Regional Development Australia (RDA) Brisbane
ANNUAL BUSINESS PLAN 2020-21

1. <u>Introduction</u>

This Annual Business Plan is for the period from 1 July 2020 to 30 June 2021 and features RDA Brisbane strengthening existing initiatives and stakeholder relations and introducing new initiatives to have the most impact on delivering crisis response, economic and business recovery, resilience and growth in these uncertain times.

RDA Brisbane's key focus areas for the coming year are around leading, supporting and communicating economic response and recovery measures to get us through the COVID pandemic and predicted economic downturn.

RDAB has considerable traction with delivering programs and initiatives to support business innovation and competitiveness which are important to stimulate jobs, trade and investment.

RDAB's strategy is designed to lead and complement, but not duplicate, priorities in the region of the three levels of Government with whom we will continue to work, along with industry, business, academic and community stakeholders. Collaboration, communication and partnerships are the RDA's strengths which will be harnessed to produce outcomes needed to stimulate economic recovery and resilience.

With Brisbane accounting for 50% of Queensland's GDP, there is a strong interdependency with the regions for labour and supply chain needs, so it is inevitable that much of RDA Brisbane's momentum continues to be more broadly focused to include cross regional, Statewide and even national initiatives.

RDA Brisbane is part of the SEQ alliance of eight RDAs whose agreed purpose is to:

- Collaborate to enhance economic opportunities for South East Queensland Regions
- Provide a unified and combined representation
- Coordinate and leverage experience and knowledge within the RDA SEQ Alliance regions
- Advocate for communities within the RDA SEQ Alliance
- Have a collaborative approach to economic recovery

1.1 RDA Brisbane's Vision and Mission Statements

VISION
RDA Brisbane's Vision is to be an enabler of Brisbane's unique economic development potential as a New World City.

MISSION
RDA Brisbane's Mission is to engage and collaborate to connect business, industry, community and all levels of government to facilitate productive partnerships that develop Brisbane's economic prosperity, and leverage broader cross-regional, state-wide and national outcomes.

The Committee and staff are committed to implementing the 2020-21 Annual Business Plan under these difficult economic circumstances while further enhancing the work and influence of RDA Brisbane.

1.2 Highlights from the Previous Year

- RDAB quickly rose to the challenge of the **COVID crisis** through adaptation, communication, and crisis response (see 1.3 Learnings). We developed a new program with the assistance of ASBAS Business Advisors who identified a critical need for businesses to be more closely supported in order to survive, recover and thrive the COVID period and looming economic downturn. The **Roadmap to Revitalisation (R2R)** Program has been scoped, costed and presented to the 3 levels of government, with the result that the Brisbane City Council named the initiative in its June Budget and Annual Plan. We are actively sourcing government funding in order to deliver a pilot project in Queensland.

- RDA Brisbane continued with year 2 of a 3 year third party contract to deliver the **Australian Small Business Advisory Services (ASBAS) Digital Solutions** program across Queensland. Partnerships with councils, chambers of commerce and RDAs to promote and host workshops enabled RDA Brisbane to successfully deliver the program and contribute most of the regional delivery outcomes for the program in Queensland when compared with our delivery partners (Business Station and Treeti) across the 3 jurisdictions (WA, NT and Queensland). At the outside of the COVID crisis in March, we had to convert all delivery to online which involved considerable consultation with stakeholders and promotion of this new format. The transition went smoothly and the upside is that the program allows equitable access by small businesses no matter how remote their location, as long as they have a reliable internet connection.

- RDAB continues to take a lead with **innovative clusters:**

  o We have representatives serving on **cluster advisory committees** including METS and Queensland Robotics and provide advice and support to the **Queensland Bionics Cluster** which secured Queensland Government funding to run Australia's first ever Bionics Challenge 2020 to encourage innovation in life-changing medical technologies
  o During the year we formally auspiced the **Queensland Robotics Cluster**, opening a bank account for them, applying for round 2 SME Export Hubs funding (which unfortunately was unsuccessful but served to secure industry sponsorship for the cluster) and arranging accommodation in the Queensland Government's innovation hub - The Precinct in Fortitude Valley – located in the midst of the AI Hub, which presents important opportunities for collaboration. We were also instrumental in connecting the cluster with the opportunities in the space industry and the Advanced Robotics for Manufacturing (ARM) Hub with the result that 2 cluster members were accepted to conduct projects there to adapt their technologies for advanced manufacturing. During the pandemic the cluster members have grown and prospered against the national economic downturn trend, showing this is truly an industry that can help to lead jobs growth and recovery

- In partnership with NERA (the Australian Government's industry growth centre) we initiated a forum of interested hydrogen technology businesses which has resulted in a **SEQ Hydrogen Cluster** being formed H2SEQ which is still in its initial phases
  - A scheduled **inaugural SEQ Cluster Muster** event organised by RDAB was converted to an online event for cluster managers and supporters representing 9 clusters who cross-shared their COVID response measures, proving just how businesses in a cluster are more supported in times of crisis. Cross-cluster collaboration was facilitated resulting in meaningful collaborations taking place, such as between Robotics and the Food and Agribusiness Network to incorporate robotics technologies in agriculture and food production
  - RDAB supported the **TCI Oceania Cluster Conference 2020** "Clustering for Positive Futures" which was converted to a 3 part online event instead of a physical event in bushfire-ravaged Gippsland (Victoria). The online event featured international speakers and had a focus on disaster recovery and crisis management.

- RDAB continues to be a partner in the **EXPRESSWAY™ Network Forum**, along with Microsoft and TAFE Queensland. This innovation business network connects innovative businesses and scalable startups, offering opportunities for businesses to make connections, share ideas, form collaborations with each other, connect with investors, and find out about services available from government and business support agencies. Since March 2020 meetings have been held via Zoom which has enabled attendees from other areas of the state to attend. Even though informal networking was a strong feature of the forums, we still maintained around a 75% attendee rate each month online.

- RDAB is an active leader of regional networks. It continued to facilitate the **GIBIN (the Government Industry Business Information Network)** with representatives of over 60 Business and Industry Associations, RDAs, Universities and Government agencies (Local, State and Federal) that deliver services or develop initiatives for business. During the COVID period many of the GIBIN agencies were issuing their own alerts, items of which were shared amongst the network members. RDAB initiated the formation of a **Brisbane Connect group** comprising key GIBIN member agencies from the 3 levels of Government to share intel and provide some coordination with respect to economic recovery plans and actions. RDAB continued to maintain the **The Biz Buzz** Facebook page which is a direct conduit to business, providing information on government grants, resources and events.

- RDAB is a go-to organisation and has made numerous **strategic connections** both nationally and internationally throughout the year for and between business/industry, the 3 levels of government, regional, national and international stakeholders, using our extensive networks (including GIBIN, EXPRESSWAY and cluster partnerships), knowledge and influence to foster innovation and economic development outcomes. During the year we presented on our specialist industry sectors and clusters to a delegation from the Arizona University and a PNG Government study tour.

- RDAB provided **feedback to government** through surveys, consultative forums including helping to organise these, and serving on the national SME Export Hubs assessment panel (for round 2 funding), and on the industry stakeholder group for the SEQ City Deal (providing feedback to SEQ RDAs). With the COVID crisis, RDAB has been:

  - participating in Brisbane City Council industry stakeholder consultations for its Economic Recovery Task Force

- a Regional Recovery Representative for the SEQ region to provide information on COVID-19 impacts, opportunities and priorities for future growth, to inform the development of a COVID-19 Regional Recovery Strategy for the SEQ region
- participating in departmental teleconferences with the Assistant Minister to provide feedback and advice.

With a new focus on recovery, RDA Brisbane plans to build on these achievements and develop new strategies to lead and support economic response, recovery and growth as Australia and the world face a long period of economic uncertainty.

1.3 Learnings

The COVID situation brought about an immediate pivot of the RDAB operations with staff quickly adapting to working from home on a full time basis and using online platforms to hold meetings, events and for day to day communication in order to deliver outcomes. The nature of our work also pivoted to that of a regional communicator on a more intensive basis in order to get important Government support measures quickly out to the community. We needed to harness our stakeholder networks in order to gather intelligence and feed information up through government channels, most notably being the regular Ministerial teleconferences organised by the Department.

2. <u>Overview of Committee Members and Staff</u>

2.1 Members

All members, under the Chairship of Dr Patricia Rowe, are involved participants on the RDA Committee. Members serve voluntarily and come from a variety of business, community, education and government backgrounds, some of whom have changed employment positions during the year. They participate actively in Committee meetings, bringing informed views, ideas and connections for our strategy development, contributing intelligence, setting strategic objectives and maintaining our strong governance and transparency.

These appointments make up our full complement of ten Committee members, who will serve until December 2020. Their profiles and expertise are found on the RDA Brisbane website https://www.rdabrisbane.org.au/about-us/committee-members.

To maintain our strong working relationship with Australia's largest Local Government Authority whose boundaries mirror those of RDA Brisbane, we have invited the Brisbane City Council to provide a nominee to serve as a Committee member. The previous nominee, who served as an ex-officio member but was never formally appointed, lost her position in the Local Government elections in March 2020.

The Office Bearers form the Management Committee - comprising the Chair (position appointed by the Minister), Deputy Chair (appointed by the Chair), Secretary and Treasurer (elected positions from among the Committee members) - which meets bi-monthly to handle RDA procedural business and design the agenda ahead of the full Committee meeting also held bi-monthly.

2.2 Staff

RDA Brisbane continues to have a stable, committed and skilled staff team which has contributed to the RDA's strong momentum and achievements during the year. The staff quickly adapted to fully-remote working arrangements during the lockdown period of the pandemic from March to June, with IT and communications systems already in place to support this. The staff successfully switched to crisis mode to respond to immediate regional development issues, program delivery and ramped up communication and engagement at the outset of the pandemic which was sustained and is continuing.

A contracted marketer/web developer and bookkeeper complement the permanent staff. From time to time university post-graduate interns are engaged and assigned to project work – this year an intern was engaged for the Queensland Robotics Cluster to map capabilities (which is still underway).

3. <u>Operational Parameters for the Coming Year</u>

RDA Brisbane's primary funding source is operational funding from the Department of Infrastructure, Transport, Regional Development and Communications, which enables the resources to carry out its broad-ranging and comprehensive agenda for the betterment for Brisbane and broader regions.

3.1 Income

Income for the 2020-21 financial year will largely comprise operational funding from the Australian Government (Department of Infrastructure, Transport, Regional Development and Communications and 3rd party contract funding to deliver the ASBAS Digital Solutions program in Queensland

RDA Brisbane will actively seek to run other third-party projects and secure funding that align with its strategic objectives. We are currently seeking $1.3M to pilot the Roadmap to Revitalisation program to assist small business, that we developed to respond to the COVID crisis.

3.2 Risk Management and Workplace Health and Safety

RDA maintains a current Risk Management Strategy and Workplace Health and Safety Plan as required by the RDA Better Practice Guide. RDA Brisbane strives to maintain a high level of occupational health and safety for its staff, members, contractors and volunteers throughout all areas of its activities, and complies with the Queensland Work Health and Safety Act 2011

4. <u>Strategic Context and Regional Priorities</u>

As Australia's new world city, Brisbane has been an emerging economic powerhouse and gateway to the Asia-Pacific region. It is the leader and an important catalyst for the South East Queensland (SEQ) region, and as such our regional priorities and analysis make reference to evidence and issues that encompass Brisbane, SEQ and Queensland more broadly. SEQ is the largest region in Queensland in terms of population and economic activity and serves as a socioeconomic hub to the rest of Queensland as well as interstate and foreign markets. SEQ's strong lifestyle factors help drive population growth, while its diverse and advanced economy promote a variety of broader economic and investment opportunities.

However, Brisbane's economic position has been severely eroded in 2020 due to the the COVID pandemic crisis, along with the rest of Australia and the world to varying degrees. The three levels of government are focussing on economic response and stimulus measures, and recovery during the current and predicted economic downturn to follow.

RDAB will continue to communicate the **Australian Government's economic initiatives** to the community and particularly the immediacy of the stimulus measures during the COVID period, plus provide feedback to Government.

The **SEQ City Deal,** which was to have been signed off in June 2020**,** has been deferred to 2021 because of the pandemic, and the **2032 SEQ Olympic Games bid** has been put on "hold".

In May 2020 the State Government announced the **Queensland Economic Recovery** strategy with a number of staged initiatives being progressively introduced, and six priority areas being:
- Safeguarding our Health
- Backing small business
- Making it for Queensland (growing manufacturing)
- Building Queensland (driving investment in infrastructure)
- Growing our regions
- Investing in skills

RDAB was appointed as a SEQ Regional Recovery Representative and engaged in the process to provide input on COVID-19 impacts, opportunities and priorities for future growth, to inform the development of the COVID-19 Regional Recovery Strategy for SEQ to feed into the **Queensland Economic Recovery Plan** to be released early in 2020-21.

The **Brisbane City Council** has deferred the development of its new Economic Development Plan because it doesn't make sense to set a new long-term strategy while in the midst of a pandemic. A council Economic Recovery Taskforce was appointed at the start of the pandemic, with which RDAB has been engaging, and they will be releasing an **Economic Recovery Plan** early in 2020-21 focusing on business and employment recovery. Council's Budget and Annual Plan released in June 2020 introduced rates and fee relief measures for businesses, community organisations and residents, has repurposed its innovation hub to a more inclusive Brisbane Business Hub directed at running recovery measures for mainstream businesses, and also repurposed its economic development agency, Brisbane Marketing, to become the Brisbane Economic Development Agency which will be tasked to implement recovery measures set by the Economic Recovery Taskforce.

The 5 key strategic priorities of the Brisbane region over the next 3-5 years – which were highlighted in our 2019-20 Business Plan – have only needed minor adjustment as they are still relevant and align with the RDA Charter, but have been realigned and added to in order to address the COVID crisis:

1. Economic Recovery from the COVID Crisis

Economic impacts on Brisbane businesses have varied across industry sectors, with Accommodation and Food Services suffering the steepest decline in employment with a one-third reduction in total jobs at the outset of the pandemic, recovering to a 14% reduction. Overall there has been an estimated 12% decline in job numbers as at the June 2020 quarter (4% on JobKeeper and 8% not on JobKeeper). Just over 44,000 businesses in Brisbane applied for Jobkeeper and there is relief at its continuation beyond September 2020.

Broad recovery in Brisbane is continuing, with discretionary and non-discretionary spending stabilising as at the June quarter, seeing a return to normal retail levels, although this is patchy across the city with the CBD still experiencing a 50% decline in spending levels while some suburban areas are at above-average levels. It is surmised that this spending rate is providing an artificial boost, given that there are casual employees who have more discretionary spending capability while receiving JobKeeper payments than when they were employed pre-COVID.

Governments are developing COVID economic recovery plans in anticipation of coming out of the crisis, however the situation is still fluid with further waves of the virus likely. With the 3 levels of government working on their own recovery plans, there is often a lack of coordination and reference which can result in duplication. The SEQ RDA alliance is an important source of communicating and sharing information about COVID impacts and recovery across SEQ.

There is a movement to "build back better", incorporating place-based initiatives with community input, such as advocated by the "Australia Together" movement. It is anticipated that the "new normal" will look quite different to pre-COVID times with businesses operating leaner and with reduced office space after staff have successfully embraced working from home.

RDAB will lead and participate in COVID economic response and recovery planning and implementation; communicate government stimuli and recovery initiatives to the community and provide feedback to the government on COVID impacts and response measures. RDAB will lead the formation of a Brisbane Connect group comprising key economic agencies of the 3 levels of Government and participate on State and Local Government reference groups. We will work collaboratively with key stakeholders and continue the alliance with the SEQ RDAs.

2. Providing Connections to Export and Investment opportunities

Exports have supported one in five Queensland jobs, with increased trade in goods and services predicted to be the key driver of economic growth in the state over the next few years.

However the COVID crisis has disrupted the flow of trade, with the movement of goods and services being hampered by international and state border restrictions, reduced airfreight capacity and port movements held up by quarantine requirements. Brisbane's number one service export – international education – has been severely impacted by the COVID crisis with international border closures preventing students physically studying here, which has spin-off effects across the wider local economy. Meanwhile the Australian Government is promoting its Free Trade Agreements and running webinars to inform exporters how best to navigate current conditions.

Similarly, the pandemic has dramatically impacted globalisation, with foreign investment being disrupted as a result. The pandemic has exposed how globally interconnected the flow of goods and services has become, and countries are now rethinking their international trade strategies to reduce their vulnerability to global economic shocks. The upside to this is that Australian producers are diversifying in order to meet supply chain demands in local markets. The Queensland Government is actively plugging supply chain gaps and has set up a manufacturers' supply chain register. Businesses can also apply for funding to make essential goods such as personal protective equipment (PPE), health consumables and medical devices to ensure Queensland has the stockpile it needs if the COVID situation worsens.

A comparative analysis of the size of different sectors in the economy indicates a need for economic diversification, with Brisbane having three of the four sector profiles that are least geared to the globally traded services and knowledge economy. It also indicates Brisbane is behind in terms of the extent to which its advanced services economy is globalised.

It is therefore important that we address the expansion of our productive specialist and emerging industries to diversify our economic base to become more resilient and less vulnerable to economic shocks such as the COVID-19 pandemic to the impacts of changes in demand in any one sector of our economy. Economic recovery and resilience, export opportunity and new jobs are created by productive industries, rather than by support industries and services.

> RDAB will build on its profiling and promoting of the region's specialist and emerging productive sectors through adding additional Factsheets to our Brisbane Global connect brand and source funding to develop a SEQ Cluster Guide. We will connect our innovative clusters with trade and investment via opportunities with prime companies, global matchmaking and supporting joint ventures.
>
> RDAB will continue to make strategic connections throughout the year with and between business/industry, the 3 levels of government, regional and national stakeholders and international clusters and players, utilising our extensive networks – including the EXPRESSWAY innovation network, cluster leadership committees, and the TCI Network

3. Improved capability and capacity of small business

Queensland's small business sector was on a growth trajectory and home to some 438,000 across the State, employing 44 per cent of the private sector workforce. However, this has been severely impacted with the COVID pandemic and restrictions and border closures have affected some operations. "Backing small business" is one of six priorities in the Queensland Economic Recovery strategy, recognising the importance of this sector to rebound from COVID.

Small business is a focus for the Brisbane City Council in the city's recovery, with 97% of businesses being small (fewer than 20 employees) and 62% non-employing. It is yet to emerge how many of these businesses will survive the COVID impacts and will still be in business. Feedback from our ASBAS advisors across the State indicates that businesses are needing more intensive support to survive and build resilience for the looming economic downturn. RDAB has developed the Roadmap to Revitalisation (R2R) program to provide more intensive support to small business to recover from the COVID crisis and withstand the economic downturn, with a broad range of modules designed to lead businesses to recover, build resilience and thrive.

Along with Buy Local campaigns and local procurement commitments, local Chambers of Commerce are building a Local as Queensland campaign to encourage tourism to their localities and customers to local businesses.

The Australian Government aims to boost small business under its moves to cut red tape, reduce taxes, extend instant asset write-offs, provide better access to finance, and with programs such as Australian Small Business Advisory Services (ASBAS), which RDAB is delivering in Queensland.

> RDAB will continue to play a lead lead role in boosting small business capacity and capability across Queensland with its 3-year delivery of the Australian Small Business Advisory Services (ASBAS) Digital Solutions program, through a partnership with Business Station which is contracted for the program in Area 2 (WA, NT and QLD). ASBAS has pivoted to providing broader business assistance outside of the digital priority areas in order to meet the needs of small business during the COVID crisis.
>
> We will engage with local chambers and CCIQ to explore partnership opportunities to grow and support local business.
>
> RDAB will source government funding to roll out the Roadmap to Revitalisation (R2R) program which can have national and regional as well as statewide applicability.

4. Enhanced industry competitiveness and business innovation including clusters

A goal for RDAB is for an increasing number of specialist and emerging (productive) advanced technology industry sectors to be developed into formal clusters with outcomes of making SMEs more strategic, collaborative, competitive and innovative, creating more jobs for the future, growing exports, attracting greater investment, and placing the region's advanced technology sectors on a global stage to accelerate growth at a much greater rate than could be achieved by working alone and in isolation. This is even more important now in a COVID pandemic situation as there is local and international evidence that businesses in a cluster have been more supported and have a greater chance of survival than unsupported businesses.

The development of automation, robotics and artificial intelligence is becoming a major growth industry and Brisbane's technology sector is developing quickly to keep pace. The growth of the mining services sector particularly in SEQ complements demand for Queensland's higher quality coal and rare minerals. These sectors have proven to be resilient, with the Queensland Robotics Cluster businesses growing against the trend of the economic downturn and promising to provide future jobs.

The Advance Queensland program has funded the set-up of new innovation hubs: AI, XR, ARM (Advanced Robotics in Manufacturing) which is helping to foster commercialisation of knowledge, innovation ecosystems and the environments in which innovation precincts might arise, mature and succeed. These provide important collaborative opportunities for innovative clusters.

RDAB's partnership in the EXPRESSWAY innovation network is helping innovative businesses and high growth potential startups create collaborate connections and connect with investors and government assistance and programs.

> RDAB will partner to explore and facilitate cluster development opportunities including the SEQ Hydrogen Cluster and play an active role on cluster advisory committees to ensure their successful progression. We will organise Cluster Musters and other cluster events to encourage strategic connections and support.
>
> RDAB will continue its partnership with TAFE Queensland and Microsoft in hosting the EXPRESSWAY innovation network forums in Brisbane and broader regionally – currently online during the pandemic.

5. Greater Economic Development Outcomes

Transport and infrastructure are still priorities relevant to all levels of government and drivers of job creation during the economic downturn. Inland Rail is on track and will be a great enabler for freight movement along the inland spine from Melbourne to Brisbane. It is acknowledged that freight connections with the Port of Brisbane are critical in supporting SEQ's continued economic growth and development and in unlocking the full economic potential of the Melbourne to Brisbane Inland Rail project. Infrastructure Australia identified a dedicated rail freight line servicing the Port of Brisbane as a high priority and RDA Brisbane will keep advocating for the need for a dedicated rail freight corridor from Acacia Ridge to the Port of Brisbane as the current arrangements will be unsustainable and see an unprecedented increase in truck movements to the Port – resulting in congestion and pollution. Brisbane is an important portal to other regions and overseas markets. 71% of Queensland's population is based in SEQ and the region needs major corridors and transport networks that can keep up with the region's growth and economy.

Key infrastructure projects that will help drive our economic recovery are:
- the Queen's Wharf Integrated Resort to open in 2022
- Cross River Rail
- Brisbane Metro
- Brisbane Live stadium
- Gabba redevelopment

The SEQ City Deal, which was to have been signed in June 2020 and has been deferred to 2021, will be key to providing a tripartite focus on investments and actions that will help align planning, investment and governance to accelerate growth and job creation, stimulate urban renewal and support the future prosperity and liveability of the SEQ region.

RDAB will continue to have involvement in the SEQ City Deal and Melbourne to Brisbane Inland Rail contributing value for the region's economic development precincts, clusters, jobs and skills as well as connectivity infrastructure.

RDAB will provide feedback to government on critical issues affecting the region's economic development especially with a focus on economic recovery from COVID-19.

RDA will raise its profile and value proposition amongst high level stakeholders in order to boost partnerships and economic development outcomes. While there are many initiatives planned and underway with major players at the fore, RDAB will keep a watching brief with a view to providing evidence based advice to government on any critical issues, contribute to consultations and highlight activities to keep industry and business stakeholders informed.

4.1 Summary of top 5 strategic priorities for upcoming year:

1. Economic recovery from the COVID crisis
2. Providing Connections to Export and Investment opportunities
3. Improved capability and capacity of small businesses
4. Enhanced industry competitiveness and business innovation including clusters
5. Greater economic development outcomes

4.2 Summary of top 5 key business activities for upcoming year:

1. Lead and participate in COVID economic response and recovery planning, communication and implementation measures, including the Roadmap to Revitalisation program.
2. Deliver the ASBAS Digital Solutions program throughout Queensland with broader business topic offerings to cater for COVID impacts
3. Facilitate the formation and operation of innovative clusters, provide global connections, support cluster events and develop a cluster guide
4. Raise RDAB's profile by ramping up stakeholder engagement and partnerships
5. Provide advice to Government including participation of RDA in the SEQ City Deal

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5. Activities Dashboard <mark style="background:lime">Existing</mark>   <mark style="background:yellow">New</mark>

OUTCOME THEME 1	OUTCOME THEME 2	OUTCOME THEME 3	OUTCOME THEME 4	OUTCOME THEME 5	OUTCOME THEME 6
Increased economic opportunities and investment in Your Region Identify economic development opportunities that leverage private and public sector investment in Your Region.	**Increased trade and jobs creation** Connect Your Region with industry sectors, international trade partners, financial markets, regional entrepreneurs and business leaders to attract investors to explore new opportunities to grow local jobs in Your Region.	**Cooperative effort with all levels of government, industry, community and other regional stakeholders leads to improved economic development outcomes.** Develop and maintain positive, collaborative, working relationships and partnerships with all levels of government, industry, community and other regional stakeholders which address identified gaps or needs in economic development activity.	**Achieve Government program objectives** Assist in the delivery of Commonwealth programs including public and private sector decentralisation.	**Maximise access to Government programs and grants** Promote and disseminate information on Commonwealth policies and grant programs and support community stakeholders in Your Region to develop project proposals to access funding.	**Advice supports development outcomes** Provide evidence-based advice to the Commonwealth on critical regional development issues; and Provide information on regional activities and competitive advantages to all levels of government, industry, business and community sectors.
<mark style="background:lime">Explore and facilitate the formation of industry clusters to increase SME competitiveness for investment, growth and resilience in times of economic downturn</mark> (lead) • <mark style="background:yellow">Partner with NERA to facilitate the formation of the SEQ Hydrogen Cluster (H2SEQ)</mark> (lead) • <mark style="background:yellow">support joint ventures in the emerging hydrogen industry sector</mark> (support) <mark style="background:lime">Facilitate important global and local connections to advance economic development and attract investment</mark> (lead) • <mark style="background:yellow">Connect the Queensland Robotics Cluster with prime companies in the defence sector in order to bring SME capabilities in robotics, AI and AR into this growing opportunity</mark> (lead) • <mark style="background:yellow">Connect SEQ clusters with international clusters at a TCI Global match-making event on 24 September, to explore trade opportunities, collaboration on major projects and technology transfer</mark> (support)	<mark style="background:lime">Connect innovative businesses, entrepreneurs and scalable startups via the EXPRESSWAY innovation network forum (in which RDAB is a partner) to share ideas, form collaborations with each other, connect with potential investors, and find out about programs and services available</mark> (lead) <mark style="background:lime">Organise periodic SEQ Cluster Musters and other cluster events, to encourage strategic connections between clusters and to connect them with support, investment and growth programs</mark> (lead) <mark style="background:lime">Promote the Brisbane region's specialist and emerging industry sectors and clusters</mark> (lead) • <mark style="background:yellow">Develop a new Defence and Aerospace fact sheet to add to our *Brisbane Global-Connecting the World to Brisbane* trade & investment portal</mark> (lead) • <mark style="background:yellow">Support the development of Robotics capability mapping in Qld</mark> (support) • <mark style="background:lime">Partner to develop a Cluster Guide to leverage collaboration, trade and investment</mark> (lead)	<mark style="background:lime">SEQ City Deal – continue participation on the industry stakeholder group for the development of the SEQ City Deal which has been deferred to 2021</mark> (support) • <mark style="background:yellow">Liaise with Qld Treasury, COMSEQ and the Dept's Cities Unit as needed</mark> • <mark style="background:yellow">Liaise with the SEQ RDAs on progress</mark> (lead) <mark style="background:yellow">Raise RDA Brisbane's profile and value proposition amongst high-level stakeholders, elected representatives and local chambers of commerce to boost partnerships and economic development outcomes</mark> (lead) <mark style="background:yellow">Lead and participate in COVID economic response and recovery planning and implementation</mark> (lead, support) • <mark style="background:yellow">Lead the formation of a Brisbane Connect group comprising agencies from the 3 levels of government to share intelligence and collaborate on initiatives.</mark> (lead)	<mark style="background:lime">Deliver the ASBAS Digital Solutions program to small businesses across Queensland, leveraging RDAs, councils and Chambers of Commerce to host and promote opportunities in their local communities</mark> (lead) <mark style="background:yellow">Keep a watching brief on the Commonwealth's emerging decentralisation policy with a view to how it may impact Brisbane</mark> (support)	<mark style="background:lime">Promote Commonwealth initiatives and grant programs in monthly e-Linkage newsletters, via email alerts, social media and at events</mark> (lead) • <mark style="background:yellow">Communicate COVID updates to the community and maintain a COVID Updates & Resources web page</mark> (lead) <mark style="background:lime">Use coordination of the GIBIN to promote participation in Commonwealth initiatives and grant programs</mark> (lead, support) <mark style="background:lime">Where relevant, support stakeholders to develop project proposals for funding</mark> (support)	<mark style="background:lime">Source evidence-based information and provide advice to government on strategic opportunities and critical issues, and contribute to consultations</mark> (support) ▪ <mark style="background:yellow">provide advice and feedback to government on COVID impacts and response measures by participating in Ministerial teleconferences and providing written reports</mark> (support) ▪ <mark style="background:yellow">participate in stakeholder groups and disseminate information about Inland Rail</mark> (support) <mark style="background:lime">Promote local regional activities and competitive advantages</mark> (lead) <mark style="background:lime">Present at forums, participate on judging panels and/or submit award nominations to recognise the RDA's role in regional economic development</mark> (support)

	Work collaboratively to build a case to advocate to hub an Advanced Technological Growth Centre in Brisbane (support)	• Contribute to economic recovery plans and other stakeholder groups and liaise with SEQ RDAs as required (support) • Continue to work with advisors and form partnerships to develop and seek government funding to deliver the Roadmap to Revitalisation (R2R program) in Queensland (lead) Participate in the SEQ RDA Alliance to collaborate on economic issues of mutual benefit and share intelligence and experiences in COVID economic recovery (support)			

6. Communications Strategy

Communication plays an integral part in RDA Brisbane's overall operational and strategic work and in supporting the 6 Outcome Areas for RDAs. During the COVID period and economic recovery, it is even more important to have an interactive and responsive website. To this end, RDA Brisbane will be undertaking a major revamp of our website using a modernised and more secure template while still acknowledging branding guidelines.

We will also be ramping up our stakeholder engagement with chambers of commerce and elected representatives, as a result of the RDA Stakeholder Survey which was conducted in December 2019.

Using a variety of and targeted methods of communication enables effective interaction with both our internal and external stakeholders and ensures that our activities receive extensive awareness of and engagement with participants in regional economic development.

Digital communication, including digital and social media, has become vital during the pandemic and while more traditional face-to-face meetings and events are still restricted. The COVID situation makes it vital to get key messages out quickly, economically and to a mass audience:

- E-newsletters and Special News Email Alerts– HTML using Vision 6 – via email and placed on the website – with COVID updates from Government and the community, promoting RDA activities, Government programs, announcing programs and new initiatives, and for stakeholder consultation
- RDAB has an extensive electronic database with 7,000 stakeholders and growing, that has been built up over the past 10 years and is regularly updated and maintained
- Facebook – RDAB has 3 Facebook accounts: RDA Brisbane, ASBAS Digital Solutions and The Biz Buzz (the latter in partnership with Brisbane West Chamber of Commerce, promoting business events, grants and resources). We use these accounts to promote our activities, events, stakeholder partnership activities and Government programs. We also share posts from the 3 levels of government relating to regional economic development and promoting the region's comparative advantages, as are relevant to our stakeholders
- The Twitter is dormant as we do not have the resources to maintain this lesser used medium
- Survey Monkey for surveys (including post-event surveys) and analysis
- Event platform Eventbrite for events
- The RDAB website will be refreshed and modernised during this period and move to a new template offering greater cyber security. and contains the Biz Buzz Facebook feed, news tabs which are updated between newsletters and information about the RDA, its role and Committee
- A dedicated ASBAS Digital Solutions website has been revamped to reflect that all delivery is currently online and accessible to all. It is kept updated with online events registration links, along with profiles of Digital Advisors, and is used to gather EOIs from small businesses wishing to participate in the program
- Zoom is being used extensively for video conferencing and to host online events and meetings, in lieu of face to face meetings and events where COVID restrictions are in place. Our Zoom account is used to run ASBAS webinars, workshops and one-on-one consultations which all moved online since the COVID restrictions
- The CLICK! Digital website is still being held as a sign post to the ASBAS Digital Solutions Queensland website

RDAB is accommodated in the Corporate House serviced office building that provides access to meeting rooms and boardrooms in several Brisbane locations, but these are less frequently used to host face to face communication while COVID restrictions are in place.

7. Table of Outcomes, Outputs, Activities and Performance Measures

OUTCOME THEME 1	Increased economic opportunities and investment in Your Region
OUTPUT i.	Identify economic development opportunities that leverage private and public sector investment in Your Region.

What will we do? (Complete this column only for your Business Plan)	What did we do? (Complete this and the columns to the right for your Annual Report on Outcomes)	Did it have an impact?	Performance Measures
Activity 1.1: *List in this column each of the Activities You plan to undertake to perform the Output and meet the Outcome.* Explore and facilitate the formation of industry clusters to increase SME competitiveness for investment, growth and resilience in times of economic downturn	*Provide a description of your activities during the year relating to this outcome and output. Please note whether your RDA has played a lead or support role in the activities.* RDA role: Lead	*Provide a description of how the activities contributed to the achievement of the outcome and output.*	**Priority Performance Measure(s)** *Report against the priority the performance measure(s) relating to this activity.* **1.1 Number of organisations or potential investors engaged and/or assisted with, and investment opportunities created**
Activity 1.2: Facilitate important global and local connections to advance economic development and attract investment	RDA role: Lead		**Priority Performance Measure(s)** **1.1 Number of organisations or potential investors engaged and/or assisted with, and investment opportunities created** **2.3 Number of organisations connected with export opportunities or export readiness support.**

OUTCOME THEME 2	Increased trade and job creation.		
OUTPUT ii.	Connect Your Region with industry sectors, international trade partners, financial markets, regional entrepreneurs and business leaders to attract investors to explore new opportunities to grow local jobs in Your Region.		
What will we do? (Complete this column only for your Business Plan)	**What did we do?** (Complete this and the columns to the right for your Annual Report on Outcomes)	**Did it have an impact?**	**Performance Measures**
Activity 2.1: Connect innovative businesses, entrepreneurs and scalable startups via the EXPRESSWAY innovation network forum (in which RDAB is a partner) to share ideas, form collaborations with each other, connect with potential investors, and find out about programs and services available	*Provide a description of your activities during the year relating to this outcome and output. Please note whether your RDA has played a lead or support role in the activities.* RDA role: Support	*Provide a description of how the activities contributed to the achievement of the outcome and output.*	**Priority Performance Measure(s)** *Report against the priority the performance measure(s) relating to this activity.* **2.2 Number of organisations, entrepreneurs and emerging business leaders connected with business support, investment and growth programs** **Additional Performance Measures** *(delete cell if N/A)*
Activity 2.2: Organise periodic SEQ Cluster Musters and other cluster events, to encourage strategic connections between clusters and to connect them with support, investment and growth programs	RDA role: Lead		**Priority Performance Measure(s)** **2.1 Number of organisations assisted directly or indirectly including the number of potential and/or actual jobs created.** **Additional Performance Measures** *(delete cell if N/A)*
Activity 2.3 Promote the Brisbane Region's specialist and emerging industry sectors and clusters	RDA role: lead		**2.3 Number of organisations connected with export opportunities or export readiness support.** **1.3 Regional analysis of investment and growth opportunities developed and**

OUTCOME THEME 2	Increased trade and job creation.		
OUTPUT ii.	Connect Your Region with industry sectors, international trade partners, financial markets, regional entrepreneurs and business leaders to attract investors to explore new opportunities to grow local jobs in Your Region.		
What will we do? (Complete this column only for your Business Plan)	**What did we do?** (Complete this and the columns to the right for your Annual Report on Outcomes)	**Did it have an impact?**	**Performance Measures**
			promoted as a prospectus/economic plan to generate interest in the region.
Activity 2.4 Work collaboratively to build a case to advocate to hub an Advanced Technological Growth Centre in Brisbane	RDA Role: Support		**2.2 Number of organisations, entrepreneurs and emerging business leaders connected with business support, investment and growth programs**

OUTCOME THEME 3	Cooperative effort with all levels of government, industry, community and other regional stakeholders leads to improved economic development outcomes.		
OUTPUT iii.	Develop and maintain positive, collaborative, working relationships and partnerships with all levels of government, industry, community and other regional stakeholders which address identified gaps or needs in economic development activity.		
What will we do? (Complete this column only for your Business Plan)	**What did we do?** (Complete this and the columns to the right for your Annual Report on Outcomes)	**Did it have an impact?**	**Performance Measures**
Activity 3.1: *List in this column each of the Activities You plan to undertake to perform the Output and meet the Outcome.* SEQ City Deal – continue participation on the industry stakeholder group for the development of the SEQ City	*Provide a description of your activities during the year relating to this outcome and output. Please note whether your RDA has played a lead or support role in the activities.* RDA role: Support	*Provide a description of how the activities contributed to the achievement of the outcome and output.*	**Priority Performance Measure(s)** *Report against the priority the performance measure(s) relating to this activity.* **3.1 Number and nature of collaborative working groups/projects/partnerships with governments and regional stakeholders and economic development outcomes resulting from this.**

OUTCOME THEME 3	Cooperative effort with all levels of government, industry, community and other regional stakeholders leads to improved economic development outcomes.		
OUTPUT iii.	Develop and maintain positive, collaborative, working relationships and partnerships with all levels of government, industry, community and other regional stakeholders which address identified gaps or needs in economic development activity.		
What will we do? (Complete this column only for your Business Plan)	**What did we do?** (Complete this and the columns to the right for your Annual Report on Outcomes)	**Did it have an impact?**	**Performance Measures**
Deal which has been deferred to 2021 (support)			
Activity 3.2: Raise RDA Brisbane's profile and value proposition amongst high-level stakeholders, elected representatives and local chambers of commerce to boost partnerships and economic development outcomes	RDA role: Lead		**Priority Performance Measure(s)** **3.1 Number and nature of collaborative working groups/projects/partnerships with governments and regional stakeholders and economic development outcomes resulting from this.** **Additional Performance Measures** *(delete cell if N/A)* **3.3 Number of productive connections facilitated for government**
Activity 3.3: Lead and participate in COVID economic response and recovery planning and implementation	RDA role: Lead		**Priority Performance Measure(s)** **3.1 Number and nature of collaborative working groups/projects/partnerships with governments and regional stakeholders and economic development outcomes resulting from this.** **Additional Performance Measures** *(delete cell if N/A)* **3.2 Number of requests from government to participate in strategy development and regional development projects and outcomes from input provided.**
Activity 3.4:	RDA role: Support		**Priority Performance Measure(s)**

OUTCOME THEME 3	Cooperative effort with all levels of government, industry, community and other regional stakeholders leads to improved economic development outcomes.		
OUTPUT iii.	Develop and maintain positive, collaborative, working relationships and partnerships with all levels of government, industry, community and other regional stakeholders which address identified gaps or needs in economic development activity.		
What will we do? (Complete this column only for your Business Plan)	**What did we do?** (Complete this and the columns to the right for your Annual Report on Outcomes)	**Did it have an impact?**	**Performance Measures**
Participate in the SEQ RDA Alliance to collaborate on economic issues of mutual benefit and share intelligence and experiences in COVID economic recovery			**3.1 Number and nature of collaborative working groups/projects/partnerships with governments and regional stakeholders and ED outcomes resulting from this**

OUTCOME THEME 4	Achieve Government program objectives.		
OUTPUT iv.	Assist in the delivery of Commonwealth programs including public and private sector decentralisation.		
What will we do? (Complete this column only for your Business Plan)	**What did we do?** (Complete this and the columns to the right for your Annual Report on Outcomes)	**Did it have an impact?**	**Performance Measures**
Activity 4.1: *List in this column each of the Activities You plan to undertake to perform the Output and meet the Outcome* Deliver the ASBAS Digital Solutions program to small businesses across Queensland, leveraging RDAs, councils and Chambers of	*Provide a description of your activities during the year relating to this outcome and output. Please note whether your RDA has played a lead or support role in the activities.* RDA role: Lead	*Provide a description of how the activities contributed to the achievement of the outcome and output.*	**Priority Performance Measure(s)** *Report against the priority the performance measure(s) relating to this activity.* **4.2 Number and description of initiatives to assist in the delivery of Australian Government programs** **Also** **5.3 Number of organisations assisted to connect with government programs**

OUTCOME THEME 4	Achieve Government program objectives.		
OUTPUT iv.	Assist in the delivery of Commonwealth programs including public and private sector decentralisation.		
What will we do? (Complete this column only for your Business Plan)	**What did we do?** (Complete this and the columns to the right for your Annual Report on Outcomes)	**Did it have an impact?**	**Performance Measures**
Commerce to host and promote opportunities in their local communities			**Additional Performance Measures** *(delete cell if N/A)* *You may choose to set additional Performance Measures as part of the Business Plan process and report against these in the Annual Report on Outcomes. Additional measures should be listed here*
Activity 4.2: Keep a watching brief on the Commonwealth's emerging decentralisation policy with a view to how it may impact Brisbane (support	RDA role: Support		**Priority Performance Measure(s)** **4.1 Evidence of identification of decentralisation opportunities and facilitation undertaken to deliver these**

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OUTCOME THEME 5	Maximise access to Government programs and grants.		
OUTPUT v.	Promote and disseminate information on Commonwealth policies and grant programs and support community stakeholders in Your Region to develop project proposals to access funding.		
What will we do? (Complete this column only for your Business Plan)	**What did we do?** (Complete this and the columns to the right for your Annual Report on Outcomes)	**Did it have an impact?**	**Performance Measures**
Activity 5.1: List in this column each of the Activities You plan to undertake to perform the Output and meet the Outcome Promote Commonwealth initiatives and grant programs in monthly e-Linkage newsletters, via email alerts, social media and at events; and use networks like GIBIN to promote participation in Commonwealth initiatives and grant programs	*Provide a description of your activities during the year relating to this outcome and output. Please note whether your RDA has played a lead or support role in the activities.* RDA role: Lead	*Provide a description of how the activities contributed to the achievement of the outcome and output.*	**Priority Performance Measure(s)** *Report against the priority the performance measure(s) relating to this activity.* **5.3 Number of organisations assisted to connect with government programs.** **Additional Performance Measures** *(delete cell if N/A)* **5.4 Number of promotional channels/events**
Activity 5.2: Where relevant, support stakeholders to develop project proposals for funding	RDA role: Lead, Support		**Priority Performance Measure(s)** **5.1 Number of enquiries received/generated and proposals assisted with.** **5.2 Number and value of successful proposals.** Note - RDAB does not envisage as high a level of activity with these two performance measures in view of the non applicability to metropolitan regions of Departmental regional funding programs such as the BBRF

OUTCOME THEME 6	Advice supports development outcomes.		
OUTPUT vi.	For Your Region: • Provide evidence-based advice to the Commonwealth on critical regional development issues; and • Provide information on regional activities and competitive advantages to all levels of government, industry, business and community sectors.		
What will we do? (Complete this column only for your Business Plan)	**What did we do?** (Complete this and the columns to the right for your Annual Report on Outcomes)	**Did it have an impact?**	**Performance Measures**
Activity 6.1: Source evidence-based information and provide advice to government on strategic opportunities and critical issues, and contribute to consultations	RDA role: Support		**Priority Performance Measure(s)** *Report against the priority the performance measure(s) relating to this activity.* **6.1 Number of reports or submissions to the Aust Government about critical regional development issues** **Additional Performance Measures** *(delete cell if N/A)* **6.4 Number of government consultation sessions/surveys/inquiries/advisory groups the RDA provided input to/hosted**
Activity 6.2: Promote local regional activities and competitive advantages	RDA role: Lead		**Priority Performance Measure(s)** **6.2 Effectiveness of communication of regional activities and competitive advantages to regional stakeholders**
Activity 6.3: Present at forums, participate on judging panels and/or submit award nominations to recognise the RDA's role in regional economic development	RDA role: Support		**Priority Performance Measure(s)** **Additional Performance Measures** **6.7 Number and nature of activities resulting in promotion/recognition of regional activities (eg presenting at conferences, regional/industry awards judging panels)**