

2023 ANNUAL REVIEW

Including the 2023 4th Quarter
Board Communique

RAPAD
REMOTE AREA PLANNING &
DEVELOPMENT BOARD



rapad.com.au

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Traditional Owner Acknowledgement

RAPAD acknowledges the Traditional Owners of the Central West Queensland region, and pays respect to Elders past, present and future.

Acknowledgments

RAPAD thanks all contributors and stakeholders involved in the development and delivery of its projects throughout 2023.

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CHAIR'S MESSAGE



It is with great pleasure that I offer this wrap up and overview of the 2023 year for the Central Western Queensland Remote Area Planning and Development Board (RAPAD).

This last year, we continue to find ourselves at a critical juncture in the history of Central Western Queensland, a region that is not only known for its vast, arid landscapes but also for the resilience and determination of its people.

It is with pride that as Chair of RAPAD we are an organisation, amongst others in the Central West, that endeavours to show leadership for and on behalf of the region, through these times of challenges and opportunities. Here I also acknowledge my fellow Directors for their continued vision and dedication and whose unwavering commitment to the region continues to be nothing short of remarkable.

Central Western Queensland is a land of contrasts and complexities. Our region has long grappled with issues such as prolonged droughts and a changing climate, lesser access to some essential services, and the need for sustainable economic development. While these challenges persist, they have not deterred us but rather emboldened our collective resolve to forge a brighter future. It is during these challenges that we uncover opportunities like renewable energy projects, support sustainable agricultural practices where we play a role in the Farm Business Resilience Program and

Queensland Feral Pest Initiative funded cluster fencing, and collaborate amongst our councils to leverage innovation and limited dollars, to name just a few. The balance between challenges and opportunities is where RAPAD aims to foster facilitate and promote sustainable economic development.

In the following pages of this report, you will discover the key achievements that have supported and enhanced our region under our CEO's astute leadership.

These accomplishments encompass a range of initiatives, all which demonstrate the magnitude of areas RAPAD is involved in. They exemplify the tireless efforts to create a more prosperous, sustainable, and inclusive Central Western Queensland.

As we finish 2023, we not only celebrate our accomplishments but also recognise that there is much more to be done. Together we are well prepared to navigate the challenges, seize the opportunities, and continue our journey toward a Central Western Queensland that thrives in the face of adversity.

I extend my gratitude to our CEO who has recently notched up 20 years with RAPAD, and his staff for their efforts and equally thank all of our partners, the Friends of RAPAD, who support the growth and resilience of our beloved region.

Cr Tony Rayner
Chair

RAPAD BOARD

RAPAD Board of Directors as at 1 January - 31 December 2023.



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 GUEST ATTENDANCE 2023

We thank the many representatives who join us at our face to face and virtual meetings. We appreciate the time attendees take in preparing to present, or travelling to join our in-region meetings.

Based on our meeting attendance records, in 2023 in-person guests included:

- | | | |
|---|---|--|
| Nikki Boyd MP, Assistant Minister for Local Government | Kylie Hughes, Department of Environment and Science | Rebecca Doble, CSIRO |
| Ann Leahy MP, Member for Warrego & Shadow Minister for Local Government | Mark Wall, Department of Communities Housing and Digital Economy (DCHDE) | Michele Akeroyd, CSIRO |
| Kaitlin McInnes, AEC | Rebecca Kenny, DCHDE | Damian Morgan, The Today News Group |
| Jonathon Pavetto, AEC | Amy Rosanowski, Queensland Revenue Office (QRO) | George Masri, Australian Department of Health and Aged Care (DHAC) |
| Simon Smith, AEC | Patrick Scanlan, QRO | Joe Letts, DHAC |
| Scott Mason (LG Services) | Nicole Bright, QRO | Mitch Longman, DHAC |
| Sonya Cullen, Department of the Premier and Cabinet | Emma Murphy, NBN | Trudy Johnson, DHAC |
| Jess Jones, Local Buy | Ingrid Fomiatti Minnesma, Department of Regional Development, Manufacturing and Water (DRDMW) | Tony Gambling, Regional Development Australia Central and Western Queensland |
| Duncan Taylor, Country Universities Centre | Jarrod Cowley-Grimmond, DRDMW | Lauren McFarlane, Department of Child Safety, Seniors, and Disability Services |
| Tatiana Sinha, SEEK | Gerry Roberts, GR Consulting | Renee Meier, Queensland Fire and Emergency Service (QFES) |
| Liza Cameron, Western Game Processing | Rachel Webster, project consultant | Jordan Castle, QFES |
| Mick Allen, NBN | Max Wise, Department of Child Safety, Seniors, and Disability Services (DCSSD) | John O'Brien, VisIR |
| Chris Filby, Department of State Development, Infrastructure, Local Government and Planning (DSDILGP) | Lauren McFarlane, DCSSD | Joseph O'Brien, VisIR |
| Naomi Purcell, DSDILGP | Janine Waldock, Department of Agriculture and Fisheries (DAF) | |
| Candice Veal, DSDILGP | Fisheries, Peter Donaghy, DAF | |
| Josh Dyke, Local Government Association Queensland (LGAQ) | Graham Bolton, DAF | |
| Rudi Pretzler, LGAQ | Barry Underhill, DAF | |
| Mike Furniss, LGAQ | Josh Ludlow, DAF | |
| Jim Boden, LGAQ | Charles Burke, private consultant to DAF | |
| Ann Prince from A.Prince Consulting (APC) | | |
| Deb Mackeen, APC | | |
| Natasha Schultz, APC | | |

RAPAD's first face-to-face meeting of 2023 was held in Winton. A visit to the Australian Age of Dinosaurs was a wonderful way to welcome us all to Winton.



4TH QUARTER COMMUNIQUE

The Board held four meetings in this fourth quarter of 2023, three virtual, and one face-to-face in Brisbane, including the AGM on 27-28 November. Directors' attendances and apologies for the meetings are in the table below.

	6 Oct	3 Nov	27-28 Nov	15 Dec
Cr Rayner	Yes	Yes	Yes	Yes
Cr Martin	Yes	Yes	Yes	No
Cr Britton	Yes	No	Yes	Yes
Cr O'Neil	Yes	Yes	Yes	No
Cr Dillon	Yes	Yes	Yes	No
Cr Baskett	Yes	Yes	Yes	Yes
Cr Dare	Yes	Yes	Yes	No

Annual General Meeting

The Board met on 27 November 2023 to conduct the AGM for the 22-23 period.

- The Treasurer and CEO reported on the financial statements, along with the auditors Closing Report.
- The Board noted there were no non-compliance matters, and that the Board remained in a sound financial position. The audited financial statements are provided at the rear of this report.
- There were no changes to the Board executive positions with Cr Rayner and Cr Martin remaining as Chair and Deputy Chair respectively.

Meetings were also attended by council CEOs and various council member representatives. Guests and speakers at the November meeting in Brisbane included:

- Josh Dyke and Jim Boden - **LGAQ**
 George Masri, Mitch Longman, Joe Letts, Trudy Johnston - **Department of Health and Ageing**
 Lauren McFarlane - **Department of Child Safety, Seniors, and Disability Services**
 Damian Morgan - **The Today News Group**
 Joseph O'Brien - **VisIR**
 Tony Gambling and Grant Cassidy - **RDA Central and Western Queensland**
 Renee Meier and Jordan Castle - **Queensland Fire and Emergency Services**
 Rebecca Kenny and Mark Wall - **Department of Communities Housing and Digital Economy**
 Kylie Hughes - **Department of Environment and Science**
 Naomi Purcell - **Department of State Development, Infrastructure, Local Government and Planning**
 Ann Prince and Debra Mackeen - **A.Prince Consulting**
 Gerry Roberts and Rachael Webster - consultants to RAPAD undertaking the **Regional Drought Resilience Planning**.
- The Brisbane meeting was preceded by the quarterly meetings of the RAPAD Regional Water and Sewerage Alliance, the Outback Regional Roads and Transport Group and the Central West Regional Pest Management Group.
 - Communiques for the first three quarters of 2023 are available at: www.rapad.com.au/publications/rapad-board-meeting-communicues-2023



4TH QUARTER COMMUNIQUE

Items across the four RAPAD meetings included:

Apart from receiving audited financial statements at the AGM, the Board received monthly YTD operating financial statements at the 6 October, 3 November, and 15 December general meetings, with no extraordinary operational or strategic budget matters to report.

The Board also received and endorsed:

- the CEO's advice on a staff annual wage increase.
- the sponsorship policy V2 (231006)
- the VisIR, RAPAD, Barcardine Regional Council RAPAD Power Grid MOU
- Energy (Renewable Transformation and Jobs) Bill 2023 submission
- the proposed renewable energy learning mission to North America.

The Board also received an invitation to partner from Queensland Renewable Energy Council (QREC) and agreed that it be progressed and monitored.

The Board also noted a range of other operational, financial, legal and risk matters, such as:

- the CEO's monthly risk update
- WQLGA proposed wind up, risks and contracts
- the 22-23 audited financial statements for RESQ+
- the Annual Report and 22-23 audited financial statements for the Rural Financial Counselling Service North Queensland (RFCSNQ)
- RAPAD's sponsorship of Leading in the Central West
- Aviation Green Paper – referred to the roads group for comment if interested
- progress on Regional University Centre application
- Farm Business Resilience Planning testimonials developed through RFCSNQ/RAPAD
- WQAC Review of Council Categories submission.



Regional Drought Resilience Plan

- Project consultants Gerry Roberts and Rachael Webster (pictured above) presented on the draft CWQ Regional Drought Resilience Plan at the November meeting and took feedback on the action plan.
- The Regional Drought Resilience Planning Program is an initiative jointly funded through the Australian Government's Future Drought Fund and the Queensland Government.
- More on this project on pages 20 and 31.

Updates from Ann Leahy MP

At the 6 October and 3 November virtual meetings the Board welcomed Ms Ann Leahy MP, member for Warrego and Shadow Minister for Local Government who spoke to:

- housing update - indicating the oppositions alignment to the presentation provided by at the WQAC at its Assembly in September
- REX seating availability in the southwest and flow on to the far western areas of RAPAD region
- councillor complaints: proposed independent integrity and advisory service changes
- election costs legislation
- potential for discussions with QFES re refuelling location for plane in the CWQ
- Regional freight subsidy changes.
- The Chair and Board advised they would welcome hers and the Opposition's continued advocacy on the gravel pits matter.

LGAQ updates

Josh Dyke from the Local Government Association of Queensland (LGAQ), addressed the Board regarding LGAQ and LGAQ policy executive items.



Australian Warning System update

- At the Brisbane meeting, Renee Meier (pictured left) and Jordan Castle from the QFES AWS Project Team, Public Information and Warnings Unit, presented on the Australian Warning System.
- RAPAD is working with LGAQ to raise concerns with the QFES Commissioner about the new mandatory role for local government in putting out warnings.

DSDLGIP update

- The Board welcomed Naomi Purcell (Principal Economic Development Officer) from the Department of State Development Local Government Infrastructure and Planning (DSDLGIP) to the Brisbane meeting.
- Naomi spoke to the department's programs and in particular RAPAD's Remote Area Board (RAB) funding application which is in the moderation / assessment stage.
- RAPAD's CEO updated on the RAB proposal regarding a net zero project

Sport4All

- The Board received information on the Sport4All program - a national, award-winning program driving positive change in sport inclusion for people with disability.
- Sport4All is a collaboration between the Australian Government, the Australian Sports Commission, and former Australian of the Year, Dylan Alcott's consultancy, Get Skilled Access.
- The Sport4All team outlined the program approach and will meet with the Board in the new year to continue discussions.

Regional flood gauge plans

- There was discussion on the statewide negotiations with BOM and ownership of gauges.
- CEO was advised by QRA that the plans were being addressed through the RAPAD Regional Water and Sewerage Alliance technical group.

Western Queensland Alliance of Councils

The WQAC Leadership Group meetings during this quarter discussed the following:

- locations and timing options of the 2024 WQAC Assembly
- agreement on a combined WQAC State Election Platform (see previous election platform developed for the 2022 Federal Election at: www.investinwestqld.com.au)
- the progression of a WQAC Regional Health Review as presented at the 2023 WQAC Assembly.
- the Western Queensland Priority Road Network
- the progression of the housing model as presented at the 2023 Assembly - the Leadership Group agreed that each ROC would contribute up to \$5000 to support development of the model, noting \$50,000 had been secured from the Community Housing Futures Fund
- that WQAC had been invited to provide a more detailed submission to the *Disaster Management Funding Arrangements Review*. The WQAC had already submitted the department template version.

Glencore Great Artesian Basin CO₂ project

- Originating at the WQAC Leadership Group level the proposed Glencore project to inject carbon dioxide (CO₂) into the Great Artesian Basin (GAB) was discussed.
- The Board opposes the proposed injection of liquid CO₂ into the GAB.
- RAPAD has written to the Minister stating its opposition to the proposed project.

4TH QUARTER COMMUNIQUE

Integrated Care and Commissioning project

- The Board received an update on the Australian Government's new Integrated Care and Commissioning project.
- The goal of the project is to enable communities to identify what better access to care looks like for them and what activities they need to get there.
- The project is flexible in nature. Activities will differ across sites and be tailored to local needs, in consultation with community stakeholders.
- More on this project: www.niaa.gov.au/indigenous-affairs/closing-gap/implementation-measures/integrated-care-and-commissioning-project

RAPAD Care Service Analysis

- The Board received the report from the Department of Child Safety, Seniors and Disability Services titled *RAPAD Care Service Analysis*.
- From here RAPAD will continue to work with the department as well as other industry stakeholders, including Outback Independent Living, and member local governments to implement the report.

Regional Waste Management Plan

- Ann Prince and Debra Mackeen from A.Prince Consulting presented on the draft *CWQ Regional Waste Management Plan (RWMP)* including draft council specific plans. Kylie Hughes from the Department of Environment and Science (DES) also attended this session.
- It was noted that the plan is a good advocacy tool, but there was a clear message from the Board that there is no capacity for local government to fund its implementation without federal and state government support.
- Once the draft report is final it will be provided to DES for approval.
- The release of the final RWMP is expected in early 2024. RAPAD will then progress discussions on funding its implementation including a full-time position.
- The RWMP development is funded through the Department of Environment and Science.

Gravel pit access

- The issue of gravel pit access continued to be progressed during this quarter.
- Representatives from the Queensland Department of Agriculture and Fisheries (DAF), including Graeme Bolton, Deputy Director-General, Barry Underhill, Executive Director Forestry Division, and Josh Ludlow, Manager Quarry Material, Forestry Division, joined the 6 October meeting and provided a presentation and update on the gravel pits access issue
- DAF advised they are confident they have adequate resources in place at present and they are in consultation with government and LGAQ on this issue.
- Councils were advised to provide priority pits advice to DAF direct.
- DAF will be available as a standing agenda item for all ROC meetings.

RAPAD Water for Economic Development – AEC report

- The Board received the *RAPAD RAB Water for Economic Development in Central Western Queensland Final Report* along with register of departmental feedback and actions taken.
- The report has been populated with Minister Butcher and his department. The development of the report was tabled with the department for feedback prior to the Board's final receipt at its Brisbane meeting.
- The report is now public and published on the RAPAD website (www.rapad.com.au/publications/rapad-water-for-economic-development) and available as a tool for any person, industry, council.
- The Board was also provided with an advocacy and policy strategy to make use of the report (available at the link in the above point).
- Advocacy actions to be planned and progressed in conjunction with the Chair and Board in 2024.
- The Board acknowledged the State Government's RAB funding which supports this Water for Economic Development project.

Regional Development Australia - Central and Western Queensland

Tony Gambling, EO RDA Central and Western Queensland, provided an economic overview of the RAPAD region at the Brisbane meeting.

Today News Group

- At the Brisbane meeting the Board heard from Damian Morgan, from *Longreach Today (Longreach Leader)* and affiliated publications who provided a brief update on Today News and its new insert publication *Travel Today*.
- The Board agreed to invest in the *Travel Today* feature.
- Post-meeting the CEO discussed further with Damian and confirmed the approach will be a Live Work Play theme leveraging the Far Out! campaign.

Bulk fuel purchasing

- CEO advised that he had contacted both NWQROC and SWQROC Executive Officers to gain advice on the actions of their respective councils.
- Several councils have expressed interest - Scott Mason is in contact with those council CEOs.
- This is progressing at the pace determined by those respective parties.

Housing

- Rebecca Kenny and Mark Wall (pictured below) provided an update at the Brisbane meeting on what has been achieved by the Department of Communities Housing and Digital Economy over the past 12 months in the RAPAD region and spoke to Local Housing Action Plans (LHAP).
- Rebecca and Mark stated in summary:
 - It has been a successful year working with the WQAC councils, with the completion and adoption of all LHAPs in the WQAC region
 - In the RAPAD region, new social housing has been delivered in Longreach, with additional developments in the pipeline for Barcaldine, Blackall-Tambo, Longreach and Winton. This

includes modular homes from the State's Modern Methods of Construction (MMC) program.

- New government employee housing (to be delivered by the Department of Energy and Public Works) is also in the pipeline for Longreach, Barcaldine, Blackall-Tambo, Winton and Diamantina.
- The LHAPs have improved awareness, engagement and understanding of both the unique and shared local housing issues across the WQAC region. This has informed capital delivery and land opportunities and delivered housing on the ground.
- See page 16 for more on WQAC Housing initiatives.



4TH QUARTER COMMUNIQUE

CWQ strategy to adapt to a diversified economy: North America Mission 2024

- CEO outlined a renewable energy learning mission to North America.
- Board authorised interested Directors and D/CEO to participate in the mission.
- That funding, from Board travel reimbursement funds be used for costs of Board members. Costs for staff will be operationally managed by the CEO.
- CEO will inform the Premier and request relevant departmental support, in-kind and financial.



RAPAD Power Grid

- At the 6 October meeting, Joseph and John O'Brien from VisIR, Cr Dillon and the D/CEO provided a brief overview of the project.
- The VisIR, RAPAD, Barcaldine MOU was tabled and endorsed by the Board.
- At the 27 November meeting, VisIR's John O'Brien presented on a proposed approach regarding the MOU and spoke to the RAPAD Power Grid and associated launch media release.
- The Board, joined by VisIR Chair John O'Brien (pictured above), officially launched the RAPAD Power Grid.
- The announcement marked the formalising of plans for the development with a Memorandum of Understanding between project partners RAPAD, Barcaldine Regional Council and Queensland firm VisIR.

Find out more about the project on page 23.

Board meeting schedule

The Board's upcoming meetings for quarter one of 2024 are planned for 2 February, and 27-28 February in Barcaldine. This will be the final meeting of the Board ahead of the Queensland Local Government elections on 16 March. The following Board meeting will be held on 5 April.

Further detail can be provided by contacting the CEO, David Arnold on 0428 583 301.

Information:

- RAPAD – www.rapad.com.au
- RFCSNQ – www.rfcsnq.com.au
- RAPAD Skilling – www.rapadskilling.com.au

Friends of RAPAD

Capping off another big year for the Central West in 2023, RAPAD hosted its annual Friends of RAPAD in Brisbane on 29 November. This is a valuable social networking opportunity that brings together the many 'friends of RAPAD' including representatives from our councils, senior department executives, elected representatives, agency officers, industry and project partners. We're pleased to see this annual event grow as a way for not just RAPAD, but all interests in our region to make connections.

The event is scheduled to maximise opportunities for our board while in the capital, coinciding with the final Parliament sitting for the year as well as RAPAD's final Board meeting, AGM, other stakeholder meetings in addition to the regional roads, water and pest and weeds groups.



Two decades of RAPAD leadership

This year Friends of RAPAD marked another special occasion as we also took the opportunity to recognise CEO David Arnold's 20 years as RAPAD's leader.



RAPAD 2023 HIGHLIGHTS

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REGIONAL GROUPS

RAPAD plays a leading role in facilitating groups that unite representatives from across our seven councils, as well as agencies and industry, to work together on common, critical areas including Pest and Weed Management, Roads and Transport, Water and Sewerage, and workforce attraction and retention.

- The quarterly meetings of the RAPAD Regional Water and Sewerage Alliance, the Outback Regional Roads and Transport Group and the Central West Regional Pest Management Group are held to coincide with the RAPAD Board meeting.
- The RAPAD IT Alliance held its initial meeting in July bringing together council representatives to discuss common challenges: from cyber security and phishing, to IT platforms and upgrades, as well as look for opportunities and share successes.
- CEOs of the West (COWs) meetings are regularly facilitated by RAPAD and driven by our region's CEO's. Helping share information, successes and solutions.
- In 2023, RAPAD initiated the RAPAD Joint Alliance and the CWQ Regional Business Group - detailed further on the right.

CENTRAL WEST REGIONAL



PEST MANAGEMENT GROUP

RAPAD Joint Alliance

- RAPAD hosted its first Joint Alliance Workshop with an Attraction and Retention Workshop in Winton and via Zoom on 27 February (pictured below), bringing together more than 25 council officers, program stakeholders, and state and federal agency representatives.
- The aim of the group is to tackle common challenges and opportunities for their communities, workforce, business and industry as a region bringing together council officers as well as program stakeholders, and state and federal agency representatives.
- Regular meetings continue to be coordinated for those with an interest in staffing, attracting, and retaining them in the region.



CWQ Regional Business Group

- RAPAD is providing coordination support in the initial stages of a CWQ Regional Business Group to support members to connect, share information and grow opportunities.
- It was established following consultation with local business and with the intention of members shaping the future of the group.
- As part of Small Business Week 2023, RAPAD facilitated webinars with support from the Queensland Government's Regional Networker Grant Program.
- Find out more at: www.rapad.com.au/projects/cwq-regional-business-group



WESTERN QUEENSLAND ALLIANCE OF COUNCILS

The Western Queensland Alliance of Councils (WQAC) collectively represent 24 councils across the north west, central west and south west of Queensland. This area covers 63 per cent of the State and makes a major contribution to the economies of Queensland and Australia.

The three organisations of councils - RAPAD, NWQROC and SWQROC - work under the banner of the WQAC to represent the views on matters of common concern.

Key initiatives undertaken by the group in 2023 include the following:



Olympic and Paralympic Games planning

- RAPAD is working with our Western Queensland colleagues to ensure CWQ is ready to take advantage of the opportunities the 2032 Olympics and Paralympics present.
- Acting CEO Morgan Gronold joined WQAC colleagues from NWQ and SWQ in meeting with the then Minister for the Olympics and Paralympics, Stirling Hinchliffe MP (pictured right).
- Significant opportunity exists across the region, with the upcoming 2032 Olympic and Paralympic Games to be held in our State.
- RAPAD, with support from the Queensland Government, commissioned reports into the *Supply Chain Assessment* and *Tourism Assessment* opportunities for our region ahead of this global event.
- The work undertaken for these reports will help our region to prepare for the games, through understanding the strengths, weaknesses opportunities and threats associated with the games.



Supply Chain Assessment Report:
www.rapad.com.au/publications/rapad-2032-olympic-and-paralympic-supply-chain-assessment

Tourism Assessment Report:
www.rapad.com.au/publications/rapad-2032-olympic-and-paralympic-tourism-assessment

WQAC Assembly 2023 - Winton

- The 2023 WQAC Assembly was held in Winton 23-24 September and was opened by the Federal Treasurer, Jim Chalmers MP.
- RAPAD's CEO chaired the planning committee with the three day event hosted by Winton Shire Council.
- The Assembly provides a valuable platform for us to progress work on regional priorities, strengthen partnerships and advocate for our region, as well as showcasing the host shire - wonderful Winton.
- The event highlighted what a diverse, innovative, connected and driven bunch Western Queensland councils are - working to ensure our communities, business and industry thrive.

- RAPAD's Mayors met with Treasurer Chalmers and Senator Chisholm during a mayoral function (pictured below).
- Find out more about the event at: www.wqac.com.au/assembly2023



Local Housing Action Plans

- LHAPs have been developed for each of RAPAD's seven councils as part of a WQAC initiative, with funding from the Queensland Government.
- Through their LHAPs the councils have outlined the housing needs and solutions for each of their communities.
- The Plans were officially announced by the Queensland Government in August 2023, and will be used as an advocacy platform for individual councils, RAPAD and the WQAC to pursue investment and action for solutions identified.
- The LHAPs have improved awareness, engagement and understanding of both the unique and shared local housing issues across the WQAC region. This has informed capital delivery and land opportunities and delivered housing on the ground
- RAPAD councils were represented as part of the WQAC at Premier's Housing Roundtable on 20 September 2023.
- Greg Hoffman PSM presented at WQAC Assembly with BlueCHP on opportunities for councils to support development of a housing model.
- RAPAD Board received an update from Department of Communities Housing and Digital Economy representatives at Brisbane meeting (see page 10).
- The LHAPs are available online at: www.wqac.com.au/local-housing-action-plans

Submissions

- Where priorities and opportunities align with our Western Queensland colleagues, RAPAD made various submissions to state and federal government as part of the WQAC.
- In 2023, this included the Federal Banking Review and the Review of Disaster Funding Arrangements, and at a state level Elected Member Remuneration Review.
- WQAC Submissions are available online at: www.wqac.com.au/publications
- RAPAD Submissions are available online at: www.rapad.com.au/publications



Central West Queensland on the agenda in Brisbane and Canberra

In the week of 6 March, RAPAD's Chair and CEO undertook state and federal ministerial deputations as part of the WQAC Leadership Group.

In Brisbane the delegation met with the then Deputy Premier Steven Miles, Minister for Transport and Main Roads Mark Bailey, and Minister for Communities, Housing, and Digital Economy Leeanne Enoch.

In Canberra the one-day meeting agenda included Ministers Minister for Regional Development, Local Government and Territories Kristy McBain, Assistant Minister for Education and Assistant Minister for Regional Development Senator Anthony Chisholm, and senior advisers from Ministers Mark Butler and Michelle Rowlands offices.

RAPAD SKILLING



RAPAD Skilling has worked hard to ensure that their client base is catered for in delivery of training and assessment activities. This is difficult considering that the VET industry can be very competitive and sometimes we are up against competitors on a very uneven playing field when it comes to funding opportunities. But RAPAD Skilling's willingness to travel and deliver face-to-face training to its wide and varied client base has shown that we have what it takes to stand apart from our competition across our various fields of delivery.

RAPAD Skilling's focus is for the delivery of civil construction-based training to these councils to allow them and private industry to have well trained qualified safe workforces within the civil construction sector.

As well as delivery of the civil component training RAPAD Skilling prides itself in its diversity and is able to deliver training in many other industry focused areas to its client base as the list below indicates:








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

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



RAPAD REGION QUEENSLAND FERAL PEST INITIATIVE

PROJECT ACHIEVEMENTS SINCE 2015

-  **165** landholders involved in 40 clusters
-  **4,017** km of fencing
-  **2,246,773** ha protected
-  **\$42** million total investment in the RAPAD region (\$12.3 govt & \$29.7 private)
-  **139** new jobs in agriculture
-  **\$56** million increase in Gross regional income
-  **\$4.57** return on every dollar spend
Every one off \$1 of QFPI funding has an annual multiplier effect that continues year after year



Funded by the Queensland and Australian Governments as part of the Queensland Feral Pest Initiative.

“SHEEP ARE BACK!”

“Our community has come together to work on tackling the impacts of wild dogs... delivering benefits to the industry and region.”

“The fence has given us back control and confidence. We weren't in charge before - we are back in charge now!”

“This first year with the fence we got 84% lambing - last year we got none.”

www.notjustafence.org

DROUGHT RESILIENCE & INNOVATION

RAPAD'S involvement in planning & implementation of drought initiatives focuses on:



Enabling action for those impacted by drought



Advocating for & connecting to support



Building long-term resilience & local knowledge

Helping regional and remote communities prepare for drought

Building resilient rural and small businesses across North Queensland

CWQ Drought resilience adoption and innovation

Preparing for and managing future drought risks

- In partnership with the Western Queensland Drought Appeal, RAPAD will be leading the Foundation for Regional and Remote Renewal (FRRR) funded **Community Impacts Grant** program across Central Western Queensland.
- RAPAD supports rural and small businesses across North Queensland through its **Rural Financial Counselling Service North Qld** (RFCSNQ).
- RFCSNQ is a RAPAD owned and operated business, delivering the Australian and Queensland governments' **Rural Financial Counselling Service** program, the Queensland Government's **Small Business Financial Counselling Service** program and **Business Wellness Coaching** program (see page 22).
- Through RFCSNQ, RAPAD is delivering the **Farm Business Resilience Program** (FBRP) (see page 28). A key aspect of this new program is developing *Farm Business Resilience Plans*, which help producers identify and assess their business' goals, risks, and specifically how their business plans to manage drought.
- The FBRP is jointly funded by the Australian Government's Future Drought Fund and the Qld Government's Drought and Climate Adaptation Program.
- RAPAD has partnered with UniSQ in the delivery of its **Southern Queensland and Northern New South Wales (SQNNSW) Hub** across the Central Western Queensland region.
- The UniSQ-led SQNNSW Hub is one of eight national Drought Resilience Adoption and Innovation Hubs, a flagship of the multi-billion-dollar Future Drought Fund. The Australian Government is investing \$10 million in the SQNNSW Hub over four years, with more than \$10 million contribution from Hub Members and Network Partners. The collaborative venture was announced on 9 April 2021.
- The Hub's capacity to support agricultural innovation was expanded with a further funding announced on 6 October 2021.
- Through the **RAPAD Adoption Officer**, we are fostering collaboration and driving the adoption of innovative practices across the agricultural landscape (see page 21).



- RAPAD is partnering with CQUniversity to develop the **CWQ Regional Drought Resilience Plan** (see page 23).
- The plan is part of the Regional Drought Resilience Planning Program (RDRP), a partnership between the Australian Government's Future Drought Fund, the Queensland Government, and the Rural Economies Centre of Excellence (RECoE) - an alliance of four Queensland universities.
- The key objective of the program is to develop Regional Drought Resilience Plans to prepare for future droughts, with a sharp focus on the agricultural sector and allied industries.
- The CWQ plan - led and owned by the community - will build upon CWQ's *Regional Resilience Strategy* and aims to drive decisions, actions and investments to proactively manage drought risk.

ADOPTION OFFICER

RAPAD's Adoption Officer, Prue Button, works with stakeholders across the region. The emphasis throughout the year has been on fostering collaboration and driving the adoption of innovative practices across the agricultural landscape.

These initiatives reflect our commitment to pushing the boundaries of traditional approaches and ensuring a sustainable and thriving future for the agricultural sector in Western Queensland.

Ag Industry Round Table

In March, our Ag Industry Round Table convened key stakeholders, fostering an environment of collaboration where industry and service providers showcased their 2023 projects. This half-day event facilitated cross-pollination of ideas, resulting in innovative solutions to real problems.

Ag Tech Area at the Longreach Show

Here, we partnered with OPS and Desert Channels Queensland and engaged directly with producers. With a focus on enhancing rural productivity, conversations centred on adopting new technologies to drive efficiency in agricultural practices.

Forecasting for Decision Making Workshop

The Forecasting for Decision Making Workshop in June, led by Tim Cowan and Vicki Mayne, addressed the critical topic of climate. A Q&A session, hosted by Ally Murray from the Hub, emphasised the importance of adopting climate decision making tools to aid in strategies for sustainable agriculture.

Mttaburra Stock Show Ag Innovation Hub

Collaborating with the Mttaburra Stock Show, we established the Ag Innovation Hub. OPS, Sky Kelpie, Climate Friendly, and My Footprint showcased their innovations. A live drone demonstration was held by Sky Kelpie, exemplifying the tangible benefits of adopting cutting-edge technologies. Although the crowd wasn't so sure as the sheep were let loose in the showgrounds!

Barcaldine Show Beef Forum & Dinner

The Barcaldine Show Beef Forum & Dinner attracted a sold-out audience, featuring five speakers from the beef supply chain. The discussions not only highlighted current challenges but also explored opportunities for innovation, emphasizing the need for adoption to enhance producer operations and the industry as a whole.

GroWQ Ag Innovation Expo

The GroWQ Ag Innovation Expo emerged as a showcase event, featuring two exceptional producer presentations, 22 leading-edge innovation speakers, two panels, and 30 trade displays. With over 180 attendees, the event underscored the importance of adopting progressive practices in agriculture. The use of innovation and the opportunities available was mind blowing to the audience.

LeadAg Program

We partnered with the LeadAg Program which stands for, leading, educating, and developing the next generation of the agricultural workforce. By addressing the lack of practical training opportunities, the program encourages the adoption of work-ready skills among young professionals, supported by industry mentors. This was held over three separate school holidays and the course was at maximum capacity.

Westech Field Days Steer Trial

Ten vendor bred steers were all run under uniform conditions for 14 weeks, then a 100 day feeding program at feedlot. All aspects of performance were monitored including weight gain, feedlot performance and carcass feedback. We partnered with Westech to share the results of the Steer Trial at the Westech Field Days in Barcaldine.

Regenerative Rangelands & Alejandro Carrillo Grazing workshop

Both of these events were held at Latrobe Station near Ilfracombe over a four day period. People came from far and wide and learnt insights into adopting regenerative methods. Alejandro shared his success story from his Ranch in Mexico emphasising the potential for landscape regeneration and increased production.

Silage Workshop

The Silage Workshop at Weewondilla showcased the practical benefits of thinking outside the box by growing crops and using silage in Western Queensland. Whilst an area where cropping isn't traditionally adopted, attendees witnessed firsthand the positive impact on businesses, encouraging broader adoption of silage practices.

Soil Carbon Workshop

The Soil Carbon Workshop featured four experienced speakers exploring various aspects of soil carbon. Delving into its applicability in Western Queensland, the workshop sparked thought-provoking discussions on the adoption of soil carbon as an alternative income stream in the area.

Goat Gains Panel & Dinner

We had five wonderful speakers from across the Goat Supply Chain to discuss the challenges of the goat industry and how to potentially grow the domestic market. By showcasing goat on the menu and exploring potential markets, the event encouraged industry players to adopt innovative strategies for market expansion.

The Adoption Officer role, is provided through the Drought Resilience Adoption and Innovation Hubs Program receives funding through the Australian Governments Future Drought Fund.



STRATEGY & RESEARCH SNAPSHOT

RAPAD provides support for, facilitates or undertakes research, planning and strategy development across priority areas for our region. As a united group representing the seven local governments of CWQ, we are proud to be recognised as a strong and experienced

representative voice by our project partners including State and Federal Government, industry, community and other stakeholder groups.

The following is a snapshot of the work undertaken in this space in 2023.

CWQ Regional Drought Resilience Plan

- The project is being managed by CQUniversity and RAPAD, with consultations across the region undertaken by local coordinator Rachael Webster and facilitator Gerry Roberts.
- The Regional Drought Resilience Plans (RDRP) put the emphasis on future resilience planning which is proactive rather than being reactive when a drought arrives.
- The plan will help CWQ be ready for the next drought by considering the people and communities of the central west, local economies, the landscape and natural environment and infrastructure.
- The RDRP will support decisions, actions, and investment to proactively manage drought risk in our region.



- The draft plan has been developed and was presented to the RAPAD Board for feedback at its Brisbane meeting and is expected to be finalised in 2024.
- The Regional Drought Resilience Program is an initiative jointly funded through the Australian Government's Future Drought Fund and the Queensland Government.

Water for Economic Development - Regional Water Strategy

- The *RAPAD Regional Water Strategy* seeks to understand how water can be properly utilised to achieve transformation change in the region's economy and can lead to long-term sustainability of the region's communities.
- The report is an independent report, not Board policy. The Department of State Development has funded the report and expect it be released publicly.
- This project originated partly in response to an action identified in the *CWQ Regional Resilience Strategy*, and was developed with the following key objectives:
- To identify and determine each of the RAPAD council members demand for future water for economic development and assess:
 - the scale of the demand,
 - the potential economic outcomes supported by this water use,
 - the challenges relating to water in realising these economic outcomes,

- the nature of the investment needed to deliver these outcomes; and
- identify solutions to address key barriers to growing the economic potential of CWQ.
- The strategy was funded by the Queensland Government's Remote Area Board Funding Program.

What's next?

- RAPAD's primary role is to advocate for the maximum sustainable development of available water resources to enable long-term economic development and diversification in CWQ.
- To support this advocacy a strategy platform has been developed: *Realising the Economic Potential of the Central West - Unlocking the Region's Water Resources for Economic Development*.
- The *Regional Water Strategy* and advocacy platform are available at: www.rapad.com.au/publications/rapad-water-for-economic-development

Regional Waste Management Plan

- A.Prince Consulting (APC) worked with the seven councils of the RAPAD region throughout 2023 to develop a *CWQ Regional Waste Management Plan (RWMP)*.
- The purpose of the Plan is to support the implementation of the *Queensland Waste Management and Resource Recovery Strategy* and its three strategic priorities, as follows:
 - Reduce the impact of waste on the environment and communities;
 - Transition to a circular economy; and
 - Build economic opportunity.
- The Plan will integrate local and regionally focused strategies for improving waste management and resource-recovery outcomes in the Central West.
- This is the first plan of its kind for the region.
- Once the draft report is final it will be provided to DES for approval.
- The release of the final RWMP is expected in early 2024. RAPAD will then progress discussions on funding its implementation including a full-time position.
- The RWMP development is funded through the Department of Environment and Science.



February 2023

Commencing the project, APC attended the RAPAD meeting in Winton.



March 2023

APC visited seven RAPAD councils to understand the current waste management systems and infrastructure; assisted in the completion of waste management surveys; and visited key waste management sites.



May 2023

Hosted by Longreach Regional Council and contractor Proterra Group, APC undertook a series of waste audits to better understand the categories and quantity of waste types.



The data from annual DES reporting and information gained from the surveys and site visits analysed by APC. Status report presented at May Board meeting.



August 2023

Using the information gained from the council discussions, Board meetings, research undertaken, APC identified suitable waste management system and infrastructure improvements for Councils consideration.



APC status report presentation and discussions at August Board meeting.

Based on the agreed approaches, APC drafted the RWMP and individual council implementation plans.



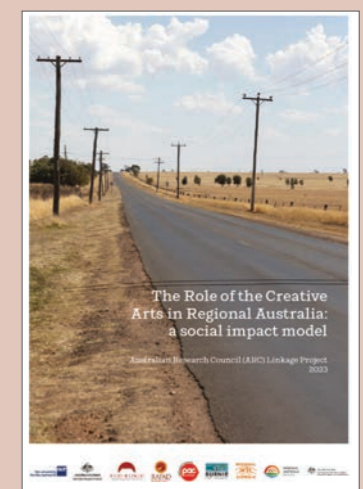
November 2023

APC presented the final draft RWMP to the RAPAD Board.

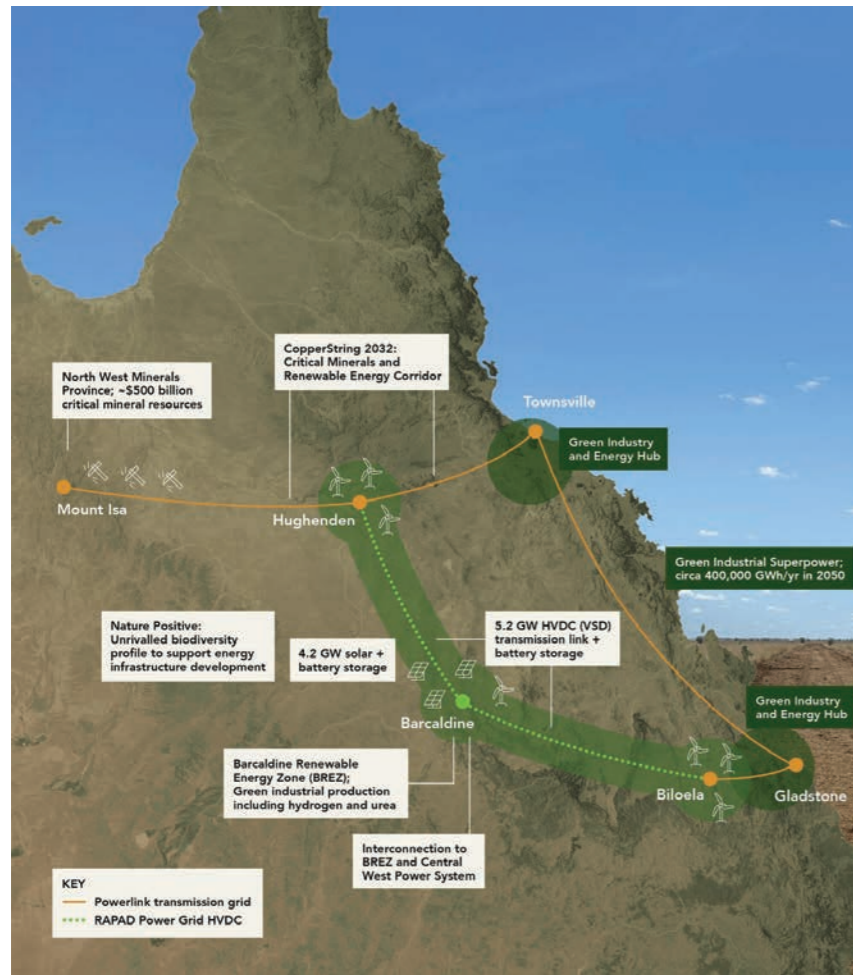
The release of the final RWMP is expected in early 2024 following approval from DES. RAPAD will progress discussions with state government to support implementation including funding a full-time position.

The Role of the Creative Arts in Regional Australia

- RAPAD partnered with QUT on the *Role of the Creative Arts in Regional Australia* project with the report delivered in March 2023.
- The findings indicate that arts and cultural projects and programs have the potential to be profound drivers of community thriveability including attracting workforce, improving wellbeing, employment and tourism opportunities.
- These findings emphasise that particularly in regional and remote communities social, cultural and economic outcomes and engagement with art, culture and creativity are often entwined.
- RAPAD was proud to partner on this wonderful research project and has committed support for a potential follow up project.



RENEWABLE ENERGY PROJECTS



RAPAD Power Grid

A unique, community-led renewable energy project was officially announced by project partners on 27 November.

- RAPAD, Barcaldine Regional Council (BRC) and VisIR have agreed to work with landholders and communities to establish an estimated 930-kilometre clean energy corridor to secure jobs and growth for western Queensland.
- RAPAD and BRC approached VisIR to help drive development of major clean energy infrastructure capitalising on the vast open plains in CWQ. This collaboration led to the decision to implement world leading power system technology that ensures Queensland can realise its potential as a Green Energy Superpower. A Memorandum of Understanding (MOU) between the three parties was signed in October 2023, to develop major High Voltage Direct Current (HVDC) transmission, renewable generation, and battery storage infrastructure in the CWQ region.

Barcaldine Renewable Energy Zone (BREZ)

- Growing from the RAPAD 2018 Renewable Energy Forum to a reality, the Barcaldine Renewable Zone (BREZ) continues to develop and reached another significant milestone this year.
- The 2023 State Budget included \$7million towards common user infrastructure to get the proposed BREZ precinct off the ground.
- The Queensland Government is continuing to work with ZEN Energy and Barcaldine Regional Council (the joint venture partners for BREZ), as they determine the best and most efficient model to deliver the project.
- Fantastic to see the stories of the people and potential behind this transformational project. This is more than just an energy project, it's opening a new era for our region and our place in wider business, investment, and the economy.



- VisIR Chair, John O'Brien (pictured below) presented to the RAPAD Board at its November meeting on a proposed approach regarding the MOU and spoke to the RAPAD Power Grid and associated announcement media release.

FAROUT! ATTRACTION & RETENTION CAMPAIGN



Overall campaign performance in this phase

10,891 Website sessions	18,408 Page views
9,555 New users	121 Leads
21,393 Facebook reach	65,371 Instagram reach
1.1M Total campaign reach including SEEK	2,085 Total clicks across campaign platforms

- As we continue to boost our region's profile in the employment market, RAPAD worked with industry leaders SEEK as part of our second phase of the FarOut! campaign.
- This next phase of the FarOut! project developed new campaign and website content with a focus on how easy it can be to 'make the move' by providing details of each of our region's towns, services available and promoting new and existing employment opportunities across the region.
- It also provided additional marketing for the FarOut! campaign to better connect people with new and existing employment opportunities within the region and encourage them to come out and take up these new and vacant positions.
- At a local level, the new FarOut! Resources Hub provides a framework to grow local recruiter's understanding on how they can leverage the FarOut brand and easily access other resources.

New regional content for website: www.gofarout.com/make-the-move

Access to the HR Resources Hub is available to RAPAD region local council officers, recruiters and businesses.

The marketing element of this project is funded by the RDA CWQ whilst RAPAD funding will partner with the RAB funding to deliver the new content and associated collateral.

For the first time, RAPAD worked with recruitment industry leader SEEK to deliver an online advertising campaign (March-June 2023). Taking advantage of SEEK's expertise and ability to target users who are likely candidates to make the move to CWQ advertising was placed onsite (seek.com.au) and offsite (third-party websites including Yahoo! and news sites).



RURAL FINANCIAL COUNSELLING SERVICE NORTH QUEENSLAND



RAPAD continues its delivery of the Australian and Queensland government funded Rural Financial Counselling Service across our RAPAD region and wider North Queensland, and the Queensland Government's Small Business Financial Counselling and Business Wellness Coaching.

This is a long-standing service of RAPAD and one we have proudly been a part of for 20 years. The Rural Financial Counselling Service is administered through Rural Financial Counselling Service North Queensland, via a board appointed skills-based project committee.



In early 2023, we said farewell to our CWQ Rural Financial Counsellor Rachel Bock (pictured below with CEO David Arnold) after close to 10 years with the service. We wish Rachel all the best in the next stage of her career.

Recruitment is underway for a new CWQ Rural Financial Counsellor. The area continues to be ably served by long serving team member Emma Cook based out of Emerald and other RFCs where required.



Business Wellness Coaching

RAPAD is proud administrator of Queensland Government's Business Wellness Coaching program which commenced in early 2023.

Business Wellness Coaches are based in Cairns, Townsville and Mackay, servicing the North Queensland region with personal emotional coaching in collaboration with Rural or Small Business Financial Counsellor, or independently.

Adding great consistency to our service, two of our Small Business Financial Counsellors Susan Yeeles (Cairns) and Kristy Wilson (Mackay) moved over to the new roles.

More information on the program is available at: www.rfcsnq.com.au/business-wellness-coaching



Farm Business Resilience Planning

RAPAD is contracted to deliver Grazing Futures Livestock Business Resilience Planning in conjunction with other partners, in the North Queensland region through RFCSNQ.

Through this program, our Rural Financial Counsellors (RFC) support producers to develop their Farm Business Resilience Plans (FBRP) which helps them to identify and assess their business' goals, risks, and specifically how their business plans to manage drought.

Key activities during 2023 included the development of a tailored FBRP workbook to assist producers and the RFC in developing plans, and the production of a series of FBRP case study testimonials videos in collaboration with DAF.

The videos can be viewed at the following YouTube link: https://youtube.com/playlist?list=PLVgruqhpE7Z8lQzvJU3_L2e6evZ0KT0&feature=shared



Map of the RFCSNQ service area, highlighting the RAPAD councils in red. Blackall-Tambo is serviced by the Southern Service.

The Rural Financial Counselling Service North Queensland delivered by the Remote Area Planning and Development Board (RAPAD), is funded by the Australian and Queensland governments.

2023 FINANCIAL STATEMENTS

AUDITED STATEMENTS FOR THE YEAR ENDED 30 JUNE 2023 - Prepared by Ringrose Button Chartered Accountants

Directors Report

Central Western Queensland Remote Area Planning & Development Board For the year ended 30 June 2023

Your directors present their report for Central Western Queensland Remote Area Planning & Development Board for the financial year ended 30 June 2023 in accordance with a resolution of the directors.

Directors

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

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

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

Trading Results

The net amount in surplus for the year ended 30 June 2023 was \$1,323,752. The company is exempt from taxation.

Principal Activity

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

Significant Changes in the State of Affairs

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

Events Subsequent to the End of the Reporting Period

There are no significant events that occurred after balance date.

Dividends

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

Likely Developments and Expected Results of Operations

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

Environmental Regulation

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

Directors' Benefits

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

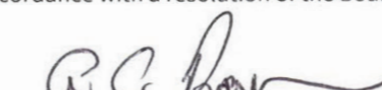
- A director; or
- A firm of which the director is a member; or
- An entity in which a director has a substantial financial interest.

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:

25-11-2023

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 2023, I declare that, to the best of my knowledge and belief, there have been:

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



Michael Claydon
as delegate of the Auditor-General

27 November 2023

Queensland Audit Office
Brisbane

Statement of Comprehensive Income

Central Western Queensland Remote Area Planning & Development Board For the year ended 30 June 2023

	2023	2022
Income		
Consulting Income	61,440	-
CQU	45,000	-
Government Funding	5,480,318	3,826,323
Hub Operations	127,116	309,461
Interest Income	98,264	6,376
Other Revenue	49,804	42,737
Profit/(Loss) on Sale of Non-Current Assets	(2,887)	54,127
Project Admin	91	84,330
RESQ Admin Income	6,619	9,573
Share of Associates Profit After Tax	250,468	555,705
Training Income	851,835	937,773
USQ Income	62,500	-
Total Income	7,030,567	5,826,405
Expenses		
Accounting Fees	47,699	40,617
Administration Costs	713	242
Audit Fees	24,356	17,000
Advertising and Marketing	61,499	33,009
Bad Debts Written Off	-	6,590
Bank Fees	1,514	2,069
Board and Governance Expenses	70,445	76,236
Cleaning	107,863	181,213
Cluster Fence Payments	385,549	434,592
Consultancy Fees	80,161	238,929
Contract Expenses	21,455	21,436
Depreciation	219,191	226,316
Design & Production Costs	21,401	2,337
Donations & Sponsorship	25,000	42,998
Electricity	4,591	3,256
Fringe Benefits Tax	15,724	12,683
Insurance	19,878	21,406
Interest	5,485	9,037
IT Consultancy & Expenses	100,009	105,425
Legal Expenses	226	-
Loss on Dividend Forgiven	-	120,000
Motor Vehicle	140,844	105,453
Payroll Tax	70,503	58,252
Permits, Licences & Fees	5,010	1,245
Printing & Stationery	21,408	21,712

	2023	2022
Postage, Freight & Courier	4,709	4,167
Professional Development	3,772	3,234
Project Contributions	761,274	376,524
Rental and Lease Payments	17,515	35,800
Repairs and Maintenance	1,964	784
Staff Training & Welfare	72,506	21,140
Subscriptions	37,923	32,934
Sundry Expenses	11,825	38,482
Superannuation	437,528	414,329
Telephone	36,296	34,162
Training Expenses	39,578	111,063
Travel and Accommodation	126,763	61,530
USQ Expenses	26,374	-
Wages and Salaries	2,643,287	2,473,810
Wind-up Project Expenses	34,975	32,079
Workshops	-	34,097
Total Expenses	5,706,815	5,456,187
Profit/(Loss) before Taxation	1,323,752	370,218
Net Profit After Tax	1,323,752	370,218
Net Profit After Distributions/Dividends Paid	1,323,752	370,218

Statement of Financial Position

Central Western Queensland Remote Area Planning & Development Board As at 30 June 2023

	NOTES	30 JUN 2023	30 JUNE 2021
Assets			
Current Assets			
Cash and Cash Equivalents	2	9,222,111	8,822,546
Receivables	3	945,283	81,143
Total Current Assets		10,167,394	8,903,689
Non-Current Assets			
Property, Plant and Equipment	4	427,902	389,846
Right-of-use Asset	5	64,859	154,248
Investments In Associated Entities	6	1,947,109	1,946,641
Total Non-Current Assets		2,439,869	2,490,735
Total Assets		12,607,263	11,394,424
Liabilities			
Current Liabilities			
Bank Overdraft	2	9,537	6,891
Lease Liability		79,154	99,993
Payables	7	52,394	22,120
Provision for Annual Leave and Long Service Leave		636,538	585,984
Total Current Liabilities		777,623	714,988
Non-Current Liabilities			
Lease Liability		-	75,693
Provision for Long Service Leave		120,813	218,668
Total Non-Current Liabilities		120,813	294,361
Total Liabilities		898,436	1,009,349
Net Assets		11,708,826	10,385,075
Equity			
Retained Earnings		11,708,826	10,385,075
Total Equity		11,708,826	10,385,075

The accompanying notes form part of these financial statements.

Statement of Changes in Equity

Central Western Queensland Remote Area Planning & Development Board
For the year ended 30 June 2023

	2023	2022
Equity		
Opening Balance	10,385,075	10,014,857
Increases		
Profit for the Period	1,323,752	370,218
Total Increases	1,323,752	370,218
Total Equity	11,708,826	10,385,075

Statement of Cash Flows

Central Western Queensland Remote Area Planning & Development Board
For the year ended 30 June 2023

	2023	2022
Operating Activities		
Receipts From Grants	5,480,318	3,826,323
Receipts From Other Customers	389,239	1,415,364
Payments to Suppliers and Employees	(5,548,138)	(4,981,649)
Interest Expense	(5,485)	(9,037)
Interest Received	98,264	6,376
Net Cash Flows from Operating Activities (Note 10)	414,197	257,377
Investing Activities		
Proceeds From Sales of Property, Plant and Equipment	-	47,540
Purchases of Property, Plant and Equipment	(167,897)	-
Dividends Received	250,000	1,368,175
Loan Repayments	-	250,000
Net Cash Flows from Investing Activities	82,103	1,665,715
Financing Activities		
Lease Repayments	(99,380)	(89,411)
Net Cash Flows from Financing Activities	(99,380)	(89,411)
Net Cash Flows	396,920	1,833,681
Cash and Cash Equivalents		
Cash and cash equivalents at beginning of period	8,815,654	6,981,974
Cash and cash equivalents at end of period (Note 2)	9,212,574	8,815,654
Net change in cash for period	396,920	1,833,681

Notes to the Financial Statements

Central Western Queensland Remote Area Planning & Development Board For the year ended 30 June 2023

1. Statement of Significant Accounting Policies

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

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

Disclosure requirements of the following standards has been applied:

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

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

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

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

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

Income Tax

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

Property, Plant and Equipment

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

Plant and Equipment

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

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

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.

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.

Employee Benefits

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

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

Leases

Lease liabilities

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

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

The discount rate used is the interest rate implicit in the lease, or RAPAD's 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.

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

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

will generally be recognised as income under AASB 1058 when the company obtains control of the cash.

Financial Assets and Financial Liabilities

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

Financial Assets	Categorisation
Cash	
Receivables	Loans and Receivables (at amortised cost)
Financial Liabilities	Categorisation
Payables	Financial Liability (at cost)
Bank Overdrafts	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 for disclosure purposes.

The fair value of financial instruments is determined as follows:

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

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

Trade and Other Receivables

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

Trade and Other Payables

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

	2023	2022
2. Cash and Cash Equivalents		
Bank Accounts		
RAPAD Skilling Mastercard	(2,946)	(674)
RFCS Credit Card	(5,493)	(4,913)
RFCS Entitlements Account 24-3152	598,862	846,259
RFCS Term Deposit 25-8274	600,000	309,532
RFCS Working Account 24-3144	1,212,866	1,409,319
Smith Bros Bank Guarantee 23-2146	25,000	25,000
Visa Load n Go	3,600	3,600
Westpac Admin Account 24-0015	290,692	1,800,939
Westpac Cheque 19-5461	161,128	22,993
Westpac Future Provisions Account 17-8821	390,900	884,402
Westpac RAPAD Mastercard	(1,098)	(1,304)
Westpac Savings Account 25-1574	-	50,231
Westpac Term Deposit 22-5659	1,212,654	1,176,095
Westpac Wild Dog Working 24-3160	789,700	732,268
Westpac Working Account 25-3430	-	59,002
Westpac Term Deposit 26-5466	1,536,609	1,502,806
Westpac Term Deposit 31-1771	500,000	-
Westpac Term Deposit 27-4266	1,900,000	-
Total Bank Accounts	9,212,474	8,815,554
Other Cash Items		
Petty Cash	100	100
Total Other Cash Items	100	100
Total Cash and Cash Equivalents	9,212,574	8,815,654
	2023	2022

3. Receivables

Current		
Trade Debtors	945,283	81,143
Total Current	945,283	81,143
Total Receivables	945,283	81,143

4. Property Plant and Equipment

	2023	2022
Plant and Equipment		
Plant and Equipment at Cost	117,231	134,310
Less: Accumulated Depreciation	(100,419)	(108,417)
Total Plant and Equipment	16,812	25,894
Motor Vehicles		
Motor Vehicles at Cost	972,922	805,025
Less: Accumulated Depreciation	(561,832)	(441,072)
Total Motor Vehicles	411,090	363,953
Total Property Plant and Equipment	427,902	389,846
	2023	2022

5. Right-of-use Assets

Gross	481,346	477,393
Less: Accumulated Depreciation	(416,487)	(323,145)
Total Right-of-use Assets	64,859	154,248
	2023	2022

6. Investments In Associated Entities

RESQ Shares	169,390	219,232
RESQ Plus Shares	1,777,718	1,727,409
Total Investments In Associated Entities	1,947,109	1,946,641

Associated entities are entities in which RAPAD has significant influence through holding, directly or indirectly, 20% or more voting power of the entity. Based on this, the value of the holdings in associated entities has been accounted for using the Equity Method from AASB 128. RAPAD's share of profit or loss in the associate entities have been included in their profit or loss.

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

	2023	2022
7. Payables		
GST	(51,318)	(2,344)
Trade Creditors	(1,076)	(19,776)
Total Payables	(52,394)	(22,120)

8. 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 within one year after membership ceases for payment of debt and liabilities of the company contracted before the time when that member's membership ceases and costs, charges and expenses of winding-up the same and for the adjustment of the rights of the contributors amongst themselves, such amount may be required, not exceeding one hundred dollars (\$100.00). As at 30 June 2023 there were seven members (2022 seven members).

9. Commitments and Contingent Liabilities

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

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

	2023	2022
Operating Surplus/(Deficit)	1,323,752	370,218
Depreciation	219,191	226,316
(Profit)/Loss on Sale of Plant & Equipment	2,888	(54,127)
Share of Profit from Associate	(250,468)	(555,705)
Loss on Dividend Forgone	0	120,000
Increase/(Decrease) in Trade & Other Payables	30,273	(751)
Increase/(Decrease) in Provisions	(47,300)	105,112
(Increase)/Decrease in Receivables	(864,139)	46,314
Net Cash provided by Operating Activities	414,197	257,377

11. 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

12. Financial Instruments

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 debtor 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:

	2023	2022
Financial Assets		
Cash and Cash Equivalents	9,212,574	8,815,654
Receivables	945,283	81,143
Total Financial Assets	10,157,857	8,896,798

13. Related Party Transactions

a) Associated Entities

Central Western Queensland Remote Area Planning and Development Board Ltd (the company) is a joint shareholder in RAPAD Employment Services Queensland Pty Ltd and RESQ Plus Pty Ltd as disclosed in Note 6.

The following transactions occurred with the associated 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:

	2023	2022
Administrative Support and Lease Costs	\$6,619	\$9,573
Training Services	\$ -	\$ -
Other	\$ -	\$ -

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

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

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

b) Transactions with Directors

Information on transactions with directors, are set out below.

i. Transactions and balances

As a result of no departing board members, no gifts were purchased for boards members for the year ended 30 June 2023 (2022 - \$nil).

c) Transactions with other Related Parties

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

During the year a total of \$392,122 in Employee Costs (Wages and Superannuation) paid to the CEO David Arnold and his related parties (family members) (2021 - \$412,798). This consisted of:

	2023	2022
David Arnold - CEO	217,398	214,045
Family Members	174,724	198,753
Total	392,122	412,798

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 2023

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

The directors of the company declare that:

- The financial statements and notes, are in accordance with the Corporations Act 2001 and:
 - comply with Accounting Standards, to the extent, as stated in accounting policy Note 1 to the Financial Statements; and
 - give a true and fair view of the financial position as at 30 June 2023 and of the performance for the year ended on that date of the company.
- In the directors' opinion there are reasonable grounds to believe that the company will be able to pay its debts as and when they become due and payable.

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

Director: *R C Roy*

Sign date: 25-11-2023

INDEPENDENT AUDITOR'S REPORT

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

Report on the audit of the financial report

Opinion

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

In my opinion, the financial report:

- a) gives a true and fair view of the company's financial position as at 30 June 2023, and its financial performance and cash flows for the year then ended
- b) complies with the financial reporting framework described in Note 1.

The financial report comprises the statement of financial position as at 30 June 2023, 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 material accounting policy information, and the directors' declaration.

Basis for opinion

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

I am independent of the company in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants* (the Code) that are relevant to my audit of the financial report in Australia. I have also fulfilled my other ethical responsibilities in accordance with the Code and the *Auditor-General Auditing Standards*. I am also independent of the company in accordance with the auditor independence requirements of the *Corporations Act 2001*.

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

Emphasis of matter – basis of accounting

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

Other information

Other information comprises the financial and non-financial information included in the company directors' report for the year ended 30 June 2023 but does not include the financial report and my auditor's report thereon.

The directors are responsible for the other information.

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

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

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

Responsibilities of the company for the financial report

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

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

Auditor's responsibilities for the audit of the financial report

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

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

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

- Conclude on the appropriateness of the company's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the company's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify my opinion. I base my conclusions on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.

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



Michael Claydon
as delegate of the Auditor-General

27 November 2023

Queensland Audit Office
Brisbane

RAPAD
REMOTE AREA PLANNING &
DEVELOPMENT BOARD

