



REMOTE AREA PLANNING & DEVELOPMENT BOARD

2020 ANNUAL REPORT

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Area Planning and Development Board (RAPAD)

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Contact us

Mail: PO Box 592, Longreach QLD 4370

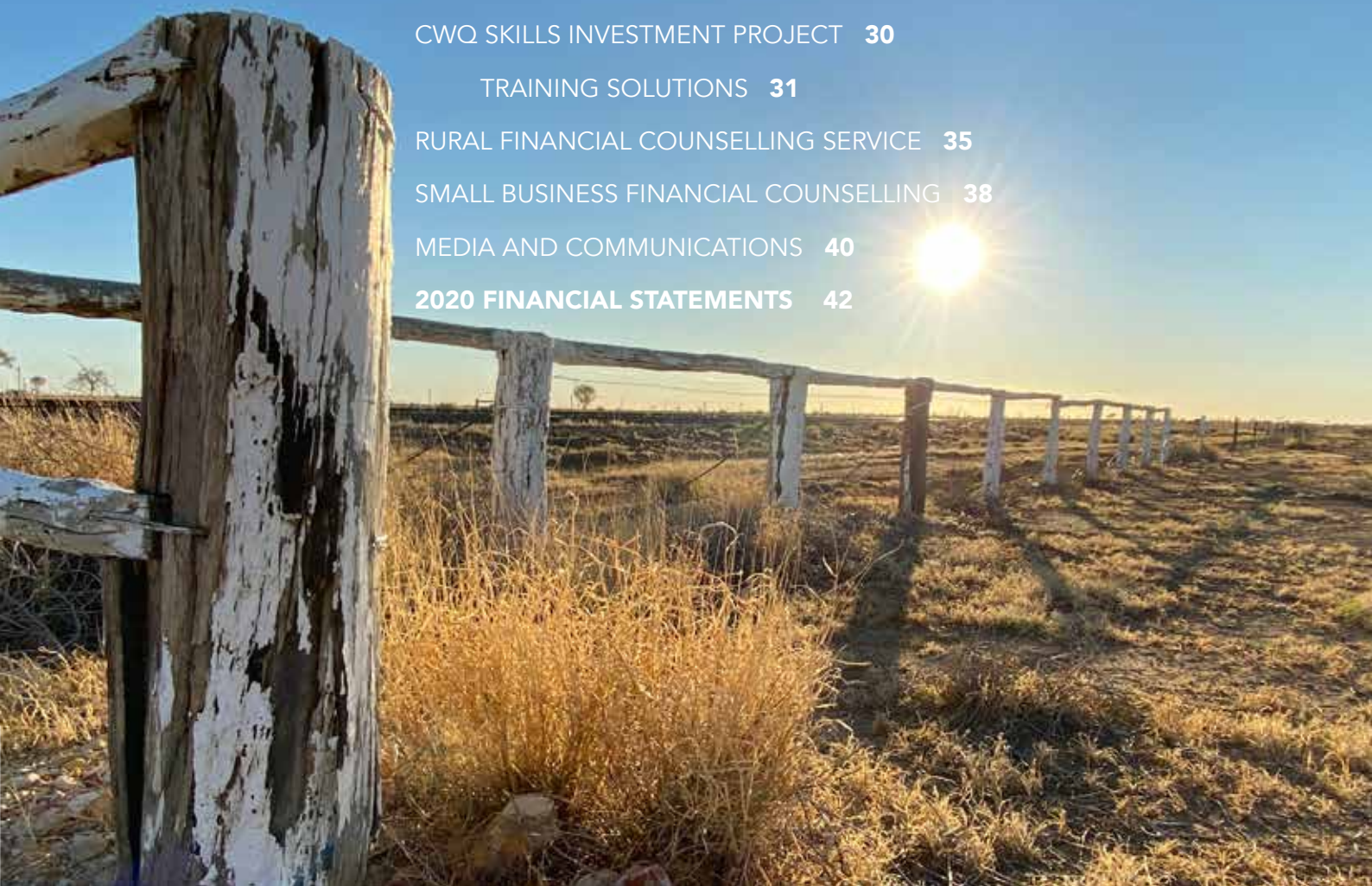
Email: rapad@rapad.com.au | Website: www.rapad.com.au

Enquiries regarding this report may be directed to:

CEO, RAPAD - ceo@rapad.com.au

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CHAIR'S REPORT

As the new incoming Chair of RAPAD my first priority, is with pleasure, to thank the outgoing Chair Rob Chandler and former directors, Ed Warren, Bruce Scott OAM and Geoff Morton OAM.

As I settled into the role, and with that, gaining a more intimate understanding of the organisation, it was obvious what a well-respected organisation I had inherited.

Over the course of the last few months, during meetings with State and Federal parliamentarians, the standing

and awareness of RAPAD amongst that audience is obvious.

Apart from thanking those outgoing directors, I'd also like to acknowledge those directors who remained on and are equally responsible for the good standing and professionalism of RAPAD. These are the Deputy Chair,

Cr Andrew Martin, Cr Rick Britton and Cr Gavin Baskett all who work tirelessly for their communities and the region.

Finally, coming on board after the elections, was Cr Sally O'Neill, Cr Rob Dare and Cr Sean Dillon, the seven of us now making up the new Board of Directors.

I believe we have formed well into a cohesive group where the capacity to disagree and agree on important issues are both equally important attributes.

In the following pages the CEO and staff have provided an overview of the past years activities and as you can read for yourself, RAPAD maintains an interest across many areas.

On the advocacy front, this year RAPAD and our southern and northern neighbours formed the Western Queensland Alliance of Councils (WQAC). This is a first, and through this organisation we are aiming to catapult advocacy to a new level.

The WQAC represents approximately 60% of the State. We all have the same common interests and aspirations, and individually as regional groups, and together, we can position the western region to continue a strong proactive professional advocacy approach to government.

Pictured below & left: The three ROC Chairs of WQAC - Cr Tony Rayner (RAPAD), Cr Samantha O'Toole (SWQROC) and Cr Jack Bawden (NWQROC).



In last year's report the then Chair Rob Chandler stated his pleasure in seeing the rewards of years of effort in strategic networking paying off, culminating in the 'Friends of RAPAD' annual function.

This year again we hosted that event, which is a small way to acknowledge and thank many from the private and public sectors for their continued support of RAPAD. A group like RAPAD cannot achieve things in isolation, we can only do it through proactive partnerships and relationships.



It would be remiss if I did not comment on the **COVID-19 crisis**, without doubt one of the most severe crises, economically and socially, the world has witnessed since WW2.

Those impacts were, and remain, felt in the RAPAD region and our greater western region. Out of this catastrophe there have been lessons, but also benefits, and one of the benefits has been the positive impact, post the initial lockdown, it has had on the local tourism sector.

Anecdotally, there are reports that the COVID-19 crisis has facilitated a new tourism demographic, and with international travel not likely for perhaps another one to two years, we have an opportunity to tap further into the domestic market.

In a report RAPAD commissioned earlier this year the tourism market is worth around \$540 million to our region, so its place as an economic contributor is vital.

Going forward a key issue our region faces is the **ongoing financial sustainability of local governments** and associated with that is the ongoing renewal and maintenance of critical infrastructure.

This is a matter the federal and state government must continue to work with local government on.

That should not be interpreted that local government does not have a role in being financially accountable. However with the federal and state governments being the recipients of the nation's taxes, all bar a minuscule amount collected by local government, they must ensure the sustainability of local government, and this remains one of our key ongoing advocacy issues for the RAPAD region and western region.

As stated, the CEO and staff have provided an overview on RAPAD's activities in the following pages however one matter I'll raise is the ongoing disappointment felt in the wider community regarding **the former Longreach Pastoral College**. To date there is still no advice from government on their approach to the former Longreach Pastoral College.

A business case and proposal was provided to government in July this year and to date we are still to hear anything, although recently I was able to talk to key ministers, and the door remains open for discussion.

Please enjoy reading this annual report and in closing I take this opportunity again to thank our many supporters, funders, partners as well as my fellow directors, and also the RAPAD staff for their ongoing commitment.

Tony Rayner
RAPAD CHAIR



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 MEETINGS

There were a total of 13 Board meeting, including an AGM, in the 2019 – 20 July to June period.

Eligible for 13 meetings	Eligible for 10 meetings	Eligible for 3 meetings
Cr Britton – 13 attended	R.Chandler – 9 attended	Cr Rayner – 3 attended
Cr Martin – 12 attended	E.Warren – 7 attended	Cr Dare – 3 attended
Cr Baskett – 12 attended	G.Morton – 9 attended	Cr O'Neil – 3 attended
	B.Scott – 9 - attended	Cr Dillon – 2 attended

Three directors, Cr G Baskett, Cr A Martin and Cr E Britton were eligible for all meetings.

Four directors, former Councillors, R Chandler, B.Scott OAM, E.Warren and G.Morton OAM were eligible for

10 meetings until their departure in April 2020.

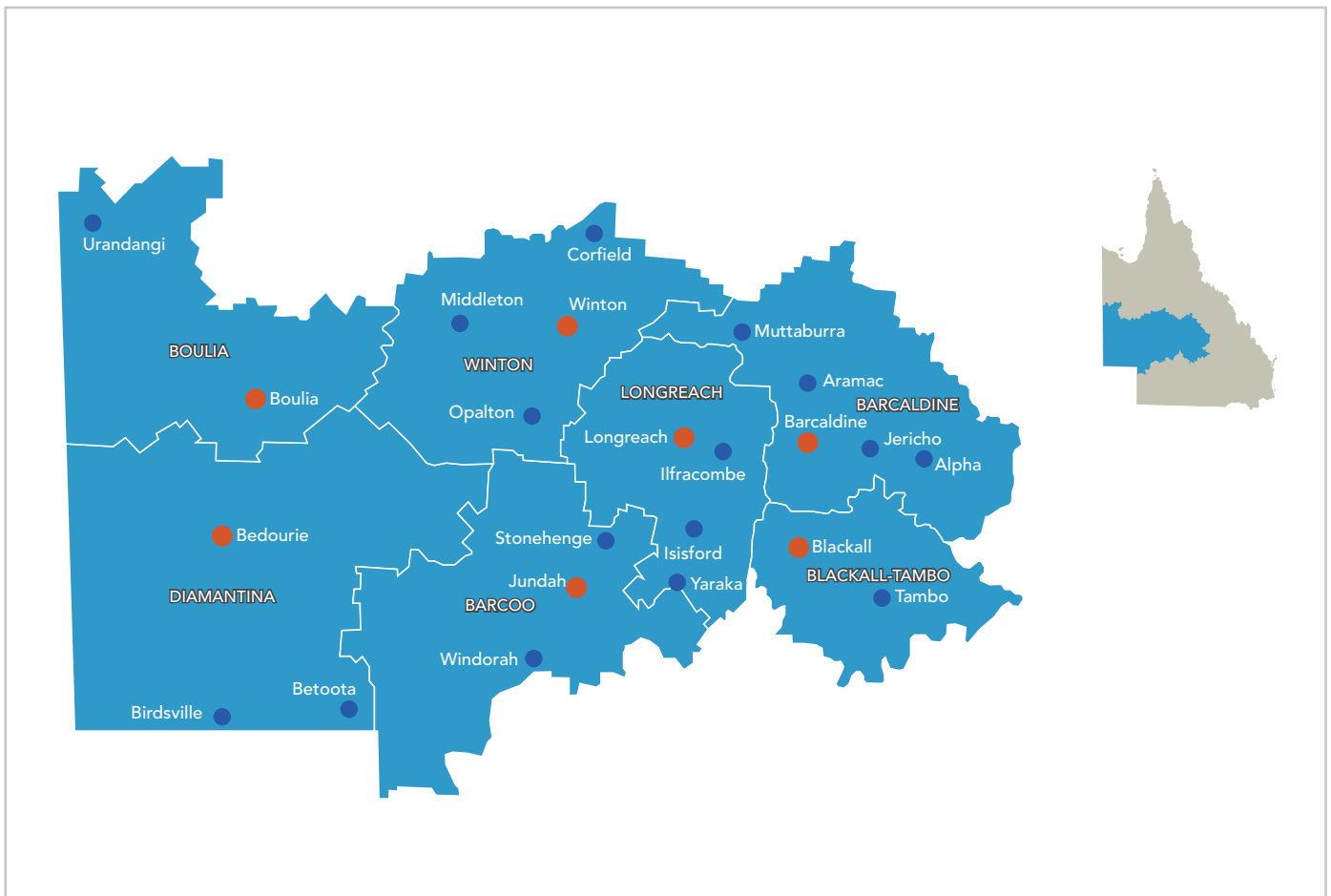
Four directors, Cr T Rayner, Cr S Dillon, Cr S O'Neil and Cr R Dare were eligible for 3 meetings, since their election at the LG elections in March 2020.

ORGANISATION OVERVIEW

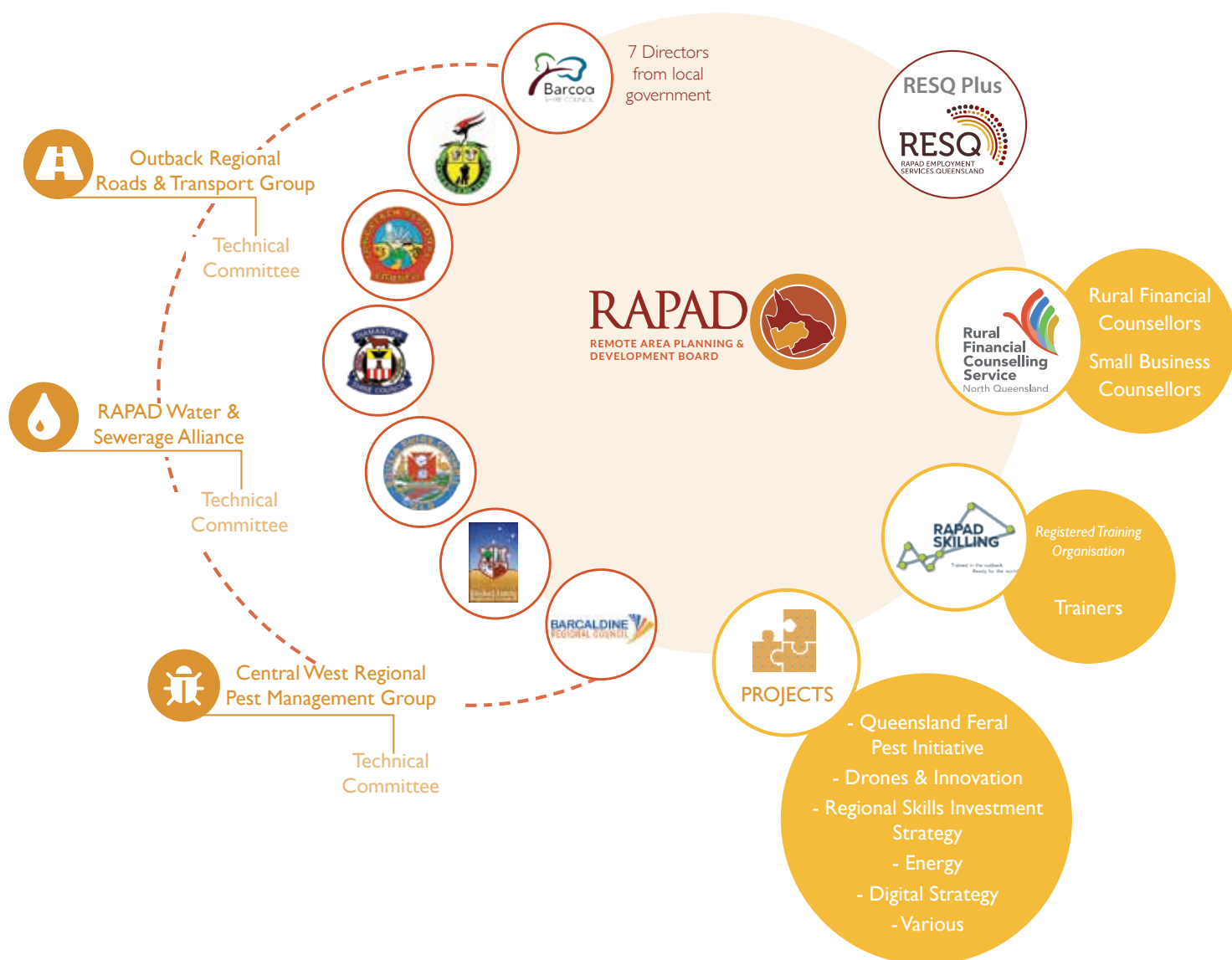
Our Remote Area Planning and Development Board (RAPAD) is the peak regional economic development body for the central west Queensland region and the lead advocate for our member councils of Barcaldine, Barcoo, Blackall-Tambo, Boulia, Diamantina, Longreach and Winton.

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 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.

CEO'S REPORT



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...

The COVID-19 pandemic has given prominence to a whole range of words and word combinations, that were rarely heard pre-COVID.

'Pivot', 'lockdown', 'social distancing', and, 'Zoom'. I'm pleased to say many years ago we introduced Zoom internally and across the region, so the technology was nothing new to us.

COVID will alter so many things, for good and bad. Hand sanitisation and hand sanitiser dispensers will become the norm I'm sure, and that's not a bad thing given the experts have been telling us forever that the best way to combat the spread of colds and flu is by good hand washing.

Another thing that will alter is the approach to zoom or other similar technologies for everyday communication. Nothing can replace a face to face meeting in many situations, however since COVID, it's pleasing to see the normalisation of, or perhaps more so, the offering of, video conferencing, whether in Brisbane or the Outback. Pre-COVID if we wanted, or needed, to attend a meeting or similar in Brisbane, it meant, 9 out of 10 times, we would need to get on a plane, be away for two nights minimum, to make that 1 or 2-hour meeting.

Since COVID the willingness, and need, of both the private and public sector to offer video conferencing in lieu of face to face has dramatically improved and for us that offers benefits on occasions. Of course, with that comes the requirement for connectivity and in many cases for our region, we still lag the urban areas.

Early this year the Board said goodbye to four of its directors, Ed Warren, Bruce Scott OAM, Rob Chandler and Geoff Morton OAM. I'd like to thank all those departing directors for their dedication to the Board throughout their tenure, and especially Rob, who worked tirelessly in his role as Chair. With the departure of those four we welcome four new directors: Cr Sean Dillon, Cr Rob Dare, Cr Sally O'Neil and Cr Tony Rayner all who took up their respective roles as mayors.

As many would be aware the state government closed the State's remaining agricultural colleges in 2018 and undertook community consultation through 2019. RAPAD has advocated vigorously for a rebirth of the colleges and to date we have provided the state with a prefeasibility report and business case, both state funded.

Unfortunately, we are yet to hear back from the government about this business case. We took on a license to occupy for parts of the former LPC, early in 2020, and pre-COVID, and it was our aim to start activities there through 2020 however needless to say, COVID put an end to that until later in 2020.

At the time of writing this report we welcomed our first visiting group of school students who will board at the site for several nights and we are progressing promising discussions on other fronts, but ultimately this is a state-owned asset and the final call will always be with the government, in whatever form it takes post this election.



Pictured L-R:
Rob Chandler,
Gavin Baskett,
Andrew Martin,
Geoff Morton, Bruce
Scott, Ed Warren
and Rick Britton.

I attended the LGAQ Regional Organisation of Councils (ROC) assembly several months back. I've been attending these for several years now and I thank the LGAQ for hosting these.

What I've noticed over this time, is the organic growth, and increased professionalism, of regional groups.

The key word here is 'organic' and by that, I mean, there is no requirement for ROCs, or whatever name they choose to go by, to form.

It is not a legislative requirement or anything like that. They evolve of their own accord. They are voluntary. They meet the needs, in whatever form their members require of them.

I am pleased to hear when I attend these events, that RAPAD is recognised as a leader in this regard. Maybe for this reason we were invited to be a participant on the Premier's 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.

Sometimes I get asked questions about RAPAD, along the lines of, 'What does RAPAD do?'. Partly in response to this, last year, and continuing on this year we have continued with the release of communiques after each meeting, to give the wider public, information about the activities of the Board. I have to say I think this is an excellent initiative as it gives interested parties a clear fact-based outline of each meeting. These communiques are published on the RAPAD website.

The question, 'What does RAPAD do?', is also partly in the context of, what value does it bring to the region, to its council members, and or the region as

a whole? This and related questions are very valid questions and sometimes I have to admit it's not always easy to explain, as sometimes the return on investment is in intangible forms, or it's very indirect; other times we are one of multiple stakeholders advocating for a specific issue. For example we joined with neighbours in a 2020 / 21 budget submission where we called on the State to reverse the long-term trend of declining road funding allocations to the North West District, Central West, District and South West District of the Department of Transport and Main Roads (TMR) under the Queensland Transport and Roads Investment Program (QTRIP) and even to date we are yet to hear, but such is the long term nature of most advocacy.

We sometimes do things alone but many times with others. Metaphorically speaking I see us as just one spoke in a wheel. Take one or two spokes away and nothing will change much. Start taking 4 or 5 spokes away and the wheel steadily gets weaker and weaker to the point it might just crumble.

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

While it's harder to explain the intangibles, what is easier to understand is the dollar ROI.

So, what has RAPAD done for the last five years, to place a timeframe on it?

Firstly, over that five years, council membership fees, i.e. member investment, amounts to \$1.75m based on \$50k / member (7) / annum.

From this comes all core operating costs like my salary, an office, vehicle, operational costs, including an administration officer. This membership fee has not risen in 13 years.

If we look at our equity at the end of the 2019-20 period, it's double what it was 5 years ago and more than the \$1.75m investment.

So, apart from that increase in equity, which is not in itself a strategic goal, but pleasing nevertheless, what else has happened for the \$1.75m from a ROI perspective?

If RAPAD has done nothing else in the last five years, for that \$1.75m investment, RAPAD has attracted, to date, \$9m in state government funding for cluster fencing.

This in turn only part pays for a fence, so in turn this has stimulated about \$25m in additional private spend representing probably one of the larger single purpose infrastructure

spends in this region in decades, outside of road and some tourism infrastructure.

Apart from this, in the past eighteen months, several councils in the RAPAD region attracted approximately \$2.4m in federal government funding for cluster fencing and this in turn again, stimulated double to triple that in private investment.

While it was councils that applied direct to the federal government for this, this funding program, largely, would not have come about if it wasn't for the constant professional advocacy backed by credible performance evaluation of cluster fencings value, by RAPAD.

You can read more at:
www.notjustafence.org



INCREASE THE SUSTAINABILITY OF RAPAD COMMUNITIES AND PROTECT VITAL AGRICULTURAL JOBS THROUGH REGIONALLY DELIVERED NATURAL RESOURCE MANAGEMENT PROJECTS



\$5M over two years for strategic cluster fencing for the RAPAD region. This will create 55 jobs, deliver 1351km of fencing, grow the population by more than 100 new residents and boost regional income by \$17M.



\$9.2M over four years for Desert Channels Queensland to increase productivity and protect jobs in the vital agricultural industry by delivering ongoing sustainable pest animal and plant control projects.

I'm pleased to say that largely due to RAPAD advocacy the state has allocated another \$5m state-wide for more fencing and we will be applying for our regions fair share.

Over the last three years RAPAD has implemented the State Governments Advanced Regional Innovation Program, valued at \$750000.00 and the full report is attached. I touched on earlier, our involvement with zoom. Outbackhubs Zoom Rooms which has been progressively implemented across the CWQ (and broader Outback region) over the last three years, along with the Zoom webinar platform ensured that RAPAD, as an organisation and the Outback region as a whole, were able to continue business, to a degree, in the new normal right from the initial lockdown of COVID.

Outbackhubs webinars were used to introduce the Small Business Financial Counsellors, usually undertaken as meet and greets in communities, and the important role they play in assisting business in times such as drought and the unprecedented pandemic.

Following the introductions, a series of webinars were professionally presented through Outbackhubs to assist businesses navigate the fast-moving business support packages the government delivered.

From April to September this year, 45 webinars were hosted on Outbackhubs, including several series of business mentoring programs and workshops which had been planned for face to face delivery in 2020. The first round of these was due to commence as COVID lockdown started, but a quick pivot ensured that within a week these were successfully delivered virtually through the Outbackhubs Zoom webinar platform.

Outbackhubs webinar series included:

- Building your Digital Footprint
- Resilience in isolation
- Imagery 101 – photography for business
- Social media as a marketing tool
- Social media analytics
- Optimising your business investment into digital and social media
- Digital tools to enhance your business
- Tourism supply chain risk and resilience – COVID response
- End of financial year small business and individual preparation
- Social media, online safety webinars.



While ARIP funding has finished, the legacy of the program lives on through Outbackhubs. Digital workshops, networking and mentoring as well as our drive for connections, ideas and innovation will continue through the Outbackhubs VERTs (Virtual Experts in Residence Team) who will continue to promote virtual connectivity to build business resilience and community to support starts ups and small businesses. Under the ARIP we implemented two drone symposiums in 2018 and 19 and another was due this year, however you all know the COVID story by now, so the 2020 symposium didn't occur. It was however pleasing to see the local 'drone ecosystem' take a few steps forward as a result of this work, with several LG staff accessing training this year through Remote Aviation; one of the more intangible outcomes I spoke about earlier.

COVID-19 SMALL BUSINESS RESTART SMART PROGRAM

**TUES 26 MAY
TUES 9 JUNE
TUES 16 JUNE
5.30-6.15PM**

SOCIAL MEDIA & WEB WORKSHOPS

FOR INDIVIDUALS, BUSINESS, EVENTS & COMMUNITY GROUPS

GET CREATIVE & CONNECTED ONLINE
Making the most of free online tools and resources to boost your social media and websites
Promoting your business and events – top tips, platforms, content.

MANAGE RISK & BRAND ONLINE
Managing risk, building, explaining and maintaining your brand integrity online.
Practical examples to help develop your online 'personality' and dealing with difficult situations.

MEET YOUR PRESENTERS

ALESHA DOMROW - ASCRIBE COMMUNICATION
Alesha has experience working on a wide variety of projects for public and private enterprises including community, arts & culture, agriculture & industrial resource management, and small business & regional development. Alesha has developed this series based on experience and feedback from individuals, groups and small businesses in Outback Queensland. Get ready for practical information to boost your skills and confidence.

BRONTE HUMPHREYS - BULLET STUDIOS
With almost a decade of experience in social and digital advertising, Bronte has worked across a suite of international and home-grown brands spanning multiple industries from luxury to property and many in between. Bronte will be joining us via Zoom from Bullet Studios Sydney office. Get your questions ready!

LONGREACH:
10-12:30 | MON 21 SEP
WINTON:
10-12:30 | TUE 22 SEP
BLACKALL:
10-12:30 | THU 24 SEP
BARCADDINE:
10-12:30 | FRI 25 SEP

LONGREACH:
3:30-6PM | WED 23 SEP

MORE DETAILS & REGISTER FOR FREE AT:
[OUTBACKHUBS.COM.AU/EVENTS](https://outbackhubs.com.au/events)

This year, after two years of quiet foundation work by RAPAD, the Barcaldine Renewable Energy project took its tentative first steps.

Thanks also to the leadership and buy-in by the Barcaldine Regional Council.

This initiative has resulted in the state funding two feasibility reports valued to date at \$680,000.

As a part of the foundation work by RAPAD the State funded the Realising the Big Vision consultation process and report valued at \$150,000.

To make this possible, this RAPAD initiated project attracted one of

Australia's leading economists Professor Ross Garnaut to reside in the region - in Barcaldine - to lead the study.

While there is much more to do, this project, as a potential new industry, is one of the furthest progressed I've seen in my time out here.



\$2.25M over four years to grow a new manufacturing centre and industries built on RAPAD's world class renewable energy resources.



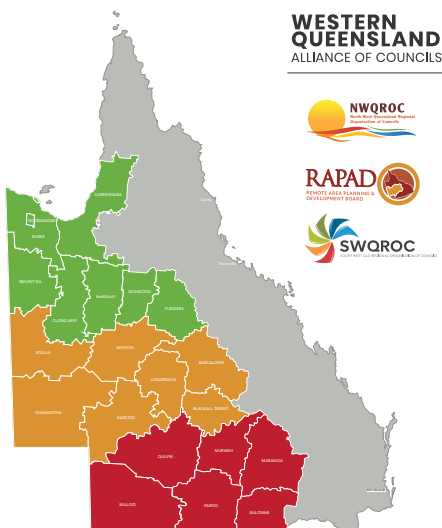
EM(POWER) RAPAD COMMUNITIES TO HAVE A BRIGHTER FUTURE THROUGH ENERGY AND EDUCATION

The RAPAD region has a once in a generation opportunity to create a new manufacturing sector based on the region's globally competitive renewable energy. This opportunity extends beyond building wind and solar farms, instead it's about using our wind and solar to manufacture energy intensive "green" products here in Central West Queensland.

Through extensive community consultation RAPAD developed its *Realising RAPAD's Big Vision – Community Consultation Report 2019*¹, which identified that the RAPAD community:

- has a strong appetite for significant change;
- has embraced the idea of self-sufficiency;
- is eager to action it;
- is ready to progress a significant economic transformation; and
- recognises and supports RAPAD as the appropriate body to lead an economic transformation across the central west community.

In partnership with renewable energy leader Professor Ross Garnaut AC, as well as other commercial



This past year we, along with our southern and northern neighbours, formed the West Queensland Alliance of Councils (WQAC). The WQAC is, as the name suggests, an alliance of like-minded Western Queensland councils all with similar demographics, issues and concerns.

It's early days for the alliance and its success should be judged solely on the outcomes over the next year and two.

It will be a lean, agile organisation and it proved this in its formation and response to several COVID related matters. One thing is for sure, it will only be as strong as its weakest link.

You can find out more and stay up to date on our activities at www.wqac.com.au



Pictured below 18 of the 21 Mayors from across the WQAC region at the Inaugural WQAC Assembly hosted in Longreach in July 2020.

RAPAD has attracted Remote Area Board funding every year over the five years to the value of approximately \$400,000 for project initiatives.

The most recent example being the CWQ tourism data model which in turn provides information on which to advocate and to better understand the regions tourism investment. I've been in this job now for 17 years and in that time I've never been able to find an accurate value of tourism for the CWQ region and then broken down to LGAs - now we can!

The Regional Skills and Investment Strategy (RSIS) project is valued at \$350,000 over two years and some of the project outcomes are included in this report. This is a slow grind project with longer term outcomes, but in keeping with the theme of ROI, in 2020, the support attracted has been:

Program	Location/s	Places funded	Total potential training investment
Skilling Queenslanders for Work "Caring Workforce Initiative" Certificate III in Individual Support	Longreach Barcaldine Blackall Winton	25	\$165,000
Customer Service Skill Set	RAPAD Region	100	\$55,000
Novice Sheep and Wool (Shearing) Accredited Training	RAPAD Region	20	\$50,000
Farm Business Management Skill Set	RAPAD Region	Unlimited - 28 EOIs	\$135,000

RAPAD Skilling was formed in 2010 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 employment for approximately seven people, in the region.

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. Readers will be able to read a short snapshot of RAPAD Skilling activities this year in this report.



RESQ Plus, part owned by RAPAD, kicked off in 2013 as RESQ following a successful tender by RAPAD and its then partner, ESQ.

Since then and over the last five years, it has positioned itself in the region as one of Australia's leading

CDP providers, and employing approximately 35 staff throughout the Central and South West service area. We also recognise our local partners in RESQ, the Central Western Qld Aboriginal Corporation (CWAC). You can view RESQs annual report at: www.resq.com.au.



This past year we have continued our partnership, cash and in-kind, with **QUT** in the ARC Linkage project, 'The Role of the Creative Arts in Regional Australia: A Social Impact Model'.

And while on the arts, I'm so pleased to see the ongoing success of **Red Ridge (Interior Queensland)**, including reaching a significant milestone this year of launching its own art-inspired fashion label (pictured left).

While I won't lay claim to the outstanding success of Red Ridge

over the last five years, what I will lay claim to is that Red Ridge is a direct outcome of the former **CICADAS@RAPAD Garden of Arts Strategy** which ran from 2008 to 2012 and an organisation we supported for several years while it found its feet.

Sometimes the ROI is not always obvious immediately, in one year, or two or three, and this is a perfect example of investing for the long-term outcome.

This year, we, and member councils, worked closely with the **Queensland Reconstruction Authority** who funded and developed the *Central West Queensland Resilience Strategy*. The Board has taken on the governance and oversight function for the strategies action plan. As quoted on the QRAs website:

"The Queensland Government has partnered with the seven councils that make up the Remote Area Planning and Development Board (RAPAD) to deliver the Central West Regional Resilience Strategy which harnesses local expertise to champion a holistic approach to disaster resilience for the region."

The purpose of the Strategy is to focus on new possibilities through aligning the objectives of economic development, resilience and climate adaptation in order to help the region reduce its exposure to the effects of climate variability and uncertainty. The Strategy includes consideration of the increasing strong cycles of persistent drought and flood facing the region, which is taking its toll on families, communities, businesses, stock and land. It focuses on prosperity as a key driver for resilience –a means of minimising or reducing the effects of climate-induced natural hazards through a resilient society and economy.

Implementation of the Strategy will now be overseen by RAPAD in partnership with Barcaldine Regional Council, Barcoo Shire Council, Blackall-Tambo Regional Council, Boulia Shire Council, Diamantina Shire Council, Longreach Regional Council, and Winton Shire Council."



https://youtu.be/cKLBA7_uWTw

Through the Rural Financial Counselling Service North Queensland (www.rfcsnq.com.au) RAPAD has continued to deliver the Rural Financial Counselling (RFC) service across the region.

In this current period we also commenced delivery of the Small Business Financial Counselling service in April 2020, with our two counsellors offering assistance and support to approximately 20 clients this reporting period.

In the case of the CWQ-focused Rural Financial Counsellors, 49 clients were supported through case management this period.

Recently we assessed the dollar value, over the 19-20 year, that the RFC/s servicing the CWQ region supported

client's access, through the various programs and loans available, along with charitable and debt write-down, and it is approximately \$42 million, with the Winton region accounting for approximately \$20 million of that.

Please note: This is the dollar value the RFC has supported, not the entire value delivered to the region through these types of loan instruments and funding support.


CENTRAL WEST
REGIONAL



PEST MANAGEMENT GROUP

Regional groups, the **Central West Regional Pest Management Group**, and the **RAPAD Water and Sewerage Alliance (RWSA)** are direct outcomes of RAPAD, and in the case of the RWSA, this was done in conjunction with LGAQ and the then qldwater and Department of Environment, Water and Sewerage.

We continue our research partnership with **Dr The Voogt** from **UQ** in the pilot study:




THE UNIVERSITY
OF QUEENSLAND
AUSTRALIA
CREATE CHANGE

The Pilot Study in a nutshell

Background

In March 2019, researchers from the University of Queensland's Law School and the UQ Business School embarked on a three year Pilot Study in collaboration with RAPAD and RFCSNQ.

The research is conducted under Institutional Human Research Ethics Approval Number: **2019000030** [Duration to 28/2/2024].



The name of the Pilot Study is: **RAPAD region policy solutions and business innovation for farmers and small businesses**

The purpose of the Pilot Study was to apply a legal lens to investigate:⁷

1. The differences between the legal structures adopted to conduct farming and small business
2. Participants' practical access to business-generated cash
3. The way capital is raised, and
4. How existing ownership is transferred in family firms.

UQ, RAPAD and RFCSNQ envisaged that:⁸

The research will provide much needed evidence-based findings to inform policy and development of the RAPAD-region economy, and valuable insights into cash flow optimisation; the impact of income tax on small firms and their participants; the impact of rural financial counselling service; and firm succession in a regional economy dominated by small firms.

Many of the projects or activities are expanded on in this report. I know, as an organisation, RAPAD does offer a ROI in many ways, both tangible and intangible and that I'm proud of.

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

David Arnold

RAPAD CEO



QUEENSLAND FERAL PEST INITIATIVE

RAPAD continues to deliver cluster fencing funding for the region

In 2020 RAPAD once again stood ready to continue the successful partnership with the Government through its cluster fencing initiative to:

- create jobs through the immediate construction of fences, and
- generate long-term benefits of improved lambing rates, increased wool production and stemming a declining population in the Central West.

Consultation with industry has identified a strong interest in additional cluster fencing projects and renewed focus on the program long-term targets:

- increase new jobs created as a result of the program from 70 to 440;
- secure an annual economic injection of \$36 million for the Central West economy;
- increase fencing to 15,000 kilometres - nine times the length of the Bruce Highway; and
- increase protected area to 10 million hectares – seven times the size of Brisbane.

As such, in 2020 RAPAD advocated to the State government for additional cluster fence funding to be released.

This resulted in the Premier and Minister Furner travelling to Barcaldine on 24 June to announce an additional \$5 million in grants for cluster fencing in Western Queensland as part of its COVID-19 Unite and Recover Queensland Jobs Plan.

RAPAD will be applying for this \$5 million in funding, due in November, and if successful is hoping for fencing to begin in early 2021.

RAPAD has managed three (3) rounds of funding in the central west through the contribution of \$9.85 million in government funding to local landholders to fence 3337 kilometres and protect more than 1.9 million hectares.

This government funding has leveraged a further \$24.27 million committed by local landholders. So far, this program has created 70 new jobs and delivered \$4 million in direct wages into our local communities.

Aside from being able to control the number of wild dogs on their properties and protect sheep the fence:

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

The project's long term goal is to be the catalyst for achieving significant improvement in the profitability of regional businesses both rural and non-rural, a more stable community, social growth, and better environmental and biosecurity control.

To see more on the project go to <https://notjustafence.org>



RENEWABLE ENERGY

RAPAD continues to explore renewable energy approaches that offer transformative benefit in the region and for the region.

These approaches will:

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

The RAPAD region is in a prime position to take advantage of opportunities in renewable energy development with its warm, dry, clear conditions and underground water. The challenge with current models, such as large scale solar farms currently built in the region, is that they do not provide long term sustainable jobs. Further, consumers in the RAPAD region continue to experience various energy supply issues, including increased unreliability (vulnerability to blackouts and brown outs), sensitivity to recent and future energy price increases, and inadequate access to alternative and possible superior options.

In 2019 RAPAD partnered with Barcaldine Regional Council and engaged Professor Ross Garnaut and his company Sunshot Energy to provide a report which would:

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

The report's guiding principle was to explore opportunities where inexpensive local renewable energy is a key enabler for regional economic development and highlighted the opportunity for the development of the Barcaldine Renewable Energy Industrial and Innovation Hub. Barcaldine's competitiveness for renewable energy, and as an established central-northern transport hub, can provide an outstanding foundation to deliver a productive and profitable renewable energy industrial hub and inland port.

RAPAD feels this is a project that will help shape Central West Queensland through jobs creation, population growth and industry diversification, as well as showcasing innovative leadership for remote communities across Australia. RAPAD feels projects like this are critical to the region and State's recovery from COVID-19, and it is primed to deliver benefits not only in-region, but also provide valuable infrastructure and resources to boost Queensland's industry and economy.

If the project reaches Stage 1 & 2 full production, it is expected to deliver:

- New construction employment expected 200+;
- New direct long term sustainable jobs expected 280+;
- Diversification of the economy - creating future opportunities for population retention
- Annual wage increase in the region by \$16.25M
- Total Regional Economic benefits of \$41.2M p.a.
- Regional population increase of 500 - that's 38%!

RAPAD recognises the support of the Queensland Government who have invested \$680,000 towards feasibility studies for the project.

For more information go to <https://bit.ly/3qOKsAZ>



In March 2020, Stafford Strategy was commissioned by RAPAD to undertake the development of a tourism data model for the Central West Queensland (CWQ) region.

The project was requested to support the diversification of CWQ's economy through strengthening the tourism sector and building economic resilience in its communities.

Key findings include:

- the sector injects \$527.4 million into the central west region each year;
- the average domestic overnight visitor spent \$880 per trip in Longreach and \$740 in Boulia; and
- Tourists spent \$68.8 million in the Winton economy and 306,200 people visit Longreach per year, 80% of those are domestic visitors who stay overnight.

The region does not yet understand the long-term impacts of COVID-19 on its tourism operators, however tourism is the most impacted sector along with small business.

Operators rely on income through the winter months to finance their operations in the summer. They will not receive an income for 2020 and will continue to be significantly impacted well into 2021 and perhaps beyond.

As a result of these impacts and building on a key outcome and recommendation of the 2020 project RAPAD will fund the CWQ Tourism Data Model's implementation for the initial 12 months.

RAPAD understands the data model created as part of the initial project is only the first step to better understanding the value and opportunities tourism delivers to the region, and, if it is not kept up to date on an annual basis, its value to local industry and LGA's is significantly diminished.

This will be available in 2021.

For more information go to:

<https://bit.ly/3a4aXwd>

CWQ DATA COLLECTION & ANALYSIS

MARCH 2020

PREPARED BY: STAFFORD STRATEGY
FOR: CENTRAL WESTERN QUEENSLAND
REMOTE AREA PLANNING AND
DEVELOPMENT BOARD





CENTRAL WEST INVESTMENT STRATEGY

RAPAD and its regional stakeholders have struggled for several years to assess and quantify the importance of Central Western Queensland (CWQ) to the region, state and nation.

Without this understanding it leaves the region at a significant disadvantage in attracting investment.

RAPAD understands limited investment impedes growth in key economic sectors and this, combined with the unknown long term impacts of COVID-19, only reduces the region's ability to mitigate population decline which in turn creates a raft of other issues for the region.

As such RAPAD has commissioned a project which will assess and quantify the importance of CWQ to the region, state and nation.

This project will undertake a detailed quantitative and qualitative supply

chain analysis of the region including regional economic impact modelling to assist demonstrate not just the contribution regional key industries make in revenue, value-add and employment along the supply chain, but also highlight the advantages, opportunities and comparative advantage the region can offer investors.

This information will then be 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 will be available in 2021.



ADVANCING REGIONAL INNOVATION PROGRAM

This year we wrapped up our Advancing Regional Innovation Program, and we take the chance in this report to look back on how far we've come from 2017-2020 - WE'VE COME A LONG WAY.

2019-20 is the final year of the three-year ARIP program.

The first two years of ARIP (2017-19) focused on:

Fostering developing entrepreneurial interest and skills in region via RAPAD's Entrepreneur in Resident, through:

- Startup Weekends
 - workshops
 - mentoring
 - business bootcamps
- establishment of regional Outbackhubs Zoom Room trial network
- drone technology information destination through
 - Regional Innovation Expo – Westech 2017
 - Outback Aerodrone Symposium 2018
 - Drone Test Connect – promotion of region for drone testing

This final year has consolidated on the groundwork of the first two years with three major areas of focus:

Extending the Outbackhubs Zoom Room trial

Furthering of UAV/drone implementation and drone testing in region

Delivery of workshop and mentoring programs for entrepreneurs and small businesses



The Remote Area Planning and Development Board (RAPAD) is the lead for the Outback region Advancing Regional Innovation Program (ARIP) an initiative of the Queensland Government.

Our program partners include our seven member councils, in addition to the South West Regional Economic Development (SWRED) and McKinlay Shire Council.



RAPAD's Innovation and Operations Manager, Kristine Arnold (pictured above outside Twitter's US headquarters) is the Regional Innovation Coordinator (RIC) for this project.

Outbackhubs: The home of Outback connection, communication and co-working.

ZOOM ROOMS

Connected community, business, entrepreneurs, councils - prepared to stay connected through the COVID-19 pandemic.

The Outbackhubs Zoom Room trial commenced with four community-based locations in 2017 to reduce the impact of geographic isolation on small businesses and entrepreneurs.

Following their successful implementation and integration, there are now 28 sites across the Outback region equipped with Zoom Room

technology. Community, business, entrepreneurs, visiting professionals and local councils are now connected across the Outback and the world through this leading platform. This has improved equity in access to programs, workshops, information and networking while reducing travel/down time and risk associated with long distance travel on remote roads.

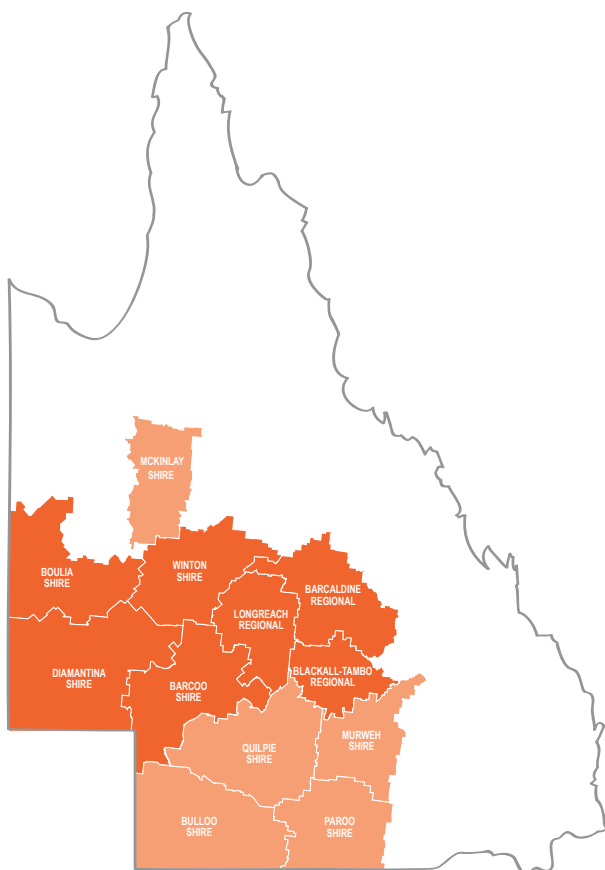
Outbackhubs Zoom Rooms, including fixed physical sites and mobile units, are typically used for:

- Workshops, training and business boot camps
- Meetings – community, council, business, Board Meetings
- Guest presenters at field days including external agencies such as QDAF
- HR management including job interviews and inductions
- Creative projects such as broadcasting an Opera Queensland concert from Longreach to metro areas.

Outbackhubs technology enabled family unable to attend funerals due to COVID travel and number restrictions to be part of these funerals.

There are 28 Outbackhubs Zoom Rooms established (8 in SWRED; 20 in RAPAD Region)

Of the six RAPAD councils choosing to participate in the Outbackhubs Zoom Rooms, five are fully operational with one currently addressing equipment issues.



Advance Qld Team requested Outback RIC, Kristine to present a case study on Outbackhubs Zoom Room implementation in region to the state's ARIP RIC colleagues

Thanks to the preceeding ARIP project activities undertaken by RAPAD through Outbackhubs, our region was ready to continue to operate. **DESPITE COVID-19 RESTRICTIONS.**

When the world was hit by the COVID-19 pandemic, communities business and governments scrambled for solutions to stay connected and operational.

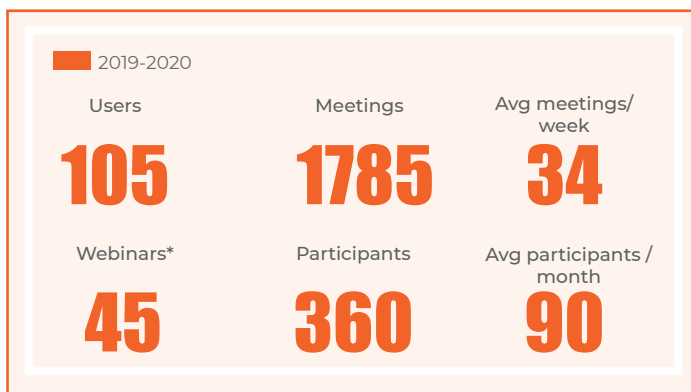
Thanks to the preceding ARIP project activities undertaken by RAPAD through Outbackhubs, our region was ready to continue to operate.

Throughout COVID the use of the physical Outbackhubs sites was dramatically reduced but the progressive utilisation of this virtual technology in region provided an important platform to quickly and easily disseminate information to small businesses on the various support and funding available.

ATTENDEES BY LOCATION

September 2019 - 2020

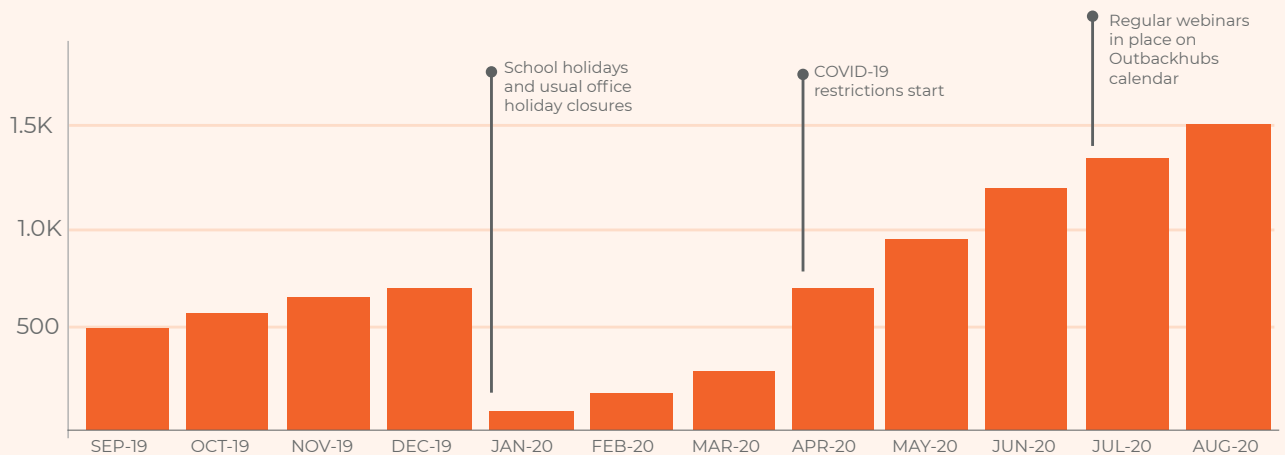
Australia	7547
USA	257
Norway	54
United Kingdom	12
Germany	10
New Zealand	9
India	4
Nigeria	4
Singapore	4
Netherlands	3
Malaysia	2
Italy	2
China	2
France	2
Ireland	1
Czechia	1
Greece	1
Bulgaria	1
Spain	1
Sri Lanka	1
Austria	1



* Figures for four months - Outbackhubs introduced Zoom webinars in response to COVID-19 restrictions in April 2020.

ZOOM MEETING USAGE TRENDS

September 2019 - 2020



OUTBACK AERODRONE

The sky's the limit as we open up opportunities in UAV technologies in business and practical applications across our vast region.

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

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

The Symposium provided a platform for local enterprises to access locally-relevant information and take the next step in integrating technologies such as drones into their business. The



event also connected expertise and industry networks to locals, opening the door to further investigation as well as implementation into businesses and councils in the region.

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

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

The second Outback Aerodrone Symposium was held in 2019. The three day event focussed on drone technology in key industry areas including agriculture, disaster management, asset management and lifestyle. The event culminated with a round table discussion on regional drone capacity building.



Outback Aerodrone 2019 champions - Ann Britton, Boulia, and Matthew Newton, Barcaldine, (above) at the World of Drones Congress in Brisbane.



Promotion of the region as a location for drone/UAV companies to test drones, sensors and payload capacity included hosting a booth at Japan Drone Conference.



QUEENSLAND DRONE JAPAN TRADE DELEGATION

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

The delegation's jam-packed agenda from 10-15 March 2019 included hosting a display at the Japan Drone event as well as a full schedule of meetings in Osaka and Tokyo including discussions with one of Japan's largest machinery manufacturers, Kawasaki Heavy Industries, in addition to meetings with representatives from government ministries, Chiba University and key players in drone industry development.

無限の空へ!

OUTBACK AERODRONE Symposium 2019

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

クィーンズランドアウトバック奥地の
広い空へようこそ!

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

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

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

- ・ 都市・村域による活用
- ・ インフラ管理
- ・ 野生動物モニタリング
- ・ 防犯対策
- ・ 農林・園地管理
- ・ 災害・非常時対応
- ・ 文化・レクリエーション・観光
- ・ その他各種分野

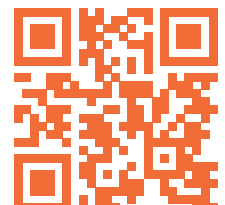
ご登録はこちら: OUTBACKAERODRONE.COM.AU

RAPAD

TAKE A LOOK

The full Japan Drone Delegation report is available online:

bit.ly/OAS-Japan-Drone-Report



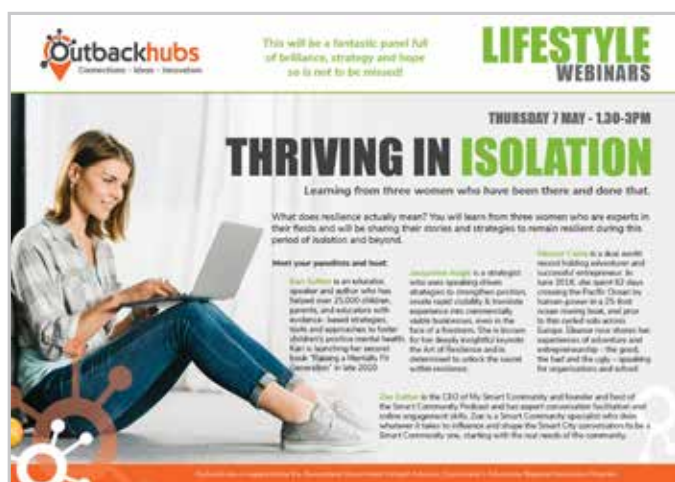
BUSINESS MENTORING PROGRAMS & WORKSHOPS

More than technology and video conferences - Outbackhubs has delivered programs and workshops

Several series of business mentoring programs and workshops were planned for face to face delivery in 2020, however a quick pivot was required prior to the first round which was due to commence as COVID lockdown started. These were able to be successfully delivered through the Outbackhubs Zoom webinar platform.

Series included:

- Building Your Digital Footprint
- Resilience in isolation
- Imagery 101 – photography for business
- Social media as a marketing tool
- Social media analytics
- Optimising your business investment into digital and social media
- Digital tools to enhance your business
- Tourism supply chain risk and resilience – COVID response
- End of financial year small business and individual preparation
- Social media, online safety webinars.



A quick pivot was required prior to the first round of planned workshops in 2020 which was due to commence as COVID lockdown started.

Outbackhubs
Connecting - Inspiring - Growing

DIGITAL WEBINAR SERIES

SOCIAL MEDIA & YOUR BUSINESS

12.00 - 1.00PM

WEDS 10 JUNE - HOW TO CREATE A SOCIAL MEDIA PLAN FOR YOUR BUSINESS
Outlining the 5 top tips for developing a digital content plan and where you should be focusing your time and investment.

WEDS 17 JUNE - HOW TO SET UP PROMOTED POSTS IN FACEBOOK & INSTAGRAM
A live tutorial on how to set up promoted posts on Facebook & Instagram and some key tips & tricks for getting the most bang for your buck!

WEDS 24 JUNE - MAKING SENSE OF SOCIAL MEDIA ANALYTICS
We can see the numbers but what do they mean? We show you how to work out some key analytics to help measure your performance through social media analytics.

WEDS 24 JUNE - OPTIMISING YOUR BUSINESS INVESTMENT INTO DIGITAL & SOCIAL MEDIA
Content creation, what can I do myself and where could professional help? How much should it cost to get a professional to help me create content? What are some top options for selling my products or services online?

MEET YOUR PRESENTER BRONIE HUMPHRIES - CONTENT DIRECTOR, BALLET STUDIOS
www.balletstudios.com.au/bronie
With almost a decade of experience in social and digital advertising, Bronie has worked across a range of international and home-grown brands spanning multiple industries from beauty to property and travel. In between, Bronie has developed the perfect fit for Outbackhubs' small businesses and individuals. Ready to roll through the series, take practical steps forward and grow your brand using social media.

REGISTER AT: OUTBACKHUBS.COM.AU/EVENTS

April - September 2020

Webinars
45

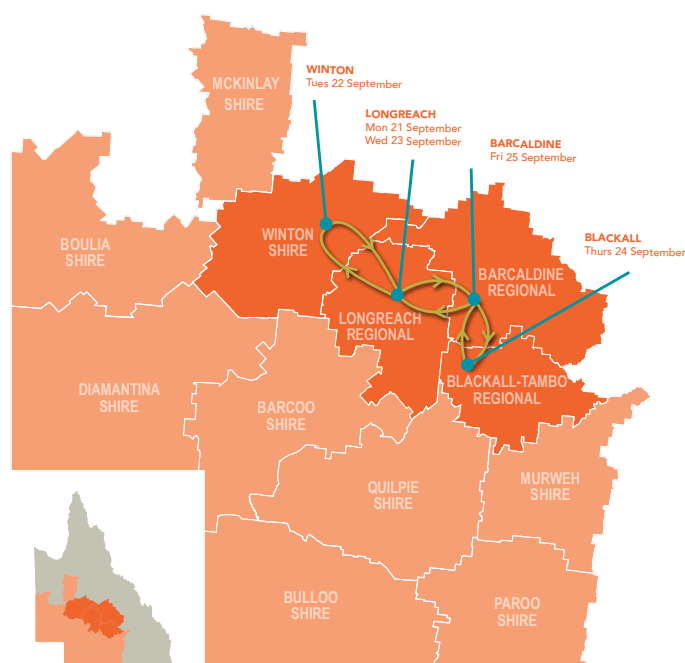
Participants
360

Avg participants / month
90



Social media for individuals, business and community groups saw the return of the first series of in-person workshops since COVID-19 restrictions.

But wait! There's more to come in October/November 2020: including webinars on social media essentials and networking, digital production and photography for business.



SOCIAL MEDIA & WEB WORKSHOPS

FOR INDIVIDUALS, BUSINESS, EVENTS & COMMUNITY GROUPS

4 towns across
4 council areas
5 workshops
20+ local business, individuals and community groups
790 kms

PROGRAM REFLECTIONS

From a small program, to an thriving community of physical and virtual spaces and local emerging and growing entrepreneurship.

Outbackhubs is a collaborative effort to provide shared resources and training opportunities to Central Western Queensland. Our achievements are made possible by the commitment of our team, and support from our regional leaders, government agency officers, local business and individuals.

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

While ARIP funding has finished, the legacy of the program lives on through Outbackhubs.

Digital workshops, networking and mentoring as well as our drive for connections, ideas and innovation will continue.

WE'RE READY FOR A BRIGHT AND INNOVATIVE FUTURE

Our Outback ARIP partners have implemented Outbackhubs Zoom Rooms into their communities. We have grown beyond the RAPAD council region with SWRED establishing eight across their footprint and McKinlay, after a slow start due to the devastating flooding, have established a smart hub housing the Outbackhubs Zoom Room.

While the ARIP funding has finished, the continuation of digital workshops, networking and mentoring will continue through the Outbackhubs VERTs (Virtual Experts in Residence Team) who will continue to promote virtual connectivity to build business resilience and community to support starts ups and small businesses.





Throughout the year RAPAD Skilling has continued to reinforce its reputation to deliver high quality, relevant training to all local government entities and areas in the central west.

As well as continuing to meet and exceed the needs of our core clients. We have expanded to provide training in locations outside of the RAPAD region as required. RAPAD Skilling's willingness to take the training to the respective towns and districts sets RAPAD Skilling apart from their competition.

RAPAD Skilling staff work as a cohesive team to ensure the professionalism of the output of their training delivery across various industries, they work in unison with their clients and each other to ensure the delivery of succinct relevant training for industry and adapt to the needs of their client base as required.

RAPAD Skilling offers various opportunities to obtain a qualification certificate, statement of attainment or licences, as well as opportunities to complete short courses in various fields.

This training incorporates but is not limited to:

- Business Administration
- Civil Construction
- 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 continuing strategy is to focus on providing better service for our core clients, which has proven successful with an overall increase in training activity and graduates during this year.

And with activity increasing even with the onset of COVID-19 it is proven that with a lot of hard determined effort anything is possible.

RAPAD Skilling continues its efforts with local district schools, with partnerships formed and training conducted as required throughout the year catering for students needs. This is in the hope that these students will then see that there is opportunity for them if they stay in the district.

The importance of enticing these students to stay in their respective towns is high on priority for RAPAD Skilling, to help the towns in the district survive. After all, if the young people do not stay in the towns, it will not be good for the districts as time goes by.

RAPAD Skilling's vision for the future is to continue to provide quality training in various fields throughout the district, and meeting client needs.

After all, our motto says "Trained in the Outback, ready for the world"- so we need to ensure that we meet or exceed the benchmarks set in all endeavors we undertake.

And with activity increasing even with the onset of COVID-19 it is proven that with a lot of hard determined effort anything is possible!



CWQ SKILLS INVESTMENT PROJECT

The Central West Queensland (CWQ) Skills Investment Project is one of 17 similar projects located around Queensland, funded through the Department of Employment, Small Business and Training's Regional Skills Investment Strategy (RSIS) program.

Developed to address local workforce issues relating to skilling and training, the two-year project is due to wrap up at the end of 2020.

With many of Queensland's regions facing unprecedented change to their local economies and labour markets, the need to realign skills development pathways to local jobs, and support local employers to employ skilled locals, is vital to the economic success of these communities. Supporting local industry to meet their skilled labour needs will be the focus of local Regional Skills Investment Strategy projects, which will drive regional collaboration to address local workforce issues related to skilling and training. This approach will result in improved identification and matching of emerging and available jobs in each region, will inform the training made available, and support a 'locals first' approach for employment in target communities.

By way of further background, the funding departments states:

OVERVIEW AND OBJECTIVES

The Regional Skills Investment Strategy will bridge the gap between existing training opportunities available through the Annual VET Investment Plan and current workforce skill needs in targeted regions. Through the Strategy, DESBT will support local training responses that align training pathways to local jobs, building skilled local workforces to meet skill shortages and emerging opportunities. Collaboration between local employers, industry peak associations, registered training organisations (RTOs) and other relevant stakeholders will be a key element under the Strategy, to enable effective training solutions to be designed that support local job outcomes. Regional communities will have the opportunity to self-determine the focus of training opportunities provided locally under the Strategy through a local reference group.

PROGRAM DELIVERY

Regional Skills Investment Strategy projects will be funded throughout Queensland. Communities that have recently undertaken economic or workforce planning activities and identified skills issues that are impacting on economic and employment growth in the region, will be considered a priority for funding under the Regional Skills Investment Strategy. Project identification. Regional communities to be targeted will be identified by the Regional Skills Investment Strategy Advisory Committee. This committee comprises representatives from DESBT, Jobs Queensland, Local Government Association of Queensland and Department of State Development, Manufacturing, Infrastructure and Planning. The committee will recommend priorities for the Strategy based on an analysis of economic and labour market data and local intelligence regarding industry adjustments, emerging industries, and local opportunities.

Following on from Tamara Pearce's work across the region, Liza Cameron took over the coordinator's role in January 2020 and has continued to engage local businesses, industry bodies and community stakeholders to:

- identify available and emerging jobs in the target industries and the skills needed,
- analyse current training options and identify gaps or issues in our region, and
- collaborate with local employers

KEY FOCUS INDUSTRY AREAS WHERE CHOSEN:

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

REFERENCE GROUP MEETINGS:

Reference Group split into 2 to better reflect industries –

1. Community Services / Hospitality and Tourism (one meeting to date due to COVID – stakeholders)
2. Agriculture (two meetings to date – 19 stakeholders)

TRAINING SOLUTIONS:

The Central West Skills Investment Program successfully lobbied DESBT and received funding to offer:

100 funded places for CUSTOMER SERVICE SKILL SET (delivered by RAPAD Skilling across the RAPAD region).



"The whole training was excellent with the right amount of theory and practical components."

"The workshop was fun and made sense of the training. I thought everything was spot on and the video's were good."



"Nicole (the trainer) had great industry knowledge and adapted it to our individual workplaces and personalities. Was a great refresher."

25 funded places for SKILLING QUEENSLANDERS FOR WORK – CARING WORKFORCE INITIATIVE (CERTIFICATE III IN INDIVIDUAL SUPPORT) (delivered by RAPAD Skilling across 4 locations – Longreach, Blackall – 2020; Barcaldine, Winton - 2021).

BLACKALL

Caring Workforce Initiative

CHC33015 Certificate III in Individual Support

Commencing in Blackall - Monday 24 August
(3 days per week for a 14 week period - includes work placement)

With growing demand for qualified workers in the care sector, now is a great time to take advantage of this training opportunity delivered locally!

FOR MORE INFORMATION CONTACT
Project Coordinator - Heather Sorensen
hsorensen@rapad.com.au
0438 330 378

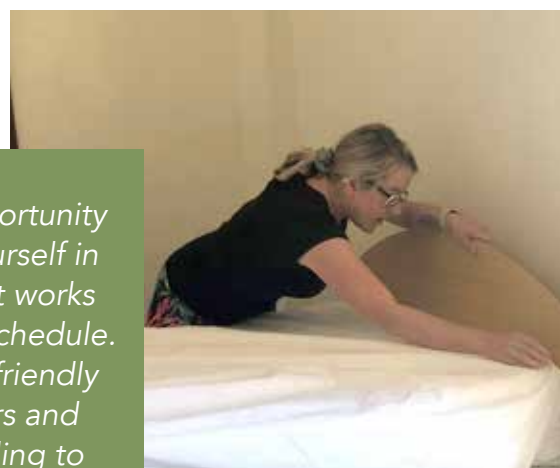
This Skilling Queenslanders for work project is proudly funded by the Queensland Government



"Efficient, well presented curriculum. Excellent opportunity that takes into consideration personal circumstance, learning ability and schedule."



"A great opportunity to upskill yourself in a course that works around your schedule. Helpful and friendly coordinators and trainers, willing to guide you through every step."



20 funded places for Introduction to Shearing, Wool Handling and Wool Classing (delivered by UQSkills – November 2020).

RAPAD successfully gained approval from DESBT to offer accredited Novice Sheep and Wool training, subsidised through the C3G program, for 20 participants from across the Region to be held in Longreach.

This is the first funded, accredited training, in this industry area to be offered for many years in the Region.

At the time of compiling this report UQSkills will deliver the training in Longreach using the former Longreach Pastoral College facilities and the "Rosedale" shearing shed in November.

This training has been designed as an introduction into the shearing, sheep and wool industries and can be used as a platform for further training and career opportunities in the broader agriculture sector.



Collaborated with UQSkills to deliver the Farm Business Management Skill Set in Barcaldine and Winton (28 EOIs received for the two locations).

Training = increased job satisfaction and morale among employees, increased employee motivation and efficiencies in processes, resulting in financial gain, reduced employee turnover.

TRAINING AND SKILLING

REGIONAL SKILLS INVESTMENT STRATEGY

The Regional Skills Investment Strategy Project is a two year initiative supported by the Department of Employment, Small Business and Training. The project looks to support local training responses that align training pathways to local jobs, building skilled local work forces to meet skill shortages and emerging opportunities, through collaboration with local employers, industry peak associations, registered training organisations (RTO's) and other relevant stakeholders.

training and skilling questions?

Contact: Liza Cameron
REGIONAL SKILLS INVESTMENT STRATEGY COORDINATOR
T 0422 052 830 | E lcameron@rapad.com.au

RAPAD
REMOTE AREA PLANNING & DEVELOPMENT BOARD

FUNDING OPTIONS FOR TRAINING

A range of training courses and qualifications are subsidised under the Queensland Government's VET Investment Plan and employees may be eligible under one of the following initiatives:

- Certificate 3 Guarantee** - The Certificate 3 Guarantee provides a government subsidy to allow eligible Queenslanders to obtain their first post-school certificate III qualification.
- User Choice** - The User Choice program provides public funding for the delivery of accredited, entry level training to apprentices and trainees (see Back to Work Initiative - over page).
- Higher Level Skills** - The Higher Level Skills program provides a government subsidy to help individuals gain the higher level skills and qualifications required to secure employment or career advancement in a priority industry.
- Free apprenticeships for under 21's** - Queenslanders up to the age of 21, may be eligible to undertake high priority apprenticeship and traineeship qualifications for free.
- Free tafe for Year 12 graduates** - Free training for Year 12 graduates in high priority qualifications, available through apprenticeships, traineeships and other training courses.
- Skills Boost** - Skills Boost provides a training subsidy for people who want to update their skills to go further in their current job or pursue a different career even if they already hold a vocational education and training qualification.

Presentations:

- Webinar – Apprentices and Trainees Support Payment Webinar (April 2020)
- Advancing Queensland Community Forum – RAPAD and the Central West Queensland Skills Investment Project (August 2020)

Print materials / promo:

- COVID-19 Assistance and Opportunities (Longreach Leader distribution)
- Training and Skilling information (distribution to Longreach Business, Longreach based Small Business Financial Counsellors, email to networks)

NOT SURE WHAT ASSISTANCE IS AVAILABLE DURING COVID-19?

COVID-19 BUSINESS ASSISTANCE INFORMATION

RAPAD
REMOTE AREA PLANNING & DEVELOPMENT BOARD

ABOUT RAPAD

A united regional organisation, proactively shaping and creating a prosperous future for the RAPAD region of Outback Queensland. RAPAD projects and advocacy is making a difference to the people, communities and businesses of our region.

To find out more visit www.rapad.com.au

business.gov.au

Coronavirus (COVID-19) business assistance finder - if your business has been impacted by the COVID-19 outbreak, you may be eligible for financial assistance or other types of relief. The business.gov.au website has the most comprehensive, up to date information on assistance packages and a useful tool to help you discover what support you can access from all levels of Government.

For more information call the Small Business Hotline on 1300 654 687 or take the Business Impact Survey (and you will be linked with the relevant support).

The website details under easy to use headings:

- Application required: funding available upon application
- Automatically applied: rebates, credits, etc.
- Advice and other business support - other information.

JobKeeper

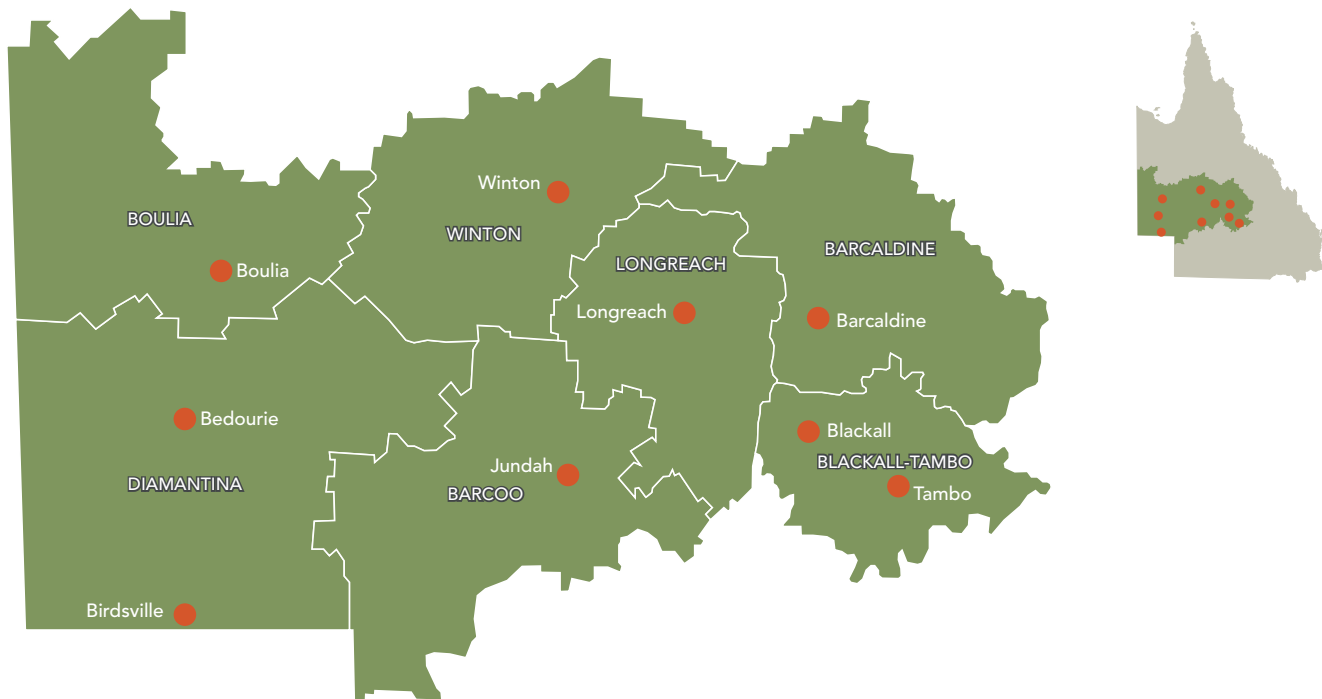
Extension of time to enrol for the JobKeeper scheme. The Australian Commissioner of Taxation has extended the time to enrol for the initial JobKeeper periods, from 30 April 2020 until 31 May 2020. This means that you have another month to closely monitor your turnover.

If unsure, please talk to your accountant.

! Make sure you know what you're entitled to and how to access the assistance provided. Many packages have cut-off dates for applications so make sure you don't miss the deadline.

Engagement and promotion of VET throughout this reporting period:

- Longreach, Blackall, Tambo, Barcaldine, Winton, Birdsville, Bedourie, Boulia, Jundah



National Careers Institute - Grant application (decision early November)

Collaborated with stakeholders (AgForce, UQSkills, RJSA, QFF) to develop a grant application for a National Careers Institute Partnership Grant. The NCI grant initiative forms part of the 2019-20 Federal Budget measure, 'Delivering Skills for Today and Tomorrow'.

The RAPAD proposal looks to develop a career education platform aimed at empowering the development of a future workforce across rural and regional Australia, showcasing career pathways in the agricultural sector.

DESBT Small Business Online Training Project

Submitted a proposal to DESBT for the Small Business Online Training Project. The proposal was to deliver an engaging, interactive suite of training in response to COVID. The proposed training targeted businesses, employees, and individuals throughout Queensland, following themes identified throughout COVID-19. The training options were dynamic and varied and allowed to further broaden the small business and digital medial webinar platforms developed by RAPAD at the height of the COVID shut down.

The proposal allowed for participants from across Queensland to engage and be able to opt in and out of training, using what's relevant to their business.

Take a look at the RSIS
Snapshot on page 14.

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 wider North Queensland service 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 two RAPAD directors and four external directors who share skills across accounting and finance, agribusiness, community and social well-being.

This report covers the period from 1 July 2019 – 30 June 2020.

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 Monsoon Trough.

The Regional Investment Corporations release of the AgRebuild loan for flood recovery and the Drought Loan both with interest free periods of 2 years increased the demand for assistance across the RAPAD region. The graph on the following page shows access to the service by local government area over the 12-month period to 30 June 2020.

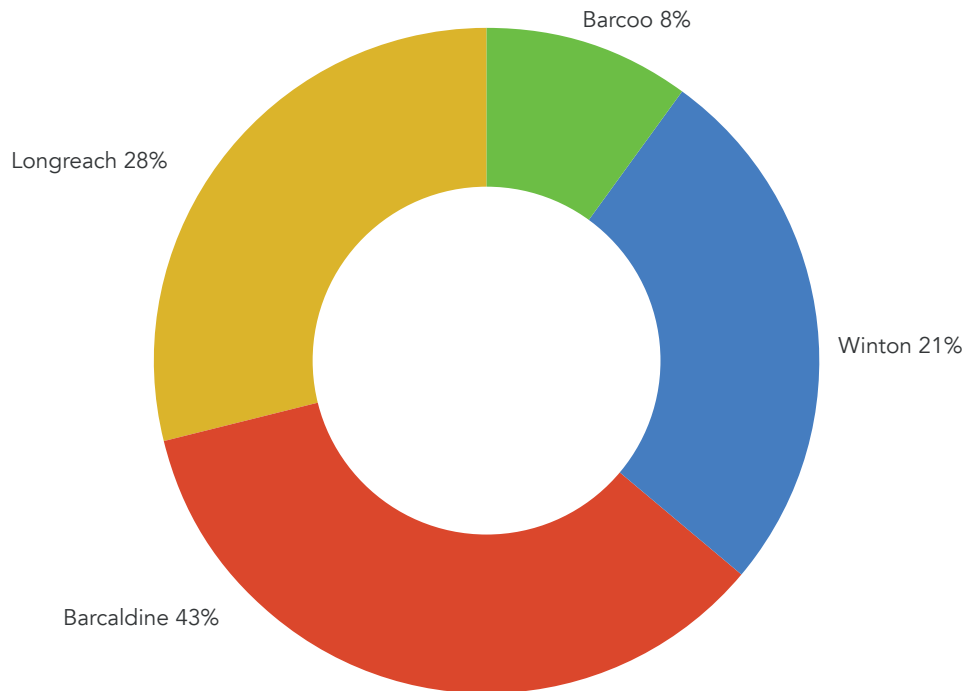
¹ Excluding Blackall-Tambo Regional Council which is serviced by RFCSSQ as of 2016 due to government changes to service regions.

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



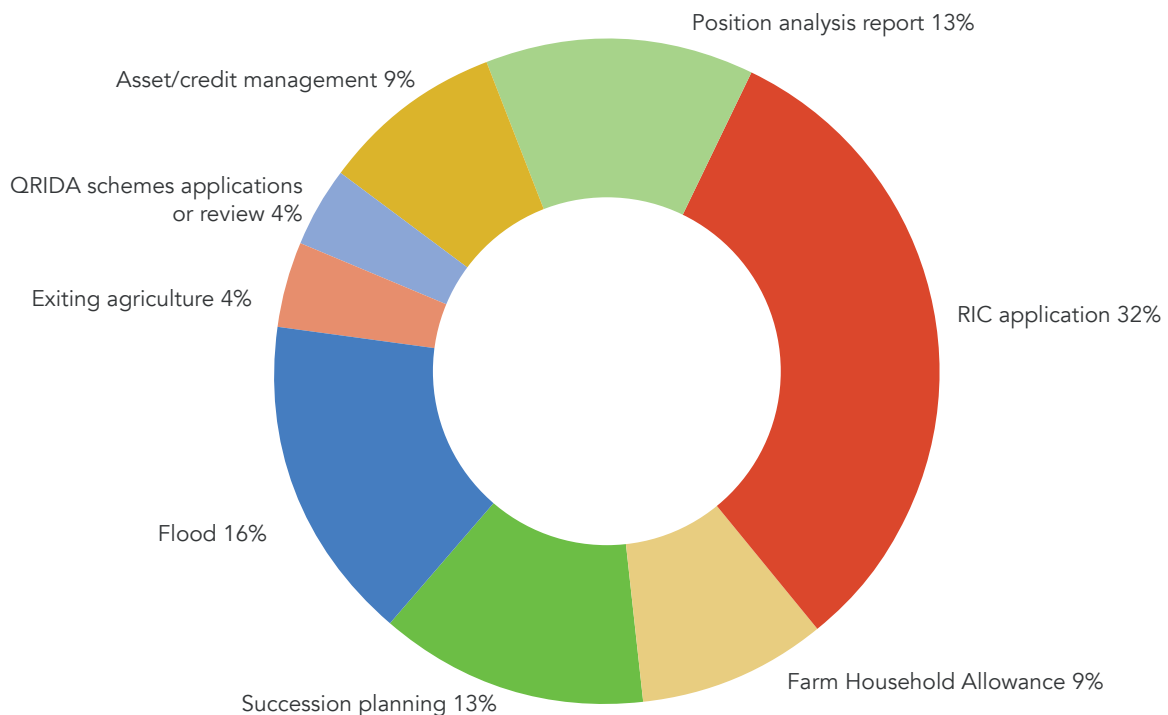
RFCS servicing areas in the RAPAD region above: (top) Rachel Bock and (bottom) Emma Cook.

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



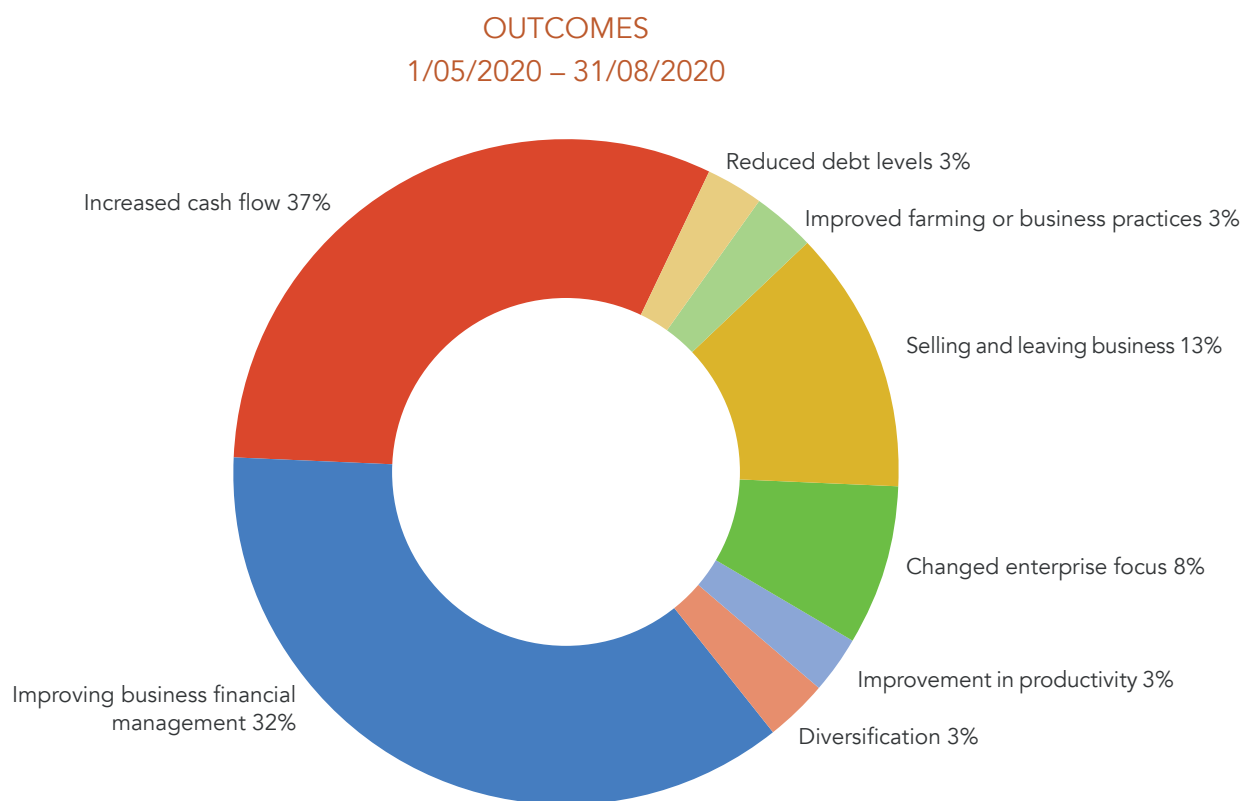
The below graph displays reasons for clients accessing the RFCS across the RAPAD region. We have seen an increase in producers accessing the service for Regional Investment Corporation (RIC) loan assistance, asset and credit management and assistance with exiting the industry. This increase reflects the impact of the ongoing drought on the region's producers. We have also seen an increase in requests for assistance with pre-succession planning; with some very good outcomes achieved for both the retiring and next generations.

TYPE OF ASSISTANCE SOUGHT
1/05/2020 – 31/08/2020



Following a busy year with flood recovery in the 18/19 we saw a decline in assistance for flood recovery in the 19/20 financial year. The need for Farm Household Allowance assistance and case management also declined and this may be due to a number of reasons: some recovery in areas of the region, increase in off-farm income or exhaustion of the 4 year payment period.

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



CLIENT FEEDBACK ON RFCNSQ IN THE RAPAD REGION:

'We had a partnership pastoral business that was in a difficult financial situation. Our Rural Financial Counsellor, gave clear constructive advice, we have now gone through succession planning and are in a much more stable financial situation. Our RFC gave us a place to start, and without her guidance things would have been a lot tougher to make a plan and get everything in order. As of today our business is viable; our partnership is dissolved with the senior parties being able to retire comfortably and are happy'.

'RFCNS has given me information and support services that I feel I can make better choices with my finance decisions. I cannot fault the service that I have received. The officer was pleasant and enthusiastic, just the type of energy that one needs when you have ideas and are not confident that they will fit into your plan. I found that the information I received was explained to me so that I could understand everything. The officer was able to communicate to financial organizations and receive then relay the information to me in a timely manner. This has allowed me to get on with the job. I really appreciate all the work that has been done to provide such a great service'.

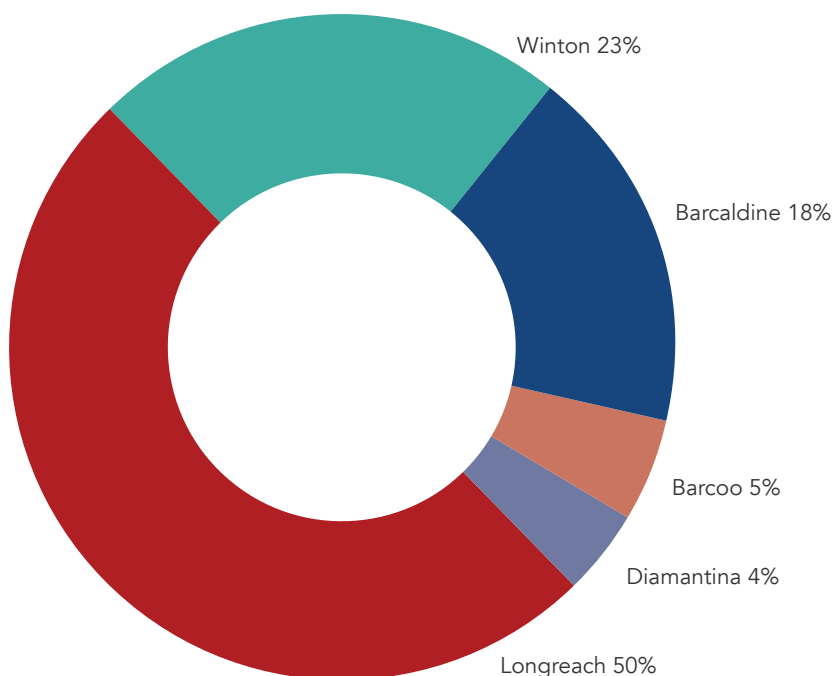
'Working with the RFCNS has helped me understand that the financial side of our business is just as important as being in the paddock growing produce. We are taking steps to make informed decisions that are in the best interests of our business'.

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.

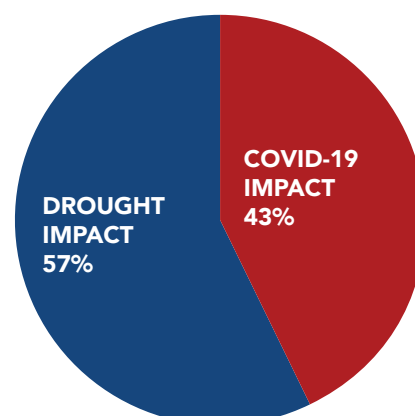
Whilst commencing operations in April 2020 our small business counsellors regular face to face visits to towns in the RAPAD region are positively impacting the level of engagement and acceptance with new clients. Our commitment to building authentic relationships with business folk has created a foundation of trust which has allowed us to work with clients in a meaningful and transformative way within their businesses.

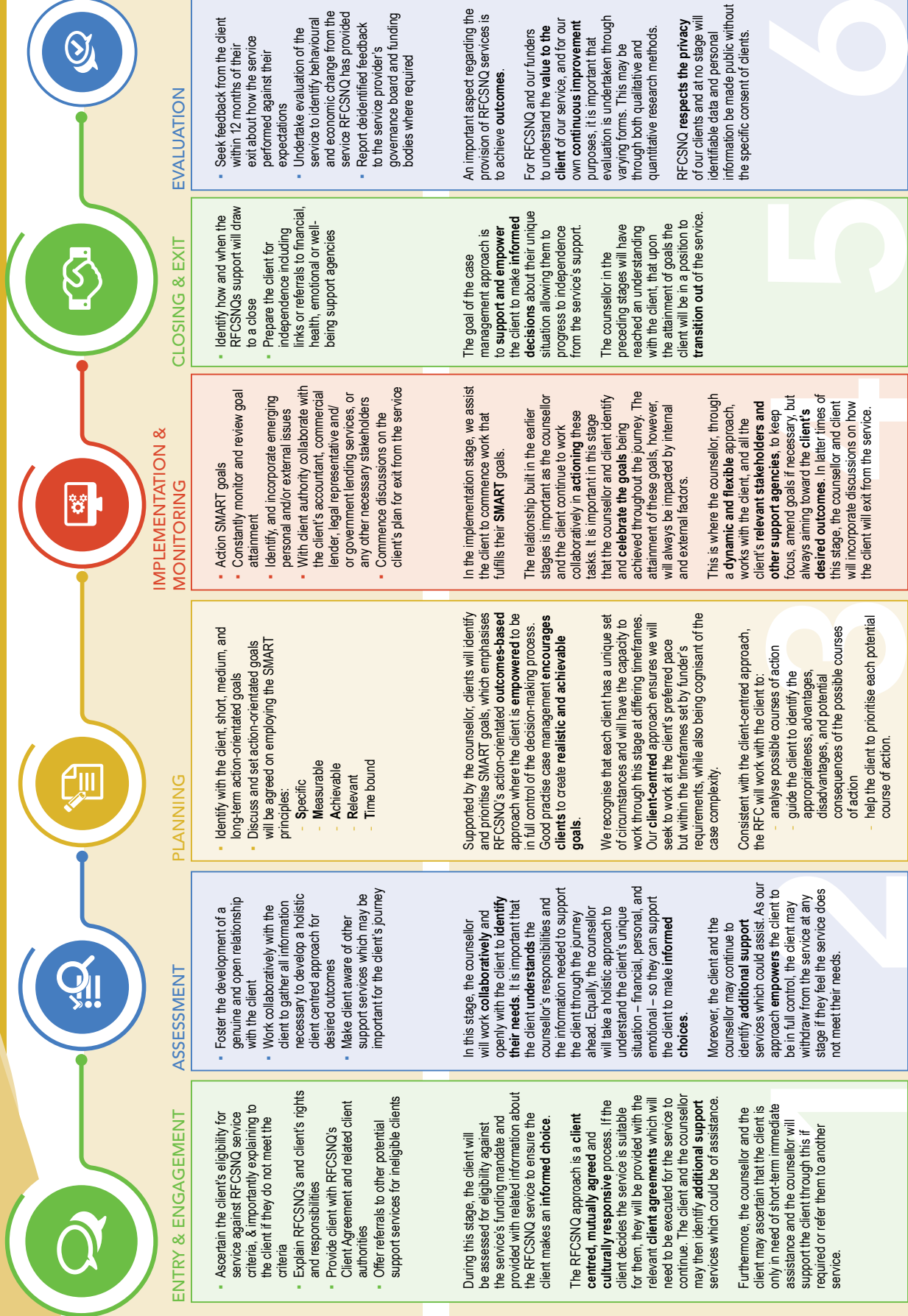
CLIENT REPRESENTATION PER RAPAD LGA 1/05/2020 – 31/08/2020



Small Business Financial Counsellors Paul Misipeka and Paula Misipeka.

HARDSHIP REASON





As a client of RFCSNQ, you have the following rights:

- » To be treated with respect, dignity and courtesy, regardless of your age, disability, cultural and linguistic background, gender, sexual orientation, socioeconomic status, and religious beliefs
- » Have your right to privacy and confidentiality protected within lawful limits
- » Have access to information about your counselling
- » Be able to refuse any or all support offered by RFCSNQ
- » Access your records by request in accordance with privacy and freedom of information legislation.

As a client of RFCSNQ, you have the following responsibilities:

- » Respect the rights of our staff, their privacy and confidentiality
- » Treat all staff in a respectful manner
- » Ensure you are not under the influence of alcohol or drugs when meeting with our staff
- » Ensure you notify our staff if you knowingly have a transmissible disease
- » Never act in a manner towards our staff which makes them feel uncomfortable, threatened or that they feel they are in a dangerous situation
- » Attend appointments as arranged, or give adequate notice where you cannot attend
- » Honour agreements made with the service.

RFCSNQ endeavours to always avoid clients being exited involuntarily. If the situation arises where this does occur, the service will provide the client with detail on its complaints and appeals procedure.



MEDIA AND COMMUNICATIONS

RAPAD's Media and Communications is managed part time and shared across the Rural Financial Counselling Service North Queensland and other subsidiaries of RAPAD. A more formal media and communications approach was adopted several years ago to enhance and facilitate the spread of information about RAPAD, its activities and advocacy.

MEDIA RELEASES

On average one media release is distributed per fortnight. From July 2019 until now 36 media releases have been distributed for RAPAD. All of these has attracted at the least local coverage by either ABC Western Queensland or Longreach Leader and at best national coverage on ABC, commercial networks, and statewide coverage in Queensland Country Life, InQld, RM Williams Magazine, ABC Brisbane, commercial radio "Dobbo"'s program. Stories in these publications have also instigated additional coverage by other media outlets of issues, challenges and triumphs in the region.

An additional 12 media releases have been distributed by the Rural Financial Counselling Service North Queensland, RAPAD Skilling and RESQ.

Support has also been provided to Red Ridge Interior in launching their clothing label to attract national coverage.

NEWSLETTERS

An adhoc newsletter is distributed to our database of two thousand readers when there are significant milestones in projects, several announcements or happenings. It has an average 80% open rate which is considered in the industry to be extremely high.

SOCIAL MEDIA

RAPAD has a presence on Facebook, Twitter, Instagram and LinkedIn. Facebook and Instagram are to connect predominantly with the region while twitter and LinkedIn target and audience outside the region.

- Facebook is our strongest with almost 1k followers.
- Top performing post "The drinks are on us" video with a reach of 53.7 thousand engagements
- 1225 likes 273 Shares 120 comments
- Fields of Gold post – video from Channel Country Reach of 2.6k Landline travelled to the region to cover after seeing this post.
- Twitter 1131 followers, Instagram 177 followers since February, our LinkedIn strategy is for staff to share their achievements and milestones and tag the organization.

NOT JUST A FENCE

Strategic storytelling and comms support for design as well as content creation for RAPAD's innovative Not Just a Fence storytelling report. This reporting style has been extremely well received by the State Government's QFPI program and as a result RAPAD has been involved in developing similar reporting tool for other regions.

POST COVID ELECTION STRATEGY

RAPAD has developed and delivered media and comms content to generate nine-week campaign in the lead up to the State Election. We have used the messaging "Back the region that backs itself". At least nine separate video clips and in excess of 25 graphics and text tiles were released to social media and broader media over the campaign and will continue to be distributed until the election is held.

WESTERN QLD ALLIANCE OF COUNCILS SUPPORT

RAPAD has supported the Western Alliance by providing media and comms support in the creation and distribution of external messages.

we are attracting on average more than 1000 downloads and listens per episode compared the international episode average listenership of 50. The service is now seeking additional sponsors to ensure the podcasts longevity.

RFCSNQ PODCAST

As an awareness raising strategy the Rural Financial Counselling Service North Queensland produces and distributes podcast "There's an Elephant in my Paddock". An hour-long episode is released every 6 to 8 weeks. The current total audience is approx 11K and growing weekly –

RFCSNQ WEBSITE

The website for RFCSNQ is being overhauled to better represent the small business counsellors this project has required the generation of content, photographs and video to make the website easily navigable and to connect people with counsellors as quickly as possible.



2020 FINANCIAL STATEMENTS

AUDITED STATEMENTS FOR THE 2019/20 FINANCIAL YEAR ARE PROVIDED OVER PAGE.

Directors Report

Central Western Queensland Remote Area Planning & Development Board For the year ended 30 June 2020

Your directors present their report for Central Western Queensland Remote Area Planning & Development Board for the financial year ended 30 June 2020 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
Robert Macpherson Chandler	02/05/2008	01/05/2020
Geoffrey Morton	14/06/2012	01/05/2020
Andrew Linedale Martin	20/04/2016	N/A
Edward Lawrence Warren	20/04/2016	01/05/2020
Bruce Scott	28/04/2016	01/05/2020
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 2020 was \$1,368,765. The Board is exempt from taxation.

Principal Activity

The principal activity of the Board 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 provisions of the Board's Memorandum of Association prohibit the payment of dividends to its members.

Likely Developments and Expected Results of Operations

Likely developments in the operations of the association 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 association.

Environmental Regulation

The associations 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: 24 February 2021

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 2020, 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.



Sri Narasimhan
as delegate of the Auditor-General

24 February 2021

Queensland Audit Office
Brisbane

Statement of Comprehensive Income

Central Western Queensland Remote Area Planning & Development Board For the year ended 30 June 2020

	2020	2019
Income		
COVID-19 Payments	134,500	-
Consulting Income	80,000	-
Event Sales	7,748	12,656
Government Funding	4,978,983	3,532,967
Grants Received	10,000	-
Hub Operations	-	15,309
Interest Income	31,105	44,348
Other Revenue	93,478	30,230
Profit/(Loss) on Sale of Non-Current Assets	10,686	632
Project Admin	118,088	67,000
RAPAD Skilling Admin Income	2,391	426,798
RESQ Admin Income	9,485	5,645
Share of Associates Profit After Tax	1,134,976	1,119,433
Training Income	898,516	849,898
Total Income	7,509,956	6,104,916
Expenses		
Accounting Fees	42,825	45,807
Administration Costs	7,081	9,652
Audit Fees	11,500	11,500
Advertising and Marketing	49,164	106,257
Bad Debts Written Off	10,587	600
Bank Fees	2,928	1,424
Board and Governance Expenses	63,596	66,012
Cleaning	16,896	9,426
Cluster Fence Payments	781,758	563,230
Consultancy Fees	320,108	243,190
Contract Expenses	77,723	442,985
Depreciation	283,053	179,741
Design & Production Costs	17,801	4,420
Donations & Sponsorship	-	17,273
Electricity	5,479	5,451
Fringe Benefits Tax	10,388	5,749
Hub Expenses	-	66,908
Insurance	23,729	11,552
Interest	16,756	-
IT Consultancy & Expenses	126,494	86,451
Legal expenses	12,195	4,954
Mentoring	32,351	23,230
Motor Vehicle	114,547	84,289

	2020	2019
Payroll Tax	27,266	56,023
Permits, Licences & Fees	9,763	5,586
Printing & Stationery	35,955	52,002
Postage, Freight & Courier	4,036	3,642
Professional Development	21,193	12,296
Project Contributions	737,684	468,374
Rental and Lease Payments	37,357	149,413
Repairs and Maintenance	812	2,829
Staff Training & Welfare	17,675	8,324
Subscriptions	39,808	28,797
Sundry Expenses	38,407	22,170
Superannuation	354,124	337,396
Telephone	40,116	41,317
Training Expenses	138,870	169,055
Travel and Accommodation	112,338	118,601
Wages and Salaries	2,467,554	2,165,800
Workshops	31,272	283
Total Expenses	6,141,191	5,632,010
Profit/(Loss) before Taxation	1,368,765	472,906
Net Profit After Tax	1,368,765	472,906
Net Profit After Distributions/Dividends Paid	1,368,765	472,906

Statement of Financial Position

Central Western Queensland Remote Area Planning & Development Board As at 30 June 2020

	NOTES	30 JUN 2020	30 JUN 2019
Assets			
Current Assets			
Cash and Cash Equivalents	2	5,952,317	3,614,554
Receivables	3	50,395	798,561
Expenses Paid in Advance		4,000	-
Total Current Assets		6,006,712	4,413,115
Non-Current Assets			
Property, Plant and Equipment	4	667,478	620,744
Right-of-use Asset	5	332,270	-
RESQ Shares	6	1,407,275	1,522,299
Total Non-Current Assets		2,407,022	2,143,043
Total Assets		8,413,735	6,556,158
Liabilities			
Current Liabilities			
Bank Overdraft	2	4,566	14,386
Lease Liability		85,688	-
Payables	7	1,076	31,409
Provision for Annual Leave		336,313	207,090
Total Current Liabilities		427,643	252,885
Non-Current Liabilities			
Lease Liability		264,182	-
Provision for Long Service Leave		265,766	208,017
Total Non-Current Liabilities		529,949	208,017
Total Liabilities		957,592	460,902
Net Assets		7,456,143	6,095,256
Equity			
Retained Earnings		7,456,143	6,095,256
Total Equity		7,456,143	6,095,256

Statement of Changes in Equity

Central Western Queensland Remote Area Planning & Development Board For the year ended 30 June 2020

	2020	2019
Equity		
Opening Balance	6,095,256	4,469,544
Increases		
Profit for the Period	1,368,765	472,906
Total Increases	1,368,765	472,906
Decreases		
Changes in Accounting Policies/Prior Year Adjustments	7,878	(1,152,806)
Total Decreases	7,878	(1,152,806)
Total Equity	7,456,143	6,095,256

Statement of Cash Flows

Central Western Queensland Remote Area Planning & Development Board For the year ended 30 June 2020

	2020	2019
Statement of Cash Flow		
Operating Activities		
Receipts From Members	2,391	426,798
Receipts From Grants	4,978,983	3,048,029
Receipts From Other Customers	1,342,103	1,060,798
Payments to Suppliers and Employees	(5,688,743)	(5,387,767)
Interest Expense	(16,756)	-
Interest Received	31,105	44,348
Net Cash Flows from Operating Activities (Note 12)	649,084	(807,793)
Investing Activities		
Proceeds From Sales of Property, Plant and Equipment	49,091	61,818
Payment for Property, Plant and Equipment	(278,758)	(372,329)
Dividends Received	2,000,000	-
Net Cash Flows from Investing Activities	1,770,332	(310,511)
Financing Activities		
Lease Repayments	(71,833)	-
Net Cash Flows from Financing Activities	(71,833)	-
Net Cash Flows	2,347,583	(1,118,305)
Cash and Cash Equivalents		
Cash and cash equivalents at beginning of period	(3,600,168)	(4,718,473)
Cash and cash equivalents at end of period (Note 2)	5,947,751	3,600,168
Net change in cash for period	2,347,583	(1,118,305)

Notes to the Financial Statements

Central Western Queensland Remote Area Planning & Development Board For the year ended 30 June 2020

1. Statement of Significant Accounting Policies

The financial report is a special purpose financial report that has been prepared in accordance with Accounting Standards, Urgent Issues Group Consensus Views and other authoritative pronouncements of the Australian Accounting Standards Board.

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 not-for-profit company owned exclusively by 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

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.

An asset's carrying amount is written down immediately to its recoverable amount if the asset's carrying amount is greater than its estimated recoverable amount.

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.

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

RAPAD applied AASB 16 Leases for the first time in 2019-20. RAPAD applied the modified retrospective transition method and has not restated comparative information for 2018-19, which continue to be reported under AASB 117 Leases and related interpretations.

Previously RAPAD classified its leases as operating or finance leases based on whether the lease transferred significantly all of the risks and rewards incidental to ownership of the asset to the lessee. This distinction between operating and finance leases no longer exists for lessee accounting under AASB 16. From 1 July 2019, all leases, other than short-term leases and leases of low value assets, are now recognised on balance sheet as lease liabilities and right-of-use assets.

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.

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

Revenue is measured at the fair value of the consideration received or receivable after taking into account any trade discounts and volume rebates allowed. For this purpose, deferred consideration is not discounted to present values when recognising revenue.

Grants and contributions that are non-reciprocal in nature are recognised as revenue in the year in which the company obtains control over them. Where grants are received that are reciprocal in nature, revenue is recognised as the various performance obligations under the funding agreement are fulfilled.

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 borrowings, as disclosed in the notes to the accounts, is determined by reference to published price quotations in an active market and/or by reference to pricing models and valuation techniques. It reflects the value of the debt if the entity repaid it in full at balance date. As it is the intention of the entity to hold its borrowings for their full term, no adjustment provision is made in these accounts.

The fair value of other monetary financial assets and financial liabilities is based on market prices where a market exists, or is determined by discounting expected future cash flows by the current interest rate for financial assets and liabilities with similar risk profiles.

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 2020. Trade payables are recognised at their transaction price. They are subject to normal credit terms and do not bear interest.

	2020	2019
2. Cash and Cash Equivalents		
Bank Accounts		
RAPAD Skilling Mastercard	(2,953)	(120)
RFCS Credit Card	(204)	(8,513)
RFCS Entitlements Account 24-3152	684,996	570,357
RFCS Savings Account 24-3179	570,987	270,660
RFCS Term Deposit 25-8274	307,892	302,804
RFCS Working Account 24-3144	344,794	100,640
Smith Bros Bank Guarantee 23-2146	25,000	25,000
Visa Load n Go	3,600	3,600
Westpac Admin Account 24-0015	1,748,599	204,817
Westpac Cheque 19-5461	125,355	53,689
Westpac Future Provisions Account 17-8821	723,958	598,295
Westpac RAPAD Mastercard	(1,408)	(5,753)
Westpac Savings Account 25-1574	37,012	182,041
Westpac Term Deposit 22-5659	1,170,000	1,148,763
Westpac Wild Dog Saving 24-3195	-	519
Westpac Wild Dog Working 24-3160	183,648	78,715
Westpac Working Account 25-3430	26,375	74,554
Total Bank Accounts	5,947,651	3,600,068
Other Cash Items		
Petty Cash	100	100
Total Other Cash Items	100	100
Total Cash and Cash Equivalents	5,947,751	3,600,168
	2020	2019

3. Receivables

Current		
Dividends Receivable	-	750,000
GST	9,814	16,474
Trade Debtors	40,581	32,087
Total Current	50,395	798,561
Total Receivables	50,395	798,561

	2020	2019
4. Property Plant and Equipment		
Plant and Equipment		
Plant and Equipment at Cost	249,192	223,643
Less: Accumulated Depreciation	(198,151)	(162,923)
Total Plant and Equipment	51,040	60,719
Motor Vehicles		
Motor Vehicles at Cost	970,673	874,853
Less: Accumulated Depreciation	(354,235)	(314,828)
Total Motor Vehicles	616,437	560,025
Total Property Plant and Equipment	667,478	620,744
	2020	2019
5. Right-of-use Assets		
Gross	421,703	-
Less: Accumulated Depreciation	(89,433)	-
Total Right-of-use Assets	332,270	-
	2020	2019
6. Investments In Associated Entities		
RESQ Shares	1,407,275	1,522,299
Total Investments In Associated Entities	1,407,275	1,522,299

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 entity has been included in their profit or loss.

The associated entity (RAPAD Employment Services QLD) is a company 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.

	2020	2019
7. Payables		
Sundry Creditors	-	(8,400)
Trade Creditors	(1,076)	(23,009)
Total Payables	(1,076)	(31,409)

8. Prior Year Adjustment

During the previous audit period for the year ended 30 June 2019, adjustments were required in relation to equity accounting for the recognition of the investment in RESQ/RESQ Plus from 1 July 2018.

The effect on the balance sheet for the year ended 30 June 2019 would have been as below:

Statement of Financial Position (Extract)	Previous Amount	\$	Adjustment	\$	Restated Amount	\$
Revaluation Reserve	(2,322,306)		2,322,306		-	
Investment – RESQ/RESQ Plus	2,322,366		(800,067)		1,522,299	
Retained Earnings	(4,573,017)		(1,522,239)		6,095,256	

9. Segment Information

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

10. 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).

11. Commitments and Contingent Liabilities

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

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

Operating Surplus/(Deficit)	1,368,765	472,906
Depreciation	283,053	179,741
(Profit)/Loss on Sale of Plant & Equipment	(10,686)	(631)
Share of Profit from Associate	(1,134,976)	(1,119,433)
Increase/(Decrease) in Unexpended Grant Revenue	-	(484,938)
Increase/(Decrease) in Trade & Other Payables	(30,333)	(2,476)
Increase/(Decrease) in Provisions	186,972	66,979
(Increase)/Decrease in Debtors, Advances & Bonds	(13,712)	80,059
Net Cash provided by Operating Activities	649,083	(807,793)

13. 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

14. 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:

	2020	2019
Financial Assets		
Cash and Cash Equivalents	5,947,751	3,600,168
Receivables	50,395	798,561
Total Financial Assets	5,998,147	4,398,729

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.

15. Related Party Transactions

a) Controlled Entity

Central Western Queensland Remote Area Planning and Development Board Ltd (the company) is a joint shareholder in RAPAD Employment Services Queensland Pty Ltd as disclosed in Note 4.

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:

Administrative Support and Lease Costs	\$9,485
Training Services	\$0
Other	\$0

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

RAPAD Employment Services Queensland 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 to a total value of \$1,250,000.00.

b) Transactions with Directors

Information on transactions with directors, are set out below.

i. Transactions and balances

As a result of serving on the board of RAPAD, a gift was purchased in recognition of their service for the four departing board members being Bruce Scott, Robert Chandler, Edward Warren and Geoffrey Morton. The cost of the gifts totaled an amount of \$3,284 (2019 - \$Nil).

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 \$391,288 in Employee Costs (Wages and Superannuation) paid to the CEO David Arnold and his related parties (family members).

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.

Directors Declaration

Central Western Queensland Remote Area Planning & Development Board For the year ended 30 June 2020

The directors have determined that the company limited by guarantee 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 association declare that:

1. The financial statements and notes, as set out herein, are in accordance with the Corporations Act 2001 and:
 - comply with Accounting Standards, which, 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 2020 and of the performance for the year ended on that date of the association.
2. In the directors' opinion there are reasonable grounds to believe that the association 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: 24 February 2021

INDEPENDENT AUDITOR'S REPORT

To the Directors 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 (the company).

In my opinion, the financial report:

- a) gives a true and fair view of the company's financial position as at 30 June 2020, and its financial performance and cash flows for the year then ended
- b) complies with the *Corporations Act 2001*, the Corporations Regulations 2001 and the financial reporting framework described in Note 1.

The financial report comprises the statement of financial position as at 30 June 2020, 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 a statement 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 entity 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 reporting responsibilities under the *Corporations Act 2001*. 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 2020 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 the requirements of the *Corporations Act 2001*.

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.

- 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.



Sri Narasimhan
as delegate of the Auditor-General

24 February 2021

Queensland Audit Office
Brisbane

