



**Regional Development Australia (RDA) Brisbane
ANNUAL BUSINESS PLAN 2018-19**



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1 Introduction

This Annual Business Plan is for the period from 1 July 2018 to 30 June 2019 and features RDA Brisbane working with a wide range of stakeholders to address the identified Regional Priorities while delivering on the RDA Charter to achieve economic development outcomes.

RDA Brisbane's planned activities will complement and respond to priorities in the region of the three levels of Government, while collaboration, communication and connections are what the RDA does best to enable and deliver on outcomes needed to stimulate economic activity.

With Brisbane being the engine room of much of Queensland's economic growth, there is a strong interdependency with the regions for its labour and supply chain needs, so it is inevitable that much of RDA Brisbane's momentum is more broadly focused.

The Business Plan is structured as follows:

1. Introduction

- 1.1 Summary of Key Achievements and Learnings from the Previous Year
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RDA Brisbane's Vision and Mission Statements

Our Vision: RDA Brisbane's Vision is to be a highly effective and respected enabler of Brisbane's unique economic development potential through collaborating with business, the community and all levels of government.

Our Mission: RDA Brisbane's Mission is to engage and promote partnerships across all sectors of the community and all levels of government to develop Brisbane's economic prosperity

The Committee and staff look forward to implementing the 2018-19 Annual Business Plan and further enhancing the work and influence of RDA Brisbane.

1.1 Summary of Key Achievements and Learnings from the Previous Year

RDA Brisbane continued to take a lead in driving key collaborative initiatives in Brisbane and also across the broader Queensland RDA regions. Over the year we introduced an increased focus on trade, investment and global connections in line with implementing the new [Charter for RDAs](#). A summary of the key achievements and learnings are below.

- RDAB identified an opportunity and took a lead role in showcasing Queensland's regional strengths of key, innovative and emerging industries that have the potential to grow our exports by securing a **Commonwealth Games Trade2018 project** to showcase Brisbane and all of Queensland's regions, their productive and innovative export industries, and projects seeking investment. This initiative, developed in conjunction with and funded by the Office of the Commonwealth Games, leveraged the Queensland economic development practitioners and Queensland RDA network to promote and showcase Queensland's regional industry strengths and investment opportunities to Commonwealth delegates, and what we are best at in terms of our export industries and businesses. The elements of the project are:
 - **The Queensland and Commonwealth Collaboration and Showcase event** including workshops of economic development practitioners and a Networking Luncheon & Showcase on 12 April at the Southport Yacht Club
 - A Queensland regional prospectus "**Queensland's Regions Trading Globally**" – distributed electronically to over 2,000 international trade delegates; hard copies were distributed at the event and Queensland RDAs purchased additional copies to distribute in their regions
 - A **Queensland Collaboration Trade Portal** featuring Queensland's leading manufacturers, producers and services – derived from the RED Toolbox showcase – was also developed. Queensland RDAs contributed details of leading companies in their regions to include in the showcase which are accessible to global markets.

Around 150 delegates attended from throughout Queensland including the Queensland Premier, Agriculture Minister and Assistant State Development Minister. All 12 Queensland RDA regions were represented by the RDAs themselves or, where unavailable as there were still RDAs undergoing recruitment processes, their local governments. Three of the Australian Government Industry Growth Centres participated and also had exhibits, as did Trade and Investment Queensland and the SEQ Indigenous Chamber of Commerce. Feedback from workshop delegates included a need for shared and better understanding of Queensland's regions' competitive attributes and industrial/sectoral strengths (including a better understanding of competitor regions/businesses on the world stage) and more granular information on investment projects from each region for use at trade promotions and events and investment attraction activities. RDAB is addressing these issues, including a follow-up meeting with Austrade and Trade and Investment Queensland.

- RDA Brisbane organised its 5th annual **CLICK! Digital event**, once again cementing its place as SEQ's foremost event to help SMEs transform and grow in the new digital economy. CLICK! 2017 was held on 1-2 September at Brisbane's premier event venue, the Brisbane Convention & Exhibition Centre, drawing nearly 1,000 businesses, startups, not-for-profits and motivated individuals wanting to increase their digital and business skills, and boost competitiveness and innovation. Based on feedback from previous events, we provided a 2-day program packed with sessions run across six seminar rooms, with new masterclasses and hands-on business development workshops

added to the line-up, as well as the ever-popular digital seminars that CLICK! has become known for. Workshop topics covered the five key elements of the former ASBAS program run at the time by Event Founding Partner, Career Employment Australia: financial analysis, how to sell, talent & team, management capabilities, digital engagement and building your business. Brisbane City Council was the Main Event Sponsor and the Queensland Government's Advance Queensland Program funding enabled global innovator [Kevin Harrington](#) – the original 'Shark' on the hit US TV series Shark Tank, inventor of the infomercial and pioneer of the "As Seen on TV" industry travel from the US and speak at 2 sell-out sessions. Starting up and entrepreneurship was a key focus this year, with a number of tailored sessions for startups, and five SEQ digital startups with high growth potential were able to exhibit at the event for free. The CLICK! Expo is primarily aimed at supporting SMEs and startup businesses to build their capability to prosper in the digital economy and meet the challenges of digital disruption, and this is an important economic development activity for the region.

- Off the back of our successful CLICK! events, RDA Brisbane has secured a new third party contract for 3 years to deliver the **Australian Small Business Advisory Services (ASBAS) Digital Solutions** program across 10 Queensland RDA regions including Brisbane. RDA is sub-contracted to Perth-based organisation Business Station, which won the Australian Government contract to deliver the program in Area 2 (comprising WA, NT and Queensland) from 1 July 2018 to 30 June 2021. Another partner, Treeti Business Advisory, will deliver the program in the NT and northern Queensland.
- RDA Brisbane, as Foundation Partner in the **RED (Regional Economic Development) Toolbox** has been connecting potential partners to the RED Toolbox, raising awareness and hosting stakeholder meetings and demonstrations involving the 3 levels of government, industry, international business councils and chambers about how the toolbox can facilitate collaboration to boost regional development, trade and investment. The toolbox has the potential to build productive regions, industries and increase exports. It works by enabling active, timely collaboration across organisations, industry sectors and regions, and the sharing of ideas, projects and best practice examples. It showcases 5,000 Australian producers to markets across the world. The Toolbox was officially launched at the SEGRA conference in Port Augusta in October 2017
 - An **India Australia Trade Showcase** and export groups were set up after introductions facilitated by RDA Brisbane to the Australia India Business Council (AIBC) and Austrade. It is a "shop window" of Australian suppliers, promoted in India by the AIBC, the Confederation of Indian Industry (CII) and the Federation of Indian Chambers of Commerce and Industry (FICCI). This partnership reaches into every state and city in India, providing a great opportunity to showcase businesses from Australia. India is currently Australia's 5th largest market for goods and 6th for services, and trade between both countries is growing.
 - The **Queensland RDAs** have been onboarded as partners in the RED Toolbox as part of our Commonwealth Games Trade 2018.
- RDAB was involved in the TCI Network Oceania's delivery of its 2018 cluster event: '**Why Clusters Matter – Growing Regional Trade & Investment through Clusters**', which was held on the Sunshine Coast in June. Sponsored by the Australian Government's Industry Growth Centres and the Sunshine Coast Regional Council, international cluster experts from 4 countries came to share their experiences in cluster development, management, measurement and internationalisation with delegates from around Australia and the Oceania region. Delegates also had the opportunity to visit some of the Sunshine Coasts' high value industry clusters including FAN (Food and Agribusiness Network) cluster members; Sports, and emerging Health and Wellbeing and Medical cluster and precinct as well as attend workshops on Clusters 101 & Beyond and Measuring the Economic Impact of Cluster Programs on the final 2 days of the program. A special highlight of this year's event was the announcement of 4 winners of Australia's first national cluster funding program by the

Assistant Minister for Science, Jobs and Innovation. This funding program is an initiative of FIAL (Food Innovation Australia Ltd Industry Growth Centre).

- RDAB's Regional Development Coordinator, Tracy Scott-Rimington, is also Chair of the TCI Network Oceania Chapter. She was invited to participate in an **EU Asia engagement forum in Transylvania** in May, where she presented on Australian clusters and participated in a cluster matchmaking event. She also promoted Queensland trade and investment opportunities via distributing copies of our "Queensland's Regions Trading Globally" prospectus.
- In a bid to connect businesses with export opportunities, RDAB held a "**Connecting Brisbane companies with global buyers via Alibaba.com**" seminar in December 2017 to enable Brisbane SMEs to learn about the opportunities Alibaba offers for Queensland brands and exporters to connect with Chinese buyers. Alibaba is the world's largest online and mobile commerce company. More than 507 million mobile users connect through Alibaba's China retail marketplaces each month. The event was held in partnership with Chinadirect Sourcing and Holding Redlich lawyers. Attendees were taken through the process of how SMEs can access the Chinese market through the Alibaba ecosystem by James Hudson, Director of Corporate Affairs, Government Relations and Marketing, Alibaba Group (Australia and New Zealand) who travelled from Melbourne, and Brisbane's Lindy Chen, Managing Director, Chinadirect sourcing who is one of two Global Service Partners in Australia for Alibaba. RDAB provided referral to other SEQ RDAs; as a result the seminar was replicated by RDA Darling Downs & South West, and RDAB was asked to partner in another Alibaba event by the Brisbane West Chamber in July 2018.
- RDAB facilitated awareness, information and applications under the \$272.2 million **Regional Growth Fund**. RDA Brisbane issued a News Alert disseminating the grant information to stakeholders on the database, advertised on the website and posted on social media. RDA Brisbane ran briefing sessions for potential applicants which were attended by 30 applicants from SEQ RDA regions: Brisbane, Gold Coast, Logan & Redlands, Moreton Bay, Darling Downs & South West and Ipswich & West Moreton regions. Follow up meetings were held with applicants from non Brisbane regions.
- RDAB is an active leader of regional networks. It continues to chair and facilitate the **GIBIN (the Government Industry Business Information Network)**, an informal network in South East Queensland which is understood to be the largest of its kind in Australia, comprising representatives of over 60 Business and Industry Associations, RDAs, Universities and Government agencies (Local, State and Federal) that deliver services or develop initiatives for business. A spin-off of the GIBIN has been a partnership with the Brisbane West Chamber of Commerce in a Facebook Page **The Biz Buzz** which is a direct conduit to business, providing information on government grants, resources and events. RDA also partnered with the Chamber in "The Pitch 2.0" event, sponsored by News Corp, where a number of SMEs pitched their business challenges to a panel of business experts.
- RDAB continues to be a partner in the **EXPRESSWAY™ Network Forum**, along with Microsoft Innovation Centre and TAFE Queensland. This is an innovation business network connecting innovative businesses and scalable startups, offering opportunities for businesses to make connections, share ideas, form collaborations with other, connect with potential investors, and find out about services available from government and business support agencies. RDA Brisbane is involved in growing EXPRESSWAY into a Queensland wide innovation network that encompasses all industry sectors, regions and stages of business, and involving other RDAs in this process. The network has expanded into Moreton Bay region, with RDA Moreton Bay having hosted the first EXPRESSWAY forums outside of the Brisbane region.

- RDAB is a go-to organisation and has made numerous **strategic connections** throughout the year for and between business/industry, the 3 levels of government, regional and national stakeholders, using our extensive networks (including GIBIN, EXPRESSWAY and TCI), partnerships, knowledge and influence to foster innovation and economic development outcomes.

RDA Brisbane plans to build on these and many other achievements and introduce new initiatives to support economic development in Brisbane and the broader economic region.

Lessons learnt:

- RDAB learnt that, while blockchain technology is gathering huge momentum internationally, there is still uncertainty and hesitancy about its abilities and implications in Australia. RDAB was approached by a global blockchain company through its association with the RED Toolbox to look at auspicing a blockchain demonstration project for a group of Queensland councils, which could have led to other projects nationally. The RDA Committee instigated a SWOT analysis, and determined that while blockchain is an important economic development activity, RDA's role should be around facilitating connections more than being at the forefront of driving solutions. The Committee also directed that the RDA should exercise caution about being seen as having agency for commercial enterprises, in order to maintain its integrity.

1.2 Overview of Committee Members and Staff

1.2.1 Members

All requirements of the RDA reform process were completed with the appointment by the Minister of the Chair, Dr Patricia Rowe, and the subsequent appointment of Deputy Chair, Jeff Lassen, and returning Committee members: Mark Townend, Don Whitehouse, David Hansen, Shawn Day, Margo Couldrey and Laura Barnes. Two new Committee members, Barbara (Yan) Grieve and Peter Kinne, were also appointed, bringing a strong global business focus to the Committee. Members serve voluntarily and come from a variety of business, community, education and government backgrounds. They participate actively in Committee meetings, bringing informed views, ideas and connections for our strategy development, contributing intelligence, setting strategic objectives and fulfilling governance obligations.

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

To maintain our strong working relationship with Australia's largest Local Government Authority whose boundaries mirror those of RDA Brisbane, a Brisbane City Council representative is among the Committee members, and in addition a Councillor is invited to participate ex-officio in the Committee meetings.

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

1.2.2 Staff

RDA Brisbane continues to have a stable and committed staff team which has contributed to the RDA's strong momentum and achievements during the year, harnessing the considerable level of stakeholder engagement and relationship building. The staff have skills and wide-ranging expertise in regional economic development, along with expertise in event management, project management, and finance – see details on the RDA website <https://www.rdabrisbane.org.au/about-us/staff> CEO Margaret Blade has been transitioned to the Director of Regional Development role while the Regional Development Support & Event Manager, Sha Wharton, has taken up the full time role as Program Manager for ASBAS Digital Solutions. Tracy Scott-Rimington is RDA's part-time Regional Development Coordinator and is also the Chair of TCI Network Oceania, with which RDA Brisbane maintains a working partnership. RDAB's school-based business trainee completed training during the year, graduating with a Certificate III in Business.

A marketing contractor, contracted bookkeeper and casual office support complement the permanent staff. From time to time university post-graduate interns are engaged and assigned to project work.

1.3 Operational Parameters for the Coming Year

RDA Brisbane's primary funding source is operational funding from the Australian Government, which provides it with the resources to carry out its broad-ranging and comprehensive agenda for the betterment for Brisbane and its surrounding regions.

1.3.1 Income

Income for the 2018-19 financial year will comprise:

- Operational Funding from the Australian Government (Department of Infrastructure, Regional Development and Cities)
- Third party contract (see below)
- Funds generated from holding events.

1.3.2 Third Party Contracts

RDA Brisbane has secured a new third party contract for 3 years to deliver the Australian Small Business Advisory Services (ASBAS) Digital Solutions program across 10 Queensland RDA regions. RDA is sub-contracted to Perth-based organisation Business Station, which won the Australian Government contract to deliver the program in Area 2 (comprising WA, NT and Queensland) from 1 July 2018 to 30 June 2021.

RDA Brisbane will seek other supplementary sources of funding and secure third-party contracts that align with its strategic objectives.

1.4 Risk Management and Workplace Health and Safety

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

1.5 Strategic Context

RDA Brisbane's planned activities, aligning with the RDA Charter, will complement the economic development agendas of the 3 levels of government as they relate to business and jobs growth, productivity, competitiveness, innovation, globalisation, entrepreneurship, industry growth sectors and SMEs.

The **Australian Government's** outward looking agenda is focused around:

- Facilitating the growth and productivity of globally competitive industries
- Driving smart ideas that create business growth, local jobs and global success through supporting startups, collaboration and talent & skills
- Smart investment, policy and technologies to maximise Australian cities' potential
- Strengthening Australian positioning and promoting innovation and capability internationally
- The Melbourne to Brisbane Inland Rail is a key transport infrastructure project that will impact the region's freight movement in the future; in the forthcoming period there will be consultations focused on community and economic impact. The Australian and Queensland governments have jointly funded a feasibility study into a dedicated rail freight link to the Port of Brisbane from the Acacia Ridge Intermodal Terminal.

The **Queensland Government** aims to advance the State's economy through growing innovation, attracting investment, building infrastructure – to create jobs. It also aims to:

- prioritise new and emerging industries to encourage growth and innovation
- enhance Queensland's position as a global innovation hub
- support entrepreneurship, enable businesses to innovate and grow and support research to deliver economic and societal benefits.
- Increase Queensland's share of national overseas exports to 22 per cent and maintain through to 2022.
- Increase the number of investment outcomes facilitated by the Queensland Government by 20 per cent by 2022.

The South East Queensland Regional Plan 2017 *ShapingSEQ* sets a framework for the region's growth with a strong focus on transport-oriented development, concentrating diverse housing supply closer to public transport to cut down congestion and carbon emissions. The plan's "prosper" theme seeks to strengthen and raise the region's economic profile to ensure it remains prosperous and continues to compete globally. To do this, SEQ will need to be able to keep pace with the rest of the world. It will have to continue to invest in and support its economic strengths, and seek out new and emerging opportunities.

Local Government priorities that will drive **Brisbane's** economic growth for the next 7-10 years and beyond include:

- Brisbane's growth sectors that will have most impact on GRP movement;
- Talent and skills
- Diverse districts and productive precincts
- Start-up ecosystem
- SMEs.

Brisbane City Council is the largest local government enterprise in Australia with an annual budget of \$3billion, assets of \$21.6billion and community equity of \$19billion. The Council's economic development approach is around productivity and liveability: unless people want to live here and stay here and there are jobs for them, they won't come. Brisbane needs investment; it needs to specialise in at least one productive industry and needs to be globally recognised. It is working to support small business, nurture innovation and mitigate traffic congestion to build the local economy, creating new and innovative jobs.

Key economic development enabling infrastructure projects in Brisbane include Queen's Wharf Integrated Resort Facility (due for completion in 2022), Cross River Rail (which is the Queensland Government's highest priority infrastructure project catering for future growth), the Brisbane Metro (8 global precincts with a high concentration of export-oriented businesses are aligned to where the Metro will be built), Brisbane Airport's second runway (due for completion in 2020).

The 3 levels of government are poised to sign an SEQ City Deal that will provide a tripartite focus on investments and actions to align planning, investment and governance to accelerate growth and job creation, stimulate urban renewal and support the future prosperity and liveability of the SEQ region.

Major stakeholders for this period will be: the Department of Infrastructure, Regional Development and Cities; AusIndustry; Austrade; Dept of Jobs and Small Business; Qld Dept of State Development, Manufacturing, Infrastructure & Planning; Dept of Housing and Public Works (Digital Engagement); Department of Innovation, Tourism Industry Development & Commonwealth Games; Trade & Investment Queensland; Brisbane City Council, Brisbane Marketing; EXPRESSWAY partners (TAFE QLD, Microsoft Innovation Centre); TCI Network Oceania; GIBIN members; Digital Business Insights (developer of the RED Toolbox), Industry Growth Centres (particularly FIAL, METS Ignited, NERA, MTP Connect which are active in SEQ); industry associations; Business Station WA; other Queensland councils; Chambers of Commerce; Queensland RDAs. New/renewed stakeholders to engage with for digital and transport connectivity and infrastructure are Brisbane Airport Corporation, Port of Brisbane, Department of Transport & Main Roads, Brisbane Airport Corporation, NBN Co.

1.6 Communications Strategy

Communication plays an integral part in RDA Brisbane's overall operational and strategic work and in addressing the 6 Outcome Areas for RDAs. Using a variety of and targeted methods of communication enables effective interaction with both our internal and external stakeholders and ensures that our activities receive extensive awareness of and engagement with participants in regional economic development.

RDAB continues to place a strong emphasis on using digital communication, including digital and social media, which reflects the need to get key messages out quickly, economically and to a mass audience:

- E-newsletters and Special News Email Alerts– HTML using Vision 6 – via email and placed on the website – promoting RDA activities, Government programs, announcing programs and special events, and for stakeholder consultation
- RDA national newsfeed – periodic articles submitted
- RDAB has an extensive electronic database with 5,000 stakeholders and growing, that has been built up over the past 8 years and is regularly updated and maintained
- Facebook – RDAB has 3 Facebook accounts: [RDA Brisbane](#), [CLICK! Digital](#) and [The Biz Buzz](#) (the latter in partnership with Brisbane West Chamber of Commerce, promoting business events, grants and resources). We use these accounts to promote our activities, events, stakeholder partnership activities and Government programs. We also share posts from the 3 levels of government relating to regional economic development and promoting the region's comparative advantages, as are relevant to our stakeholders
- Twitter is used to a lesser extent, having been used extensively in the past to promote our CLICK! Digital events
- Survey Monkey for surveys (including post-event surveys) and analysis
- Event platforms Eventbrite and My Booking Manager
- The [RDAB website](#) is kept up to date and contains the Biz Buzz Facebook feed, news tabs which are updated between newsletters and information about the RDA, its role and Committee
- A dedicated [ASBAS Digital Solutions](#) landing page is kept updated with workshops held across 10 Queensland RDA regions and is used to gather EOIs from small businesses wishing to participate in the program
- Zoom will be used for ASBAS webinars
- [The CLICK! Digital](#) website is being held as a sign post to the ASBAS Digital Solutions program
- An emerging form of digital communication employed by RDAB is [The Red Toolbox](#) which works by enabling active, timely collaboration across organisations, industry sectors and regions, and the sharing of ideas, projects and best practice examples. RDA Brisbane (as a Foundation Partner) has been connecting potential partners to the RED Toolbox.

Traditional forms of communication still play an important role and serve to build relationships, such as meetings, hosting workshops, forums, tele- and videoconferencing. RDAB is accommodated in a serviced office building that provides access to meeting rooms and boardrooms in several Brisbane locations, and these are frequently used to host face to face communication.

2 Identification of RDA Activities

2.1 Regional priorities

RDA has identified five key Regional Priorities that address local and broader regional economic development needs, harness our regional comparative and competitive advantages and reflect the relative priorities of the three levels of government. They encompass and build on the regional priorities identified in the interim Business Plan in 2017-18 and advocate for the need for:

1. Increased connections to export and investment opportunities
2. Fostering business innovation and capability
3. Establishing industry clusters, specialisations and partnerships
4. Maximised international air connectivity
5. Enhanced economic development enabling infrastructure, especially transport and digital

New studies and benchmarking reports have been released which rank Brisbane and SEQ globally with other New World Cities and like-regions. Brisbane's overall performance relative to its peer cities shows improvement in recent years with its emerging specialisations and identity as a city of lifestyle, education, business and urban amenity. While Brisbane has made significant gains in recent years and risen to No. 37 in global rankings, the city is lagging in the following indicators when benchmarked against other New World Cities, and the SEQ region exhibits similar weaknesses when globally benchmarked against like-regions. The following weaknesses in the global rankings have therefore been incorporated into the above priorities:

- Digital connectivity
- Investment attraction
- Innovation ecosystem
- Size and reach of the visitor economy
- Knowledge sector mix and global reach

The Regional Priorities are discussed in the Analysis below.

2.2 Analysis

As Australia's new world city, Brisbane is an emerging economic powerhouse and gateway to the Asia-Pacific region. It is the closest Australian capital city on the eastern seaboard to Asia and offers an attractive business environment in a region supporting an ever-increasing share of global economic growth. Brisbane is a major hub for large resource and energy companies, a significant centre for research and innovation and plays an influential role

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

The key regional priorities and related issues are discussed below, and the RDA's planned activities are identified to address the priorities.

Export and Investment

Exports support one in five Queensland jobs, with increased trade in goods and services predicted to be the key driver of economic growth in the state over the next few years. At the macroeconomic level, trade increases the rate of innovation in the economy due to the transfer of knowledge and technology and the need to continually improve products and practices due to increased competition. Further opportunities will be opened up as the Australian Government negotiates more Free Trade Agreements.

Queensland's Trade & Investment Strategy 2017-2022 sets out priorities to build on Queensland's existing strengths, further diversify the economy, target key overseas markets, build the export capabilities of small and medium-sized businesses, increase international engagement with Asia and beyond, and promote investment in businesses, infrastructure and innovation.

Benchmarking of the SEQ region indicates that the region is only a recently globalising region. SEQ has the lowest share of export-oriented sectors when compared with global like-regions. This is mainly due to the comparatively small to modest size of the region's business and financial services, trade and tourism clusters and sectors. SEQ's smaller overall export economy is despite our higher share of commodities, with its productive agriculture, mining and petroleum related industries.

A comparative analysis of the size of different sectors in the economy indicates an imperative for economic diversification, with Brisbane having three of the four sector profiles that are least geared to the globally traded services and knowledge economy. It also indicates Brisbane is behind in terms of the extent to which its advanced services economy is globalised, how networked advanced producer services firms (eg consulting, law, advertising, accountancy) are with other cities in the global system, which is seen as one of the key indicators of global city status.

While Brisbane is a highly competitive destination for higher education and one of the leading cities in this regard in the world relative to its size, Brisbane is eclipsed by Sydney, Perth and Melbourne for Foreign Direct Investment per capita globally which feature in the top 15, and is slipping down the rankings as growth patterns in other global regions become more favourable to investors.

Brisbane Marketing (the Brisbane City Council's economic development agency) has a dedicated team of 8 staff involved in its "invest Brisbane" strategy, whose role is to connect investors with opportunities, align investment with Brisbane's competitive strengths and engage with clients at a strategic level to deliver business outcomes, including: developing business cases; sourcing valuable local supply chains; facilitating critical

introductions; undertaking talent and labour analysis and establishing collaborative partnerships; sourcing competitive property solutions and market knowledge.

RDAB has been strategic in the trade and investment space in how we can add value and achieve outcomes. RDAB will build upon our contribution to the Commonwealth Games *Trade 2018* program which has helped to position RDAB as an important trade and investment stakeholder. We will build upon the hard copy and web-based collateral to promote Brisbane's brand and industry capabilities at global forums and promote and link our industries, clusters and sectors via our partnerships with TCI Network and the RED Toolbox.

Business Innovation and Capability

According to a new report "Shift Happens" released by the CSIRO's Data61 unit, Queensland is entering a high stakes era of economic disruption which can deliver new global markets, higher incomes and improved lifestyles – or put hundreds of thousands of traditional workers in jeopardy. The development of automation, robotics and artificial intelligence is becoming a major growth industry itself and Brisbane's technology sector is developing quickly to keep pace. Coinciding with the report's release, the Queensland Government has announced a broad review of the State's innovation strategy.

The growth of the mining services sector particularly in SEQ complements demand for Queensland's higher quality coal and rare minerals. The report said the state had to prioritise investment in technologies that would diversify the economy, take a global customer outlook and support high-growth "frontier firms" to foster talent and research and development activity.

In the global rankings, Brisbane has modest results in both the number of innovative firms and breakthrough companies, compared with higher education and public R&D investment, which suggests that the system for commercialisation of knowledge and innovation is below where it should be. Scaling up international calibre companies, fostering an innovation ecosystem and the environments in which innovation precincts might arise, mature and succeed (rather than just establishing innovation precincts) are considered success factors. Brisbane (as with other Australian cities) is playing catch-up in fostering an innovation ecosystem and scaling innovative companies, while it has improved the relative amount of venture capital attracted.

Small business continues to play an important role in Brisbane's economic development; of the over 120,000 businesses in the Brisbane LGA, 97% are small (fewer than 20 employees) and 62% are non-employing. More and more successful small businesses are exporting as digital technology and globalisation create a more conducive environment to enter export markets.

RDAB will play a greater lead role in supporting small business innovation and capability in 10 RDA regions in Queensland with the delivery of the Australian Small Business Advisory Services (ASBAS) Digital Solutions program, through a partnership with Business Station which is the program's successful applicant for Area 2 (WA, NT and QLD) based in Perth.

RDAB will make strategic connections throughout the year with and between business/industry, the 3 levels of government, regional and national stakeholders and global players, utilising our extensive networks – including the EXPRESSWAY innovation network, Government Industry Business Information Network (GIBIN), TCI Network - our knowledge, relationships and influence to foster innovation and economic development outcomes. We also have a supporting role in disseminating information on Government programs

Industry Clusters, Specialisations and Partnerships

TCI Network at its Oceania Cluster Conference on the Sunshine Coast in June 2018 with the theme “Why Clusters Matter – Growing Regional Trade & Investment through Clusters” explored how the world's most competitive nations have established alignment between national, state and regional economic development objectives so that national strengths are elevated and promoted, supported by a strong network of regional clusters. Development of clusters removes the isolation of businesses and regions, building a culture of collaboration for increased innovation and competitiveness and the ability to connect globally.

There is growing recognition by Federal and State Governments of the value of clusters to achieve global competitive advantage, and industry policies are being extended to cater for cluster funding, with the Australian Government’s Industry Growth Centres’ FIAL and METS Ignited granting funds to cluster development in food innovation and mining equipment, technology and services (METS), respectively. The SME Export Hubs funding announced in the May 2018 Budget aims to develop clusters based on the IGC growth industry sectors of food innovation, energy resources, advanced manufacturing, medical technologies, METS and cyber security – all sectors where the Greater Brisbane area has a critical mass.

The Queensland Government is also starting to move towards clusters with its METS industry 10 year roadmap identifying that SEQ has a significant cluster of METS companies with a particular focus on safety, operational productivity, mineral processing, environmental protection, social performance and contract mining, enabling increased productivity and enhanced potential for innovation.

Through RDAB’s relationship and global connections provided by TCI Network Oceania (a global authority in clustering), there is the potential for Australia’s clusters to be connected with international clusters who are willing to do business with Australia.

The SME Export Hubs funding will provide the opportunity for RDAB to play a key role in cluster development in the Greater Brisbane region. Many of the Industry Growth Centre priority industries have a critical presence in the region and together with our RDA expertise we are poised to take this initiative forward with a view to increasing exports from these growth industries.

International Air Connectivity

The size and reach of Brisbane’s visitor economy also ranks low when benchmarking Brisbane against other New World Cities. Australia’s cities find themselves in an increasingly competitive global visitor economy; benchmarks measuring tourism flows, number of meetings, and amount of airport traffic, highlight that even as their visitor markets grow, their global performance is slipping as an increasing number of cities successfully compete for visitors. Brisbane along with Perth and Adelaide have particularly fallen down the global rankings of international meetings hosted between 2012 and 2017, and all five Australian mainland capitals rank in the bottom half for direct air links. Measures of the number of global connections also show relative decline as other global cities become much more connected.

Despite SEQ’s sizeable trading functions and growth platform, it ranks lowest when benchmarked against like-regions for trade throughput in terms of airport cargo tonnage (with Brisbane Airport being the region’s main airport) – with none of the airports specialising in airport cargo. This is because none of the airports specialise in airport cargo.

Opportunities will be opened up with:

- the second Brisbane Airport runway to be completed in 2020, effectively doubling existing capacity to match that of Singapore and Hong Kong
- the Queen's Wharf Integrated Resort to open in 2022 which will attract more visitors to Brisbane

However, Badgerys Creek Airport in Sydney's West will open in 2022 and could create competition with taking airline hub business from Brisbane.

RDAB will promote the merits of the airport and port in the development of collateral to promote Brisbane globally; we will investigate ways that the airport can be assisted to capitalise on new opportunities, mitigate competitive threats and extend its reach and reputation globally.

Economic Development Enabling Infrastructure, especially Transport and Digital

Transport is identified as a regional priority relevant to all levels of government because free movement of people and freight is an enabler of economic development, with Brisbane also acting as a portal to other regions and overseas markets.

Australian and Queensland governments in April 2018 have jointly funded a \$1.5 million study to look at options for improved freight rail connections between Acacia Ridge and the Port of Brisbane. It is acknowledged that freight connections with the Port are critical in supporting SEQ's continued economic growth and development and in unlocking the full economic potential of the Melbourne to Brisbane Inland Rail project. Infrastructure Australia identified a dedicated rail freight line servicing the Port of Brisbane as a high priority and this is one of the options which will be investigated as part of the study.

A BNE 2025 CEO's group is focused on the major infrastructure projects that will complete in the 2025 timeframe. As well as transport infrastructure, such as Cross River Rail, Brisbane Metro and Brisbane's second runway, it is looking at other projects like Queen's Wharf, Brisbane Live and the Gabba redevelopment.

In the broader economic region of South East Queensland (SEQ), the Council of Mayors SEQ in November 2017 issued a list of ten critical infrastructure projects aimed at putting regional connectivity as their highest priority, in a bid to keep commuters, businesses and freight moving efficiently across SEQ. This is cited as being the key to the sustainable growth of the region's population and economy. 71% of Queensland's population is based in SEQ and the region needs major corridors and transport networks that can keep up with the region's growth and economy.

The "Benchmarking SEQ in a Global Context" report by The Business of Cities (October 2017) was developed to inform the development of an SEQ City Deal. The report examines the relative economic, environmental and social performance of SEQ (with Brisbane as its core) against nine comparative overseas regions to demonstrate the factors that make the SEQ region internationally competitive. The City Deal will provide a tripartite focus on investments and actions that will help align planning, investment and governance to accelerate growth and job creation, stimulate urban renewal and support the future prosperity and liveability of the SEQ region.

Through its “prosper” theme, *ShapingSEQ* gives great emphasis to the role of freight and the supply chain network to the economy by spatially identifying these and their relationship to regional economic clusters (RECs). As the population grows so does the importance of an efficient and effective freight system. Recognising the relationship between RECs and their enabling infrastructure is important to ensuring the region maximises economic opportunities.

Brisbane’s weak digital connectivity is the lowest point of the city’s comparative performance when benchmarked against other New World Cities. This is characterised by low average internet speeds, upload and download speeds which are substantially lower than in other cities – and global like-regions to SEQ. Melbourne and Perth are other Australian cities that also have particular challenges in this area. According to the SEQ benchmarking report, the region’s slow internet speeds are strongly linked to its lack of access to the global submarine cable network that connects the world’s internet. This represents a major constraint to the region’s ambitions to attract entrepreneurs, grow the digital economy and boost local businesses’ competitiveness.

While there are many initiatives planned and underway with major players at the fore, RDAB will keep a watching brief with a view to providing advice to government on any critical issues, highlighting activities to keep industry and business stakeholders informed, and identifying how and where we can add value.

2.3 Summary of RDA activities

RDAB has grouped its activities around 3 key themes focussing on where we have gathered momentum and influence and where we can make an impact with our available resources and expertise in addressing the Regional Priorities, while operating within the parameters of the RDA Charter. RDAB is able to work with flexibility and agility to seize new opportunities and refocus where government directions may change. All our activities which we either lead or support leverage partnerships or collaboration with key business/industry, government or community stakeholders.

1. Partner to increase connections to export and investment opportunities

- Leveraging off the Queensland and Commonwealth Collaboration & Showcase project, develop trade and investment collateral to promote the Brisbane region’s brand, industry capabilities and investment opportunities globally (lead)
- Promote and link leading manufacturers, producers and services to potential new markets for export, investment and supply chain sourcing, and encourage regional and sector collaboration for growth via the RED Toolbox (in which RDAB is a Founding Partner) (support)
- Utilise our partnership with TCI Network Oceania to make important global cluster connections, organise cluster events, and for expertise in SME Export Hub development (support)

2. Foster business innovation and capability via Government programs, clustering and networks

- Provide digital solutions advice to small businesses by delivering the ASBAS Digital Solutions program across 10 RDA regions in Queensland; also use the program to build export capability (lead)
- Utilise the SME Export Hubs program and collaborate with Industry Growth Centres, TCI Network, State and Local Government in the development of industry clusters (lead)

- Connect innovative businesses, entrepreneurs and scalable startups via the EXPRESSWAY innovation network forum (in which RDAB is a partner) to share ideas, form collaborations with each other, connect with potential investors, and find out about programs and services available (lead)
- Promote relevant government policies and programs via coordination of the GIBIN network and through email alerts/newsletters, website posts, social media and the Lord Mayor's Small Business Forums (lead)

3. Build influence, networks and partnerships to drive economic development outcomes

- Make strategic connections with and between business/industry, government, regional and national stakeholders and global players utilising our extensive networks, knowledge, relationships and influence – including to assist with developing project proposals to access funding (lead)
- Investigate ways to maximise Brisbane's international connectivity via the airport capitalising on new opportunities, mitigating competitive threats and extending its reach and reputation globally (support)
- Keep a watching brief with a view to adding value and providing advice to government on transport and digital connectivity infrastructure issues (support)
- Provide advice to government on strategic opportunities and critical issues, and contribute to consultations (support)
- Provide information on regional activities and competitive advantages to regional stakeholders (support)
- Participate in activities that promote or recognise the RDA's role in regional economic development (support)

3 Table of Outcomes, Outputs, Activities and Performance Measures

OUTCOME THEME 1	Increased economic opportunities and investment in Your Region
OUTPUT i.	Identify economic development opportunities that leverage private and public sector investment in Your Region.
<p>What will we do? List in this row Activities You plan to undertake to perform the Outputs and meet the Outcomes.</p> <p>Connect the region to potential investment opportunities</p>	<ul style="list-style-type: none"> • Promote and link leading manufacturers, producers and services to potential new markets for export, investment and supply chain sourcing, and encourage regional and sector collaboration for growth via the RED Toolbox (support) – <i>also relates to Outcome 2</i> <ul style="list-style-type: none"> ○ Number and nature of strategic connections made • Connect innovative businesses, entrepreneurs and scalable startups via the EXPRESSWAY innovation network forum (in which RDAB is a partner) to share ideas, form collaborations with each other, connect with potential investors, and find out about programs and services available (lead) <ul style="list-style-type: none"> ○ Number of EXPRESSWAY forums and attendees ○ Number and nature of collaborative connections and investment opportunities • Leveraging off RDAB’s 2018 <i>Queensland and Commonwealth Collaboration & Showcase project</i>, develop trade and investment collateral to promote the Brisbane region’s brand, industry capabilities and investment opportunities globally (lead) <ul style="list-style-type: none"> ○ Collateral developed ○ Number and nature of global promotions
OUTCOME THEME 2	Increased trade and jobs creation.
OUTPUT ii.	Connect Your Region with industry sectors, international trade partners, financial markets, regional entrepreneurs and business leaders to attract investors to explore new opportunities to grow local jobs in Your Region.
<p>What will we do? List in this row Activities You plan to undertake to perform the Outputs and meet the Outcomes.</p> <p>Assist organisations to connect with export opportunities, export readiness support or FTA benefits</p>	<p><i>Outline Your planned Activities as part of the Annual Business Plan process - List in this row the Activities You plan to undertake to perform the Output and to meet the Outcomes. It is important to identify if RDA is taking a lead or supporting in an activity.</i></p> <ul style="list-style-type: none"> • Utilise the SME Export Hubs program and collaborate with Industry Growth Centres, TCI Network and State and Local Government in the development of industry clusters (lead) – <i>Also relates to Outcome Theme 5</i> <ul style="list-style-type: none"> ○ Number and nature of stakeholders involved with cluster development • Make strategic connections with and between business/industry, government, regional and national stakeholders and global players utilising our extensive networks, knowledge, relationships and influence including to assist with developing project proposals to access funding (lead) - <i>also relates to Outcome Theme 5</i>

OUTCOME THEME 2	Increased trade and jobs creation.
OUTPUT ii.	Connect Your Region with industry sectors, international trade partners, financial markets, regional entrepreneurs and business leaders to attract investors to explore new opportunities to grow local jobs in Your Region.
Connect regional organisations, entrepreneurs and businesses with business support, investment and growth programs	<ul style="list-style-type: none"> ○ Number and nature of productive connections facilitated ● Promote and link leading manufacturers, producers and services to potential new markets for export, investment and supply chain sourcing, and encourage regional and sector collaboration for growth via the RED Toolbox (support) – <i>also relates to Outcome Theme 1</i> <ul style="list-style-type: none"> ○ Number of businesses connected with potential export opportunities ● Use the ASBAS Digital Solutions program to help build export capability for small businesses (support) - <i>Outcome theme 4 also refers</i> <ul style="list-style-type: none"> ○ Number of one-on-one consultations, workshops or webinars conducted
OUTCOME THEME 3	Cooperative effort with all levels of government, industry, community and other regional stakeholders leads to improved economic development outcomes.
OUTPUT iii.	Develop and maintain positive, collaborative, working relationships and partnerships with all levels of government, industry, community and other regional stakeholders which address identified gaps or needs in economic development activity.
<p>What will we do? List in this row Activities You plan to undertake to perform the Outputs and meet the Outcomes.</p> <p>Develop Collaborative partnerships/projects/working groups with government bodies, regional & ED stakeholders to identify gaps or needs in ED activity</p>	<p><i>Outline Your planned Activities as part of the Annual Business Plan process - List in this row the Activities You plan to undertake to perform the Output and to meet the Outcomes. It is important to identify if RDA is taking a lead or supporting in an activity.</i></p> <ul style="list-style-type: none"> ● Promote participation in the RED Toolbox as a collaboration platform and in the delivery of projects to stimulate economic development (support) <ul style="list-style-type: none"> ○ Number of connections/partnerships instigated ● Utilise our partnership with TCI Network Oceania to make important global cluster connections and organise cluster events (support) <ul style="list-style-type: none"> ○ Number and nature of connections and events ● Investigate ways to maximise Brisbane's international connectivity via the airport capitalising on new opportunities, mitigating competitive threats and extending its reach and reputation globally (support) <ul style="list-style-type: none"> ○ Engagement with Brisbane Airport Corporation and collaborative activity developed

OUTCOME THEME 4	Achieve Government program objectives.
OUTPUT iv.	Assist in the delivery of Commonwealth programs including public and private sector decentralisation.
<p>What will we do? List in this row Activities You plan to undertake to perform the Outputs and meet the Outcomes.</p> <p>Deliver the ASBAS Digital Solutions Program in Queensland (3 years contract)</p>	<p>Outline Your planned Activities as part of the Annual Business Plan process - List in this row the Activities You plan to undertake to perform the Output and to meet the Outcomes. It is important to identify if RDA is taking a lead or supporting in an activity.</p> <ul style="list-style-type: none"> • Provide digital solutions advice to small businesses by delivering the ASBAS Digital Solutions program across 10 RDA regions in Queensland; also use the program to build export capability (lead) – <i>Outcome Theme 2 also refers</i> <ul style="list-style-type: none"> ○ Number and nature of collaborative partnerships developed to deliver the program ○ Number of small businesses engaged

OUTCOME THEME 5	Maximise access to Government programs and grants.
OUTPUT v.	Promote and disseminate information on Commonwealth policies and grant programs and support community stakeholders in Your Region to develop project proposals to access funding.
<p>What will we do? List in this row Activities You plan to undertake to perform the Outputs and meet the Outcomes.</p> <p>Promote and disseminate information on Australian Government policies and programs</p> <p>Support stakeholders to develop project proposals to access funding</p>	<p>Outline Your planned Activities as part of the Annual Business Plan process - List in this row the Activities You plan to undertake to perform the Output and to meet the Outcomes. It is important to identify if RDA is taking a lead or supporting in an activity.</p> <ul style="list-style-type: none"> • Utilise the SME Export Hubs program and collaborate with Industry Growth Centres, TCI Network and State and Local Government in the development of industry clusters (lead) – <i>Outcome Theme 2 also refers</i> <ul style="list-style-type: none"> ○ Number and nature of stakeholders involved in a cluster development proposal • Promote relevant government policies and programs via coordination of the GIBIN network and through email alerts/newsletters, website posts, social media and events (lead) <ul style="list-style-type: none"> ○ Number of Commonwealth initiative or grant programs in e-Linkages newsletters and special news alerts ○ Number of Lord Mayor's Small Business Forums and other events attended ○ Number of GIBIN meetings and alerts ○ Number of social media and website posts promoting Australian Government initiatives • Where relevant, support stakeholders to develop project proposals for funding (lead) – <i>Outcome Theme 2 also refers</i> <ul style="list-style-type: none"> ○ Number of briefing sessions held and proposals assisted ○ Number and value of successful grant programs

OUTCOME THEME 6	Advice supports development outcomes.
OUTPUT vi	For Your Region: <ul style="list-style-type: none"> • Provide evidence-based advice to the Commonwealth on critical regional development issues; and • Provide information on regional activities and competitive advantages to all levels of government, industry, business and community sectors.
<p>What will we do? List in this row Activities You plan to undertake to perform the Outputs and meet the Outcomes.</p> <p>Provide timely reports/submissions/advice to the Aust Government on critical regional development issues</p> <p>Provide information on regional activities and competitive advantages to stakeholders and influencers</p> <p>Respond to and participate in government consultation sessions, surveys, inquiries and advisory groups that support regional development outcomes</p> <p>Participate in activities resulting in promotion/recognition of RDA activities (eg presenting at conferences, judging panels)</p>	<p><i>Outline Your planned Activities as part of the Annual Business Plan process - List in this row the Activities You plan to undertake to perform the Output and to meet the Outcomes. It is important to identify if RDA is taking a lead or supporting in an activity.</i></p> <ul style="list-style-type: none"> • Keep a watching brief with a view to adding value and providing advice to government on transport and digital connectivity infrastructure issues (support) <ul style="list-style-type: none"> ○ Actions instigated or advice provided • Provide advice to government on strategic opportunities and critical issues, and contribute to consultations (support) <ul style="list-style-type: none"> ○ Number of inputs into government or industry consultations, surveys, inquiries, advisory groups ○ Number of letters to Ministers and other communications • Provide information on regional activities and competitive advantages (lead) <ul style="list-style-type: none"> ○ A trade and investment prospectus is developed ○ Social media posts about Brisbane’s economic performance and highlights • Present at forums, participate on judging panels and/or submit award nominations to recognise the RDA’s role in regional economic development (support) <ul style="list-style-type: none"> ○ Number of times presenting at forums, participating on judging panels ○ Recognition received (such as nominations for awards)