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**CENTRAL QUEENSLAND REGIONAL ECONOMIC DEVELOPMENT
STRATEGY INCEPTION STUDY**

BACKGROUND REPORT NO. 7:

**ROCKHAMPTON PUBLIC WORKSHOP
THURSDAY, 26 NOVEMBER 1992**

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Project Manager: Liam Ryan, University of Central Queensland

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EXECUTIVE SUMMARY

The Public Workshop held at Rockhampton on 26 November 1992 represented the sixth stage in the extensive consultation process employed in the Central Queensland Regional Economic Development Strategy Inception Study.

The twenty-seven participants represented a good cross-section of interests. (See Appendix 3.)

This Workshop placed a strong emphasis on the nurturing of small business, which was the biggest employer segment.

There was strong support for increasing the population of the CQ Region by encouraging overseas and interstate migration to the Region.

All three groups identified the need for Central Queensland to become part of a global market and to develop international business skills.

The issues independently identified by this Workshop reinforced the findings of the four separate Studies already completed which had canvassed a wide cross-section of viewpoints on strategic directions for the future development of the CQ Region.

This Public Workshop was particularly valuable in that it filtered the critical issues and produced firm priority rankings of the 'big issues'.

From a policy development standpoint, the Workshop outcomes are extremely positive and proactive. (See Policy Pointers following.)

Policy Pointers

The Amalgamated Shortlist from the morning session (Item 13), which concentrated on developing a *Future Vision for Central Queensland*, provides a clear ranking of priorities in terms of *Strategic Directions* to follow.

This prioritised shortlist should be most encouraging for the State Government, as well as the community at large, as it shows a clear preference for tackling the issues where measurable results can be achieved in the short term, but strategic impact will be cumulative and far-reaching.

Only three key strategic thrusts identified by the Public Workshop Review Panel in relation to each of the top priority issues are reproduced here. Several others are discussed in the body of the Report.

Issue 1 Value-adding: Developing New Businesses/Industries and Expanding Existing Ones

1. Build on our strengths and capitalise on what is now our lead sector - the mineral (including coal) industry. Actively pursue any opportunities for downstream value-adding while maintaining high standards in the context of sustainable development and environmental protection.
2. Actively pursue all angles for the further commercialisation of our rich and diversified agricultural base. Aim at increasing the value-added component across the entire range of existing products. Do not neglect domestic markets by having an export fixation, but target the fast growing economies of Northeast Asia with our 'Clean and Green' processed food products.
3. Concentrate on the areas of greatest need in terms of industrial support infrastructure and services and form an effective CQ forum to make representations and organise promotions on behalf of the Region as a unified entity.

Issue 2 Becoming Part of a Globalised Economy (Developing an Export Culture and Succeeding in Export Ventures)

1. Central Queensland needs an international awareness promotional body that will objectively present an informed regional viewpoint. The International Business Exchange - Central Queensland (IBECQ) has broad-based support across the Region and is the ideal body to fulfil this important facilitating/networking role in relation to international trade and investment.
2. Becoming part of a globalised market requires the development of a smart and modern approach to business. We are in a 'catch up' situation. Developing and taking advantage of a reliable and robust information base is necessary if strategic decision-making is to be improved. There is a need for well-targeted education and training in the strategic use of information.
3. There is a need to form mutually beneficial strategic alliances with overseas investors if our comparative advantages in mineral and food production are to be maximised. We need to share in the lucrative value-adding processes if our skill levels are to be raised and new employment opportunities created.

Issue 3 Developing and Promoting a Marketable CQ Region

1. Present a unified CQ front. Identify market gaps/opportunities at the sub-regional level. Adopt an integrated approach to developing products/initiatives. Sub-regions must be seen to be (and must perceive themselves to be) essential parts of the whole. Development cannot be seen to be driven by one city or organisation. It has to be a partnership based on mutual trust and honest commitment.

2. Develop a promotional Strategic Plan and, through broad-based consultation, get internal (within Central Queensland) agreement on the main elements of a promotional strategy. The 'gap on the map' and bucolic images of Central Queensland must be replaced by a sanguine, confident, progressive image.
3. Form a stakeholder's core group to guide the re-imaging process. There has to be a neutral group to mend the divisive rivalries that have developed and have given the Region an adverse image.

OPENING ADDRESS

By Liam Ryan
Project Manager, Central Queensland Regional Economic
Development Strategy Inception Study

Welcome to the Workshop. Shortly you will be introduced to Mark White, Rockhampton Regional Manager for the Department of Business, Industry and Regional Development (DBIRD) and the three Group Facilitators, and can get started on the job of sorting out the preferred development options for the Central Queensland (CQ) Region. Here I will provide you with an outline of the purpose and scope of the Study and the extensive consultative process involved.

This, the first region-wide Central Queensland Economic Development Strategy Inception Study, is jointly funded by DBIRD, with a contribution of \$30,000.00, the University of Central Queensland (UCQ) with a matching contribution of \$30,000.00 and the Capricorn Tourism and Development Organisation (CTDO), with an in-kind contribution of \$5,000.00.

The successful funding submission was prepared by the UCQ and the University was given responsibility for the management of the Study.

The CQ Region, as defined for this Study, includes the Australian Bureau of Statistics (ABS) Statistical Divisions of Mackay, Fitzroy and Central West (which coincides with the area of responsibility of DBIRD-Central), plus Miriam Vale Shire, which, although part of the Wide Bay-Burnett Statistical Division, is included in the Study because it falls within the area of coverage of Gladstone Area.

The Study Area of 564,539 square kilometres (sq km) is 32.7% of the area of Queensland and, as at 6 August 1991, had a population of 278,626; that is, 10.6% of the State's population.

The CQ Region consists of five distinct sub-regions or economic zones, each with its own regional promotion and development organisation, excepting the Rockhampton Area, which has two. These organisations are:

1. The Gladstone Area (part of the Fitzroy Statistical Division), comprising Gladstone City, Calliope Shire and Miriam Vale Shire, is covered by Gladstone Area Promotion and Development Limited (GAPD) based at Gladstone.
2. The Mackay Area (which coincides with the Mackay Statistical Division) covers Mackay City and the Shires of Belyando, Broadsound, Mirani, Nebo, Pioneer, Sarina and Whitsunday. Mackay Regional Development Bureau Inc (MRDB) is the relevant regional development body.

3. The Central West Area (which coincides with the Central West Statistical Division) covers the Shires of Aramac, Barcaldine, Barcoo, Blackall, Boulia, Diamantina, Ilfracombe, Isisford, Longreach, Tambo and Winton. The vast Central Western Area is represented by the recently formed Remote Area Planning and Development Board (RAPDB) based at Longreach.
4. The Central Highlands Area (part of the Fitzroy Statistical Division) covers the Shires of Bauhinia, Duaringa, Emerald, Jericho and Peak Downs. This area is looked after by the recently formed Central Highlands Promotions and Development Organisation Inc (CHPDO) based at Emerald.
5. The Rockhampton Area (part of the Fitzroy Statistical Division), embracing Rockhampton City, Fitzroy Shire, Livingstone Shire, Mount Morgan Shire and Banana Shire, is the area of responsibility of the CTDO, based in Rockhampton, while Rockhampton City Council's recently formed Rockhampton & District Promotion & Development Association Inc (RDPDA) is also actively involved in the promotion and development of Rockhampton City and adjacent Shires.

It is necessary to maintain the integrity of these sub-regions or economic zones which, by and large, are natural alignments where a commonality of interest was seen to exist between the Local Government Areas that comprise these sub-regions, while at the same time presenting a strong unified CQ image where the interests of the CQ Region as a whole are paramount.

This Study has broken new ground in providing for the first time comprehensive statistical profiles of these five sub-regions and their constituent Local Government Areas. This provides each region with an up-to-date picture of the key underlying demographic and economic trends which are related to the resource base of the area as well as international market trends for traded commodities.

The Study is also unique in terms of the intensive consultation process that has been developed to ensure that its findings and recommendations reflect the views and aspirations of a representative cross-section of the residents of these five sub-regions.

This consultation process to-date has included:

1. A series of Local Government Authority Future Search Workshops, six in the Central West and six in the Central Highlands, all conducted mid-year.
2. A Region-wide Needs and Opportunities (Attitudinal) Survey.
3. A series of Private Sector in-depth interviews conducted in the main centres across the Region.

4. A series of Public Sector in-depth interviews conducted mainly in Rockhampton where most departmental regional offices are located, but a couple in both Mackay and Gladstone.
5. A Consultative Committee One-Day Workshop for Regional Development Officers/Managers held in Rockhampton on Tuesday, 6 October.

In addition, there has been a large number of private interviews and extensive communication through the press and electronic media, the *Central Queensland Journal of Regional Development*, the Fitzroy Catchment Symposium and extensive correspondence and telephone and fax contact.

This is the last Public Workshop that will be held. The Future Search Workshops in the Central West and Central Highlands Areas were Public Workshops. The findings of these Workshops were used in designing subsequent consultative stages of this Study.

This Workshop was advertised in the *Morning Bulletin*, the *Gladstone Observer* and the *Mackay Mercury*.

I hope you have a very productive day and that the sharing of ideas and visions will boost your confidence in this Region, which is on the threshold of unprecedented growth and development. Planning is concerned with attaining desirable outcomes and avoiding undesirable ones. Your views are important.

The State Government's Regional Economic Development Policy is based on the belief that economic development should be community-driven. Local Government Authorities, as the tier of government that is closest to its constituents, are therefore seen as crucial to the regional development process. Bottom-up consultation is seen as a means of engaging community commitment to planning implementation, as well as ensuring community ownership of plans and their component initiatives.

The Government is prepared to help those areas or sub-regions that take the initiative and show that they are prepared to help themselves.

It is up to the communities across Central Queensland, and the various interest groups that they serve, to ensure that we not only 'make it happen', but ensure that it happens in a manner that produces the greatest benefits for this Region.

Good luck in your deliberations.

CHIEF FACILITATOR'S ADDRESS (SUMMARY)

Mark White, on behalf of DBIRD-Central, welcomed participants to the Workshop, introduced the three facilitators and explained the structure of the Workshop and what it was expected to achieve. He stressed the need to concentrate on 'Making It Happen' as, in the final analysis, it is outcomes that matter.

Mark explained the nature of the Future Search process, which the Workshop would follow, and expressed the expectation that, by the end of the day, all participants would regard the experience as a very worthwhile one.

This was a very important stage in the widespread consultative process that characterised this Study. It provided interested parties with the opportunity to get their message across, not only to DBIRD, whose job it is to facilitate regional development initiatives across the Region, but also to the State Government, which sought greater community involvement in regional development planning and implementation.

The Future Search Workshop approach was a very powerful means of identifying community preferences. Today it was being applied at a higher level than the Future Search Workshops conducted in the Central West and Central Highlands, where the focus was at the local government level. Today's Workshop had a Region-wide focus and would therefore involve complex issues. It was not diagnostic, as most of the critical issues had been already identified through the earlier consultative stages.

What was important was taking a positive position and concentrating on how to translate visions and aspirations into reality.

Participants were encouraged to join in and express their views in a constructive manner and were assured that everyone would be given a full and fair hearing.

GROUP SESSION 1 (10.00 am - 11.00 am)**THEME: FUTURE VISION FOR CENTRAL QUEENSLAND**

GUIDELINES

- . Your ideas are important.
- . Identify directions you would like the future economic development of Central Queensland (CQ) to follow.
- . Consider opportunities to expand existing industries; to start new ventures; to add value to CQ products; to create employment opportunities; to enhance the economic growth and prosperity of the CQ Region.
- . Consider ways of facilitating the economic development process by identifying infrastructural and service needs.
- . Construct an economic picture that reflects your future vision for Central Queensland and generate a range of issues that are relevant to devising a workable economic development strategy to achieve the desired results.
- . In this brainstorming session, you are encouraged to communicate freely and openly in generating a range of strategic considerations.
- . Following a consolidation of the issues raised, using a weighted voting system, you will rank the key issues in order of perceived importance.
- . Your facilitator will guide you but will maintain neutrality as it is *your* ideas and *your* priority rankings that interest us.
- . It is important that you think in terms of the CQ Region as a whole even though some of the issues that you will raise will relate to a particular sub-region or Local Government Area (LGA).

FINDINGS OF PUBLIC WORKSHOP

GROUP NUMBER: 1

FACILITATOR: KAREN OLIVE

FUTURE VISION FOR CENTRAL QUEENSLAND

1. Develop more small businesses and provide information and other support networks for small business.
2. Encourage migrants from overseas (Asia in particular) who could invest in rural areas. There should be a requirement that they live in the area (rural) for some years, say ten years, and should not relocate to urban areas during that period.
3. General - proactive decentralisation of industry - nationwide - statewide - regionwide. Arrest population drift from small areas.
4. Encourage interstate business migration to CQ Region and rural centres within Central Queensland - increase investment, particularly job creating investment.
5. Identify (primary) problems, barriers etc, affecting the development of small business, industry, etc. Design strategies to overcome these barriers. Arrange Workshops to focus on overcoming these barriers.
6. Removal of disincentives for small fledgling entrepreneurial ventures. Provide 'seeding' incentives.
7. Promote 'great lifestyle' of Region.
8. Encourage 'opening up' of people's minds; that is, the diluting of attitudes and breaking down of 'mindsets'. Put the Region's interests ahead of 'parochial' interests.
9. Develop a program to encourage overseas students to remain in Australia after studies are completed. Expose students to opportunities available in Australia. Use their expertise and connections to Australia's (or Central Queensland's) advantage.

10. Overseas students could identify the important needs of their respective countries. This could assist in forging new trade links between Queensland and Central Queensland and their parent countries.
11. Establish a point of contact 'register' of businesses for 'sale', etc.
12. Develop enterprise skills - entire range (i.e. establish a complete training network).
13. Promote cross-regional integration. There is a need for a 'voice' for the CQ Region as a whole.
14. Develop multi-cultural awareness. Our future is closely tied to Northeast and Southeast Asia. Foster a 'think Asian' culture.
15. Ensure that access to desired information on development plans/projects is easily available. More open disclosure to ensure a more informed public.
16. Provide incentives for business to locate in regional centres - hit the hip pocket nerve.
17. Bring Rockhampton airport up to international specifications.
18. Develop container port facilities at Gladstone.
19. Build more dams and encourage better utilisation/conservation of water.
20. Develop water-based tourist attractions.
21. Gain access to specialist technology. Encourage its transfer. Use the expertise of UCQ to promote Region-related research and development.
22. Advocate reform in work place practices - productivity, conciliation, etc.
23. Develop existing industries, e.g. cultural tourism, eco-tourism, etc. Target new market segments.
24. Devise ways of value-adding to coal - by-product development.
25. Encourage additional exploration for oil, gas, coal and other minerals.
26. Increase base for servicing the mining industry. Ensure that CQ communities share in the prosperity associated with the accelerated development of the coal industry.
27. Ensure better dissemination of information and better communication.

* * * * *

CONSOLIDATION AND PRIORITISATION

1. GOVERNMENT INITIATIVES/INCENTIVE REFORM (10 points)

- . provide incentives to decentralise industry and population
- . provide open door business migration linked to the rural areas
- . develop regional services
- . encourage workplace reforms
- . remove disincentives to increased entrepreneurial activity, particularly new start up businesses

2. DEVELOPING/EXPANDING EXISTING INDUSTRIES (7 points)

- . promote cultural and eco-tourism - new market segments
- . develop a small business network
- . encourage broadening of the market base - diversify
- . encourage cross regionalisation and integration

3. EDUCATION (7 points)

- . training courses for small business - find out what they need
- . develop a program to introduce foreign students into work-market place
- . encourage diluting attitudes - breaking down parochialism
- . encourage information dissemination and better communication of strategic information

4. PROMOTION OF AND RETAINING 'GREAT LIFESTYLE' AND ATTRACTIONS (7 points)

5. DEVELOPMENT OF MAJOR INFRASTRUCTURE (5 points)

- . lobby for container port (Gladstone) - 1995, not 2005
- . provide international airport - lengthening strip at Rockhampton Airport
- . we need more dams - water conservation/management is vital
- . use dams as tourist attractions

6. NEW PROJECTS/INDUSTRIES (5 points)

- . value-adding - coal and other mineral and agricultural products
- . foreign communities - catering to demands/goods and services

- . exploration/minerals
- . service infrastructure
- . specialist technology

* * * * *

GROUP 1: PRIORITY RANKINGS PRESENTATION (FROM OVERHEAD TRANSPARENCY)

ISSUES

1. **CHANGES TO GOVERNMENT INITIATIVES/INCENTIVES, REFORM** (10 points)
 - . provide incentives to decentralise industry and population
 - . promote open-door business migration linked to rural areas
 - . develop regional services
 - . encourage workplace reform
 - . remove disincentives to entrepreneurial activity (tax, etc.), particularly new start up businesses

2. **DEVELOPING NEW BUSINESSES/INDUSTRIES AND EXPANDING EXISTING ONES** (7 points)
 - . promote cultural and eco-tourism - new market segments
 - . develop small business networks
 - . encourage broadening of the market base - diversify
 - . encourage cross-regionalisation and integration

3. **EDUCATION** (7 points)
 - . develop packaged training courses for small business - find out what they need
 - . develop a program to introduce overseas students to work-market place (retain them)
 - . encourage 'diluting' attitudes - breaking down parochialism
 - . encourage information dissemination and better communication of strategic information

4. **PROMOTION (AND RETENTION) OF 'GREAT' LIFESTYLE AND ATTRACTIONS** (7 points)

FINDINGS OF PUBLIC WORKSHOP

GROUP NUMBER: 2

FACILITATOR: KEN DOOLEY

FUTURE VISION FOR CENTRAL QUEENSLAND

1. Finance

- . encourage local capital investment in the CQ Region
- . facilitate local access to finance/venture capital
- . ensure better management of finance - financial planning

2. Education

- . to take advantage of opportunities
- . to develop an export culture

3. Nurturing of Service Industries

4. Knowledge base - use information effectively

- . expand

5. Take advantage of information base

- . maintain robust up-to-date information base
- . take care in interpreting trends
- . understand that good information is a valuable product
- . use information in planning and strategy formation

6. Take advantage of existing economic base - build on strengths

7. A more diversified CQ economy is necessary

- . the CQ economy needs to be less vulnerable to international commodity price fluctuations

8. Identify value-adding opportunities in the following areas

- . dried vegetables
- . fruit purees
- . tourism - longer stay
- . botanical cosmetics (dried flowers, ornamentals, kangaroo paw, pot pouri);
natural perfumes, herbicides, condiments
- . native plants
- . mineral processing
 - cement & lime
 - limestone
 - marble deposits (Mt Larcom)
 - magnesium
 - sand
 - nickel
 - gold (Banana Shire)
 - coal
 - aluminium
 - gems (sapphires, opals)

9. Develop a product focussed economy as opposed to commodity focussed market.
Look for value-adding opportunities to existing products.

- . Animal Products
 - tannery
 - fruit drying/canning
 - cottage industries (leather products)
 - semen
 - wool (goats and sheep)
 - milk products (calcium, cheese)

10. Tourism

- . integrating and marketing 'packages' matched to the CQ Region's special features
- . build on strengths
- . use mining and other industries as tourist attractions
- . identify strengths, natural features
- . people/lifestyle - stress unique features
- . diversity
- . CQ climate an asset (sunshine)
- . ensure value for money
- . family orientation
- . fauna and flora
- . communications

- . recreation facilities
 - . varied accommodation
 - . identify new market segments
11. Tourism needs more key attractions. Develop themes. More diversification and depth required.
 12. Taking advantage of opportunities for primary production development - looking for what is wanted and producing it.
 13. Becoming part of a globalised market
 - . promote export culture awareness
 - . raise service standards
 - . improve packaging standards
 - . encourage joint venturing between CQ and foreign entrepreneurs
 - . build on areas where we have a comparative advantage

* * * * *

CONSOLIDATION AND PRIORITISATION

1. **VALUE-ADDING** (11 points)

- . dried vegetables
- . fruit purees
- . tourism - longer stay
- . botanical cosmetics (dried flowers, ornamentals, kangaroo paw, pot pouri);
natural perfumes, herbicides, condiments
- . native plants
- . mineral processing
 - cement & lime
 - limestone
 - marble deposits (Mt Larcom)
 - magnesium
 - sand
 - nickel
 - gold (Banana Shire)
 - coal
 - aluminium
 - gems

2. **ACCESS TO FINANCE** (7 points)

- . encourage local capital investment in the CQ Region
- . facilitate local access to finance/venture capital
- . ensure better management of finance - financial planning

3. **BECOMING PART OF GLOBALISED MARKET** (6 points)

- . promote export culture awareness
- . raise service standards
- . improve packaging standards
- . encourage joint venturing between Central Queensland and foreign entrepreneurs
- . build on areas where we have a comparative advantage

4. **TAKING ADVANTAGE OF INFORMATION BASE** (4 points)

- . maintain robust up-to-date information base
- . take care in interpreting trends
- . understand that good information is a valuable product
- . use information in planning and strategy formation

* * * * *

**GROUP 2: PRIORITY RANKINGS PRESENTATION
(FROM OVERHEAD TRANSPARENCY)**

ISSUES

1. **VALUE-ADDING** (11 points)

- . horticulture
- . minerals
- . animal products

2. **FINANCE - ACCESS TO AND MANAGEMENT** (7 points)

- . sources limited
- . population (revenue base)
- . knowledge of Central Queensland and opportunities

3. **BECOMING PART OF GLOBALISED MARKETS** (6 points)

- . direct marketing
- . traditional culture
- . matching supply/demand
- . marketing

4. **TAKING ADVANTAGE OF INFORMATION BASE** (4 points)

- . universities/TAFE/RDOs, etc.
- . statistics/trends
- . population/markets, etc.

FINDINGS OF PUBLIC WORKSHOP

GROUP NUMBER: 3

FACILITATOR: JOHN BEESON

FUTURE VISION FOR CENTRAL QUEENSLAND

1. Identify problems facing Central Queensland. How do we compare with New South Wales and Victoria?
2. What are the opportunities in tropical fruit processing?
3. Exotic skills
 - . crocodile skin tanning
 - . emu and kangaroo skin tanning
4. Value-adding to coal, e.g. coal/water mix-activated carbon.
5. Targetted services - providing ancillary services - keeping jobs within Central Queensland, e.g. servicing coal industry, catering, etc.
6. Value-adding
 - . beef
 - . grain
7. Drying fruits.
8. Promotion of unified vision.
9. Develop container port at Gladstone.
10. Develop paper-making/wood pulp industry.
11. Further value-adding to forestry products, e.g. furniture making.
12. Kangaroo farming/meat processing - target European and Asian markets.

13. Feral animals - harvesting/processing/marketing, e.g. pigs, goats.
14. Cutting gem stones.
15. Native plant nursery - tissue culture.
16. Mine rehabilitation.
17. Develop tourism in national parks.
18. Private industry services
 - . specialists - packaging, marketing
 - . consultants - transport, exporting
19. Highlight/promote value of specialist services.
20. Identify sub-regional vision
 - . Gladstone - heavy industry combined with retailing, tourism, transport hub
 - . Rockhampton - services (education, retailing), tourism and light industry
 - . Mackay - servicing mining industry, sugar, tourism
21. Population increases needed. Jobs needed to attract and support population increase.
22. Cultivate overseas students as economic ambassadors.
23. Mt Morgan could be developed as a unique tourist attractor
 - . history
 - . gold mining
 - . restaurants
 - . flowers
24. Great Barrier Reef attractions
 - . target your market
25. Lobby potential industrial investors
 - . form lobby groups
 - . identify customers' needs
26. Identify opportunities - utilise Premier's Department Trade and Investment Development Section, for organising inbound trade mission visits.

27. Natural gas is available in Blackall area.
28. Develop farm tourism.
29. Develop tourism packages, particularly for the Japanese.
30. Develop a freight forwarding industry
 - . domestic and international
31. Promote the Region as a conference venue, particularly during Central Queensland's mild winters when southern capitals are freezing.

* * * * *

CONSOLIDATION AND PRIORITISATION

1. NEW INDUSTRY DEVELOPMENT (16 points)

- . exotic skills, e.g. turning crocodile skins into leather
- . dried fruits, e.g. use available dehumidity technology
- . develop paper-making/processing equipment to utilise low value timber
- . kangaroo farming - number of by-products
- . harvesting and processing of feral animals, e.g. pigs, goats
- . value-adding gemstones
- . mine rehabilitation - specialist type environmental industry
- . native plant nurseries, local tissue culturing
- . gas in Blackall area could be used for value-adding industries

2. DEVELOP AND PROMOTE A MARKETABLE REGIONAL/SUB-REGIONAL CHARACTER/CULTURE/VISION (14 points)

- . identify existing problems with image
- . promotion of unified vision
- . highlight value of specialist services
- . identify sub-regional vision
 - Gladstone - heavy industry, tourism, transport hub
 - Rockhampton - services, tourism - outback to the reef, education, retailing
 - Mackay - servicing mining industry, value-adding to sugar, transport, tourism

- . population increase required
- . develop the opportunity of overseas students to become 'economic ambassadors' (connections between Central Queensland and Thailand, for example)
- . identify and lobby potential international investors for Central Queensland
- . identify ideal target markets for CQ products and services
- . identify opportunities and utilise Premier's Department Trade and Investment Development Section to develop export opportunities
- . identify needs of potential markets

3. PRIMARY INDUSTRY VALUE-ADDING (4 points)

- . tropical fruit processing
- . value-adding to beef and grains
- . forestry value-adding, e.g. sleeper cutting phased out

4. TOURISM DEVELOPMENT

- . develop tourism in National Parks, e.g. eco-tourism
- . create more attractions in the area
 - Mt Morgan as a tourist destination
 - more restaurants
 - the Reef
- . develop farm/rural tourism
- . develop tourism packages, particularly for Japanese clientele

5. PRIVATE SECTOR SERVICES DEVELOPMENT (3 points)

- . targeted services, i.e. providing better ancillary services
- . promote the value of private industries services, specialists, consultants
- . turn Central Queensland into a preferred conference venue, i.e. utilising attractions and local facilities

6. PROMOTE INDUSTRIAL DEVELOPMENT (3 points)

- . value-adding to coal - activated carbon/water mix
- . further downline processing of minerals

7. INFRASTRUCTURE

- . containerised facilities
- . freight forwarding, domestic and international
- . identify target market

* * * * *

**GROUP 3: PRIORITY RANKINGS PRESENTATION
(FROM OVERHEAD TRANSPARENCY)**

ISSUES

1. **NEW INDUSTRIES** (16 points)
2. **PROMOTE AND DEVELOP A MARKETABLE SUB-REGIONAL CHARACTER/CULTURE/VISION** (14 points)
3. **VALUE-ADDING TO PRIMARY INDUSTRIES** (4 points)

**AMALGAMATED SHORTLIST FROM THREE GROUPS:
FINAL PRIORITY RANKINGS AFTER FULL WORKSHOP
PARTICIPANT VOTE**

ISSUES

1. **VALUE-ADDING: DEVELOPING NEW BUSINESS/INDUSTRIES AND EXPANDING EXISTING ONES (35 points)**
2. **BECOMING PART OF GLOBALISED MARKETS (35 points)**
3. **PROMOTE AND DEVELOP A MARKETABLE SUB-REGION/CHARACTER/CULTURE (26 points)**
4. **TAKING ADVANTAGE OF INFORMATION BASE - EDUCATION TRAINING - EXPERTISE (18 points)**
5. **ACCESS TO AND MANAGEMENT OF FINANCE (15 points)**
6. **CHANGES TO GOVERNMENT INITIATIVES/INCENTIVES (3 points)**

NOTE:

Only the top three would be subjected to intense analysis during the afternoon session.

**ISSUES FOR IN-DEPTH ANALYSIS/EVALUATION
AT GROUP SESSION 2**

GROUP 1

TOPIC: Value-Adding: Developing new businesses/industries and expanding existing ones

GROUP 2

TOPIC: Becoming part of a globalised market economy (developing an export culture, etc.)

GROUP 3

TOPIC: Developing and promoting a marketable CQ regional character/image/culture

GROUP SESSION 2 (1.45 pm - 2.45 pm)**THEME: NARROWING THE FOCUS - MAKING IT HAPPEN**

NOTE

- . Take a definite stance.
- . In my view, the following objectives should be set and a strategy to attain these objectives devised.
- . Any plans put forward must result from community consultation, effective participation and, ultimately, there should be community ownership of any plans or strategies that evolve from this consultation process.

GUIDELINES

- . Here we move from the broad 'future vision' framework where the emphasis was on generating ideas and outlining the key elements of a regional economic development strategy and provide a sharp focus on the three key issues that have been given top priority by Workshop participants.
- . The operational objective is to 'narrow the focus' and devise the elements of a strategy that will 'make it happen'.
- . Each Group should elect a presenter to summarise the approach adopted by the Group, but any member of the Group may elaborate on any aspect of the stance taken when all Workshop participants assemble for the Final Plenary Session.

GROUP NUMBER: 1

FACILITATOR: KAREN OLIVE

TOPIC: VALUE-ADDING: DEVELOPING NEW BUSINESSES/INDUSTRIES AND EXPANDING EXISTING ONES

- * Karen used the 'fishbone' method to conduct a Future Search of potential value-adding opportunities across the CQ Region, separating possible new initiatives or activities from existing ones where potential for expansion was thought to exist.

A. EXISTING INDUSTRIES: EXPANSION POTENTIAL

- . Minerals: Can we do more with them?
 - chemical extraction
 - exploration
 - research and development
 - methane gas
 - natural gas utilisation
 - mineral sands
 - coal/coke/anthracite
 - marble
 - magnesium
 - gemstones
- . Agricultural products: What further commercialisation is possible? Plenty, but have we got markets?
 - pork products - small goods
 - cotton processing
 - citrus
 - oil/grain products
 - dried fruit and vegetables
 - hydroponic cultivation
 - fruit puree
 - beef products (powder to add to pasta)
 - wine
 - sheep products
 - tanning

- timber products
- horticulture
- genetic engineering
- native animal farming (kangaroo meat)
- feral animal harvesting

. Services: Are there gaps in the range of services already provided?

- aged care
- tourism
- recreation
- welfare
- training
- education
- transport
- health

. Aquaculture: This may well become the basis of a broad-based industry with good export potential.

- mariculture
- red claw
- prawns

. New Technology: The Region has a high level of expertise, e.g. CSIRO, DPI, UCQ. Export of services barely tapped.

- electronic data processing (new)
- telecommunications
- distance learning
- genetic engineering

. Business Services: Can we identify existing market gaps?

- colour separation
- professional employment services
- marketing (brokerage)
- freight forwarding
- management consultancy
- export consulting
- convention centre

**B. NEW INDUSTRIES: NEED NOT NECESSARILY BE LINKED TO
NATURAL RESOURCE BASE OF REGION**

- . Power generation
- . New dams

- . Oil Exploration
- . Charter operations
- . Wood pulp
- . Oil shale extraction
- . Paper/bagasse
- . Graphics/commercial
- . Desalination

- . Cottage Craft Industries: They may be small, but they provide jobs and income.
 - Aboriginal artefacts
 - petrified wood
 - leather work
 - gem polishing

- . Tourism: There is little doubt that we can do better.
 - eco-tourism
 - cultural tourism
 - farm holidays
 - industrial tours
 - tea tree/pineapple tours
 - mining towns tours
 - advance Australia

- . Recycling: May not be profitable, but provides jobs and raises environmental awareness.
 - glass
 - paper
 - plastic
 - water
 - waste management

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GROUP 1: PRESENTER'S SUMMARY

(FROM OVERHEAD TRANSPARENCY)

TOPIC: VALUE-ADDING - DEVELOPING NEW AND EXPANDING EXISTING INDUSTRIES

ACTION AGENDA

1. To list and categorise the suggested areas where development opportunities were perceived to exist.
2. To provide a forum to make representations on infrastructural projects relevant to regional value-adding industries.
3. To allocate (and obtain) funding to conduct pre-feasibility studies of identified projects.
4. To develop a strategy to attract investors to the Region and expressions of interest in the economic development of the Region.
5. To marry investors to projects.
6. To ensure the necessary follow-up action so that identified potential projects can be advanced and brought to fruition.

GROUP NUMBER: 2

FACILITATOR: KEN DOOLEY

TOPIC: BECOMING PART OF A GLOBALISED ECONOMY (DEVELOPING AN EXPORT CULTURE AND SUCCEEDING IN EXPORT VENTURES)

KEY DISCUSSION POINTS

Becoming a proactive part of a globalised market - what does it mean? Are we currently being driven by multi-national companies? Do they look after our interests? Can we exercise a greater degree of control over our own destinies? Do we want to? What changes are required? We need to be self-assured and proactive.

‘DOING IT’ INVOLVES

- . cultural change - taking on new values
- . shaking off fixations and mindsets
- . developing more at the business/person-to-person level
- . developing bonds with new business contacts
- . developing a knack for effective networking
- . adopting the view that Australia welcomes overseas involvement and is keen to take on a leading role in the North-East Asian and South-East Asian regions
- . considering what *they want*, not what *we’ve got* - put the customer in the box seat
- . considering supplying the product (or service) in an efficient, reliable manner - total quality
- . setting up sustainable systems that are universally acceptable
- . Australia exposing itself to Asian culture, languages and customs

EXAMPLES OF WHAT WE ALREADY DO WELL: ‘NOTHING SUCCEEDS LIKE SUCCESS’

- . QANTAS is known as a top-quality international carrier
- . Telecom won major contracts in Saudi Arabia

From Central Queensland we sell

- . custard apples to Hong Kong
- . pineapples to New Zealand

- . Chinese cabbage to Hong Kong
- . beef jerky to the USA
- . scallops to Japan
- . chopsticks to China
- . engineering equipment to South America

There are many more. Has anyone ever seen a full list of Central Queensland's exports? Why not? Why do we hide our successes?

Most people know about our staple exports such as coal, beef, grain, wool, sugar and cotton.

There are many other export lines including salt, scrap metal, magnesite, gold, nickel and essential oils.

We are already planning to develop markets for eucalyptus/tea tree oil, beche-de-mere, kangaroo meat.

We are already attracting overseas students; that is, exporting education.

What we must do is open up new export avenues. Use a bit of lateral thinking.

MAKING IT HAPPEN REQUIRES

- . Changes to government funding initiatives and incentives. It may be necessary to provide some seed funding to help comparatively small businesses to go international. Find out through DBIRD what is already available.
- . There is lots of scope for the further expansion of existing industries to satisfy increases in export demand.
- . There are gaps for new 'start up' industries.
- . Value-adding must be the focus if new jobs are to be developed and retained.
- . It is necessary to develop expertise in accessing finance and in its management.
- . Becoming a proactive part of a globalised market requires the development of a smart approach to business: the competitive spirit needs to be encouraged.
- . Knowledge is power. Developing and taking advantage of a sound information base is essential if informed decision-making is to occur. There is a need for well targeted education and training in the strategic use of information.
- . There is a need to promote, develop and market a regional/sub-regional culture or vision. Central Queensland has to acquire a positive, proactive image. Developing

a 'CQ Can Do' image is crucial. It reinforces our confidence in ourselves and outsiders' confidence in us.

IN SHORT

1. Value-adding to existing products is the logical starting point.
2. Becoming aware of the fact that we are part of a globalised market is essential.
3. Promoting CQ (could stand for 'Certified Quality' also) products needs the support of a 'CQ Can Do' image.

'MAKING IT HAPPEN' ALSO INVOLVES

- . establishing strategic alliances
- . attaining international quality standards for our products
- . reliability of supply - there must be a firm guarantee. This is part of the total quality concept.
- . Good and effective communication
- . Sound exporting practices
 - proper packaging
 - good presentation
 - establishing reputable distributional networks

Back-up required includes:

- . finding markets
- . sending information
- . getting information
- . using international commodity reports
- . predicting market growth using demographic and sociological reports
- . participating in professionally organised and diplomatically approved trade delegations

AT CQ LEVEL, WHAT WE MUST DO TO MAKE IT HAPPEN

- . show off our products - get on the inbound trade mission itinerary
- . strike up more joint ventures
- . form selective strategic alliances
- . provide more training/education for producers based on what others are doing and how they can do it
- . seek better media coverage of international market trends

- . participate in fact-finding missions
- . reinforce the 'CQ Can Do' slogan/image
- . take advantage of available expertise, e.g. overseas students - use them as trade ambassadors

WHAT CQ CAN DO THAT IS NEW AND DIFFERENT IN ORDER TO BECOME PART OF A GLOBALISED MARKET

1. Break into trade/business visitor circuit. (IBECQ is the ideal vehicle.)
2. Direct invitations from Central Queensland, viz. Rockhampton, Gladstone, Mackay, etc. (Again, IBECQ is doing it.)
3. Take full advantage of trade/business visitors that do come here. (Use the IBECQ network.)
4. Central Queensland needs a central promotional body that represents the entire Region. This body should possess promotional expertise and distribute promotional material. (IBECQ fits this role ideally.)
5. Organise Workshops on how to do it (break into export markets) presented by those who have succeeded in doing it. (This can be done under the flag of IBECQ.)
6. Support CQ participation in overseas delegations/fact-finding missions with appropriate State/Federal professional leadership. (Use IBECQ, Premier's Department Trade and Investment Division, Austrade.)
7. Gain more promotion of CQ business opportunities, e.g. export/import opportunities, joint venturing opportunities, selling to overseas trade visitors through mini-Expos (displays at airports - possibly computer-based, self-operated). (This can be done through IBECQ.)
8. Set up an International Visitors Centre, e.g. at UCQ City Annexe, with CTDO, RCC, DBIRD, QCI and Chamber of Commerce involvement. Make it easy for the potential buyer/investor - a one-stop-shop facility. (Again, the IBECQ banner is available. Use it.)
9. Develop an international focus. Each Development Board, each Council, each professional industry body be asked to demonstrate how they are contributing to globalisation, e.g. Sister City relationships, supporting IBECQ, actively seeking export opportunities, preparing promotional material.

The media should be encouraged to provide international market coverage of Central Queensland's main export communities/products. The local media already gives excellent support to IBECQ.

Rural producers and their representative organisations should be asked to respond to the IBECQ strategy.

10. Don't just stand back and wait for others to do it for you. Make it happen by starting to do it. Fall in behind IBECQ. Make it work to Central Queensland's advantage.

GROUP 2: PRESENTER'S SUMMARY

(FROM OVERHEAD TRANSPARENCY)

TOPIC: BECOMING PART OF A GLOBALISED ECONOMY

ACTION AGENDA

1. What we mean: e.g. define
 - . structure
 - . cultural/community awareness
 - . total quality management
2. To make it happen, e.g.
 - . establish relationships
 - . effective communication
 - . people matter
3. Examples of what we mean and what we want: What are we already doing successfully? E.g.
 - . QANTAS
 - . Agribus exports
4. What we must do to make it happen at CQ level. E.g.
 - . joint ventures
 - . tap local contacts, people
 - . acquire strategic information
 - . develop 'CQ Can Do' image
 - . support and use IBECQ as a lead agency
5. What Central Queensland needs to do that is new or different to become part of a global market, e.g.
 - . tap into international/interstate visitor circuit
 - . tap local resources
 - . conduct community awareness Workshops
 - . provide access facility for in-bound business/trade missions (IBECQ ideal agency)

6. Search, ask, focus, do, e.g.

- . Who? What? How? When? Why? Where?
- . ask questions at all levels of government
- . ask questions of industry, business and community groups, e.g.: are regional promotional and development bodies doing what they should be doing, or what they say they are doing? Can they show results?
- . get the momentum going
- . group think tanks help to dispel 'tunnel vision'
- . Workshops like this can lead to productive idea sharing and resource sharing
- . form mutually beneficial strategic alliances to avail of cost saving and expertise sharing

GROUP NUMBER: 3

FACILITATORS: JOHN BEESON/ANTHONY SIMON-KUNKEL

TOPIC: DEVELOPING AND PROMOTING A MARKETABLE CQ REGION

PURPOSE

Identify resource strengths of sub-regions and construct a resource inventory of the CQ Region.

GLADSTONE

- . service industries
- . heavy infrastructure
- . heavy industry
- . tourism
- . port facilities
- . fishing

ROCKHAMPTON

- . service industries
- . administrative services
- . education
- . social infrastructure
- . tourism
- . retailing

MACKAY

- . sugar industry
- . coal
- . port facilities
- . cattle
- . grain
- . administrative services
- . servicing mines

- . tourism
- . fishing

CENTRAL HIGHLANDS

- . horticulture
- . coal/minerals
- . cattle
- . grain
- . cotton
- . tourism

CENTRAL WEST

- . sheep (wool)
- . cattle
- . tourism

POINTS/ISSUES RAISED

- . Put a statistical dimension on the value of output and commodity export value of the five sub-regions.
- . There is a need for integrated planning that targets specific projects/industries.
- . Draw up mission statements, objectives and targets for each sub-region.
- . It is important to attract people to live and invest in the Region, as well as to retain people in the Region.
- . It is important to possess a CQ image or ethos that generates confidence.
- . There must be a unified approach - a genuine unity of purpose that is above petty parochialism.
- . Create win/win situations.
- . Community consultation at the small area level has to be encouraged.
- . People must be recognised as the most important resource.

In summary, while mineral and agricultural resources provide the basis for development and the provision of industrial and social infrastructure facilitates that development - ultimately it is how that development impacts on people that counts.

To develop a marketable CQ image requires emphasis on the environmental attractions, the easy lifestyle, and the type of people that live in the outback. The image has to capture the spirit of the Region. It has to be attractive. Disunity and fragmentation of promotional efforts may have created an adverse image which has to be changed and replaced. Attitudinal change may take some time.

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GROUP 3: PRESENTER'S SUMMARY

(FROM OVERHEAD TRANSPARENCY)

TOPIC: PROMOTING AND DEVELOPING A REGIONAL CULTURE/IDENTITY

ACTION AGENDA

1. Perform audit: Competitive advantages/disadvantages? What is possible? [SWOT]
2. Develop firstly a Regional mission statement (using data from Audit, e.g. REDSIS).
3. Form a stakeholder's core group to guide the process. There has to be a neutral body to mend the regional rivalries that have developed.
4. Goals/objectives (regional economic development)
 - . identify market gaps/opportunities at sub-regional level
 - . adopt an integrated approach to developing products/initiatives. Sub-regions must be seen to be essential parts of the whole. Development cannot be seen to be driven by one city or organisation.
5. Develop Promotional Strategic Plan
 - . public awareness campaign
 - . incorporate sub-regional characteristics
 - . get internal (within Central Queensland) agreement on main elements of promotional strategy

6. Ideas. Develop

- . transport infrastructure
- . tourism infrastructure
- . program of cultural events

* * * * *

CLOSING COMMENTS

Liam Ryan thanked the facilitators for guiding the discussion towards providing strong guidelines for the Study's strategic planning recommendations.

He observed that the discussion had been stimulating and that there was a strong conviction amongst participants that the CQ Region was capable of projecting a very positive image.

There was little doubt that the Region was set to enter a rapid development phase. This rapid development would create new pressures and problems, as well as benefits.

A genuine spirit of cooperation was noticeable among Workshop participants. There was a recognition that IBECQ was showing the way and fostering a unified approach towards the development and promotion of the CQ Region.

The University would take an increasingly active role in facilitating the development of this resource-rich Region. Pool our resources; form strategic alliances - that is, effective partnerships that are mutually advantageous.

Ken Dooley remarked that 'making it happen' required commonsense and tenacity. More than anything else, a proactive 'CQ Can Do' image had to be developed.

It is not easy to change ingrained attitudes, but the rewards are big. We have to think 'new'; we have to think 'big'; we have to think internationally. 'Where there is a will there is a way.' Those who have succeeded will provide reinforcement for those who are still unsure.

Opportunities abound; we must eagerly take up the challenge. We must make it happen.

Mark White thanked Workshop participants for their attendance and noted that the self-help approach which characterised the day's deliberations was commendable. There had been no 'knocking' of government agencies. People were showing a desire to work with government agencies towards achieving better results from CQ resources. DBIRD could assist in many of the areas raised throughout the day's discussions. He requested people to make their needs known to DBIRD.

Mark thanked the facilitators for having done an excellent job.

APPENDIX 1: PUBLIC WORKSHOP ADVERTISEMENT

CQ REGIONAL ECONOMIC DEVELOPMENT FULL DAY WORKSHOP

DATE: Thursday, 26 November 1992

TIME: 9.30 am - 4.30 pm

VENUE: Archer Room, Country Comfort Inn, 86 Victoria Parade,
Rockhampton

This is your final opportunity to have your say on what direction the development of the CQ economy should take.

Professional facilitators provided by the Department of Business, Industry and Regional Development will assist you in identifying opportunities and overcoming difficulties in setting the course for the accelerated development of this resource-rich Region.

Your views and visions are important and will be influential in this strategic planning exercise.

Morning coffee, lunch and afternoon tea will be provided.

Due to the need to confirm catering arrangements in advance, no provision is made for attendees who turn up on the day without prior confirmation.

Country Comfort Inn has extended corporate rates to those who may wish to stay overnight on Wednesday 25 or Thursday 26 November.

Please indicate your intention to participate by contacting Lorraine (CTDO) on **079-272055** or Fax **079-222605** before 11.00 am on Tuesday, 24 November.

[Advertised in the *Morning Bulletin*, the *Gladstone Observer*, and the *Mackay Mercury* on Thursday, 19 November and Monday, 23 November.]

APPENDIX 2: PUBLIC WORKSHOP AGENDA

CQ REGIONAL ECONOMIC DEVELOPMENT STRATEGY INCEPTION STUDY

DATE: Thursday, 26 November 1992

TIME: 9.00 am - 4.30 pm

VENUE: Country Comfort Inn - Archer Room

AGENDA

| | |
|---------------------|--|
| 9.00 am - 9.15 am | Registration |
| 9.15 am - 9.35 am | Opening Address explaining the nature and scope of the Study (Liam Ryan). |
| 9.35 am - 9.45 am | Chief Facilitator's Address explaining the structure of the day's proceedings, and the purpose of the Workshop (Mark White). |
| 9.45 am - 10.00 am | Workshop Group Formation |
| 10.00 am - 11.00 am | Group Session 1 |
| | The first session will identify and rank a range of Region-wide development issues. |
| 11.00 am - 11.15 am | COFFEE BREAK |
| 11.15 am - 12.45 pm | Plenary Session |
| | Group leaders will address meeting on issues identified and present ranking of priorities. Questions and discussion. |
| 12.45 pm - 1.30 pm | LUNCH |
| 1.30 pm - 1.45 pm | Formation of groups on specific topics, e.g. Tourism, Beef Industry Value-Adding, Water Resource Planning/Management. |

| | |
|-------------------|---|
| 1.45 pm - 2.45 pm | Group Session 2 |
| | This session will be concerned with providing strategic direction and setting objectives and targets. |
| 2.45 pm - 3.00 pm | COFFEE BREAK |
| 3.00 pm - 4.15 pm | Plenary Session |
| | Group leaders will present findings. Questions and discussion. |
| 4.15 pm - 4.30 pm | Summing up (Liam Ryan) and closing address (Mark White). |

Liam Ryan
Project Manager

APPENDIX 3: PUBLIC WORKSHOP PARTICIPANTS

CHRISTIAN NAME

SURNAME

| | |
|----------|--|
| Ian | LAWRIE (Gladstone Area Promotion & Devt Ltd) |
| Peter | BROOME (Capricornia Electricity) |
| John | CHAPMAN (CPN Properties Pty Ltd) |
| Peter | McNEALE (TAFE TEQ) |
| Wayne | LITHERLAND (Herron Todd & White) |
| Ruth | SALSBURY (Small Business) |
| Michael | HIGGINS (Individual) |
| Wal | TAYLOR (Dept Primary Industries) |
| Hubert | MURRAY (CTDO) |
| Tom | HOSKING (Banana Shire Council) |
| Garry | PENNELL (Garry Pennell and Associates) |
| John | BEESON (DBIRD Gladstone) (Facilitator) |
| Mark | WHITE (DBIRD Rockhampton) |
| Karen | OLIVE (DBIRD Rockhampton) |
| Ken | DOOLEY (UCQ) (Facilitator) |
| Liam | RYAN (UCQ) |
| Jason | SCHMIDT (UCQ) |
| Ben | FARR (UCQ) |
| Michelle | DOOLEY (UCQ) |
| Basra | SINGH (UCQ) |
| Colin | REYNOLDS (CTDO) |
| Lorraine | LISLE (CTDO) |
| Nanette | NISSAN (Skillshare, Capricornia) |
| Julia | WYETH (UCQ) |
| Peter | FIRTH (Gibson Associates) |
| Sheila | McCARTHY (CTDO) |
| Anthony | SIMON-KUNKEL (Empower Planning) |

APOLOGIES

| | |
|---------|---|
| John | HEGVOLD (Besser) |
| Bernie | MEADE (Mt Morgan Shire) |
| Matthew | MAGIN (Mackay Regional Development Board) |
| Stephen | CUNNINGHAM (Alexander Stenhouse) |
| Andrew | PALMER (Rees R & Sydney Jones) |
| Merv | BARTON (CQ Cement Pty Ltd) |
| Paul | CRUICE (Architect) |
| Tony | EDWARDS (Evans Edwards & Associates) |
| Rob | NOBLE (Town Clerk) |
| Keith | JAMES (CBA) |

CHRISTIAN NAME**SURNAME**

| | |
|--------|--|
| Karen | THOMLINSON (Central Personnel & Consulting) |
| Gary | STAIT (Smorgans) |
| Peter | STEVENSON (Rockhampton Agricultural Society) |
| Bert | KAYES |
| Ken | KAYES |
| Desley | COWLEY (Shopping Fair) |
| Kelly | TAIT |
| Rob | SNEEZBY (DBIRD Gladstone) |
| Glenda | ARTHUR (RDPDA) |
| Jean | McRUVIE (CHPDO) |
| Tom | MURPHY (RAPDB) |