

CHRRUP 2025 AGM & Regional Futures Forum: Comprehensive Strategic Outcomes

This document synthesises the collective intelligence, mandates, and proposed actions gathered from the forum, providing the final strategic roadmap for CHRRUP Ltd.

Executive Summary

The 2025 Regional Futures Forum established a unified regional mandate for action, confirming that the Central Queensland region is ready to shift its focus from planning and discussion to outcome-focused execution. Participants collectively identified that regional inertia and "acceptance of status quo" pose the greatest threat to securing a prosperous 30-year future.

The Strategic Mandate for CHRRUP is threefold:

- **Execution Layer:** CHRRUP will act as the execution mechanism, reducing fragmentation and focusing on immediate, actionable outcomes.
- **Accountability & Trust:** Future participation is conditional on transparent governance and ensuring that input directly translates into strategic influence and investment decisions, particularly concerning the selection of the "Right Risk" (significant, solvable risks).
- **Sustainable Funding:** All pillar initiatives must transition towards industry-backed, sustainable financial models, moving away from reliance on government grants.

Immediate Action Areas:

The forum working group sessions identified three non-negotiable priorities for immediate action:

- **Liveability:** Lead the formalisation and execution of solutions to address core support services and liveability.
- **Post-Mining Land Use (PMLU) Reframing:** Finalise the PMLU Strategy and protocol, positioning PMLU as a positive economic asset and opportunity.
- **Ag Tech Acceleration:** Launch the first Demonstration Pilot project and integrate Ag Tech adoption as a core workforce solution for the region.

The primary vehicle for delivery is the formalisation of the Regional Futures Round Table (RFRT), which will act as the collective governance and delivery body. The Inaugural RFRT Review Meeting will be announced shortly, following a personal interview and context-sharing session with nominated representatives to finalise and formalise the RFRT membership and Terms of Reference.

1. Forum-Wide Strategic Mandates

The forum established a collective regional mandate for execution and accountability.

<i>Strategic Theme</i>	Collective Sentiment & Discussion Summary	Core Outcome Mandate for CHRRUP
<i>Execution & Inertia</i>	Participants acknowledged contributing to the problem through "Acceptance of status quo" and focusing on "process/admin, not on economical collaboration". The region needs "Continuation & Execution".	CHRRUP is an Execution Layer: The organisation must provide the structure for execution, eliminating silos and fragmentation to achieve "immediate, actionable outcomes".
<i>Risk & Participation</i>	Willingness to take the "Right Risk" (significant, highly likely, solvable) but demands assurance that participation leads to influence and impact. "Building critical mass to increase impact" is required.	Accountability and Trust are Paramount: CHRRUP must establish transparent governance (RFRT) to manage and prioritise regional risks and ensure attendee input directly informs strategic decisions and investment.
<i>Funding Model</i>	Demand for seeking "Alternative Resourcing (Not Govt grant)" and promoting industry's willingness to "pay fee for service activities".	Develop Sustainable Financial Models: All pillar initiatives must move towards industry-backed, sustainable funding models to secure long-term prosperity.

2. Insights from Forum Questions

The collective insights gathered from the interactive questions define the required mindset and areas of focus for the RFRT and the pillars.

<i>Question</i>	Focus & Key Requirement	Outcome Mandate Link
<i>Q1: "What is possible for our</i>	Focus on Manufacturing, Agri-Energy, and Ag Tech. The critical need is for "Creating a System to	Established the mandate to pursue diversification, directly linking to the need for a sustained

<i>region...?"</i>	charge & maintain" momentum.	Execution Layer.
<i>Q2: "How much risk do you plan to take...?"</i>	Willingness is conditional on addressing the "Right Risk"—risks that are "significant, highly likely, and that we can effect change".	Secured the mandate that CHRRUP must focus on strategic risk selection and use participatory input to influence decisions, building trust.
<i>Q3: "What are the declarations that you are willing to make...?"</i>	Commitment centred on the willingness to commit resources, expertise, and time to the three CHRRUP pillars.	Established a clear baseline of personal commitment required for action planning and endorsed the foundational work.
<i>Q4: "To what extent are you part of the problem?"</i>	Admission to contributing through "Acceptance of status quo," and "Not seeking across industry collaboration".	Provided a collective mandate for accountability and opportunity to consider CHRRUP's leadership role.

3. Pillar-Specific Mandates and Next Steps

3.1. Pillar 1: Regional Futures & Economic Integration (RF+EI)

The Regional Futures Round Table (RFRT) is the primary mechanism for executing this pillar. See section 4 for more information on the RFRT.

<i>Mandate/Focus</i>	<i>Next Step (Action Required)</i>	<i>RFRT Role</i>
<i>Priority Constraint: Addressing the Liveability</i>	Lead on Liveability: Formalise the taskforce and bring to action the work in progress, the gaps, the causes for these, the identified issues and key participants.	Execution Focus.
<i>Governance & Bureaucracy: Advocating for "Reduce red tape, streamline processes" and flexibility.</i>	Establish Governance & Eliminate Red Tape: Formalise the RFRT, finalise the CHDC/CHRRUP Collaboration Framework, and adopt a Formal Advocacy Pathway where RFRT-identified constraints are collaboratively approached with problem solving approaches	Strategic and Collective Governance and Constraint Removal.

to identify pathways forward.

3.2. Pillar 2: Land & Water Stewardship (L+WS)

The L+WS pillar is mandated to focus on economic reframing and risk mitigation.

<i>Mandate/Focus</i>	<i>Next Step (Action Required)</i>	<i>Accountability</i>
<i>PMLU Reframing: Positioning Post Mining Land Use as a "Positive Asset/opportunity"; and one that is not just an "End of Mine Life" opportunity.</i>	Finalise PMLU Strategy & Protocol: Advance the Greener Pastures and PMLU opportunities and feedback by establishing a taskforce to finalise the protocol to prove the Economic impact of stewardship investment as well as alternative use pathways.	L+WS Pillar Leaders (e.g., Grazing Rep).
<i>Regulation Change: Actively "lobby change of rehab regulation".</i>	Establish Lobbying Strategy: Formalise the strategy to pursue regulatory change, leveraging CHRRUP's role as the "SME for land & water".	CHRRUP CEO (in co-ordination with Collective groups of representatives).
<i>Rehydration Project and Drought Resilience</i>	Partner with key bodies to establish the scaling success and drought resilience profile of work amongst peer groups (i.e. NQ Drought Hub, DUQ, RAPAD, DPI, AgForce, etc.)	CHRRUP CEO and Peer Group Leaders

3.3. Pillar 3: Producer Support & Ag Tech (PS+AT)

The PS+AT pillar is mandated to focus on innovation and workforce solutions.

<i>Mandate/Focus</i>	<i>Next Step (Action Required)</i>	<i>Accountability</i>
<i>Execution & Funding:</i>	Accelerate Ag Tech Demonstration Pilots:	PS+AT Pillar

<i>Accelerating uptake through Demonstration pilots</i>	Advance the Ag Tech accelerator opportunities and feedback by formally launching the first Demonstration Pilot project and including nominated members in the framing and testing of the program.	Leaders
<i>Workforce Solution: Positioning Ag Tech as the core workforce solution.</i>	Integrate Ag Tech Workforce Strategy: Formalise the link between Ag Tech adoption and the Workforce Opportunity & Progression priority defined in the RF+EI pillar.	Ag Tech Pillar Leader
<i>LEADAg and Workforce Positioning</i>	Integrate the dynamic LEADAg solution into a number of targeted organisations to create a bespoke opportunity for different industries to create agricultural workforce entry opportunities.	LEADAg Pillar Leader
<i>Governance and Legislative Compliance</i>	Finalise the AI digitisation of our Safe Station platform and support industry with the integration of this within their organisations. Partner with other organisations to broaden the scope of support and inclusion of other governance criteria.	Safe Station Pillar Leader

4. RFRT Membership, Roles, and Accountability

Further to the prior information on Pillar 1: Regional Futures & Economic Integration; below is further context on membership, roles and next steps. The RFRT is a high-level, action-oriented body built from individuals, not just organisations. Members are there to deliver outcomes. It's purpose is to clearly draw from the insights and evidence from Frontier CQ and CHDC as the Super connector and deliver on priority projects for our region; to bring the right people, the right advocacy, and the right partnerships into place to be the change we want to see.

Sector Representation Key Deliverables and Part to Play

<i>CHRRUP Ltd. CEO</i>	Accountability, Vision & Integration: Ensures execution alignment across sectors to focus on solving and delivering on issues/projects identified by the group and informed by Frontier CQ; Manages RFRT funding and external
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	partnership leverage.
<i>Central Highlands Development Corp (CHDC)</i>	Strategic Guidance & Community and Ecosystem Owner; super connector: Provides strategic development insights, Frontier CQ network access, and supports investment pathways for RFRT projects. Is a super connector.
<i>Central Highlands Regional Council (CHRC)</i>	Regulatory Engagement & Infrastructure: Commits to ensuring work in alignment with local planning and infrastructure and with regional strategic agenda.
<i>Renewables & Energy Industry Rep</i>	Investment Strategy & Future Infrastructure: Provides long-term perspective on energy transition; identifies infrastructure opportunities.
<i>Mining/Resources Representative</i>	Commits to PMLU collaboration; Accountable for advancing the PMLU Strategy and protocol (Mandate 3.2), future economy collaboration, and securing transition funding aligned with collective impact.
<i>Grains & Cotton Representative</i>	Industry Validation & Resource Leverage: Provides operational insights; validates Ag Tech ROI; identifies resources for collaborative projects.
<i>Community Services Representative</i>	Social Impact & Needs Assessment: Ensure RFRT solutions include and address core support services, and is Accountable for Liveability & Housing solutions (Mandate 3.1) and enhanced community well-being outcomes. This includes creating a sense of belonging and community which will support increased residency and participation.
<i>Education Representative</i>	Workforce & Skills Alignment: Ensures RFRT project needs align with Tertiary and regional education pathways and that works to increase capacity, update, and opportunity.
<i>Enabling Industries</i>	Solution Delivery & Costing: Provides capacity/cost

<i>(Construction/Manufacturing)</i>	realities for Liveability solutions (housing); advises on supply chain and workforce needs and supports realisation. Supports development of new economic opportunities.
<i>Investment Pathways Rep</i>	Economic opportunity and investment pathway support, design, mapping and insights

RFRT Structural Requirements:

- Quarterly Delivery Report: Each RFRT member must present their sector's project status, including specific resource commitment secured and systemic barriers encountered to ensure the RFRT can take decisive action.
- Leveraged Funding Ratio: Establish a mechanism to track and report the "Leveraged Funding Ratio" (external investment attracted vs. RFRT co-ordination funding) in all Quarterly/Biannual reports to demonstrate progress towards sustainable financial models.
- Formalise Mandate: Draft the RFRT Terms of Reference (ToR) and invite nominees to formalise membership and lock in commitment.

5. Immediate Next Steps

- Finalise and Sign-Off: Finalise the Collaboration Framework between CHDC (CQ Frontier) and CHRRUP (RFRT).
- Member Outreach: Follow up with attendees who nominated for RFRT involvement and distribute next steps and actions through that group for feedback and collaboration.
- Launch: Inaugural RFRT Review Meeting will be announced soon.