Australian and Queensland Governments.

Our small business financial counsellors have been a committed and reliable presence in towns within the RAPAD region. Regular face to face visits with new and existing clients has provided opportunities to engage authentically, building meaningful relationships that allow for the acceptance of assistance by business owners suffering financial hardship. This funding ceases on 31 December 2021 and in turn the Small Business Financial Counselling Service across the RAPAD region will also cease.

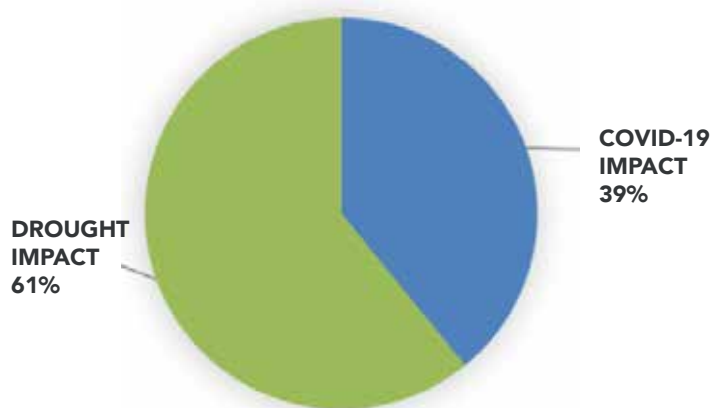
Further detail on Rural Financial Counselling Service North Queensland can be found by visiting the website at www.rfcsnq.com.au.

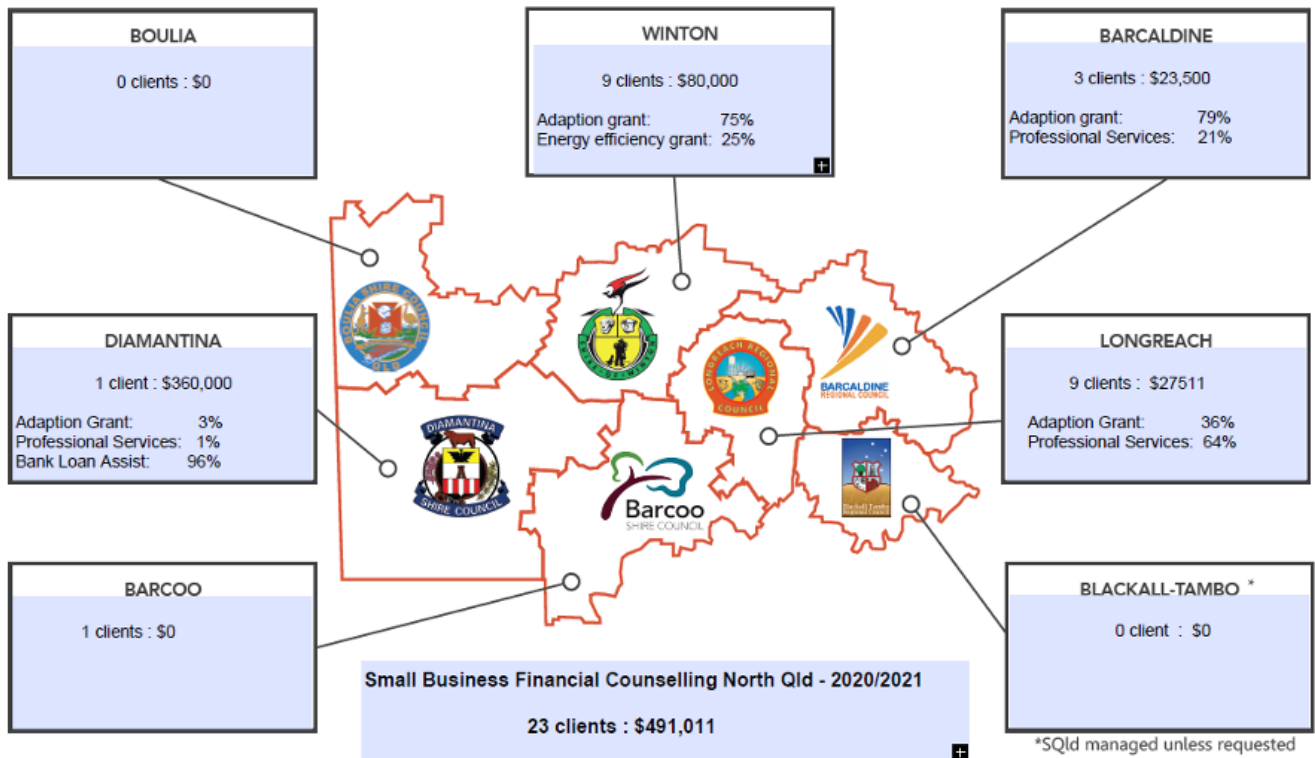


CLIENT REPRESENTATION PER RAPAD LGA
1/07/2020 – 31/06/2021



HARDSHIP REASON
1/07/2020 – 31/06/2021





Barcaldine Renewable Energy Zone (BREZ)

Australia's first regional zero emission business development



A dynamic industrial **business hub** to create economic development in central west Queensland.



First Commercial scale '**Zero-Carbon Urea**' manufactured with renewable Energy, Hydrogen and CO₂ to replace imports.



A complementary **group of businesses** that use Barcaldine's advantages to **supply products to regional Queensland and across Australia.**

OUR MISSION IS TO ENABLE GLOBALLY COMPETITIVE MANUFACTURING IN AUSTRALIA, WITH A SUSTAINABLE ENERGY COST ADVANTAGE

BREZ

A project with purpose and powerful impact

Starting with initial discussions in 2017, the Remote Area Planning and Development Board (RAPAD) of Central Western Queensland has worked with Sunshot Industries to develop the BREZ model.

The group made up of seven local governments and covering around 23 per cent of Queensland, approached Sunshot with the aim of identifying new industries that could expand employment and economic growth using the region's renewable resources.

After identifying several promising industrial projects, it was decided to initially focus on development of one industrial zone and use it as a prototype for future locations.

Barcaldine was selected as the preferred location due to its significant advantages for a renewable energy industrial development hub, including:

- » good supporting infrastructure including a 132 kV transmission line connecting to the NEM
- » good road and rail connection
- » connection to the main NBN link from Darwin through to eastern Australia
- » an active airport and proximity to the Ergon network centre with a gas pipeline connection
- » a strong and committed local government.

Outstanding support

The local support in Barcaldine from the council, business and community, and from all seven RAPAD Mayors, demonstrates the growing understanding in regional Australia of the value of their renewable energy and biomass resources to deliver economic benefits now and into the future.

Since its inception discussion has been held with industrial partners who would locate at the BREZ. Heads of Agreement have been signed with the 10 businesses that have agreed to invest in the industrial site, stating intention to locate at the BREZ, and outlining features of their projects: investment level; employment; and industrial requirements for energy, water, chemical inputs and freight.

BREZ is a transformational model for regional areas across the country.

Developments like this can provide industrial activity, employment and incomes, as well as inputs for agriculture and other local industries, all based on some of the world's best combinations of renewable energy potential.

Successful delivery of this model will make Australia a leader in decentralised global green industrial development.

BREZ will turn Barcaldine's natural advantages into jobs and economic growth



~500

direct ongoing jobs
+ 1000 during construction

\$883M

in capital investment
to set up tenant
businesses



The project will be implemented in 3 stages to **minimise risk** and **create economic activity** in Barcaldine in a **sustainable manner**.

BREZ tenant businesses will produce **valuable products** for supply to **regional Queensland** and **across Australia**.



Future growth potential and circular economy impact when the Hub is fully established.

BREZ Business Model

BREZ will pioneer sophisticated zero emissions production of hydrogen, ammonia and urea, processing of minerals and intensive horticulture.

The plan outlined in our *Barcaldine Renewable Energy Zone: a model for regions in transition* report envisages a regional investment in 2021 dollar-terms of \$2.1 billion over ten years, up to \$5.4 billion over 20 years, securing around 470 new permanent jobs across ten new businesses.

Sunshot Industries and its sister company ZEN Energy will take responsibility for supplying renewable energy and hydrogen at highly competitive prices to the intensive horticulture ammonia, urea production.

Hydrogen, ammonia to urea processing: commercial-scale green hydrogen facility producing 60,000 tonnes p.a of ammonia intermediary to make 107,000 tonnes p.a. of urea and optionally AdBlue.

Renewable electricity supply: providing BREZ businesses (wholesale and retail) with some export sales to the Queensland grid, supplied by ZEN Energy.

Protected intensive horticulture: including a large-scale horticulture under contract with national supermarket chains grown in 10 hectare greenhouse using sustainably sourced carbon dioxide and renewable energy.

Mineral processing: including a vanadium processing electrolyte plant capacity at 15MWh p.a. scaling up to 80-85MWH p.a. once the VECCO group's Julia Creek vanadium mine reaches full operating capacity.

Project snapshot

Scope

Developing infrastructure and services for tenant businesses to use BREZ as their new manufacturing location



Affordable land

Affordable renewable energy based power supply

Easy access to other utilities and services

✓ **Foster innovation at industrial scale** as part of setting up Australia's first commercial scale 'Zero-Carbon Urea' plant

✓ **First of its kind mobile pyrolysis** - transformational for the bioenergy sector

✓ **Intensive biomass agriculture**

✓ **Production of CO₂** by oxy-firing biomass

Key Outputs

Finished products from key tenants

Horticultural products

fruits and vegetables

Fertiliser products

Green Urea, Biochar

Industrial products

Vanadium Flow Battery, High value raw materials

Consumer products

Essential oils, skin products, high grade BBQ charcoal

Components

80MW wind, **90MW** solar

80,000t biomass based CO₂ to supply Green Urea plant and horticultural farm



BREZ development stages

	STAGE 1 - current stage	STAGE 2	STAGE 3
Key components	<ul style="list-style-type: none"> » BREZ site connected with all the utilities: electricity, water, gas » Site civil works completed » First businesses up and running 	<ul style="list-style-type: none"> » Second set of businesses up and running 	<ul style="list-style-type: none"> » Solar and Wind Energy for Stage-3 » Third set of businesses up and running (including Urea Plant with its components such as Electrolyser Plant, Ammonia Plant)
Key momentum drivers	<ul style="list-style-type: none"> » Sunshot – BRC JV completed » Qld Govt grant for site construction received » DA approved » Tenants receiving Qld Govt support for movement 	<ul style="list-style-type: none"> » Tenants receiving Qld Govt support for movement » Tenants signing binding agreement for movement 	<ul style="list-style-type: none"> » ARENA grant received » NAIF debt received » Urea offtake binding agreement signed off » Biochar offtake binding agreement signed off

Renewable Resources

Underpinning the BREZ model is the provision of competitively priced, sustainable and reliable zero-emission inputs including energy, biomass and water.

The renewable energy resources in the Barcaldine region are abundant. The solar resource is the best of all locations connected to the national electricity grid in eastern Australia and is outstanding by international standards. The wind resource is good.

A significant proportion of energy demand can be supplied by blending local wind and solar supply.

With an existing 132kv transmission line connecting to the NEM via Clermont, Barcaldine is well situated at the nexus of reliable grid connectivity and renewable resource. It is far enough inland to enjoy high insolation and to avoid the impact of tropical cyclones.

Solar and Wind Resources

The combination of the extremely high-quality solar resource combined with good quality wind resource facilitates consistent supply.

Importantly, the diurnal energy profile of the wind resource lends itself favourably to complement solar generation. For the BREZ perspective, it means a significant proportion of energy demand can be supplied by blending local wind and solar supply.

Water Resources

Water for BREZ will be sustainably sourced from a number of aquifers within the Great Artesian Basin.

Barcaldine is within proximity to areas with immense prospectivity for many critical minerals.

Biomass Feedstock Resources

Initially feedstock will be supplied in partnership with environmental management groups responsible for clearing prickly acacia from a 22 million hectare area across northern and central Queensland.

Further assessments of prickly acacia feedstock extending to a 200km radius will confirm BREZ feedstock longevity over the planned project life of 30 years. Anecdotally there are denser concentrations further afield, especially to the north and northwest, these would be removed at much lower cost and would be accessible commercially to Renegeri mobile pyrolysis units.

Using prickly acacia will have added benefit of contributing to its eradication. As prickly acacia supply is exhausted, feedstocks will be provided from productive plantations (see page 5).

Mineral Resources

Barcaldine is within proximity to areas with immense prospectivity for many critical minerals.

- » North West Minerals Province has large undeveloped resources of copper and cobalt.
- » Within the Eromanga Basin, vanadium in the Toolebuc formation around Julia Creek, are being developed by VECCO to source ore for its proposed BREZ processing plant.
- » The Toolebuc formation outcrops along the eastern margin of the Eromanga Basin all the way south from Julia Creek to Barcaldine, provide some potential for more local sources of ore.

Land Carbon & Productive Plantation Business Model

Australia is well endowed with land for absorbing carbon and growing biomass. There are significant opportunities to store carbon in our semi-arid landscapes.

Storing carbon in landscapes while co-producing commercially valuable oils, seeds or fruits and biomass for industry provides for a land use model that augments established agricultural and pastoral purposes with diversified additional revenue streams.

Similarly, as a soil amendment, biochar can improve land productivity. Such 'value stacking' of revenue streams can improve long-term profitability of land-use systems by increasing resilience to changing climates. Re-forestation of shelter belts and wind breaks has co-benefits such as improved soil health and water retention with concomitant increase in agricultural productivity.

Trial plantations for biomass feedstock

Trial plantations will provide BREZ biomass feedstock requirements to remove reliance on prickly acacia when required. Plantation rotations will be scheduled with varying harvest years. Most will be short rotations, but some woody species will provide long rotation biomass of over 25 years.

Blue agave (*Agave tequilana*) has been targeted as a suitable pyrolysis feedstock for Renergi with a liquid by-product that is valuable as an input into stock feed or chemical manufactures.

Following initial harvest, it is estimated that 8,950 hectares planted on rotation can supply all of the 145,000 tonnes BREZ annual biomass requirement. It will be a valuable economic activity in itself, with potential for large-scale expansion.

The renewable energy resources in the Barcardine region are abundant.



Urea production

Urea is one of the top three globally traded chemicals, with Australia currently importing 92 per cent of its annual ~1.9 million tonnes demand. Conventional urea production uses fossil gas or coal as feedstock.

As is typical of agriculture commodities, the urea market is characterised by high volatility driven by seasonal weather patterns and global shipping demand.

The incentives for increasing local Australian production are clear.

- » Increasing international prices AUD\$340-560 per tonne with shipping to Queensland typically adding ~AUD\$50 to the landed cost, excluding delivery duty.
- » Urea prices in Australia have risen sharply over the past year, reflecting high gas prices, steep rises in freight costs and reluctance to invest globally in new capacity in highly emissions-intensive activities.
- » Queensland farmers have reported paying AUD\$900 per tonne delivered for summer crops planted in the Spring of 2021.
- » Global constraints on expansion of emissions-intensive production from traditional sources are expected to place continuing upward pressure on international prices and to generate continuing concerns about supply chain reliability.
- » As China, the world's largest supplier, attempts to reduce gas and coal use in domestic manufacturing to meet climate change objectives, it is expected to reduce urea exports.

For these reasons, local urea production targeting a benchmark price less than AUD\$500 per tonne at point of production is seen as globally competitive. There are advantages in this being achieved with zero emissions.

Local production would clearly increase domestic supply security. In addition to an inherent freight cost advantage, domestic supply de-linked from gas input prices and the vagaries of international shipping, would reduce exposure of Australian farmers to highly volatile commodity price fluctuations and security concerns. It is an economically rational aspiration for Australia to shift from being a large net importer of urea to a net exporter over the next one or two decades. This would see the basis of pricing to domestic farmers shifting from import parity (international (mainly Middle East) prices plus freight) to export parity (international prices less freight)—potentially a downward swing of \$100 per tonne to local farmers at current international freight rates.

BREZ market opportunities and supply chain innovation

With its low-cost resource advantages BREZ has significant market opportunities in energy intensive sectors where synergies can be realised, such as in green chemical supply chains.

The co-location of production facilities enables by-products and wastes of one process to be provided as low-cost inputs for complementary industrial processes.

Exploiting such synergies are at the heart of the BREZ concept and have application in relation to use of biomass feedstocks. Examples include in the use of:

- » waste oxygen from hydrogen electrolysis as an input for oxy-firing of bio-oil in a steam turbine to produce zero emissions thermal power and carbon dioxide for conversion of ammonia into urea.
- » waste heat energy, pure carbon and biochar from pyrolysis units as inputs for co-located intensive horticulture to maintain glass house climates and nutrients for plant growth.
- » biomass waste from the production of charcoal and native essences and flavours as a pyrolysis feedstock.

Green ammonia

There is growing international interest in renewable ammonia derived from green hydrogen in the fertiliser and chemicals markets and as a hydrogen carrier for energy exports. A priority for BREZ is de-centralised green ammonia production for agricultural uses such as fertilisers, urea and char-urea stockfeed. There is an opportunity for expansion to supply ammonium nitrate for explosives for the mining sector.

The estimated BREZ green ammonia plant capacity of 60,000 tonnes p.a. is an order of magnitude smaller than world-leading production plants. The BREZ plant must also differ from leading off-the shelf designs in being all-electric due to the absence of sufficient waste heat from elsewhere in the hub. For these reasons the BREZ ammonia plant requires a novel design.

The incentives for increasing local Australian production of urea are clear.

Zero-emission advantage

As national and international carbon compliance schemes develop, penalties will apply to products from high-emissions supply chains. Carbon border taxes or more arbitrary restrictions on imports from high-emissions sources are likely to be applied in important Australian markets for farm products. Products with certified low- or zero-emissions supply chains will have advantages in market access.

Beyond carbon penalties implemented by our trading partners or Australia's national policy, private carbon markets are being driven by multinationals such as Microsoft, Kellogg's, Procter and Gamble and McDonalds fast food company which are implementing net zero targets across their supply chains. Due to shareholder and consumer pressure corporate targets are aggressive, with the net zero by 2030 a common goal.

A special BREZ opportunity

The production in the same location of urea and char opens a possibility for development of a slow-release nitrogenous fertiliser that would have high value in regions subject to flooding rains—including much of Queensland.

Laboratory experiments suggest that urea embedded in char to form a pellet leads to slow release of the urea, even in the temporary presence of large amounts of water from rain. The mixture of urea and char in many circumstances is especially valuable for agricultural productivity in the immediate and especially the long term.

Slow release of nitrogenous compounds in heavy rain reduces waste of fertiliser. It also reduces run-off into streams and rivers—and from coastal sugar farming and horticulture, into the Great Barrier Reef lagoon.

Pyrolytic Waste Conversion

A system of converting waste organic materials into liquid fuels using a thermal treatment process.

BREZ partner Renergi will use mobile pyrolysis units to process a mixture of municipal and agricultural wastes initially trialling at Emerald for production of bio-char and bio-oil.

» Bio-char from municipal waste

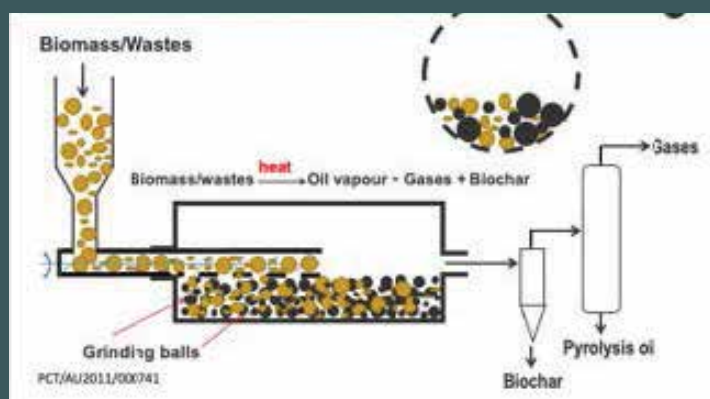
Value as an additive to cement or bitumen and other construction materials.

» Bio-char from organic waste

Can be used as a stockfeed to improve animal performance and a soil supplement to increase land productivity. Fed to ruminant animals it reduces methane output and improves animal output while, after excretion, improves soil fertility and sequesters carbon over much longer periods than known alternatives.

» Bio-oil from municipal waste

Can be used as a fuel for base-load electricity, for refining into transport fuels as a binder and reductant for iron ore, and as a low emissions input to replace coal, oil and gas in other industrial processes.



Bio-char

Bio-char is one of the three most economic and commercially available methods of carbon sequestration, attracting a price of over \$200 per tonne on the international voluntary market. It has been recognised by the IPCC as one of the lowest cost and scalable methods of carbon drawdown in addition to reforestation and soil carbon.

It is currently being sold by a Queensland agricultural supplies store into the local market at around \$1000 per tonne reflecting local supply constraints.

Unlocking the BREZ potential

Realising the greater opportunity for regional areas requires decadal commitment to developing supporting infrastructure.

Overcoming the disadvantages of small-scale and isolation requires policy settings that encourage investment in infrastructure to provide access to Queensland's exceptional renewable energy resources.

Opportunity for the regions to be realised at scale requires State planning and investment in conjunction with the federal government regarding enabling transmission and energy storage.

The BREZ experience will help de-risk future site selection and opportunities in other regional locations such as Longreach, Hughenden, Emerald, Moranbah and in the Darling Downs.

Building on BREZ learnings and working with the federal government towards implementation of comprehensive carbon accounting will accelerate landholders' access to the carbon drawdown opportunity and expand their access to international voluntary and compliance markets for land-based offsets.

The Queensland Government through its Communities in Transition Pilot Program supported the development of the BREZ concept as a prototype for regional towns in transition, identifying social and environmental prosperity opportunities. The report developed as part of this pilot program project informs the contents of this document.

FIND OUT MORE: *The Barcaldine Renewable Energy Zone: a model for regions in transition report* was commissioned by Queensland Department of Environment and Science, Communities in Transition pilot program – to demonstrate long term economic development pathways for regional Queensland.

Visit www.sunshotindustries.com.au/brez to read the full report.



2021 FINANCIAL STATEMENTS

AUDITED STATEMENTS FOR THE 2019/20 FINANCIAL YEAR ARE PROVIDED ON THE FOLLOWING PAGES.



Directors Report

Central Western Queensland Remote Area Planning & Development Board For the year ended 30 June 2021

Your directors present their report for Central Western Queensland Remote Area Planning & Development Board for the financial year ended 30 June 2021 in accordance with a resolution of the directors.

Directors

The names of the directors in office at any time during, or since the end of the year are:

Director	Date Appointed	Date Retired
Eric Charles Britton	02/05/2008	N/A
Andrew Linedale Martin	20/04/2016	N/A
Gavin John Baskett	21/12/2017	N/A
Sean Micheal Dillon	01/05/2020	N/A
Robert Martin Dare	01/05/2020	N/A
Anthony Charles Rayner	01/05/2020	N/A
Sally O'Neil	01/05/2020	N/A

Directors have been in office since the start of the financial year to the date of this report unless otherwise stated.

Trading Results

The net amount in surplus for the year ended 30 June 2021 was \$647,315. The company is exempt from taxation.

Principal Activity

The principal activity of the company during the year was to assist in the development of the social and economic infrastructure in the Central West Region.

Significant Changes in the State of Affairs

There have been no significant changes in the entity's state of affairs since the start of operations.

Events Subsequent to the End of the Reporting Period

There are no significant events that occurred after balance date.

Dividends

The company's constitution prevents the payment of dividends to its members.

Likely Developments and Expected Results of Operations

Likely developments in the operations of the company and the expected results of those operations in future financial years have not been included in this report as the inclusion of such information is likely to result in unreasonable prejudice to the company.

Environmental Regulation

The company's operations are not regulated by any significant environmental regulation under a law of the Commonwealth or of a state or territory.

Directors' Benefits

During or since the financial year, no director has received or become entitled to receive a benefit other than a benefit included in the aggregated amount of emoluments received or due and receivable by the directors shown in the accounts by reason of a contract entered into the Board or a body corporate that was related to the Board when the contract was made or when the director received, or became entitled to receive the benefit with:

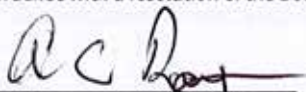
- A director; or
- A firm of which the director is a member; or
- An entity in which a director has a substantial financial interest.

Auditor's Independence Declaration

A copy of the auditor's independence declaration as required under section 307C of the Corporations Act 2001 is in this document.

Signed in accordance with a resolution of the Board of Directors:

Director:



Dated:

5-8-2022.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for expressing an opinion on the effectiveness of the company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the company.
- Conclude on the appropriateness of the company's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the company's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify my opinion. I base my conclusions on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.

I communicate with the company's directors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.



Michael Claydon
as delegate of the Auditor-General

9 August 2022

Queensland Audit Office
Brisbane

Statement of Comprehensive Income

Central Western Queensland Remote Area Planning & Development Board For the year ended 30 June 2021

	2021	RESTATED 2020
Income		
COVID-19 Payments	136,500	134,500
Consulting Income	-	80,000
Event Sales	-	7,748
Government Funding	4,872,868	4,978,983
Grants Received	-	10,000
Hub Operations	138,129	-
Interest Income	9,859	31,105
Net Gain on Disposal of Associates	-	2,034,351
Net Gain on Acquisition of Associates	-	205,679
Other Revenue	62,553	93,478
Profit/(Loss) on Sale of Non-Current Assets	63,684	10,686
Project Admin	203,407	118,088
RAPAD Skilling Admin Income	-	2,391
RESQ Admin Income	2,248	9,485
Share of Associates Profit After Tax	1,160,538	1,056,344
Training Income	983,052	898,516
Total Income	7,632,840	9,671,354
Expenses		
Accounting Fees	48,548	42,825
Administration Costs	8,124	7,081
Audit Fees	13,241	11,500
Advertising and Marketing	35,785	49,164
Bad Debts Written Off	4,703	10,587
Bank Fees	4,494	2,928
Board and Governance Expenses	97,953	63,596
Cleaning	97,727	16,896
Cluster Fence Payments	781,920	781,758
Consultancy Fees	331,465	320,108
Contract Expenses	27,512	77,723
Depreciation	294,374	283,053
Design & Production Costs	10,700	17,801
Donations & Sponsorship	4,609	-
Electricity	6,526	5,479
Fringe Benefits Tax	14,879	10,388
Insurance	23,947	23,729
Interest	11,744	16,756
IT Consultancy & Expenses	124,945	126,494
Legal expenses	2,317	12,195
Loss on Dividend Forgiven	350,100	250,000

	2021	RESTATED 2020
Mentoring	-	32,351
Motor Vehicle	129,028	114,547
Payroll Tax	76,253	27,266
Permits, Licences & Fees	3,425	9,763
Printing & Stationery	30,567	35,955
Postage, Freight & Courier	4,209	4,036
Professional Development	7,322	21,193
Project Contributions	557,235	737,684
Rental and Lease Payments	33,391	37,357
Repairs and Maintenance	3,760	812
Staff Training & Welfare	43,299	17,675
Subscriptions	52,573	39,808
Sundry Expenses	52,926	38,407
Superannuation	443,412	354,124
Telephone	43,926	40,116
Training Expenses	170,771	138,870
Travel and Accommodation	132,212	112,338
Wages and Salaries	2,895,014	2,467,554
Workshops	10,588	31,272
Total Expenses	6,985,525	6,391,191
Profit/(Loss) before Taxation	647,315	3,280,163
Net Profit After Tax	647,315	3,280,163
Net Profit After Distributions/Dividends Paid	647,315	3,280,163

Statement of Financial Position

Central Western Queensland Remote Area Planning & Development Board As at 30 June 2021

	NOTES	30 JUN 2021	RESTATED 30 JUN 2020
Assets			
Current Assets			
Cash and Cash Equivalents	2	6,982,711	5,952,317
Receivables	3	177,507	50,395
Expenses Paid in Advance		-	4,000
Receivables - Other		370,000	870,000
Total Current Assets		7,530,218	6,876,712
Non-Current Assets			
Property, Plant and Equipment	4	519,295	667,478
Right-of-use Asset	5	241,945	332,270
Investments in Associated Entities	6	2,709,061	2,448,673
Total Non-Current Assets		3,470,301	3,448,420
Total Assets		11,000,519	10,325,133
Liabilities			
Current Liabilities			
Bank Overdraft	2	737	4,566
Lease Liability		91,383	85,688
Payables	7	22,871	1,076
Provision for Annual Leave and Long Service Leave		466,969	336,313
Total Current Liabilities		581,961	427,643
Non-Current Liabilities			
Lease Liability		171,131	264,182
Provision for Long Service Leave		232,571	265,766
Total Non-Current Liabilities		403,702	529,949
Total Liabilities		985,663	957,592
Net Assets		10,014,857	9,367,541
Equity			
Retained Earnings		10,014,857	9,367,541
Total Equity		10,014,857	9,367,541

Statement of Changes in Equity

Central Western Queensland Remote Area Planning & Development Board
For the year ended 30 June 2021

	2021	RESTATED 2020
Equity		
Opening Balance	9,367,541	6,095,256
Increases		
Profit for the Period	647,315	3,280,163
Total Increases	647,315	3,280,163
Decreases		
Changes in Accounting Policies/Prior Year Adjustments	-	7,878
Total Decreases	-	7,878
Total Equity	10,014,857	9,367,541

Statement of Cash Flows

Central Western Queensland Remote Area Planning & Development Board For the year ended 30 June 2021

	2021	2020
Operating Activities		
Receipts From Members	-	2,391
Receipts From Grants	4,872,868	4,978,983
Receipts From Other Customers	1,465,997	1,342,103
Payments to Suppliers and Employees	(6,223,220)	(5,688,743)
Interest Expense	(11,744)	(16,756)
Interest Received	9,859	31,105
Net Cash Flows from Operating Activities (Note 11)	113,761	649,084
Investing Activities		
Proceeds From Sales of Property, Plant and Equipment	170,424	49,091
Payment for Property, Plant and Equipment	(164,226)	(278,758)
Dividends Received	1,000,000	2,000,000
Net Cash Flows from Investing Activities	1,006,197	1,770,332
Financing Activities		
Lease Repayments	(85,736)	(71,833)
Net Cash Flows from Financing Activities	(85,736)	(71,833)
Net Cash Flows	1,034,223	2,347,583
Cash and Cash Equivalents		
Cash and cash equivalents at beginning of period	5,947,751	3,600,168
Cash and cash equivalents at end of period (Note 2)	6,981,974	5,947,751
Net change in cash for period	1,034,223	2,347,583

Notes to the Financial Statements

Central Western Queensland Remote Area Planning & Development Board For the year ended 30 June 2021

1. Statement of Significant Accounting Policies

The financial report is a special purpose financial report prepared only in accordance with the accounting policies listed below.

Australian Accounting Standards have been applied for measurement and recognition of the listed accounting policies but not implemented for their disclosure or presentation.

Disclosure requirements of the following standards has been applied:

AASB 101 Presentation of Financial Statements;
AASB 107 Statement of Cash Flows;
AASB 108 Accounting Policies, Changes in Accounting Estimates and Errors;
AASB 1048 Interpretation of Standards; and
AASB 1054 Australian Additional Disclosures.

The financial report has been prepared on an accruals basis and is based on historical costs and does not take into accounting changing money values or, except where stated, current valuations of non-current assets. Cost is based on the fair values of the consideration given in the exchange of assets.

The following is a summary of the material accounting policies adopted by the economic entity in the preparation of the financial report. The accounting policies have been consistently applied, unless otherwise stated.

Amounts have been reported in Australian currency and rounded to the nearest dollar.

The Central Western Queensland Remote Area Planning & Development Board (RAPAD) is a company limited-by-guarantee and its members are exclusively the seven local governments of Central Western Queensland.

Income Tax

RAPAD is endorsed as an income tax exempt entity under Subdivision 50-B of the Income Tax Assessment Act 1997, and is registered for Goods and Services Tax.

Property, Plant and Equipment

Each class of property, plant and equipment is carried at cost or fair value as indicated less, where applicable, any accumulated depreciation and impairment losses.

Plant and Equipment

Plant and equipment are measured on the cost basis and are therefore carried at cost less accumulated depreciation and any accumulated impairment.

In the event the carrying value of plant and equipment is greater than the estimated recoverable amount, the carrying value is written down immediately to the estimated recoverable amount. A formal assessment of recoverable amount is made when impairment indicators are present.

Depreciation

Gains and losses on disposals are determined by comparing proceeds with the carrying amount. These gains or losses are included in the statement of comprehensive income. When revalued assets are sold, amounts included in the revaluation reserve relating to that asset are transferred to retained earnings.

The depreciation method and useful life used for items of property, plant and equipment (excluding freehold land) reflects the pattern in which their future economic benefits are expected to be consumed by the association. Depreciation commences from the time the asset is held ready for use. Leasehold improvements are depreciated over the shorter of either the unexpired period of the lease or the estimated useful lives of the improvements. The depreciation method and useful life of assets is reviewed annually to ensure they are still appropriate.

The assets' residual values and useful lives are reviewed, and adjusted if appropriate, at the end of the reporting period.

Employee Benefits

Provision is made for RAPAD's liability for employee benefits arising from services rendered by employees at the end of the reporting period. Employee benefits that are expected to be settled within one year have been measured at the amounts expected to be paid when the liability is settled, plus related on-costs.

Employee benefits payable later than one year have been measured at the present value of the estimated future cash outflows to be made for those benefits. In determining the liability, consideration is given to employee wage increases and the probability that the employee may not satisfy vesting requirements. Those cash outflows are discounted using market yields on national government bonds with terms to maturity that match the expected timing of cash flows.

Leases

Lease liabilities

Lease liabilities are initially recognised at the present value of the lease payments over the lease term that are not yet paid. The lease term includes any extension or renewal options that RAPAD is reasonably certain to exercise. The future lease payments included in the calculation of the lease liability comprise the following:

- fixed payments (including in-substance fixed payments) less any lease incentive receivable;
- variable lease payments that depend on an index or a rate, initially measured using the index or rate as at the commencement date;
- amounts expected to be payable under a residual value guarantee;
- the exercise price under a purchase option that RAPAD is reasonably certain to exercise; and
- payments for termination penalties, if the lease term reflects the early termination.

The discount rate used is the interest rate implicit in the lease, or RAPAD incremental borrowing rate if the implicit rate cannot be readily determined.

Subsequently, the lease liabilities are increased by the interest charge and reduced by the amount of lease payments. Lease liabilities are also remeasured in certain situations such as a change in variable lease payments that depend on an index or rate (e.g. a market rent review), or a change in the lease term.

Right-of-use Assets

Right-of-use assets are initially recognised at cost comprising the following:

- the amount of the initial measurement of the lease liability;
- lease payments made at or before the commencement date, less any lease incentive received;
- initial direct costs incurred; and
- initial estimates of restoration costs.

Right-of-use assets will subsequently give rise to a depreciated expense and be subject to impairment. Right-of-use assets differ in substance from leased assets previously recognised under finance leases, in that the asset represents the intangible right to use the underlying asset rather than the underlying asset itself.

Short-term Leases and Leases of Low Value Assets

RAPAD has elected to recognise lease payments for short-term leases and leases of low value assets as expenses on a straight-line basis over the lease term, rather than accounting for them on balance sheet. This accounting treatment is similar to that used for operating leases under AASB 117.

Licence to Occupy

On the 1 June 2021 RAPAD entered into an agreement with the Department of Agriculture and Fisheries (DAF) to occupy the Longreach Training Facility at 10311 Landsborough Highway, Longreach QLD 4730. The licence fee set out in the agreement is \$1.00 (GST inclusive), with expiry of the agreement at 31 December 2021.

In accordance with AASB 16, the licence to occupy will be exempt with the lease payments associated with the lease agreement (if any) recognised as an expense on either a straight-line basis over the lease term.

Cash and Cash Equivalents

Cash and cash equivalents include cash on hand, deposits held on call with banks, other short-term highly liquid investments with original maturities of three months or less, and bank overdrafts.

Revenue and Other Income

RAPAD has adopted all standards which became mandatory for the annual reporting period, being AASB 15 Revenue from Contracts with Customers and AASB 1058 Income of Not-for-Profit Entities both relating to the recognition of revenue. The application of these standards did not have a material impact on the company.

Each year revenue sources will be reviewed to ensure each category is appropriately recognised under either AASB 15 or AASB 1058. Currently, the contracts are all captured under AASB 1058. Grants received to support the broad objectives of the agency will generally be recognised as income under AASB 1058 when the company obtains control of the cash.

Financial Assets and Financial Liabilities

Financial assets and financial liabilities held at balance date have been categorised as follows:

<u>Financial Assets</u>	<u>Categorisation</u>
Cash	
Receivables	Loans and Receivables (at amortised cost)
<u>Financial Liabilities</u>	<u>Categorisation</u>
Payables	Financial Liability (at cost)
Borrowings	Financial Liability (at amortised cost)

Financial assets and financial liabilities are presented separately from each other. Offsetting has not been applied.

The fair value of financial assets and liabilities must be estimated for recognition and measurement and for disclosure purposes.

The fair value of financial instruments is determined as follows:

The fair value of cash and cash equivalents and non-interest bearing monetary financial assets and financial liabilities approximate their carrying amounts and are not disclosed separately below.

The fair value of trade receivables and payables are assumed to approximate their nominal value less estimated credit adjustments.

Trade and Other Receivables

Trade receivables and other receivables, including distributions receivable, are recognised at the nominal transaction value without taking into account the time value of money. If required a provision for doubtful debt has been created.

Trade and Other Payables

Trade and other payables represent the liabilities for goods and services received by the company that remain unpaid at 30 June. Trade payables are recognised at their transaction price. They are subject to normal credit terms and do not bear interest.

	2021	2020
2. Cash and Cash Equivalents		
Bank Accounts		
RAPAD Skilling Mastercard	(617)	(2,953)
RFCS Credit Card	(120)	(204)
RFCS Entitlements Account 24-3152	816,259	684,996
RFCS Savings Account 24-3179	1	570,987
RFCS Term Deposit 25-8274	309,166	307,892
RFCS Working Account 24-3144	810,107	344,794
Smith Bros Bank Guarantee 23-2146	25,000	25,000
Visa Load n Go	3,600	3,600
Westpac Admin Account 24-0015	922,877	1,748,599
Westpac Cheque 19-5461	168,215	125,355
Westpac Future Provisions Account 17-8821	884,200	723,958
Westpac RAPAD Mastercard	67	(1,408)
Westpac Savings Account 25-1574	50,231	37,012
Westpac Term Deposit 22-5659	1,175,799	1,170,000
Westpac Wild Dog Working 24-3160	267,056	183,648
Westpac Working Account 25-3430	49,665	26,375
Westpac Term Deposit 26-5466	1,500,370	-
Total Bank Accounts	6,981,874	5,947,651
Other Cash Items		
Petty Cash	100	100
Total Other Cash Items	100	100
Total Cash and Cash Equivalents	6,981,974	5,947,751
	2021	2020

3. Receivables

Current		
Dividends Receivable	50,050	-
GST	-	9,814
Trade Debtors	127,457	40,581
Total Current	177,507	50,395
Total Receivables	177,507	50,395

	2021	2020
4. Property Plant and Equipment		
Plant and Equipment		
Plant and Equipment at Cost	134,310	249,192
Less: Accumulated Depreciation	(87,441)	(198,151)
Total Plant and Equipment	46,870	51,040
Motor Vehicles		
Motor Vehicles at Cost	860,160	970,673
Less: Accumulated Depreciation	(387,735)	(354,235)
Total Motor Vehicles	472,425	616,437
Total Property Plant and Equipment	519,295	667,478

	2021	2020
5. Right-of-use Assets		
Gross	420,083	421,703
Less: Accumulated Depreciation	(178,137)	(89,433)
Total Right-of-use Assets	241,945	332,270

	2021	2020
6. Investments In Associated Entities		
RESQ Shares	958,558	1,328,672
RESQ Plus Shares	1,750,503	1,120,001
Total Investments In Associated Entities	2,709,061	2,448,673

Associated entities are entities in which the Central Western Queensland Remote Area Planning and Development Board has significant influence through holding, directly or indirectly, 20% or more voting power of the entity. Based off this the value of the holdings in associated entities has been accounted for using the Equity Method from AASB 128. The Central Western Queensland Remote Area Planning and Development Board share of profit or loss of the associate entities have been included in their profit or loss.

The associated entities (RAPAD Employment Services QLD and RESQ Plus Pty Ltd) are companies funded through government projects and, as is the nature of this type of business, has a potential for significant fluctuation in the funding received from year to year.

	2021	2020
7. Payables		
GST	(17,168)	-
Trade Creditors	(5,703)	(1,076)
Total Payables	(22,871)	(1,076)

8. Segment Information

The company operates predominantly as consultants in the Central Western Region of Queensland.

9. Members Capital

CENTRAL WESTERN QUEENSLAND AND REMOTE AREA PLANNING DEVELOPMENT BOARD is a company limited by guarantee.

The liability of the members is limited.

Every full member of the board undertakes to contribute to the property of the company in the event of the same being wound-up during the time that the member's membership is current, or with one year after membership ceases for payment of debt and liabilities of the company contracted before the time when that member's membership ceases and costs, charges and expenses of winding-up the same and for the adjustment of the rights of the contributors amongst themselves, such amount may be required, not exceeding one hundred dollars (\$100.00). As at 30 June 2021 seven members (2020 seven members).

10. Commitments and Contingent Liabilities

No significant commitments or contingent liabilities are in existence at the end of the financial year.

11. Reconciliation of Net Cash Provided by Operating Activities to Operating Surplus/(Deficit)

	2021	2020
Operating Surplus/(Deficit)	647,315	3,280,163
Depreciation	294,374	283,053
(Profit)/Loss on Sale of Plant & Equipment	(63,684)	(10,686)
Net Gain on Disposal of Associates	-	(2,034,351)
Net Gain on Acquisition of Associates	-	(205,679)
Share of Profit from Associate	(1,160,538)	(1,056,344)
Loss on Dividend Forgone	350,100	250,000
Increase/(Decrease) in Trade & Other Payables	31,610	(30,333)
Increase/(Decrease) in Provisions	97,460	186,973
(Increase)/Decrease in Debtors, Advances & Bonds	(82,876)	(13,712)
Net Cash provided by Operating Activities	113,761	649,084

12. Company Details

The registered office of the company is:

100 Galah St, LONGREACH, QLD, Australia, 4730

The principal place of business is:

100 Galah St, LONGREACH, QLD, Australia, 4730

13. Financial Instruments

A) Interest Rate Risk

Central Western Queensland Remote Area Planning & Development Board exposure to interest rate risk, which is the risk that a financial instrument's value will fluctuate as a result of changes in the market interest rates and effective weighted average interest rates on those financial assets and liabilities.

B) Credit Risk

Credit risk exposure refers to the situation where the Central Western Queensland Remote Area Planning & Development Board may incur financial loss as a result of another party to a financial failing to discharge their obligations.

The maximum exposure to credit risk, excluding the value of any collateral or other security, at balance date to recognised financial assets is the carrying amount of those assets, net of any provisions for doubtful debts, as disclosed in the statement of financial position and notes to the financial statements.

Central Western Queensland Remote Area Planning & Development Board does not have any material credit risk exposure to any single director or group of debtors under financial instruments entered into by Central Western Queensland Remote Area Planning & Development Board.

The following table represents the maximum exposure to credit risk:

	2021	2020
Financial Assets		
Cash and Cash Equivalents	5,481,604	5,947,751
Receivables	177,507	50,395
Receivables - Other	370,000	870,000
Total Financial Assets	6,029,111	6,868,147

C) Net Fair Values

The net fair values of listed investments have been valued at the quoted market bid price at balance date adjusted for transaction costs expected to be incurred. For other assets and other liabilities the net fair value approximates their carrying value. No financial assets and financial liabilities are readily traded on organised markets in standardised form other than listed investments. Financial assets where the carrying amount exceeds net fair values have not been written down as Central Western Queensland Remote Area Planning & Development Board intends to hold these to maturity.

The aggregate net fair values and carrying amounts of financial assets and financial liabilities are disclosed in the statement of financial position and in the notes to the financial statements.

14. Related Party Transactions

a) Controlled Entities

Central Western Queensland Remote Area Planning and Development Board Ltd (the company) is a joint shareholder in RAPAD Employment Services Queensland Pty Ltd and RESQ Plus Pty Ltd as disclosed in Note 6. The following transactions occurred with the controlled entity:

During the year, the amounts for goods and/or services supplied by the company and, based on normal commercial terms and conditions to RAPAD Employment Services Queensland Pty Ltd, were as follows:

	2021	2020
Administrative Support and Lease Costs	\$2,248	\$9,485
Training Services	\$ -	\$ -
Other	\$ -	\$ -

During the year, the company did not purchase services from RAPAD Employment Services Queensland Pty Ltd or RESQ Plus Pty Ltd. In addition the company did not make any financial contribution to RAPAD Employment Services Queensland Pty Ltd or RESQ Plus Pty Ltd.

RAPAD Employment Services Queensland Pty Ltd and RESQ Plus Pty Ltd operates independently and is not dependent on funding provided by the company.

During the year, the company was to receive dividends from RAPAD Employment Services Queensland Pty Ltd and RESQ Plus Pty Ltd to a total value of \$650,150.00 and \$250,000 respectively.

b) Transactions with Directors

Information on transactions with directors, are set out below.

i. Transactions and balances

As a result of no departing board members, no gifts were purchased for boards members for the year ended 30 June 2021 (2020 - \$3,284).

c) Transactions with other Related Parties

Details of transactions between the company and other related parties are disclosed below:

During the year there was a total of \$414,212 in Employee Costs (Wages and Superannuation) paid to the CEO David Arnold and his related parties (family members) (2020 - \$391,288).

d) Outstanding Balances

There are no balances outstanding at the end of the reporting period in relation to transactions with related parties.

e) Loans and Guarantees to/from Related Parties

The company does not make loans to or receive loans from related parties. No guarantees have been provided.

f) Commitments to/from other Related Parties

The company has no outstanding commitments to/from other related parties.

15. Prior Year Adjustment

During the previous audit period the restructuring of the ownership in the associates of RAPAD's interest in RESQ and RESQ Plus was incorrectly accounted for in the audited financial statements for the year ended 30 June 2020. This resulted in acquisitions and disposals of associates not being recorded correctly. The accounting entries were subsequently corrected and processed as prior year adjustments.

The effects on the Statement of Financial Position and Statement of Comprehensive Income for the year ended 30 June 2020 are noted as below:

Statement of Financial Position (Extract)	Previous Amount \$	Adjustment \$	Restated Amount \$
Loan	-	870,000	870,000
Investment in Associated Entity - RESQ	1,407,275	(78,603)	1,328,672
Investment in Associated Entity - RESQ Plus	-	1,120,001	1,120,001
Retained Earnings	(7,456,143)	(1,911,398)	(9,367,541)
Statement of Comprehensive Income			
Share of Associates Profit after Tax	(1,134,976)	78,632	(1,056,344)
Net Gain on Acquisition/Disposal of RESQ	-	(914,351)	(914,351)
Net Gain on Acquisition/Disposal of RESQ Plus	-	(1,325,679)	(1,325,679)
Loss on Dividends Forgone - RESQ	-	250,000	250,000
Net Effect	-	-	-

Directors Declaration

Central Western Queensland Remote Area Planning & Development Board For the year ended 30 June 2021

The directors have determined that the company is not a reporting entity and that this special purpose financial report should be prepared in accordance with the accounting policies outlined in Note 1 to the financial statements.

The directors of the company declare that:

1. The financial statements and notes, are in accordance with the Corporations Act 2001 and:
 - comply with Accounting Standards, to the extent, as stated in accounting policy Note 1 to the Financial Statements; and
 - give a true and fair view of the financial position as at 30 June 2021 and of the performance for the year ended on that date of the company.
2. In the directors' opinion there are reasonable grounds to believe that the company will be able to pay its debts as and when they become due and payable.

This declaration is made in accordance with a resolution of the Board of Directors.

Director:



Sign date:

5-8-2022

INDEPENDENT AUDITOR'S REPORT

To the Members of Central Western Queensland Remote Area Planning and Development Board

Report on the audit of the financial report

Opinion

I have audited the accompanying financial report of Central Western Queensland Remote Area Planning and Development Board.

In my opinion, the financial report:

- a) gives a true and fair view of the company's financial position as at 30 June 2021 and its financial performance and cash flows for the year then ended
- b) complies with the financial reporting framework described in Note 1.

The financial report comprises the statement of financial position as at 30 June 2021, the statement of comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, notes to the financial statements including summaries of significant accounting policies and other explanatory information, and the directors' declaration.

Basis for opinion

I conducted my audit in accordance with the *Auditor-General Auditing Standards*, which incorporate the Australian Auditing Standards. My responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Report* section of my report.

I am independent of the company in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants* (the Code) that are relevant to my audit of the financial report in Australia. I have also fulfilled my other ethical responsibilities in accordance with the Code and the *Auditor-General Auditing Standards*. I am also independent of the company in accordance with the auditor independence requirements of the *Corporations Act 2001*, and confirm that the independence declaration required by the *Corporations Act 2001*, which has been given to the directors of the company, would be in the same terms if given to the directors as at the time of this auditor's report.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Emphasis of matter – basis of accounting

I draw attention to Note 1 to the financial report, which describes the basis of accounting. The financial report has been prepared for the purpose of fulfilling the directors' financial accountability responsibilities. As a result, the financial report may not be suitable for another purpose. My opinion is not modified in respect of this matter

Other information

Other information comprises the financial and non-financial information included in the company directors' report for the year ended 30 June 2021 but does not include the financial report and my auditors report thereon.

The directors are responsible for the other information.

My opinion on the financial report does not cover the other information and accordingly I do not express any form of assurance conclusion thereon.

In connection with my audit of the financial report, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial report or my knowledge obtained in the audit or otherwise appears to be materially misstated.

If, based on the work I have performed, I conclude that there is a material misstatement of this other information, I am required to report that fact. I have nothing to report in this regard.

Responsibilities of the company for the financial report

The company's directors are responsible for the preparation of the financial report that gives a true and fair view in accordance with the financial reporting framework described in Note 1, and for such internal control as the company's directors determine is necessary to enable the preparation of the financial report that is free from material misstatement, whether due to fraud or error. In fulfilling this responsibility, the company's directors determined that the basis of preparation described in Note 1 is appropriate to meet their accountability requirements.

The company's directors are also responsible for assessing the company's ability to continue as a going concern, disclosing, as applicable, matters relating to going concern and using the going concern basis of accounting unless management either intends to liquidate the company or to cease operations, or has no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial report

My objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

As part of an audit in accordance with the Australian Auditing Standards, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- Identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

AUDITOR'S INDEPENDENCE DECLARATION

To the Directors of Central Western Queensland Remote Area Planning and Development Board

This auditor's independence declaration has been provided pursuant to s. 307C of the *Corporations Act 2001*.

Independence declaration

As lead auditor for the audit of Central Western Queensland Remote Area Planning and Development Board for the financial year ended 30 June 2021, I declare that, to the best of my knowledge and belief, there have been:

- (a) no contraventions of the auditor independence requirements of the *Corporations Act 2001* in relation to the audit
- (b) no contraventions of any applicable code of professional conduct in relation to the audit.



Michael Claydon
as delegate of the Auditor-General

5 August 2022

Queensland Audit Office
Brisbane

