Regional Development Australia

BRISBANE

2012–2013 REGIONAL ROADMAP UPDATE

"Unique Potential"

An Australian Government Initiative

Queensland Government

CONTENTS

APPENDICES

2012-2013 Regional Roadmap Update
Regional Development Australia Brisbane
August 2012, Brisbane

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Regional Development Australia Brisbane

Committee

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John Shepley

Deputy Chair
Linda Carroli

Secretary
Don Whitehouse

Treasurer
Dr Patricia Rowe

Members
Dr Petra Behrens
David Hansen
Mark Townend
Nick Xynias
Cr Margaret de Wit
One vacancy

Staff

Executive Officer
Margaret Blade

Regional Development Officers
Jacinta Wallenhoffer
Tracy Scott-Rimington (temporary)

Administration/Event Support Officer
Shaleen Wharton

Contact

PO Box 175, Stones Corner QLD 4120
T: 07 3406 2291
E: mail@rdabrisbane.org.au
www.rdabrisbane.org.au

MESSAGE FROM THE CHAIR

The RDA Brisbane Regional Roadmap Update for 2012-2013 represents a step-change in Regional Development Australia (RDA) Brisbane's evolution, as the organisation responds to changes in government policy, community aspirations and a transforming economic landscape. Our strategic planning process has resulted in a redefining of our goals and identifying a new set of priorities which have been highly informed by consultations with our business, community and government stakeholders, setting our strategic direction for 2012-2013.

2011-12, our second year of operation, was one of significant achievement for our RDA as we enhanced our networks, scope and partnerships to provide strategic and targeted responses to economic, social and environmental issues across Brisbane. These achievements are set out in Section 2 of this Roadmap.

Momentum from many of these activities is continuing into 2012-13. Of particular note has been an important labour market research project commissioned by RDA Brisbane culminating in a report: "*Skills Shortages in the Greater Brisbane Labour Market 2012-2021".* The report predicts that the Brisbane labour market will grow by 2.9 per cent per annum over the next ten years and identifies that there will be major skills shortages particularly in the managerial and professional occupations. In sharing the findings and recommendations of this report with key labour market stakeholders, the Brisbane Lord Mayor's Economic Development Steering Committee immediately recognised the implications of the findings and addressed them with recommendations in its Unique Window of Opportunity Report which has informed the Brisbane Economic Development Plan 2012-2031. We are now working closely with the Council and other stakeholders in taking forward the recommendations, and undertaking further research and analysis to update and validate the report, and keep the findings abreast of Brisbane's changing economic climate.

Another key commitment for RDA Brisbane is enabling engagement in the digital economy. We are staging the CLICK! Digital Expo – a major event featuring exhibitors and seminar sessions aimed at the business and not-for-profit sectors to "connect, learn, innovate, create and kickstart" their digital future, and leverage the benefits of high speed broadband. We are partnering with Brisbane Marketing in commissioning a digital capability audit of local businesses in order to inform the development of a Digital Strategy for Brisbane, which will be undertaken by Brisbane's Chief Digital Officer.

Although RDA Brisbane's jurisdiction follows the boundaries of Brisbane City Council - Australia's largest local government authority - our strategic influence extends to the greater metropolitan area and broader South East Queensland (SEQ) region. The seven SEQ RDAs have collaborated to secure Australian Government funding to establish the South East Queensland Integrated Regional Development project. This twelve month project has allowed for the appointment of an SEQ Coordinator who will enable the SEQ RDAs to align and coordinate efforts to address cross-regional priorities and contribute to planning for the sustainable development of SEQ. RDA Brisbane will be formally managing the project and hosting the SEQ Coordinator for the duration of the project.

Our city is on the verge of a tremendous economic opportunity. This is both exciting and challenging for city leaders, as Brisbane is poised to be placed on the world stage as host city of the G20 Summit in 2014. However, economic strength will need to be matched with a high level of social and environmental responsibility for city liveability, providing for equitable access to services, appropriate infrastructure and quality of life. As an organisation whose role it is to be a key contributor and driver of economic and community development, we are confident that our priorities and goals are directed towards achieving these outcomes.

I would like to recognise the contributions, and the considerable efforts of the Co-Chairs of the Regional Roadmap Review Sub-committee: Linda Carroli and David Hansen; Sub-committee members Don Whitehouse OAM, Dr Petra Behrens and Dr Mishka Foster; along with RDA Brisbane's Executive Officer Margaret Blade and Project Manager Tracy Scott-Rimington, in the culmination of this 2012-2013 Regional Roadmap Update. We look forward to working with our stakeholders in its implementation.

John Shepley
Chair, RDA Brisbane
August 2012

ACKNOWLEDGEMENT OF TRADITIONAL OWNERS

The Jagera and Turrbal peoples are acknowledged as the traditional owners of the land on which Brisbane stands. Aboriginal people knew the area where Brisbane's CBD is now located as Mian-jin, meaning 'place shaped as a spike'. In contemporary Brisbane, Aboriginal communities continue to maintain strong ties in and around the city, with particular cultural significance placed on river areas and other sites such as Musgrave Park in South Brisbane.

In 2012-13 RDA Brisbane will commence the development of a Reconciliation Action Plan as part of our commitment to engaging with Aboriginal and Torres Strait Islander communities.

1   INTRODUCTION

1.1   REGIONAL DEVELOPMENT AUSTRALIA

Regional Development Australia (RDA) is a partnership between the Australian, State, Territory and Local Governments to grow and strengthen the regional communities of Australia. RDA Brisbane is part of the national network of 55 RDA Committees, including 12 in Queensland, each made of local leaders who volunteer their time and knowledge to address local issues. RDA Committees work with all levels of government, the private sector and the community to identify and encourage new investments and initiatives that reflect the characteristics of their regions. They are active agents of the principle of 'localism' - giving people in each region a real say over what happens in their region and the power to make a difference.

The work of these Committees includes developing strategic and targeted responses to their respective region's economic, social and environmental issues and opportunities. A key role for RDA Committees is also to deliver information about the programs, services, grants and initiatives for economic, social and environmental development offered across all levels of government. RDA Brisbane has been particularly active in creating networks, connecting stakeholders and identifying key issues in the region. It adds value to the work of its stakeholders by 'connecting the dots' and identifying the gaps in the prioritisation and delivery of projects and services. It is an important part of the region's soft infrastructure, providing a gateway to the community of Brisbane.
RDA Committees are also responsible for the development of strategic plans called Regional Roadmaps. Roadmaps describe a region's significant assets, attributes, characteristics, industry, employment base and key advantages. They also set out the economic, social and environmental vision for the region, identifying unifying goals and key priorities for action. It is important they are clear, meaningful plans backed by the community, and that they are reviewed annually to keep in step with community aspirations and the changing economic and political landscapes in which they operate.

RDA Committees have evolved in a short time to respond to a broad range of regional challenges. They offer a unique portal to their communities, across all sectors and to all levels of government.

1.2   RDA BRISBANE'S STRATEGIC OUTLOOK

Vision

RDA Brisbane's Vision is to be a highly effective and respected collaborator with the community and all levels of government to realise Brisbane's unique economic, social and environmental potential.

Mission

RDA Brisbane's Mission is to carry out independent and transparent engagement that promotes partnerships across all sectors of the community and all levels of government to develop Brisbane's economic, social and environmental prosperity.

Goals

RDA Brisbane revised its corporate goals this year to reflect our changing context. Our new goals, as expressions of long-term aspirations for the region, are:

Figure 1: Six Goals for RDA Brisbane

1.3 REGIONAL DEVELOPMENT AUSTRALIA FUND (RDAF)

The Regional Development Australia Fund (RDAF) is a national, merit-based grant program to support the infrastructure needs of Australia's regions, and enhance the economic development and liveability of communities. The fund, administered by the Department of Regional Australia, Local Government, Arts and Sport, is designed to ensure that new investments address the unique opportunities and challenges of individual regions, and as such projects need to align with the priorities identified in Regional Roadmaps.

As at August 2012, two RDAF funding rounds were completed which totalled $350 million.

Round Two was characterised by a stronger focus on interregional benefits. While applications were accepted from all regions across Australia, those projects located in capital cities needed to demonstrate how the proposed project would benefit the broader region, or other parts of regional Australia.

In Round Two, the role played by RDA Committees in the RDAF process included calling for and considering Expressions of Interest from eligible organisations across their region. Each Committee selected up to three priority projects to proceed to full application.

This Regional Roadmap will provide context and a reference point for Brisbane proponents seeking to submit applications for future RDAF rounds. It summarises the RDA's key priorities for the region

and articulates the types of projects and activities that can enhance economic and regional development.

1.4   REGIONAL ROADMAP REVIEW METHODOLOGY

Each year RDA Committees are required to review their Regional Roadmap, including progress, achievements, effectiveness and relevance to current conditions. This 2012-2013 Regional Roadmap Update builds on the work of the past two Roadmaps and maintains the relevance of the document by drawing on current evidence gathered through:

- Detailed **desktop research** of the current and dynamic policy environment and assimilation of new data available through the ABS 2011 Census addressing economic and social indicators and trends.

- **Stakeholder engagement** including face to face interviews with key stakeholders from the following sectors:

    o Government – Federal, State & Local
    o Training & Education
    o Community
    o Industry & Business
    o Environment Research & Innovation.

    Strategic group workshops with stakeholders to identify priorities and develop relevant and appropriate actions to achieve the goals set by the Subcommittee.

1.5   LISTENING TO OUR STAKEHOLDERS

Stakeholder comment has significantly informed the development of the 2012-2013 Regional Roadmap Update. Notably, stakeholder feedback and comment affirmed the need for an ambitious program and strategic approach. Stakeholders identified the following challenges, needs and opportunities for RDA Brisbane to prioritise:

- Internationally recognised standard measures for benchmarking the city's performance across a range of areas
- Continued support for business resilience/ business model innovation initiatives
- Further progress of the skills shortages work undertaken by the RDA in 2012
- Continued support of innovation projects and initiatives
- SEQ planning and collaborative projects
- Freight and public transport efficiency and effectiveness
- Projects and initiatives that promote digital engagement
- Decisive steps on reconciliation action
- Environmentally sustainable business leadership and culture change towards a low emissions society
- Projects and initiatives that enhance social inclusion and community well-being
- Support for the non-profit and the community services sector to collaborate, build capacity, inform and promote innovative practice.

Priorities and actions identified through the stakeholder consultation process have informed the development of the 2012-2013 Regional Development Strategy outlined in Section 5.

2   BUILDING ON OUR SUCCESS

2.1   RDA BRISBANE'S 2011-12 ACHIEVEMENTS

RDA Brisbane has achieved significant results against the five goals identified in its past two Regional Roadmaps - Transport, Future Workforce, Liveability, Emerging Enterprise & Innovation and Carbon - through extensive collaboration and partnerships. Identified needs and momentum in some of these areas are continuing into next year.

Transport
- Partnered with The Smith Family Partnership Brokers and collaborated with other stakeholders to stage a Bayside Industry Transport Forum which addressed worker transport connectivity issues in the Australia TradeCoast South area
- Formed a working group as a result of the above forum to develop solutions to connect with existing public transport services

> *Stakeholders support RDA Brisbane's continued collaboration with regional partners to address transport efficiency and effectiveness*

Future Workforce
- Conducted a labour force capability study culminating in the production and publication of the report: *Skills Shortages in the Greater Brisbane Labour Market 2012-2021*. The important findings in the report were adopted by the Lord Mayor's Economic Development Steering Committee in the *Unique Window of Opportunity* strategy and contributed significantly to the forward planning of the city by Brisbane City Council and Brisbane Marketing.
    - Action is proceeding to implement the Report's recommendations, and further research and analysis will be carried out to update and enhance the report
- Introduced the UK Work Inspirations model of school work experience to South East Queensland through a business breakfast presentation and a school-business workshop forum (RDA Brisbane was a lead partner in this broader SEQ project)
- Presented a Workforce Futures Forum on Brisbane's Northside which brought together employment, education and training providers with interested employers to form industry partnerships

> *Stakeholders support the recommendations of RDA Brisbane's 'Skills Shortages in the Greater Brisbane Labour Market' Report and strategic efforts to implement the Action Agenda.*

Liveability
- Worked with government agencies and service providers to address social inclusion issues in South West Brisbane's disadvantaged and vulnerable communities through a series of forums which have resulted in partnerships to enhance service provision
- Strengthened networks of service providers to flood affected businesses, enabling closer working relationships and resilience networks to be formed
- Contributed to South East Queensland regional planning processes by providing regional reports to the SEQ Regional Planning Committee

- Worked in partnership with the SEQ RDAs to secure Australian Government funding to support the SEQ Integrated Regional Development Project, which provides for the engagement of a SEQ Coordinator; RDA Brisbane will host the position and manage the project

Stakeholders identify social inclusion projects and initiatives that build community and cultural infrastructure as a priority for RDA Brisbane.

Emerging Enterprise & Innovation

- Entered into a collaborative partnership with Brisbane Marketing, Brisbane City Council, Enterprise Connect, the State Government, Deloitte and University of Queensland Business School in the development of the 2012 Brisbane Innovation Scorecard, including adding a new dimension to identifying and showcasing innovation amongst Brisbane enterprises
- Commenced a pilot project to map innovation hotspots in Brisbane (Brisbane Innovation Atlas)
- Raised awareness of Brisbane enterprises about the impacts and benefits of engaging in the digital economy
  - An introduction to the digital economy at a business breakfast attended by 95 small to medium-sized enterprises (SMEs) and not-for-profit (NFP) organisations
  - Successfully applied for project funding from the Australian Government to conduct a Digital Engagement project, involving a survey to determine the digital capability of NFP organisations, the staging of a Digital Expo and providing a report of the results
    - The CLICK! Digital Expo is being held on 12 November to coincide with National Telework Week
  - Secured a State Government funding boost to partner with Brisbane City Council to undertake a digital capability audit of Brisbane's SMEs to inform the development of a Digital Strategy for Brisbane
  - Continued a partnership with Metropolitan South Institute of TAFE and three other South East Queensland RDAs to offer eBusiness Health Check accredited training for SMEs and NFP organisations, with Strategic Investment Funding from Skills Queensland

Stakeholders support RDA Brisbane's continued involvement in projects that promote innovation and entrepreneurial culture.

Stakeholders support RDA Brisbane's digital engagement initiatives.

Carbon
- Hosted a Global Reporting Initiative (GRI) workshop on sustainability reporting for NFP organisations
- Established a partnership with CitySmart (the Brisbane City Council's sustainability arm) to run clean energy workshops in 2013
- Continued a partnership with Metropolitan South Institute of TAFE (Technical and Further Education) and three other South East Queensland RDAs to offer Carbon Accounting accredited training for SMEs and NFP organisations, with Strategic Investment Funding from Skills Queensland.

> ***Stakeholders affirm a role for RDA Brisbane in projects and initiatives that aim to reduce carbon emissions.***

The following diagram illustrates RDA Brisbane's pivotal achievements in 2011-12 year. Many of these initiatives have resulted in ongoing program and project work into the current year.

RDA BRISBANE ACHIEVEMENTS TO DATE

CONTINUING/CARRYOVER WORK

TRANSPORT

- Bayside Industry Transport Forum addressing connectivity issues in the ATC South area
- Preliminary discussions to address freight issue

- Transport Working Party to develop pilot transport project
- Freight transport study

FUTURE WORKFORCE

- Labour Force Study and Report predicting jobs growth and skill shortages
- UK Work Inspirations work experience model showcased
- Brisbane Northside Workforce Futures Forum

- Career path resource in skill shortage areas
- Further analysis and update of Skills Shortage Report

LIVEABILITY

- Business Resilience Stakeholder Network connected business flood recovery/resilience intermediaries for a more coordinated approach
- Inala government & service provider forums addressing social inclusion

- SEQ Planning–cross regional projects (SEQ Coordinator)
- Address social inclusion: low SES areas

EMERGING ENTERPRISE & INNOVATION

- Digital Engagement – Digital Opportunities northside breakfast
- Collaborating Partner in the Brisbane Innovation Scorecard 2012
- Innovation mapping proposal

- Digital audit of Brisbane SMEs
- NFP digital survey
- Digital Expo
- Innovation Scorecard Launch
- Innovation Atlas Pilot

CARBON

- GRI workshop introduced sustainability reporting to NFP organisations

- GRI Reporting
- Partner with CitySmart in Carbon/clean energy Leadership
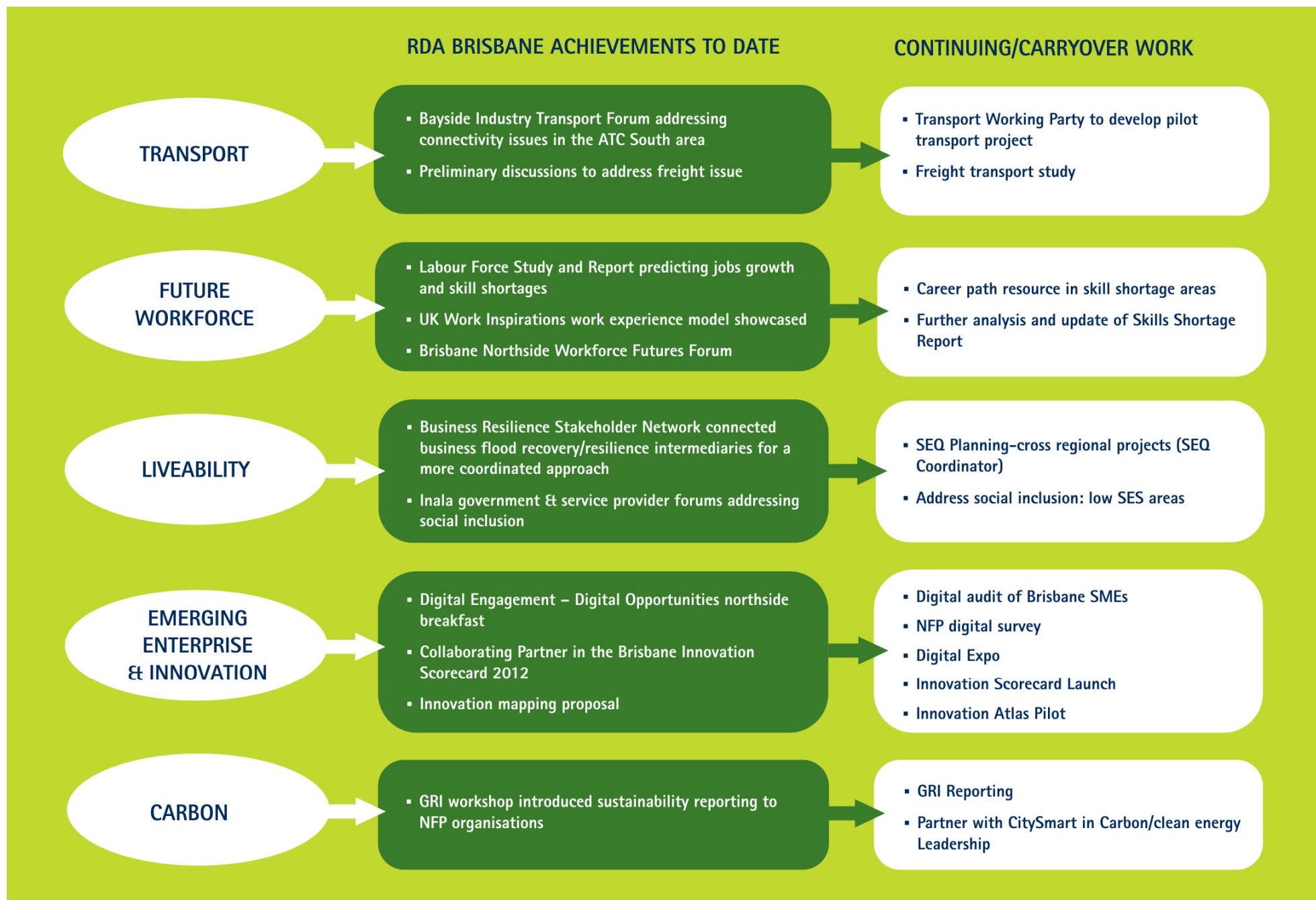
Figure 2: RDA Brisbane Achievements to Date

3   BRISBANE: A REGIONAL OVERVIEW

3.1   UNDERSTANDING BRISBANE

Over the past decade, Brisbane emerged as one of the world's fastest growing city economies. City leaders are taking up the challenge of promoting the city's outstanding achievements and enhancing its reputation while looking to the future and planning a successful 'city of tomorrow'.

Civic leaders aspire for Brisbane to be a top ten lifestyle city[1]. There is evidence Brisbane is on track to achieve this vision:

- Brisbane is a top economic performer in Australia, accounting for 46% of Queensland GDP and 9% of national GDP.
- Brisbane has had the highest population and employment growth of Australian capital cities over the past decade.
- Brisbane household incomes have risen from below the Australian average a decade ago to being the third highest of Australian capital cities and above the Australian average. Median weekly incomes have risen from $787 to $1,533 in a decade.
- New global benchmarking reports, particularly those that look at growth, innovation and outliers, include Brisbane as among the top performing global cities. McKinsey & Company's *Hot Spring of Innovation*[2] report has rated Brisbane as Australia's top city for high innovation momentum.
- The anticipated growth expectation is confirmed by Jones Lang LaSalle's *World Winning Cities* report, which recently ranked Brisbane first in the world for "Fastest growing mature city economy 2012-2020".
- Brisbane offers sub-tropical living, a burgeoning arts and cultural scene, accessible sports and recreational opportunities and a high standard of community care.

In April 2012, The Property Council of Australia (PCA) launched a public *Make My City Work* campaign in the capital cities of Australia. With the goal of obtaining "1,000 ideas for a Brilliant Brisbane", the attitudes of Brisbane residents towards their city were summarised[3]. The attributes that Brisbane respondents identified as the most important in making the city a good place to live were:

- A safe place for people and their property
- Good employment and economic opportunities
- An affordable place with a good standard of living.

Brisbane performed well on the following liveability factors:

- A good climate

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[1] Brisbane City Council, *Economic Development Plan 2012-31*, March 2012. Brisbane City Council has undertaken several major planning studies and consultations where stakeholders have articulated this and similar sentiments, including *Brisbane's Unique Window of Opportunity* and *Living in Brisbane 2026*. Such sentiments are also captured in previous RDA Brisbane Regional Roadmap research and consultations.

[2] In February 2009 Brisbane was identified as a 'Hot-Spring' for innovation. McKinsey & Company partnered with the World Economic Forum to create an Innovation Heat Map, used to classify cities by their growth and diversity. McKinsey defines a 'hot-spring' as an ecosystem with fast growth fuelled by new players in emerging sectors.

[3] Since April, several thousand further responses have been received and the PCA has a goal of reaching 20,000 responses by the end of 2013; this will provide a clearer picture of the views and ideas of the residents of the city. PCA aims to continue this initiative in partnership with other city organisations into the future.

- An affordable place with a good standard of living
- A good public transport system.

However, compared to other cities, Brisbane is perceived as having performed relatively poorly in terms of:
- Good employment and economic opportunities
- An attractive natural environment
- A good road network and minimal traffic congestion.

These findings are at odds with the strong economic performance and natural environmental assets of the city. There has been significant investment in road infrastructure in recent years resulting in major improvements to nodal connectivity and travel times, yet there remains strong dissatisfaction with the roads and traffic congestion. Innovative solutions will be required to enhance the experience of residents in these areas that make the city a better place in which to live.

3.2 GEOGRAPHIC COVERAGE

RDA Brisbane's region is the entire Brisbane Local Government Area (LGA) which is governed by the Brisbane City Council (BCC).

According to the Australian Bureau of Statistics (ABS), the Brisbane LGA covers a land area of 1326.8 square kilometres around the Brisbane River on the coastal plain between the Great Dividing Range to Moreton Bay, and includes Moreton Island. The Brisbane Central Business District is situated inside a bend of the Brisbane River, approximately 23 km from its mouth at Moreton Bay. The metropolitan area extends in all directions along the floodplain of the Brisbane River.
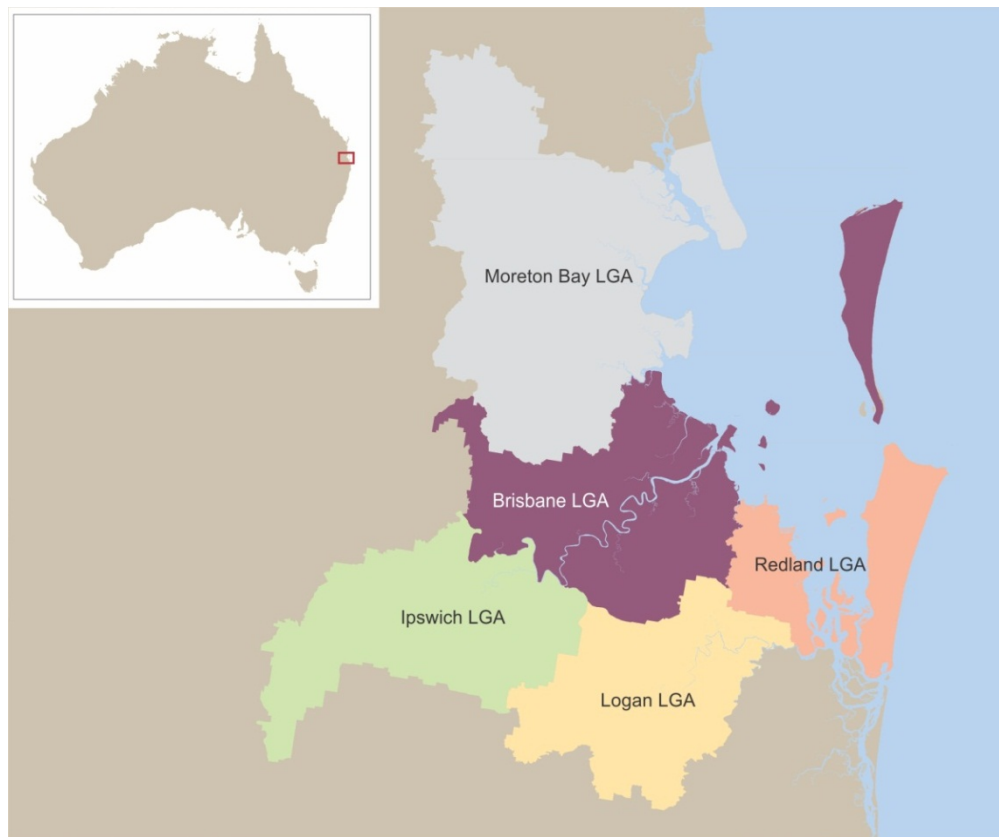

Figure 3: Brisbane Local Government Area
Source: ABS (as reproduced in the Brisbane Economic Development Plan 2012-2031, BCC)

3.2.1 Government and Population

As the capital of Queensland, Brisbane is also the commercial and administration hub of the greater South East Queensland urban conurbation, encompassing a population of more than three million. Brisbane is the capital city and centre of government administration for the state of Queensland. The 189 suburbs of the municipality of Brisbane are divided into 26 wards.

3.3 SOCIAL AND DEMOGRAPHIC TRENDS

Goal 2   *'A Liveable City' offering a high quality of life centred on social inclusion and community wellbeing*

The following information is sourced from the staged release of the 2011 Census data and highlights notable population shifts. Other socio-economic indicators are attached in Appendix 2.

3.3.1 Population Trends

The 2011 Census saw the population of Brisbane increase to 1,079,392, up from 991,260 in the 2006 Census. The annual growth rate for the Brisbane City LGA was 1.3 per cent, compared to 1.7 per cent for the state and higher rates in surrounding LGAs. This reflects the ongoing trend for residents to settle in neighbouring LGAs and commute into Brisbane for work.

In the Brisbane City Local Government Area as at 30 June 2010, 17.6 per cent of persons were aged 0 to 14 years, 70.9 per cent were aged 15 to 64 years and 11.5 per cent were aged 65 years and over. From 2001 to 2011, the greater metropolitan Brisbane area grew by an additional 411,000 residents, and in this period an additional 280,000 jobs were created. Jobs growth at 36 per cent has been high compared to population growth. Brisbane is second only to Perth for population growth rates between 2006 and 2011 as seen in Figure 4. The faster rate of jobs growth confirms the expansion of the urban economy to embrace adjoining residential communities at its edges.
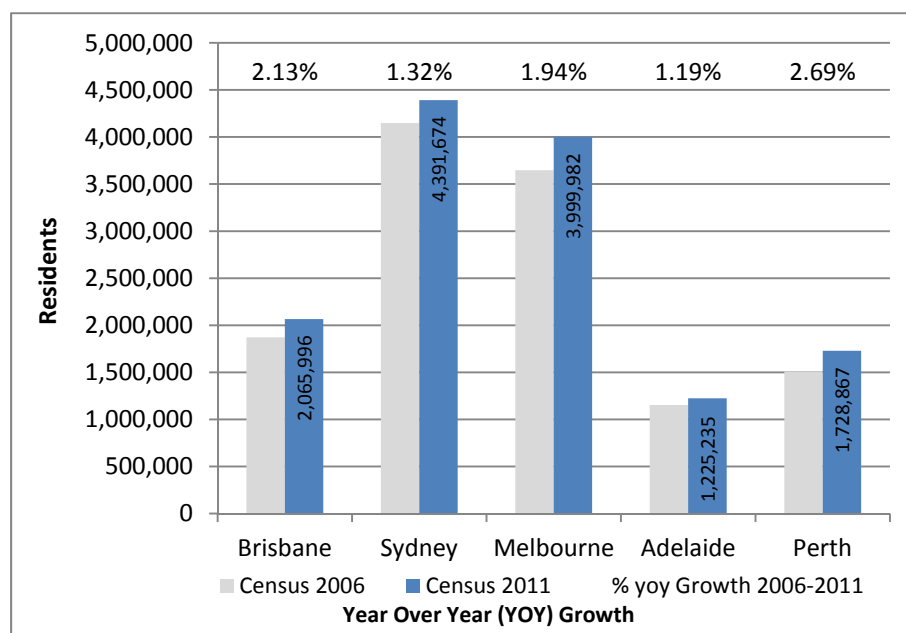

Figure 4: Residential Population by Australian Capital Cities (*Metropolitan Brisbane)
Source: ABS Census 2011 Community Profiles Data

3.3.2   Migration

For Brisbane, overseas migration has been the greatest contributor to population increase and is expected to remain the largest driver of population growth for the next two decades. Since 2001, overseas migration into Queensland has grown. Interstate migration has tailed off since 2008 (Brisbane City Council, Economic Development Plan 2012-31, March 2012).

A total of 295,207 persons stated they were born overseas, representing an increase from 24 per cent to 28.3 per cent of the population since 2006 (Australian Bureau of Statistics, *Census of Population and Housing, 2011*). Continuing high levels of migration, especially skilled migration, will be required to meet the region's skills shortages. In turn, this has implications for social inclusion and community well-being. These issues are addressed in Section 5 of this report.

3.3.3   Aboriginal and Torres Strait Islander People

The population includes 14,630 persons who stated they were of Aboriginal and/or Islander descent, compared with 12,938 in the 2006 Census. As a percentage, the Aboriginal and Torres Strait Islander population has grown from 1.35 per cent of the total Brisbane population to 1.4 per cent (ABS *2011 Census*).

3.3.4   Social Challenges

Despite strong performance in liveability aspects such as cost of living and household incomes, housing affordability and access to appropriate levels of social and cultural infrastructure remain challenges. There are significant numbers of households in Brisbane spending 30 per cent or more of their household income on housing costs. The Australian Government has recently implemented a raft of measures to provide more targeted assistance to vulnerable and disadvantaged people in the community including housing affordability initiatives through the National Rental Affordability Scheme. Social inclusion is a priority for all levels of government and each has introduced a range of measures to support social inclusion, with particular emphasis on those experiencing complex disadvantage and vulnerability.

There remains an unmet need for social and cultural infrastructure, particularly in the outer suburbs. Stakeholder interviews reveal a gradual erosion of community sporting facilities over time as the need for land to accommodate urban growth has taken priority. Accessible facilities, particularly in outer suburban communities and for Aboriginal and Torres Strait Islander people, and culturally and linguistically diverse (CALD) groups, must be considered into the future.

A priority project for RDA Brisbane for the year ahead is to undertake a full social, economic and demographic study of the region to inform our ongoing program and project development.

3.4 ECONOMY

| Goal 1 | *'A Competitive City' that promotes economic growth and opportunity embracing change* |

| Goal 4 | *'A Digital City' actively engaging opportunities offered by the digital economy for the benefit of all* |

| Goal 6 | *'A Connected City' with appropriate transport infrastructure and transit efficiency providing access to employment and markets* |

3.4.1 Economic Contribution

Brisbane's importance as an economic region continues to grow. The latest figures provided by the Brisbane City Council indicate that Brisbane's economy continued to strengthen over the past year, recording an estimated 7500 growth in new jobs across the metropolitan region and increasing total employment to 1,073,500. Unemployment rates decreased from 4.6 per cent to 4.1 per cent for the Brisbane Local Government Area and 5.1 per cent to 4.7 per cent for the metropolitan region (*Small Area Labour Markets*, March Quarter 2012). These figures indicate continued investment into the Brisbane economy despite relatively weak global and regional economic conditions over the past 12 months.

In 2011, Brisbane's Gross Regional Product was estimated to be $114 billion, representing 9 per cent of national Gross Domestic Product.
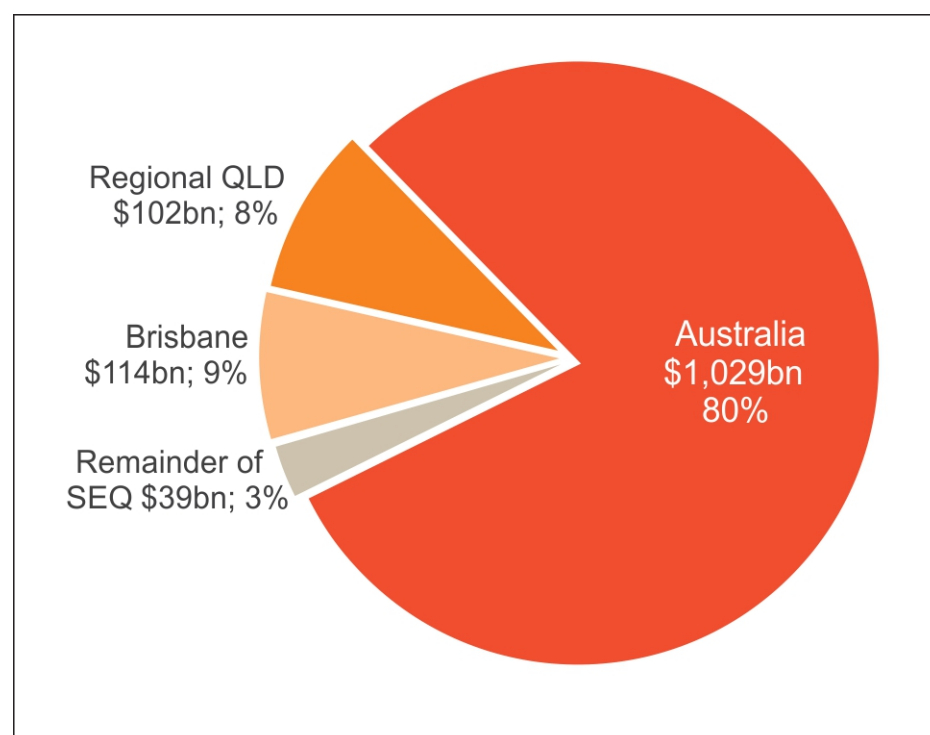

Figure 5: Brisbane Gross Regional Product Estimate, 2011
Source: Brisbane Economic Development Plan 2012-2031, Brisbane City Council

3.4.2 Industry Base

Brisbane's economy is also shifting towards one of high value business services (including professional, scientific and technical services) and diverse manufacturing activities (including in software and digital technologies). Figure 6 illustrates the diverse industries of the region and the increasing importance of the business services sector.
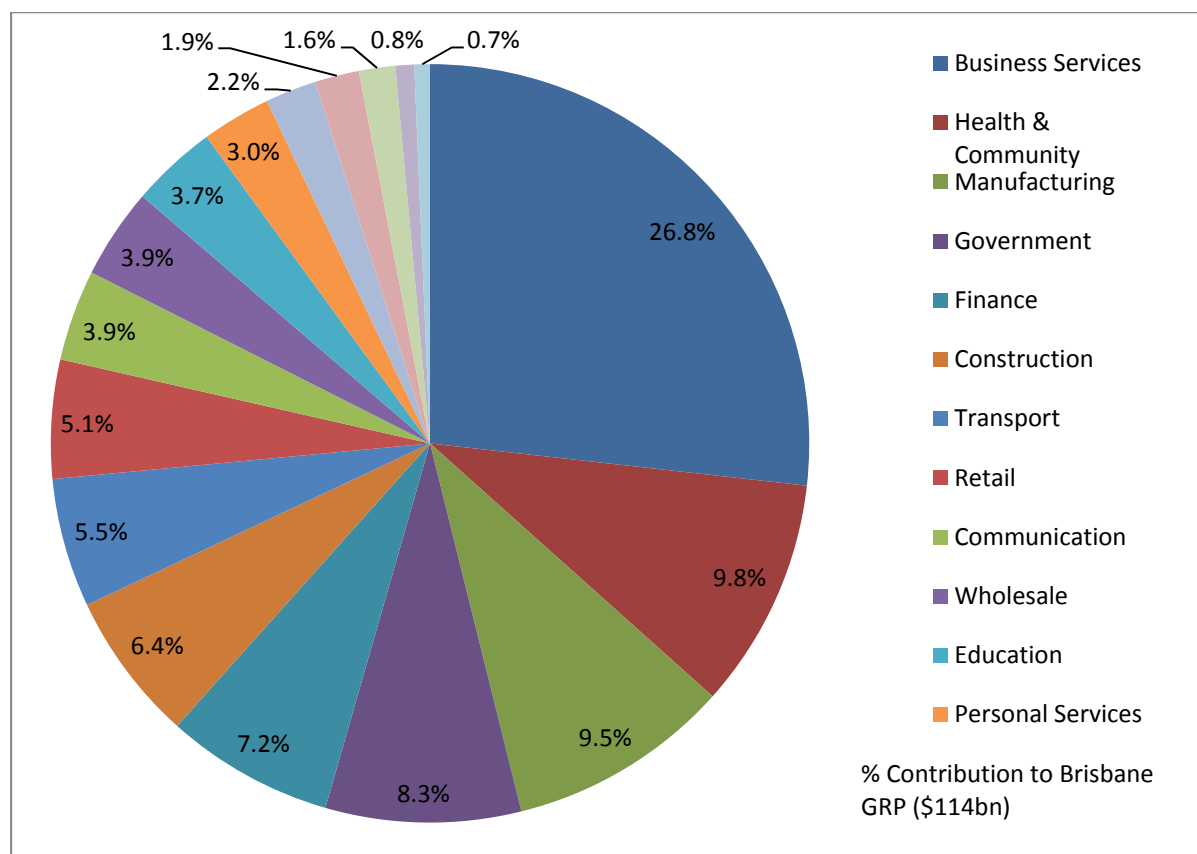

Figure 6: Gross Regional Product by Industry Contribution – Brisbane Statistical Division (2011)
Source: National Institute of Economic and Industry Research (estimates for 2011)

Of note is the rapidly increasing strengthening of capacity, specialisations and educational offerings in the engineering-related sectors. Brisbane is emerging as one of the world's competitive locations for engineering services (Professor Graham Schaffer, University of Queensland, *Engineering Queensland "The Smart Engineering State"*, 2012).

3.4.3 Transport and Land Use

Brisbane is emerging as a competitive world city and relies on the efficiency of its transport networks.

It is particularly important for the airport and port operations to deliver value and capacity for the city's growing economy. The Brisbane Airport was recently acclaimed as one of the world's best, with seven integrated precincts, across 970 hectares and a 24 hour global trade and commerce centre. The Port of Brisbane is the fastest growing container port in Australia (Port of Brisbane, *Annual Performance Report*, October 2011). As a capital city, Brisbane's prosperity is closely tied to the strength of its productive regions. This is especially true given the exceptional growth of

Queensland's resources and minerals sector. Increased capacity on freight routes to support projected export growth and planning for the provision of state of the art transport and logistics infrastructure and operating systems through the Port of Brisbane will be paramount to continuing prosperity.

A number of key precincts in Brisbane are driving much of the business and employment growth of the region in areas of key specialisations. It is anticipated that that the Central Business District (CBD) and adjacent suburbs will need to accommodate an additional 130,000 jobs by 2031 (Brisbane City Council, *Brisbane Economic Development Plan 2012-31*, March 2012).
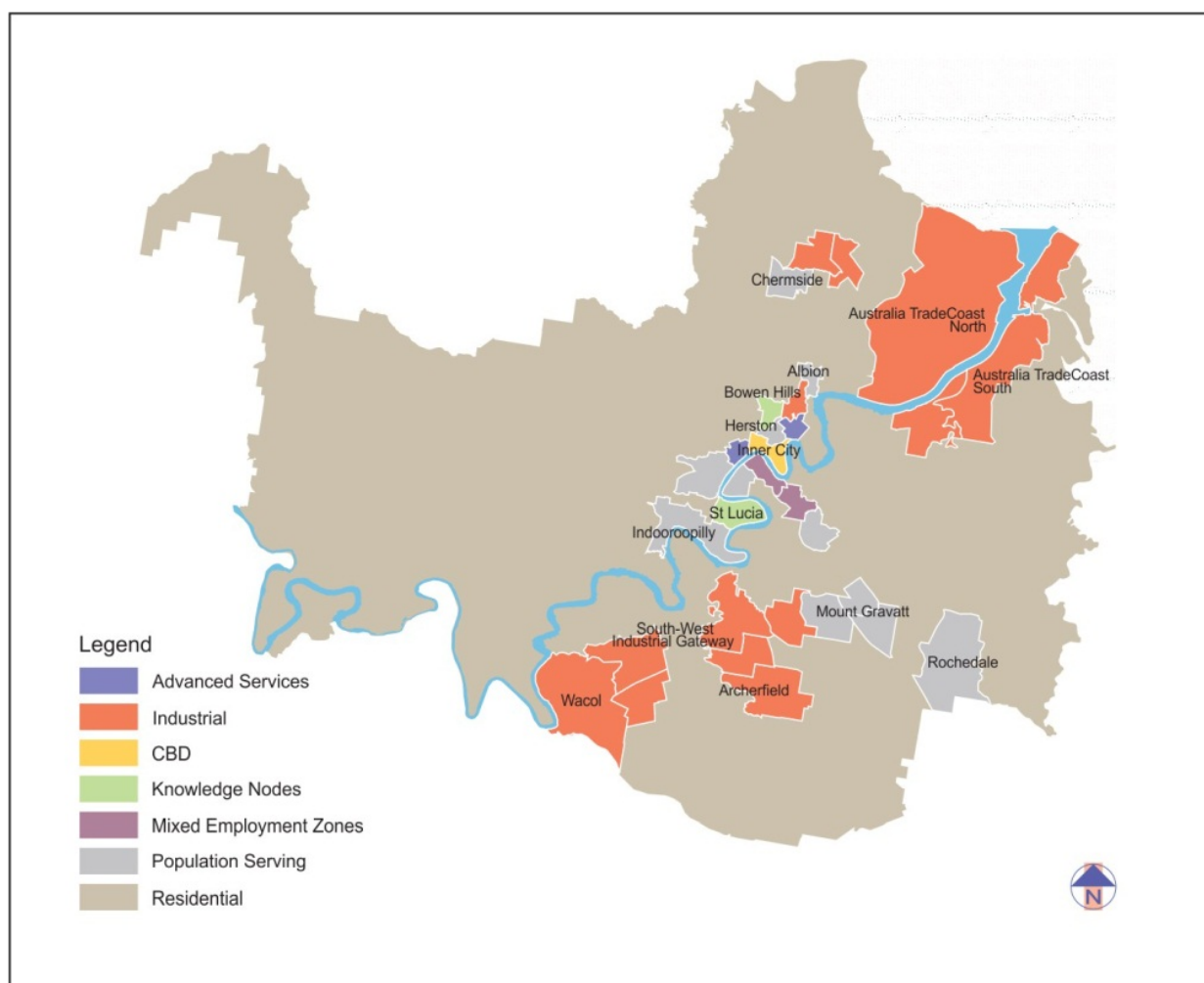

Figure 7: Fastest growing areas by economic sector up to 2031
Source: Brisbane Economic Development Plan 2012-2031, Brisbane City Council

CBD functions, including commercial offices, higher order retail and apartment-style accommodation are expanding into adjacent fringe areas such as Milton, South Brisbane, Fortitude Valley and Bowen Hills in the coming years. To provide a successful business environment, this greater area will require high frequency and rapid public transport corridors that connect individual precincts with each other and with the CBD.

Much of Brisbane and the greater SEQ region's future industry growth is expected to occur in and around the Australia TradeCoast precinct, a major trade and industry area within the Brisbane LGA. The precinct is one of the fastest growing trade and industry regions in Australia, covering 8,000 hectares within six kilometres of the Brisbane CBD. It is the hub of major regional, national and

international transport routes and is the largest employment zone in Queensland after the Brisbane CBD, being home to around 1,500 leading businesses in a variety of industries. Stakeholder feedback highlighted the increasing congestion on city roads and in particular, issues associated with freight movement now and in the future. Future growth pressures associated with transport, including connectivity between places of work and residence, are particularly centred on the growth precincts.

3.4.4   Resources Sector

Brisbane is the key resource business hub and launch pad for resource operations in Queensland. Currently Brisbane accommodates the headquarters of 177 resource companies.

A significant finding reported by the Queensland Resource Council in November 2011 was that the resources sector's expenditure on goods and services, community contributions and employee wages within the Brisbane economy increased from $22 billion in 2009-10 to $25 billion annually through the many professional services that it requires to manage its global business. The sector contributed 20.6 per cent to Brisbane's Gross Regional Product (GRP). The largest proportion of direct expenditure from the resource sector in Queensland in 2010/11 was in the Brisbane region ($12.4 billion). Similarly, the resource sector's full-time equivalent workforce increased 13 per cent with the greatest employment impact in the Brisbane Statistical Division (SD), with 124,018 direct and indirect full time equivalents (FTEs) comprising 11.5 per cent of the total regional workforce.

3.4.5   Exports and Growth Sectors

Food science, technology, manufacturing and other value-added aspects of Queensland's agricultural industries are also concentrated heavily to the north and south of the city. These sectors are expected to grow as Queensland's agricultural productivity and exports increase. Manufacturing (including advanced manufacturing) is projected to remain a major employer and exporter. This sector includes a variety of sub-sectors including aerospace, electronic equipment, and metal and mineral product manufacturing; these all use cutting edge processes, innovation and technology to produce high value-adding products.
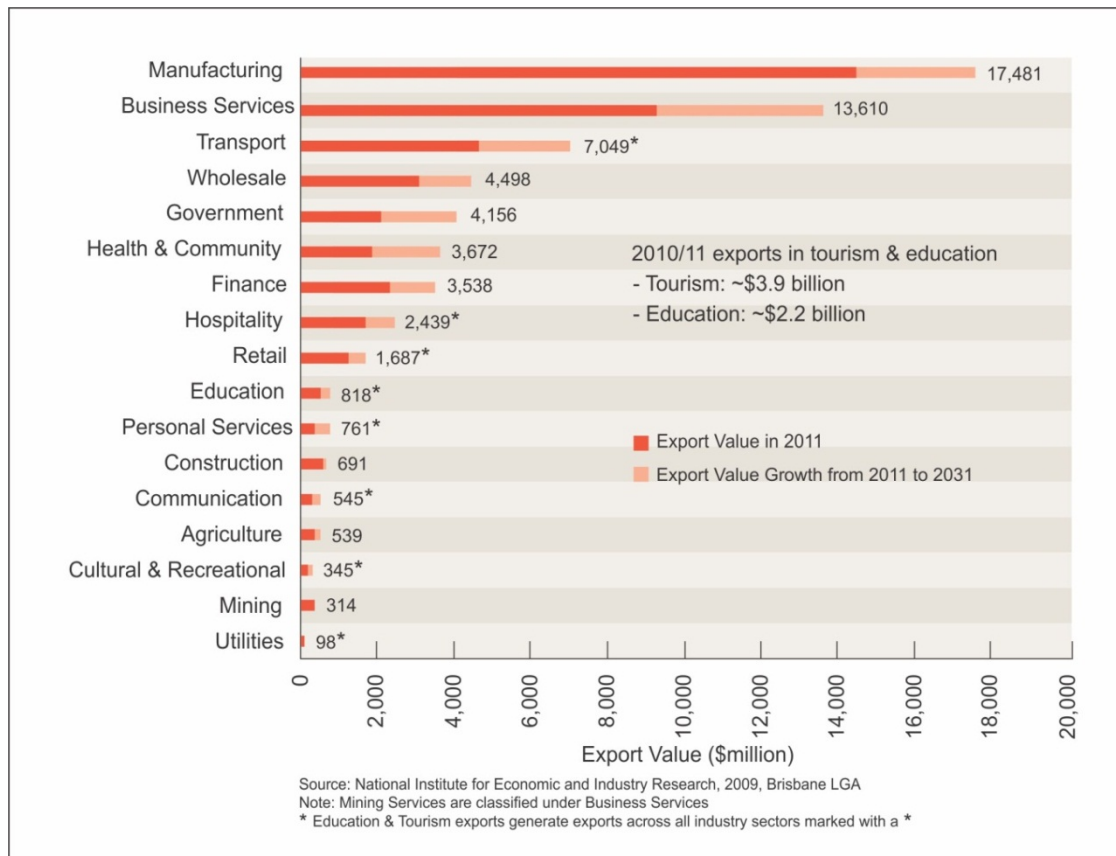
Figure 8: Employment by industry Brisbane LGA, 2011-2031
Source: Economic Development Plan 2012-2031, Brisbane City Council

Brisbane's exports are projected to grow from a current estimated $44 billion to $62 billion in 2031 (BCC *Brisbane Economic Development Plan 2012-2031*, March 2012). Export growth will not only require increased capacity on freight routes but increased air services and better linkages to more international destinations.

While direct exports of resource products are relatively small out of Brisbane, activities related to the resource sector will drive much of the growth in a variety of other sectors, especially the tradeable services sectors such as: business and professional services; mining-related services such as engineering and project management; transport services including fly-in fly-out; and manufacturing to meet the increasing demand for specialised equipment for the resources sector. Other sectors with significant and growing capacity are ICT, design, creative industries, biomedical, research, clean technologies, aviation and logistics.

3.4.6   International Education

The need to properly accommodate and provide facilities for international students and visitors is of growing importance. The International Education sector has grown very strongly in recent years. Approximately 70,500 international students are enrolled in Brisbane earning the city approximately $2.2 billion dollars. Income earned through higher education increased by 64 per cent and Vocational Education and Training (VET) by 258 per cent between 2006 and 2011.

3.4.7 Major Events

Major international events are coming to Brisbane and SEQ offering significant opportunities for the region's business community. Of particular note is the G20 Summit in 2014 and the Commonwealth Games on the Gold Coast in 2018. The State Government has made a commitment in its 'Six month action plan July 2012-December 2012', to finalise the Commonwealth Games Village business case and commence work to develop a Games Venue and Village Master Plan which will provide significant opportunities for the Brisbane and greater SEQ business community. International events focussing on sporting and cultural events, targeting the Asia Pacific region, are identified by Brisbane Marketing as an important growth sector for Brisbane.

Meeting the accommodation needs and providing the cultural and social infrastructure to support growth in these sectors - enhancing the attractiveness of Brisbane for international students, visitors and residents alike - are priorities for the city.

3.4.8 Innovation

Brisbane is the only city in the world which has established an index for measuring the innovation of its businesses. The Brisbane 2012 Innovation Scorecard[4] updated previous investigative research into innovation in the city's high growth sectors and found that:

- 62 per cent of Brisbane businesses reported significant innovation within the past three years (though lower than in previous years, it is a strong result given the onset of the Global Financial Crisis during this period)
- Highest levels of innovation activity were reported in new or improved products or services
- Seeking efficiency improvements for the business and its customers was a major driver of innovation activity
- Businesses operating in international markets indicated higher levels of innovation and innovation that was new to their industry
- Larger businesses demonstrated a stronger innovation culture with innovation activity across many parts of the business
- Applications of digital technology was a significant innovation opportunity for many businesses
- Collaboration and 'open innovation' (i.e. using external sources to identify and progress innovations) increases innovation activity.

3.4.9 Economic Challenges

The recent Census shows there were 6,179 new dwelling approvals in the Brisbane Local Government Area over the 12 months ending 31 December 2011, a decrease of 7.5 per cent from the previous year. This is a significant drop and negatively impacts the development and construction sectors. There is concern about the increasing undersupply of housing. A combination of factors appears to be keeping construction activity subdued.

Direct feedback through stakeholder surveys and reports from Small Business Advisors also indicate many businesses, especially small to medium-sized enterprises, are struggling in the current subdued economic climate. The exact reasons are unclear, however there appears to be a shift

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[4] RDA Brisbane was a collaborating partner in the 2012 Brisbane Innovation Scorecard, along with Brisbane Marketing, the Queensland Government, Deloitte, Enterprise Connect, the University of Queensland Business School and the Brisbane City Council. The 2012 Innovation Scorecard was launched in August 2012.

occurring in consumer spending behaviour which may be in part responsible for this downturn in business activity. There remains a constant need for businesses to review their business models to keep apace of societal changes. Stakeholder feedback indicates there may also be a correlation between business resilience and awareness of opportunities available through the digital economy. The long-term success for Brisbane means continuing to build its capacity to absorb investment and jobs growth. Enduring success must deliver a diverse economy that enhances jobs choice for its residents.

3.5   EMPLOYMENT CHARACTERISTICS

| Goal 5 | *'An Enterprising City' with an innovative and entrepreneurial culture driven by a highly skilled and engaged workforce* |

3.5.1   Employment by Industry

The following figure highlights the current distribution of employment by industry in the Brisbane Metropolitan region**:**

Figure 9: Employment by Industry
Source: ABS 6291.0.55.003 Labour Force, Detailed, May 2012

A detailed analysis of the changing nature of Brisbane's employment profile and labour force capability was undertaken by the RDA Brisbane in 2011.

3.5.2   Skills Shortages in the Greater Brisbane Labour Market 2012-2021

Previous Roadmap consultations identified a skilled workforce as being of critical importance if Brisbane is to successfully capture and sustain long-term economic opportunity. Dramatic changes impacted the Brisbane economy in relation to both the Global Financial Crisis and the global

resource boom and RDA Brisbane took decisive action to address these changes by commissioning a labour force capability study. This study produced the report: *Skills Shortages in the Greater Brisbane Labour Market 2012-2021*. The Report predicts that Greater Brisbane labour force needs will rise an average of 2.9 per cent per annum with an additional 343,000 jobs to be created over the next 10 years – some 200,000 of which comprise managers and professionals. Brisbane will continue to develop as a professional service hub for the rest of Queensland, supporting strong growth in the resources sector. Technicians and trades workers will also be highly sought after, with 46,000 new positions created. By industry division, greatest jobs growth will be in Health Care and Social Assistance (+58,000), Professional, Scientific and Technical Services (+52,000) and Construction (+43,000).

The report found that the Greater Brisbane Labour Market was an open labour market with a surprisingly high inflow and outflow of labour. While this is a strength in dealing with skills shortages, it represents a challenge for the retention of workers.

3.5.2.1 Current Skills Shortages

Results were consistent with the Department of Education, Employment and Workplace Relations' *Survey of Employers' Recruitment Experiences in State Capital Cities 2011* in that employers found it difficult to obtain workers with an adequate level of skills in the professional and managerial, and technicians and trades positions. In particular, employers experienced hiring difficulty for professional and managerial positions. Also, the growth areas in employment and current skill shortages are in the management, professional, clerical and administration, and the technicians and trades-related areas.

3.5.2.2 Projected Skills Shortages

The occupational employment baseline growth rates for 2012-2021 suggest Brisbane will continue to develop as a professional service hub for the rest of Queensland and Northern New South Wales. The factors supporting this view are:

- Predicted high growth rates in the managers, professionals, technicians and trades positions
- Queensland's resources boom will continue to draw on high skill labour residing in the greater Brisbane area
- Increased affluence boosting consumption of high skills services.

The tables below extracted from the Skills Shortages Report show the predicted employment growth in the Greater Brisbane Labour Market by industry and major occupational groups, based on the projections of a 2.9 per cent annual growth rate.

Looking at the projected growth by industry sector, "Health care and social assistance", "Professional, scientific and technical services" and "Construction" indicate the highest growth rates, while "Wholesale trade" and "Agriculture, forestry and fishing" show negative growth.

Table 1: Forecasts of additional employees required for the period 2012-2021, by industry divisions[a], Greater Brisbane Labour Market

Industry	Persons to Employ
Agriculture, forestry and fishing	-270
Mining	10,297
Manufacturing	3,836
Electricity, gas, water and waste services	3,726
Construction	43,359
Wholesale trade	-3,221
Retail trade	23,070
Accommodation and food services	27,030
Transport, postal and warehousing	12,452
Information media and telecommunications	7,776
Financial and insurance services	1,028
Rental, hiring and real estate services	10,717
Professional, scientific and technical services	52,123
Administrative and support services	18,770
Public administration and safety	34,457
Education and training	28,013
Health care and social assistance	58,519
Arts and recreation services	6,567
Other services	4,084
Total	**342,333**

The highest growing occupational groups are "Managers" and "Professionals", accounting for 58% of the total predicted employment growth, while "Machinery Operators" and "Labourers" account for the lowest growth, as shown in the table below.

Table 2: Forecasts of additional employees required for the period 2012-2021, by major occupational groups[a], Greater Brisbane Labour Market

Occupations	Persons to Employ
Managers	62,403
Professionals	136,410
Technicians and trades workers	46,202
Community and personal service workers	26,937
Clerical and administrative workers	34,288
Sales workers	16,786
Machinery operators and drivers	9,681
Labourers	10,626
Total	**343,333**

a Industries are classified according to ANZSIC 2006 divisional structure and occupational major groups are classified according to ANZSCO 2006 classifications structure.
Note: Forecasts of additional employees required by major occupational groups for the Greater Brisbane Labour Market were estimated by subtracting baseline predictions of total employment by major occupational groups in 2021 by total employed persons by major occupational groups in May quarter 2011.

RDA Brisbane is currently progressing recommendations made in the Skills Shortages Report through an Implementation and Action Agenda aimed at advocacy and partnership strategies to mitigate the effects of the predicted high employment growth and skills demands. We have also commissioned further research and analysis to validate and update the report's findings using the latest Census data, and more detailed context around the occupations and industries that constitute the highest growth and skill shortages.

3.5.3 Employment Challenges

RDA Brisbane will be working with all levels of government and industry in implementing policy and structural change along with practical measures to realise the recommendations of our Skills Shortages Report. Concerted action is required to mitigate the predicted skills shortages, which will involve:

- Active moves to stop excess labour demand pressures emerging by an active policy of retaining skilled workers in the workforce, particularly in areas where a significant number of trained persons have left the industry
- Increasing efforts to attract inward migration including addressing issues relating to liveability and retention strategies
- Placing emphasis on bridging course to retrain and up-skill workers who may be caught up in the structural change issues
- Educationally, planning for a greater role for VET in the provision of less traditional areas and strengthening the capacity of VET as a pathway to further education
- Institutional and legislative arrangements that reduce the ability of workers to fill higher level skill jobs as a means of fast tracking the creation of suitable labour.

3.6   ENVIRONMENT

Goal 3	*'A Clean City' that is emissions conscious and values its environment*

3.6.1   Urban Pressures and Risks

Cities are shaped by the interplay of natural and built environment systems and this can present significant compromises for ecosystems, human well-being and sustainability. The quality of the environment also has implications for liveability (e.g. population health and recreation) and prosperity (e.g. tourism and commercial fishing). The *State of the Environment Report 2011* (SOE 2011)*,* provides an overview of the conditions of the built environment in Australia. It affirmed that:

- Australia's built environment faces many pressures including land use and supply
- The Australian built environment consumes significant natural resources, although this may be improving
- Recent government initiatives aim to improve the uncoordinated management of the built environment
- The outlook for the built environment is mixed due to increasing size and complexity (Department of Sustainability, Environment, Water, Population and Communities, *State of the Environment Report 2011* [SOE 2011])*.*

Similarly, the *State of Australian Cities 2011* (SOAC 2011) recognises that cities are the "source of considerable greenhouse gas emissions and are highly vulnerable to the likely implications of climate change, especially given the coastal locations of many of our major cities and their susceptibility to rising sea levels, storm surges and predicted increases in extreme weather events" (Department of Infrastructure and Transport, Major Cities Unit, *State of Australian Cities 2011*, p95-96). SOAC 2011 also found that:

- Since 2006, Australians have been consuming less energy per capita, particularly that generated by coal, recovering more waste from landfill per capita, producing less household waste, consuming less water and have cleaner air in their cities than they have done previously
- Energy consumption across Australia is dominated by electricity generation, transport, and manufacturing sectors which together used more than 75 per cent of the energy consumed in 2009–10
- About 70 per cent of energy is consumed indirectly in products and services used i.e. embodied energy
- Major cities are producing less household waste per capita (where data is available).

Both SOE 2011 and SOAC 2011 highlight risks for coastal population centres due to climate variation and weather events including heat waves, floods and storm surges.

3.6.2 Environmental Values

The Brisbane City Council's *'Protecting Biodiversity Report'* 2010 showed that, notably, Brisbane is Australia's most biologically diverse capital city. According to the Office of Economic and Statistical Research (OESR) Regional Profile for Brisbane LGA, as of 2010, the total park and forest estate (in terms of National Park, State Forest, Timber Reserve and Forest Reserve) was 284.6 km^2. This represents 21.5 per cent of the total LGA land area. National Parks account for 99.5 per cent of the total protected area within the region, with the remainder being Forest Reserve.

As South East Queensland continues to recover from the 2011 floods, the health of freshwater catchments in Brisbane displayed resilience showing, overall, improvement or no change. The *Report Card 2011 for the Waterways and Catchments of South East Queensland* explains that catchments generally experienced positive impacts of higher water flows while the full force of the flood was felt in Moreton Bay, which has seen decline in the health of some estuaries.

Green infrastructure, such as nature corridors, waterways and forests, plays a valuable role in ensuring the liveability and sustainability of the city. Brisbane is presented with a significant responsibility to care for and preserve its natural capital while also addressing its global environmental footprint. As Brisbane's population continues to grow, and given the South East Queensland region's vulnerability to weather events, there are pressures on the city's unique sub-tropical ecosystems including waterways, and flora and fauna habitat.

3.6.3 Environment Challenges

Currently the most significant challenge lies in assisting residents and industry make a smooth transition to a low emissions and 'clean energy future'[5]. This will involve taking advantage of the economic and employment opportunities that may come as a result of the changes. For the community and businesses of Brisbane, strengths in the renewable energy, smart grid technology and clean technologies are already emerging.

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[5] The Australian Government's Clean Energy Future Plan was launched in June 2012. It implements actions associated with the reforms passed in late 2011 by the Australian Parliament to tackle climate change and reduce carbon pollution by placing a price on carbon. The reform is designed to lead Australia towards a clean energy future. The reform includes the introduction of a carbon pricing mechanism which took effect on 1 July 2012. Over time, a carbon tax is expected to shift consumption towards more sustainable products and services. The Clean Energy Future plan includes measures aimed at supporting jobs, competitiveness and Australia's economic growth, while reducing pollution. Households are being assisted through tax reform and increased payments.

A further opportunity lies in strengthening cross-sectoral collaboration and networks, operating at all scales, addressing environmental management. The SOE 2011 notes that "management of the built environment is characterised by complex arrangements involving all levels of government, as well as the private sector, and these arrangements lack effective coordination". Stakeholders have stated that RDA Brisbane should encourage environmental leadership in the city and similar initiatives for the city. Sustainability and environmental performance present many innovation and business process opportunities for enterprise, as demonstrated in the Brisbane 2012 Innovation Scorecard, as well as implications for integrated urban management. RDA Brisbane has entered into a partnership with CitySmart[6] to promote environmental leadership in the city in 2013.

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[6] CitySmart is Brisbane City Council's sustainability agency, working with business, industry, government and the community with the aim of reducing Brisbane's carbon emissions without sacrificing commercial outcomes.

4 STRATEGIC CONTEXT

It is the role of RDA Brisbane to promote and support government policy and to incorporate new policy and directions in its strategic planning process, with new priorities and actions reflecting the current policy settings. The new goals and priorities have been developed within this strategic context and in response to the needs of the community and stakeholders within a changing environment.

The RDA Charter states that RDA will be an important contributor to and driver of:

- Regional business growth plans and strategies, which will help support economic development, the creation of new jobs, skills development and business investment
- Environmental solutions, which will support ongoing sustainability and the management of climate change (including the impact of drought, flood or bushfires)
- Social inclusion strategies, which will bring together and support all members of the community.

4.1 AUSTRALIAN GOVERNMENT PRIORITIES

In May 2012 at the RDA National Forum in Adelaide the Hon Simon Crean MP, Minister for Regional Australia, Regional Development and Local Government and Minister for the Arts, highlighted the following Australian Government messages and challenges to RDAs nationally:

- Bridge the gap in terms of **Indigenous and multicultural inclusion** – placing emphasis on the importance of their contribution to Australian communities
- Seize the economic opportunity presented by **major world economic transformation**, with a **shifting emphasis to Asia**
- **Understand and build on regions' strengths** - the new trade is around services, value-adding and investment flows, not just commodities
- Work with Government to look for opportunities for **developing new financial instruments to fund infrastructure needs**
- Facilitate **regional access to international, national and regional markets** through the identification and development of intermodal hubs to meet logistics challenges – assessment as to where they can be the most efficient in order to distribute freight
- Embrace new opportunities through **Clean Energy Futures**
- Promote the **National Broadband Network** – as an enabler to digital engagement and new opportunities
- Support communities to be **economically, environmentally and socially sustainable**
- Support **education and skills development**.

4.2 QUEENSLAND STATE GOVERNMENT PRIORITIES

Following a change in government in 2012, the new Queensland Government is undertaking a raft of actions to achieve its commitment to balance the state budget. Significant cuts across a broad range of State Government programs, services and staffing levels are currently underway. The government has released a six month action plan to December 2012 with a focus on the following priorities:

- Reduce Queensland's **unemployment to 4 per cent** within six years
- Grow a **four pillar economy based on Agriculture, Tourism, Resources and Construction** to drive the state's growth and prosperity

- Lower the **cost of living**
- Invest in **infrastructure** and pursue **planning reforms**
- Provide **greater certainty for business and investor**s by streamlining approval processes, reducing regulatory burdens and establishing a competitive tax regime
- Revitalise **front-line services**
- Restore **accountability in government**
- Encourage **business activity and jobs creation**.

The State Government has pledged to deliver many commitments in the six months to December 2012. Of particular relevance to Brisbane residents is the work on the redevelopment of the Brisbane government administrative precinct and the transfer of management of the Roma Street Parklands and Southbank precinct to the Brisbane City Council.

Planning reforms are already underway with legislative amendments passed by the State Government and the role of the Urban Land Development Authority (ULDA), as a statutory agency charged with delivering affordable housing, reformed with planning powers for designated Urban Development Areas devolved to local authorities.

4.3   BRISBANE CITY COUNCIL

RDA Brisbane's jurisdiction follows the boundary of the Brisbane LGA and as a result there are significant synergies in organisational priorities and projects. Work of the BCC is guided by several long-term community plans such as; *Our Shared Vision: Living in Brisbane 2026*; *Brisbane Economic Development Plan 2012-2031*; *Brisbane Long Term Infrastructure Plan 2012-2031* and Brisbane's *Plan for Action on Climate Change* which together guide the city's future growth and development and referenced through Section 3: A Regional Overview of this document.

4.4   COAG REFORM COUNCIL, "REVIEW OF CAPITAL CITY STRATEGIC PLANNING SYSTEMS"

The *South East Queensland Regional Plan 2009-2031* is the Queensland Government's plan to manage growth and protect the region's lifestyle and environment. It sets the statutory planning framework for Brisbane and the surrounding conurbation. The plan responds to issues such as continued high population growth, traffic congestion, koala protection, climate change, employment generation. On 23 December 2011, the COAG Reform Council submitted its report to the Council of Australian Governments, *Review of Capital City Strategic Planning Systems*. Some of the key findings for Brisbane and South East Queensland are that planning for development and use of existing and new infrastructure and major urban corridors is efficient. The planning system is less competent in dealing with demographic change. This is noted to have implications for the nature, distribution and diversity of housing stock and labour market participation. The planning system lacks in performance measurement and public reporting. An overall finding for all state planning systems is a failure to address social inclusion. This suggests that planning instruments, such as the *South East Queensland Regional Plan 2009-2031,* require further improvement to address the capital city reform agenda of COAG.

A review of current government policy is included at Appendix 3.

5   RDA BRISBANE'S REGIONAL DEVELOPMENT STRATEGY

5.1   ABOUT THE STRATEGY

RDA Brisbane has entered the review of the Regional Roadmap with a keen commitment to listening to our stakeholders and building on our success, while also affirming the RDA's role and position in the strategic landscape of the city. In preparing the regional development strategy for our third year of operations we have sought to ensure that our collaborations are based on mutual benefits and shared priorities, that our program is responsive, and that our organisation is well equipped to meet the demands placed on it.

In shaping our Roadmap, the RDA Committee is also attentive to the key outcome areas specified by the Australian Government:

- Consultation and Engagement
- Informed Regional Planning
- Whole-of-Government Activities
- Promotion of Government Programs
- Community and Economic Development.

This year, through its own initiative, the RDA Brisbane Committee dedicated considerable energy and attention to developing a more flexible and simplified framework for our strategy, as an engagement with 'next practice'[7]. With refreshed goals, we developed five regional priorities. Our regional priorities are:

- Developing readiness for future labour force skills challenges
- Representing the region's strategic interests to all levels of government
- Developing leadership, innovation and resilience for a changing economy
- Strengthening service provision networks and integrated service delivery
- Profiling regional competitive strengths and opportunities.

These priorities are distilled from the stakeholder consultation and a detailed context analysis. The framework presented here recognises that, as an agency with an ambitious agenda, we need an integrated strategy that drives us towards real and sustainable outcomes for the city and its communities.

This framework presents a higher order set of regional priorities and facilitates a streamlined and integrated approach to the delivery of RDA activities against KPI's for 2012-13 in the annual business plan.

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[7] Next practice was flagged in RDA Brisbane's Regional Roadmap 2010-2011 (p. 20ff). This is recognised as processes or practices that go beyond 'best practices' and which is used to take the current status of an organization to a next level, however that may be interpreted by an organisation. In the Regional Roadmap 2010-2011, stakeholders commented on the need for future oriented and anticipatory approaches to planning and problem solving.

5.2 PRIORITIES AND GOALS FRAMEWORK

The framework below represents our five regional priorities cross referenced against the 6 new goals, providing the strategic intent of the organization.

Table 3: Priorities and Goals Framework

	Priorities	Goals					
		1 Competitive City	2 Liveable City	3 Clean City	4 Digital City	5 Enterprising City	6 Connected City
1	Developing readiness for future labour force skills challenges	●				●	
2	Representing the region's strategic interests to all levels of government	●	●				●
3	Developing leadership, innovation and resilience for a changing economy	●		●	●	●	
4	Strengthening service provision networks and integrated service delivery	●	●		●	●	●
5	Profiling regional competitive strengths and opportunities	●			●	●	●

5.3   PRIORITIES AND ACTIONS

Priority 1
Developing readiness for future labour force skills challenges
Realising our Goals:
A Competitive City
An Enterprising City

	Key Outcome Area

1.1 Progress, over two years, the Implementation and Action Agenda for recommendations arising from the *Skills Shortages in the Greater Brisbane Labour Market Report 2012-2021*.
Key tasks (to be undertaken over a 2 year period):
  1.1.1 Advocate to:
    • Governments on skilled migration, skills recognition, educational facilities, skills councils, upskilling/retraining, workforce participation, fees, attraction and retention
    • Educational institutions on courses offered
  1.1.2 Partner to:
    • Establish a dialogue with industry and skills councils
    • Develop career resources
	Consultation and Engagement
	Informed Regional Planning
	Whole-of-Government Activities
	Community and Economic Development

1.2 Undertake further research and analysis to enhance and update the skills shortages research, to keep it current and active.
Key tasks:
  1.2.1 Further analysis into skill shortage occupations and Industries
  1.2.2 Tertiary graduation data
  1.2.3   Labour market engagement
	Consultation and Engagement
	Informed Regional Planning

	Priority 2 Representing the region's strategic interests to all levels of government	
	Realising our goals: A Competitive City A Liveable City A Connected City	

		Key Outcome Area
2.1	Develop Regional Indicators to inform Regional Roadmap reviews and other research *Key task:* 　2.1.1 Explore possible integration of findings and data with MyRegion	Informed Regional Planning
2.2	Partner to undertake a comprehensive social, demographic and economic analysis of the region based on 2011 Census data *Key task:* 　2.2.1 Explore possible integration of findings and data with MyRegion	Informed Regional Planning
2.3	Respond to social, recreational and cultural infrastructure needs *Key task:* 　2.3.1 Administer and promote the RDA Fund as required by the Australian Government requirements	Promotion of Government Programs Informed Regional Planning
2.4	Provide input to SEQ regional planning reviews and processes *Key tasks*: 　2.4.1 Participate in preparatory work leading to the review of the SEQ Regional Plan 　2.4.2 Contribute to any new iteration of the *Connecting SEQ 2031: An Integrated Regional Transport Plan for South East Queensland*	Informed Regional Planning Whole-of-Government Activities
2.5	Manage the SEQ RDA Regional Development Initiative project including oversight of the SEQ Coordinator	Informed Regional Planning
2.6	Collaborate with other capital city RDAs in a Community of Practice to advocate for the common needs and priorities of capital cities as urban regions	Informed Regional Planning
2.7	Review the Regional Roadmap	Consultation and Engagement Informed Regional Planning

	Priority 3 *Developing leadership, innovation and resilience for a changing economy*	
	Realising our goals: *A Competitive City* *A Clean City* *A Digital City* *An Enterprising City*	
		Key Outcome Area
3.1	Partner to conduct business resilience workshops for SMEs	Community and Economic Development Promotion of Government Programs
3.2	Participate in the SEQ Regional Development 'Digital Futures Program - Telework Readiness Project'	Informed Regional Planning Promotion of Government Programs
3.3	Partner with CitySmart to deliver a Green Business Leaders Energy Saving Workshop	Promotion of Government Programs Community and Economic Development
3.4	Continue with Skills Queensland Strategic Investment Fund partnership with MSIT and other SEQ RDA's in the delivery of the: • Carbon Accounting training program • eBusiness Health Check Program and App development	Community and Economic Development
3.5	Arrange and host the CLICK! Digital Expo and document the model as part of the Brisbane Digital Engagement Project	Whole-of-Government Activities Consultation and Engagement Promotion of Government Programs Community and Economic Development
3.6	Support Indigenous enterprise and economic development initiatives including the Indigenous tourism sector	Whole-of-Government Activities Community and Economic Development
3.7	Partner to investigate the development of a Brisbane innovative business creation and growth campus	Consultation and Engagement Informed Regional Planning Community and Economic Development

Priority 4		
Strengthening service provision networks and integrated service delivery		
Realising our goals:		
A Competitive City		
A Liveable City		
A Digital City		
An Enterprising City		
A Connected City		
		Key Outcome Area
4.1	Continue to address vocational transport connectivity in the Australia TradeCoast area as part of the Bayside-Industry Transport Working Group	Consultation and Engagement Community and Economic Development
4.2	Undertake a survey of non-profit organisations to determine their digital engagement readiness as part of the Brisbane Digital Engagement Project	Consultation and Engagement Informed Regional Planning Community and Economic Development
4.3	Continue to collaborate with South West suburban communities, government and community leaders to enhance social inclusion. *Key tasks to include:* 4.3.1 Evaluate impact and outcomes to date 4.3.2 Develop and implement an action plan to progress strategic initiatives	Consultation and Engagement Whole-of-Government Activities Promotion of Government Programs Community and Economic Development
4.4	Partner to develop Brisbane business networks and information services	Community and Economic Development Whole-of-Government Activities
4.5	Build capacity in RDA Brisbane by: • Introducing the Global Reporting Initiative into RDA Brisbane's reporting framework • Developing a Reconciliation Action Plan for the organisation	Consultation and Engagement Community and Economic Development

Priority 5
Profiling regional competitive strengths and opportunities
Realising our goals:
A Competitive City
A Digital City
An Enterprising City
A Connected City

		Key Outcome Area
5.1	Undertake a multi-year and multi-part investigation aimed at improving Port of Brisbane freight movements comprised of: - A situational analysis of current and future intermodal transport needs - Research into the feasibility of intermodal separation of transport lines to address future congestion	Consultation and Engagement Informed Regional Planning Community and Economic Development
5.2	Participate in a two year formal benchmarking project to measure the city's performance and competitiveness against internationally recognised indicators: *Year 1 tasks:* 5.2.1 Partner with key stakeholders to identify the most effective indicator facility 5.2.2 Take appropriate steps to engage with the benchmarking facility *Year 2 tasks:* 5.2.3 Initiate benchmarking 5.2.4 Disseminate results of benchmarking	Consultation and Engagement Informed Regional Planning
5.3	Support the development and implementation of Brisbane's Digital Strategy including partnering with BCC and Brisbane Marketing to undertake a Digital Audit of Brisbane's SMEs	Consultation and Engagement Informed Regional Planning Whole-of-Government Activities Community and Economic Development
5.4	Continue partnership to realise the Brisbane Innovation Scorecard	Whole-of-Government Activities Community and Economic Development
5.5	Continue partnership to realise the Brisbane Innovation Atlas	Whole of Government Activities Community and Economic Development

5.4   LINE OF SIGHT TABLE

The following table outlines a clear line of sight between the Regional Development Strategy and the performance expectations we have set for the organisation:

Table 4: Line of Sight

	Priorities	Goals					
		1 Competitive City	2 Liveable City	3 Clean City	4 Digital City	5 Enterprising City	6 Connected City
1	Developing readiness for future labour force skills challenges	Action 1.2				Action 1.1	
2	Representing the region's strategic interests to all levels of government	Action 2.1 Action 2.4.1 Action 2.5 Action 2.6 Action 2.7	Action 2.2 Action 2.3				Action 2.4.2
3	Developing leadership, innovation and resilience for a changing economy			Action 3.3 Action 3.4	Action 3.2 Action 3.4 Action 3.5	Action 3.1 Action 3.6 Action 3.7	
4	Strengthening service provision networks and integrated service delivery		Action 4.3 Action 4.5	Action 4.5	Action 4.2	Action 4.4	Action 4.1
5	Profiling regional competitive strengths and opportunities	Action 5.2			Action 5.3	Action 5.4 Action 5.5	Action 5.1

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Appendix 1   STAKEHOLDER CONSULTATIONS

Stage 1 - Stakeholders interviews

- Australia TradeCoast
- Brisbane City Council
- Property Council of Australia (Qld Division)
- City Planning and Economic Development, Brisbane City Council
- Department of Science, Information Technology, Innovation and the Arts
- Department of State Development, Infrastructure and Planning
- Department of Employment, Economic Development and Innovation
- Health and Community Services Workforce Council
- Chamber Commerce and Industry Queensland
- Department of Families, Housing, Community Services and Indigenous Affairs
- Brisbane Marketing
- Enterprise Connect
- Queensland Tourism Industry Council
- Michael Lockwood Consulting
- Partners for Livable Communities Australia
- Australian Green Development Forum
- CitySmart
- Port of Brisbane
- The Edge, State Library of Queensland
- My Community Directory
- 2M Language Services
- HELP Enterprises

Stage 2 - Stakeholder workshop attendees

Enterprising City
- Department of Science, Information, Technology, Innovation and the Arts
- Health and Community Services Workforce Council
- Skills Queensland
- Department of Education and Training
- Brisbane Marketing
- Metropolitan South Institute of TAFE (MSIT)
- Property Council of Australia – Qld Division

Digital City
- Department of Science, Information Technology, Innovation and the Arts
- Brisbane City Council
- Gravelroad
- Metropolitan South Institute of TAFE
- Small Business Solutions Queensland

Clean City
- Envirobusiness
- CitySmart
- AusIndustry
- Thiess Australia

Informal presentations and inputs:

- Brisbane Innovation Scorecard Committee members
- Southern Cross University
- RDA Brisbane Bayside Industry Transport Forum Working Group
- RDA Brisbane Inala Forum
- RDA Brisbane CLICK! Digital Expo Steering Committee
- RDA Brisbane GRI Forum
- RDA Brisbane, Northside Workforce Futures Forum
- Government Industry Business Information Network (GIBIN)
- Brisbane International Business Women's Network
- University of Southern Queensland
- Australian Green Development Forum
- RDA Mid North Coast
- Department of Public Works
- Brisbane City Council
- The Smith Family Partnership Brokers

Appendix 2   SOCIO-ECONOMIC INDICATORS

The tables below show a set of social and economic indicators from the ABS Census of Population and Housing 2006 statistics which were represented in the RDA Brisbane 2010 and 2011 Regional Roadmaps, compared with the most current data available from the 2011 Census as distributed by the Office of Economic and Statistical Research, Queensland Treasury and Trade, in their Regional Profile for Brisbane City Local Government Area. These statistical comparisons provide a snapshot of the changing demographic landscape within which RDA Brisbane is operating. The exception in the data source is the labour force and unemployment data in 10. (below) which was sourced from the Australian Department of Education, Employment and Workplace Relations (DEEWR) Small Area Labour Markets (SALM) .

1.   Resident Population and Growth

Brisbane Local Government Area		Resident Population
2006 Census		1,065,292
2011 Census		1,089,743

2.   Population Projections (under medium series projections)

Brisbane Local Government Area	By 2015/6	By 2021	By 2026
2006 Census	1,150,000	1,210,000	
2011 Census	1,150,000	1,210,000	1,250,000

3.   Aboriginal and Torres Strait Islander Persons

Brisbane Local Government Area	Indigenous population	Indigenous proportion of population %
2006 Census	12,937	1.4
2011 Census	14,630	1.4

4.   Age (percentage of population)

Brisbane Local Government Area	0-14	55+	65+	Median
2006 Census	18.1	21.7		34.6
2011 Census	17.6		11.5	

5.   Persons Born Overseas

Brisbane Local Government Area	Total born overseas	Population (%)
2006 Census	229,174	24
2011 Census	295,207	28.3

6.   Language Spoken at Home

Brisbane Local Government Area		Speaks English only (%)
2006 Census		79.8
2011 Census		76.7

7.   Family Characteristics

Brisbane Local Government Area	Couples with children	One-parent family	Total of families
2006 Census	44.1	15.3	224,767
2011 Census	44.5	14.6	267,868

8.   Persons with a Disability

Brisbane Local Government Area		Persons in need of assistance (%)
2006 Census		3.4
2011 Census		3.6

9.   Volunteers

Brisbane Local Government Area		Volunteers aged 15 yrs & over (%)
2006 Census		18.7
2011 Census		20.6

10.   Unemployment and Labour Force (Population aged 15 years and over)

Brisbane Local Government Area	Total labour force	Unemployment rate %
DEEWR SALM March Qtr 2011	641,762	4.6
DEEWR SALM March Qtr 2012	641,670	4.1

11.   Median Income (per week)

Brisbane Local Government Area	Median individual ($)	Median household ($)
2006 Census	556	1,157
2011 Census		1,533

12.   Low Income Earners

Brisbane Local Government Area		Total weekly income less than $400 - persons 15yrs or over
2006 Census		35.5
2011 Census		31.5

Appendix 3   POLICY REVIEW

1. Australian Government

Regional Development Australia Fund

Policy / Strategy	Organisation (s)	Date	Overview	Relevant Implications for RDA Brisbane and the Regional Roadmap Update
Regional Development Australia Fund (RDAF) Guidelines	Department of Regional Australia, Local Government , Arts & Sport	2012	The RDAF is a national program to support Australia's regions and enhance the economic development and liveability of their communities. The program aims to support localism, and to leverage and better coordinate Australia, State, Local Government and private (including not-for-profit) investments for the long- term benefit of communities. The RDAF Guidelines outline the: • Aim of the RDAF • Eligibility requirements and selection processes • Roles of the RDA and RDAF Advisory Panel • Roles and responsibilities of the Department and funding recipients • Funding arrangements • Reporting arrangements • Management and program governance arrangements set out in the Funding Agreement.	• Projects put forward to receive funding from the RDAF must be endorsed by RDA committees and be consistent with the respective RDA Regional Roadmap. • Potential applicants for RDAF are Local Government and not-for-profit organisations. • RDA committees receive and review Expressions of Interest (EOI) from all applicants with potential projects within their RDA region, and select three priority projects to progress to full application. Consistent with the eligibility requirements, an applicant can only submit one EOI for a single project. • Projects in capital city regions must demonstrate broader regional benefit outside the capital city boundaries. • Three RDAF applications for projects based in Brisbane were submitted in February 2012; none were successful. • Round 3 of RDAF is expected in the second half of 2012.

Source: Department of Regional Australia, Local Government, Arts and Sport, 2012

National Urban Policy

Policy / Strategy	Organisation (s)	Date	Overview	Relevant Implications for RDA Brisbane and the Regional Roadmap Update

National Urban Policy	Department of Infrastructure and Transport	2011	The National Urban Policy presents the Australian Government's agenda on the future of our cities in order to deliver an urban Australia that is productive, sustainable and liveable both now and in the future. It is a long-term, national framework to guide policy development and public and private investment in cities through articulating a set of goals and objectives. The goals of the National Urban Policy form the backbone of policy direction and encompass the following four themes:
			
			• **Productivity:** To harness the productivity of Australia's people and industry, by better managing our use of labour, creativity and knowledge, land and infrastructure
			• **Sustainability:** To advance the sustainability of Australia's natural and built environment, including through better resource and risk management
			• **Liveability:** To enhance the liveability of our cities by promoting better urban design, planning and affordable access to recreational, cultural and community facilities
			• **Good Governance:** To progress the goals of productivity, sustainability and liveability through better governance, planning and management.
				• A key focus of the National Urban Policy is the need to improve productivity to achieve economic growth and prosperity over the long term. The policy highlights the need to lift productivity through:
				  o improving workforce availability and capacity to better match labour demand
				  o increased investment in education, research and innovation
				  o using smart infrastructure
				  o enhancing connectivity through the NBN.
				• A key focus of the National Urban Policy is to achieve increased sustainability in both our natural and built environments. The policy highlights a number of actions to enhance sustainability such as:
				  o supporting sustainable development and refurbishment of built environments
				  o supporting and investing in low emissions technologies; reducing consumption and waste
				  o supporting climate change science and research activities.
				• The National Urban Policy priority of enhancing liveability focuses on addressing three key issues, these being:
				  o to improve transport options
				  o support the co-location of jobs, people and facilities and the accessibility to each
				  o support community well-being through the provision of adequate community facilities and services.
				RDA Brisbane has integrated National Urban Policy objectives into its 2012-13 Roadmap priorities to help enhance productivity, sustainability and liveability for Brisbane and the wider region.

Policy / Strategy	Organisation (s)	Date	Overview	Relevant Implications for RDA Brisbane and the Regional Roadmap Update

Source: Department of Infrastructure and Transport, 2011

Sustainable Population Strategy

Policy / Strategy	Organisation (s)	Date	Overview	Relevant Implications for RDA Brisbane and the Regional Roadmap Update
Sustainable Australia – Sustainable Communities (Sustainable Population Strategy)	Department of Sustainability, Environment, Water, Population and Communities	2011	The Sustainable Population Strategy outlines the Australian Government's framework for a sustainable Australia. The objective of the Strategy is to ensure that future population change is compatible with the economic, environmental and social well-being of Australia. The Sustainable Population Strategy encompasses the following three themes: • Economic Prosperity • Environmental Sustainability • Liveable Communities.	*Priority Areas* **Priorities under the Economic Prosperity theme:** • Building our Skills Base and Enhancing Participation • Planning and Infrastructure Investment for Connected Communities. **Priorities under the Environmental Sustainability theme:** • Creating Resilient Landscapes and Communities • Climate Change: Decoupling Emissions from Population Growth • Water for Liveable Communities, our Environment and Industries • Securing Food Production for our Communities and the World. **Priorities under the Liveable Communities theme:** • Creating Liveable Urban Communities • Meeting Our Housing Needs • Social Inclusion and Service Delivery Reform for Stronger Communities • Embracing our Diversity for Vibrant Communities • Closing the Gap between Indigenous and Non-Indigenous Australians • Healthy People – Healthy Communities. *Targeted Measures* The Sustainable Population Strategy is supported by four main measures as follows: • **Suburban Jobs** – encouraging State and Local Governments to plan and provide for employment precincts outside the Central Business Districts of major cities. • **Sustainable Regional Development** – building on the Government's existing program of strategic assessments under the *Environment Protection and Biodiversity Conservation Act 1999* to provide

Policy / Strategy	Organisation (s)	Date	Overview	Relevant Implications for RDA Brisbane and the Regional Roadmap Update
				greater capacity for undertaking strategic environmental impact assessments of our high growth regional areas. • **Measuring and Reporting Sustainability** – to improve the information on Australia's sustainability and develop indicators to assist decision making at the regional level. • **Promoting Regional Living** – supporting regional communities to promote themselves as places to live and do business. RDA Brisbane's 2012-13 Roadmap promotes greater economic prosperity, environmental sustainability and liveable communities by a set of goals and actions and that align with the priority areas of the Sustainable Population Strategy.

Source: Department of Sustainability, Environment, Water, Population and Communities, 2012

National Digital Economy Strategy

Policy / Strategy	Organisation (s)	Date	Overview	Relevant Implications for RDA Brisbane and the Regional Roadmap Update
National Digital Economy Strategy	Department of Broadband, Communications and the Digital Economy	2011	The National Digital Economy Strategy outlines the Government's vision for Australia to be among the world's leading digital economies by 2020. In realising this vision, the Government has set eight 'Digital Economy Goals' that focus on the areas of: • Online participation by Australian households • Online engagement by Australian businesses and NFPs • Smart management of our environment and infrastructure • Improved health and aged care • Expanded online education • Increased teleworking • Improved online Government service	*Programs and Initiatives* There are eight Digital Economy Goals of the National Digital Economy Strategy. These programs and initiatives are: • **The Digital Communities Initiative:** A focus of the initiative is to establish a 'Digital Hub' in each of the 40 communities which will first benefit from the NBN. Once the guidelines and program funding arrangements are finalised, applications from service providers to operate the Digital Hubs will be sought in competitive funding rounds. • **Broadband for Seniors Program:** To ensure seniors are more digitally engaged with the skills and confidence necessary to participate in an NBN empowered digital economy. • **Digital Enterprise Initiative:** To provide advice and support services to small and medium-sized enterprises and not-for-profit organisations, including local cultural institutions, in communities which will first benefit from the NBN. • **Online Retail Forum:** To ensure that Australia's retail industry is

Policy / Strategy	Organisation (s)	Date	Overview	Relevant Implications for RDA Brisbane and the Regional Roadmap Update
			delivery and engagement • Greater digital engagement in regional Australia.	well placed to maximise the benefits of the digital economy and highlight the importance of a vibrant Australian online retail sector, promote industry dialogue and facilitate networking. • **Smart Grid, Smart City Project:** The Smart Grid, Smart City project is a collaborative initiative between the Government and the energy sector that will roll out Australia's first commercial scale smart grid. • **Sustainable Australia – Managed Motorways Initiative:** To fund smart infrastructure technologies to reduce congestion and improve traffic demand management and the overall efficiency of the transport network in major cities. • **Telehealth Trials:** To support Australia's health system to effectively integrate digital technologies and broadband-delivered services to drive efficiency, improve patient outcomes and temper the rate of growth in hospital and other admissions. • **Medicare Benefits Schedule:** To ensure that Australia's health system supports greater adoption of telehealth, the Government is expanding the Medicare Benefits Schedule to include items for telehealth services, starting from 1 July 2011. • **NBN-enabled Education and Skills Services Program:** To fund, source, develop and implement projects to trial improved online and interactive education and skills using the NBN. • **NBN-enabled Tele-education Project:** To help Australia's education system secure the benefits from a high-speed broadband classroom environment and at-home learning, the Government will provide funding for an NBN-enabled Tele-education Project utilising state-of-the-art virtual interactive training rooms, laboratories and community learning capability through a partnership between the NSW TAFE New England Institute and University of New England. • **Telework Forum:** The Government will host a Telework Forum that will bring together senior executives from industry and the Australian Public Service to explore the business case for increased teleworking and successful examples from industry. • **Tell Us Once Initiative:** To investigate and test some preliminary

Policy / Strategy	Organisation (s)	Date	Overview	Relevant Implications for RDA Brisbane and the Regional Roadmap Update
				developments to improve people's ease of use and access to Government services under a Tell Us Once Initiative (the Improved Access to Australian Government Service Initiative). • **Service Delivery Reform Initiative:** To ensure Government service delivery is modern and flexible, the Government has committed to Service Delivery Reform initiatives within the Human Services portfolio that will transform the way people receive services and interact with Government. • **Data.gov.au:** To promote the development of innovative online applications and services by businesses and the community, the Government has developed the data.gov.au site as a data catalogue of Government information. • **NBN Regional Legal Assistance Services Initiative:** The Initiative will initiate the delivery of legal assistance services and attract and retain staff in selected regional areas. The strategy is integrated in the RDA Brisbane 2012-13 Roadmap under the Digital City goal, "actively engaging opportunities offered by the Digital economy for the benefit of all". RDA Brisbane has actively engaged with the National Digital Economy Strategy through the Brisbane Digital Engagement Project that has been funded to: • Host the CLICK! Digital Expo • Survey Brisbane NFP sector to determine their digital engagement readiness.

Source: Department of Broadband, Communications and the Digital Economy, 2012

Clean Energy Future

Policy / Strategy	Organisation (s)	Date	Overview	Relevant Implications for RDA Brisbane and the Regional Roadmap Update
Clean Energy Future	Department of Climate Change and Energy Efficiency	2012	The Australian Government is investing more than $5 billion in developing and commercialising clean energy technologies.	The Australian Government is developing a suite of programs and initiatives to support householders, industry and the community to save energy and reduce emissions. **Energy efficiency**

Policy / Strategy	Organisation (s)	Date	Overview	Relevant Implications for RDA Brisbane and the Regional Roadmap Update
			The plan to move to a Clean Energy Future is expected to cut pollution by at least five per cent compared with 2000 levels by 2020—which will require cutting net expected pollution by at least 23 per cent in 2020—and 80 per cent below 2000 levels by 2050. The comprehensive plan also aims to introduce a carbon price and invest billions of dollars in renewable energy. It includes transforming the energy sector away from high polluting sources such as brown coal and storing carbon in the land through better land management strategies.	- Community Energy Efficiency Program - Energy Efficiency Information Grants - Energy Savings Initiative - Living Greener—Household information and advice line - Low Income Energy Efficiency Program **Jobs and industry assistance** - Clean Energy Skills - Coal mining assistance - Energy Security Fund - Jobs and Competitiveness Program **Land sector** - Carbon Farming Initiative - Carbon Farming Initiative non-Kyoto carbon fund - Indigenous Carbon Farming Fund - Carbon Farming Skills **Other programs** - Charities Maritime and Aviation Support Program - Climate Change Grant Program - Green Loans and Green Start Programs - Home Insulation Safety Plan - National Solar Schools - Renewable Energy Target - Smart Grid, Smart City - Solar Cities - Renewable Energy Bonus Scheme—Solar Hot Water Rebate RDA Brisbane has developed a Clean City goal for the 2012-13 Regional Roadmap Update. RDA Brisbane will actively promote the Clean Energy reforms.

Nationally Significant Infrastructure

Policy / Strategy	Organisation (s)	Date	Overview	Relevant Implications for RDA Brisbane and the Regional Roadmap Update
Nationally significant infrastructure projects	Infrastructure Australia	2012	Infrastructure Australia released its fourth review of national infrastructure priorities and performance on 13 July 2012. The report to the Council of Australian Governments, *Progress and Action*, includes Infrastructure Australia's annual infrastructure priority list. The report recommends some major reforms in the infrastructure sector. These include: • the agreement to establish single national laws and single regulators for heavy vehicle, rail and maritime safety • the decision to involve the private sector more in infrastructure debates, including on the peak Ministerial committee on transport and infrastructure.	Five projects have been identified by Infrastructure Australia as nationally significant due to the contribution they will make to increasing public transport capacity and making better use of existing infrastructure. The projects include the Gold Coast Rapid Transit and Eastern Busway. RDA Brisbane has developed a Connected City goal for the 2012-13 Regional Roadmap Update. RDA Brisbane supports transport and infrastructure projects that improve freight capacity and movements and greater transit efficiency and effectiveness.

2. Queensland State Government

State Planning

Policy / Strategy	Organisation (s)	Date	Overview	Relevant Implications for RDA Brisbane and the Regional Roadmap Update
Temporary State Planning Policy, *Planning for Prosperity*	Department of State Development, Infrastructure and Planning	Aug 2012	The temporary State Planning Policy 2/12 *Planning for Prosperity* is a statutory instrument under the Sustainable Planning Act 2009. The purpose of the policy is to ensure that economic growth is facilitated by local and state plans, and is not adversely impacted by planning processes. The policy is to be reflected in relevant State and Local Government decision making.	*Priority Areas:* The State Government's interest in economic growth includes promoting: • Agriculture • Tourism • Mineral and Extractive resource industries • Construction activities. The policy directions will be reflected in RDA Brisbane activities under the Competitive, Connected and Enterprising City goals of the 2012/13 Roadmap.

South East Queensland (SEQ) Regional Plan

Policy / Strategy	Organisation (s)	Date	Overview	Relevant Implications for RDA Brisbane and the Regional Roadmap Update
South East Queensland Regional Plan (SEQ Regional Plan)	Department of State Development, Infrastructure and Planning	2012	The South East Queensland (SEQ) Regional Planning Committee is responsible for advising the Regional Planning Minister about the development, review and implementation of the SEQ Regional Plan. The committee consists of several representatives from a number of Government organisations.	The next review of the SEQ Regional Plan is scheduled to commence in 2013. An appointment will shortly be made to a new position of SEQ Regional Development Coordinator to work with the SEQ RDA committees and the SEQ Regional Planning Committee. This new role will mean better alignment of RDA and State Government regional development activities. This role is consistent with the vision for RDA Brisbane.

Queensland Infrastructure Planning

Policy / Strategy	Organisation (s)	Date	Overview	Relevant Implications for RDA Brisbane and the Regional Roadmap Update
Queensland Infrastructure Planning and Reform	Department of State Development, Infrastructure and Planning	2012	There are major reforms taking place in Infrastructure planning in the state. Infrastructure Queensland was established as a key commitment in the State Government's 100 day Action Plan. The group will provide advice to the Queensland Government on infrastructure priorities and long-term planning. The group is made up of private sector representatives and heads of key government departments that will drive the Queensland Government's infrastructure projects. An important part of local infrastructure planning is the priority infrastructure plan (PIP). The PIP shows when and where the infrastructure for water, sewerage, stormwater, transport, parks and land for community use is proposed to be rolled out to service communities.	The Brisbane Priority Infrastructure Plan (PIP) 2011 was adopted by the Brisbane City Council and came in to effect on 6 January 2012 and is part of the City Plan 2000. RDA Brisbane will be attentive to the priorities of the Brisbane PIP.

3. Brisbane City Council

Our Shared Vision: Living in Brisbane 2026

Policy / Strategy	Organisation (s)	Date	Overview	Relevant Implications for RDA Brisbane and the Regional Roadmap Update
Our Shared Vision: Living in Brisbane 2026	BCC	2012	Our shared vision is Council's integrated long term vision for the city (its long term community plan). It has eight themes and twenty city-wide outcomes. The eight themes are: • Friendly, safe city • Clean, green city • Well-designed, subtropical city • Accessible, connected city • Smart, prosperous city • Active, healthy city • Vibrant, creative city • Regional, world city.	RDA Brisbane's goals for 2012-13 support and promote the themes outlined in the "Our Shared Vision: Living in Brisbane 2026" community plan.

Brisbane Economic Development Plan 2012-2031

Policy / Strategy	Organisation (s)	Date	Overview	Relevant Implications for RDA Brisbane and the Regional Roadmap Update
Brisbane Economic Development Plan 2012-2031	BCC	2012	The Brisbane Economic Development Plan sets out Council's commitment to the actions that will deliver on the economic priorities identified for Brisbane, including those contained in the "Unique Window of Opportunity" Report. The plan will be revised every five years as progress towards the long term vision is reviewed and new opportunities and priorities emerge. The	RDA Brisbane's goals for under 'A Competitive City', 'An Enterprising City', 'A Liveable City', 'A Digital City' and 'A Connected City' for 2012-13 actively promote and support many of the priorities outlined in the Brisbane EDP 2012-2036.

Policy / Strategy	Organisation (s)	Date	Overview	Relevant Implications for RDA Brisbane and the Regional Roadmap Update
			plan commits Council to deliver high quality lifestyle world class infrastructure, minimize red tape and imposts on businesses. Under the plan the Lord Mayor is committed to close engagement with the business community, locally, nationally and internationally to ensure that investors are aware of the opportunities. The plan and recommendations are being delivered jointly by Council and Brisbane Marketing, Council's economic development agency. The key drivers of Brisbane's growth over the next ten years include: • the rise of Asia as the dominant contributor to the growth of the global economy • strong demand for professional and technology services to support the expanding global resource industry • continuing large scale investment in infrastructure and property to support Brisbane's growing economy and population • digital communications applications transforming society and business • business investment opportunities attracted to local research capabilities in resource industries, biomedical and environmental technologies • a growing multicultural population with connections to the global	

Policy / Strategy	Organisation (s)	Date	Overview	Relevant Implications for RDA Brisbane and the Regional Roadmap Update
			economy with a particular focus on the Asian region. The broad elements of the plan include: • Building Brisbane's reputation as Australia's New World City • Growing business and investment to deliver a more productive Brisbane • Leadership and strong engagement with business, education providers and other levels of government to support Brisbane's economic development • Building a city that is known for its lifestyle • Attracting talent and building global connections.	

Brisbane Long Term Infrastructure Plan

Policy / Strategy	Organisation (s)	Date	Overview	Relevant Implications for RDA Brisbane and the Regional Roadmap Update
Brisbane Long Term Infrastructure Plan	BCC	2012	The Brisbane Long Term Infrastructure Plan (BLTIP) 2012-2031 is Council's long term infrastructure policy for the city. The BLTIP aligns infrastructure delivery with Living in Brisbane 2026 – a shared vision for the future of Brisbane City. Implementing the BLTIP will contribute to: • **growing the economy** – enhancing the city's capacity for long term economic growth • **building communities** – supporting	RDA Brisbane goals for 2012-13 support the priorities of the Brisbane Long Term Infrastructure plan.

Policy / Strategy	Organisation (s)	Date	Overview	Relevant Implications for RDA Brisbane and the Regional Roadmap Update
			a growing and diverse Brisbane population • enhancing the environment – managing and mitigating the impact on the natural environment. The BLTIP commits Council to achieving results that will better enable the city to grow the economy, build the community, and enhance the environment. Council will pursue the following eight infrastructure strategies in conjunction with other levels of government and the private sector: • Strategy 1 – Transport • Strategy 2 – Water cycle • Strategy 3 – Energy supply and distribution • Strategy 4 – Telecommunications • Strategy 5 – Waste management • Strategy 6 – Social infrastructure • Strategy 7 – Green space • Strategy 8 – Key districts.	

Environment Policy

Policy / Strategy	Organisation (s)	Date	Overview	Relevant Implications for RDA Brisbane and the Regional Roadmap Update
Environmental Policy	BCC	2012	Brisbane City Council's environmental vision for 2026 is that Brisbane will be a prosperous subtropical city, enjoyed by residents, admired by visitors and respected nationally and internationally for its achievements. The policy recognises environmental responsibilities to manage the city and serve the community of Brisbane by: - developing, implementing and regulating environ-mental policy and standards - delivering waste management, public transport, construction and maintenance works - implementing land use planning and management - providing public amenities, parks and gardens	Council aims to minimise environmental impacts associated with their activities, while conserving and enhancing the city's biodiversity. To ensure the city's environment and resource efficiency improves over time, Council will: - comply with and where practical, exceed the requirements of relevant legislation, policy and standards to continually improve our environmental performance - work in partnership with the Brisbane community and regional organisations to enhance the city's environmental quality, while respecting cultural, social and economic values - regularly assess and audit our environmental performance and the effectiveness of our environmental management systems - improve our environmental performance through setting measurable objectives and targets - ensure our employees, suppliers and contractors are aware of and able to respond to their environmental responsibilities - support and implement waste reduction, reuse and recycling programs - reduce resource consumption, including energy use - give purchase preference, where feasible, to reusable, recycled and environmentally-friendly products - improve environmental outcomes by developing innovative regulatory policy for industry and the community - prevent pollution at its source and continually improve Council's response to pollution incidents to minimise their impacts and occurrence RDA Brisbane has developed a Clean City goal "that is emissions conscious and values its environment". RDA Brisbane will partner with the BCC and regional organisations to enhance the city's environmental quality.

4. COAG Reform Council

Policy / Strategy	Organisation (s)	Date	Overview	Relevant Implications for RDA Brisbane and the Regional Roadmap Update
"Review of Capital City Strategic Planning Systems" Report to the Council of Australian Governments	COAG	2011	In reviewing the strategic planning system for South East Queensland and Brisbane, the COAG Reform Council and Expert Advisory Panel made the following high level findings: "Overall, the Queensland planning system has robust mechanisms to support cross-government coordination and implementation. The 'line of sight' concept provides a useful means for articulating and driving vertical integration—the link between strategic visions/goals and actions on the ground. While the Queensland planning system has strong integration mechanisms, the same cannot be said about its accountability and performance measurement systems. For example, a set of performance indicators that are clearly linked to the goals and outcomes of the Regional Plan is yet to be developed."	Below is a summary of the findings for South East Queensland/Brisbane against the nine criteria. These indicate that largely the region is meeting the criteria but the findings shown in red where there is room for improvement are areas that are largely addressed in our Regional Roadmap goals and priorities. See table below.

Below is a summary of the findings for South East Queensland/Brisbane against the nine criteria. These indicate that largely the region is meeting the criteria but the findings shown in red where there is room for improvement are areas that are largely addressed in our Regional Roadmap goals and priorities.

Criterion	Finding
Criterion one: integration	Largely consistent
Criterion two: hierarchy of plans	Consistent
Criterion three: nationally significant infrastructure	Largely consistent
Criterion four: nationally significant policy issues	Largely consistent
Criterion five: capital city networks	Consistent
Criterion six: planning for future growth	Consistent
Criterion seven: frameworks for investment and innovation	*Partially consistent*
Criterion eight: urban design and architecture	*Partially consistent*
Criterion nine (a): accountabilities, timelines and performance measures	*Partially consistent*
Criterion nine (b): intergovernmental cooperation	Consistent
Criterion nine (c): evaluation and review cycles	Consistent
Criterion nine (d): consultation and engagement	*Partially consistent*

Refer Part A – For Context, Criteria and Category Explanation

http://www.coagreformcouncil.gov.au/reports/cities.cfm

Appendix 4   LIST OF TABLES

Appendix 5   LIST OF FIGURES

Appendix 6 GLOSSARY OF ACRONYMS

ABS	-	Australian Bureau of Statistics
ANZSCO	-	Australian and New Zealand Standard Classification of Occupations
BCC	-	Brisbane City Council
BCC EDP	-	Brisbane City Council Economic Development Plan
CALD	-	Culturally and linguistically diverse groups
CBD	-	Central Business District
CLICK!	-	Connect Learn Innovate Create & Kickstart! (Digital Expo)
COAG	-	Council of Australian Governments
FTE's	-	Full time equivalent employees
G20	-	Group of 20 Finance Ministers of major economies
GDP	-	Gross Domestic Product
GRP	-	Gross Regional Product
GRI	-	Global Reporting Initiative
KPI's	-	Key Performance Indicators
LGA	-	Local Government Area
MSIT	-	Metropolitan South Institute of TAFE
NBN	-	National Broadband Network
NFP	-	Not for profit
OESR	-	Office of Economic and Statistical Research
PCA	-	Property Council of Australia
RDA	-	Regional Development Australia
RDAF	-	Regional Development Australia Fund
SEQ	-	South East Queensland
SES	-	Socio-economic status
SMEs	-	Small and medium-sized enterprises
SD	-	Statistical Division
TAFE	-	Technical and Further Education
ULDA	-	Urban Land Development Authority
VET	-	Vocational Education and Training