



An Australian Government Initiative



RDA BRISBANE

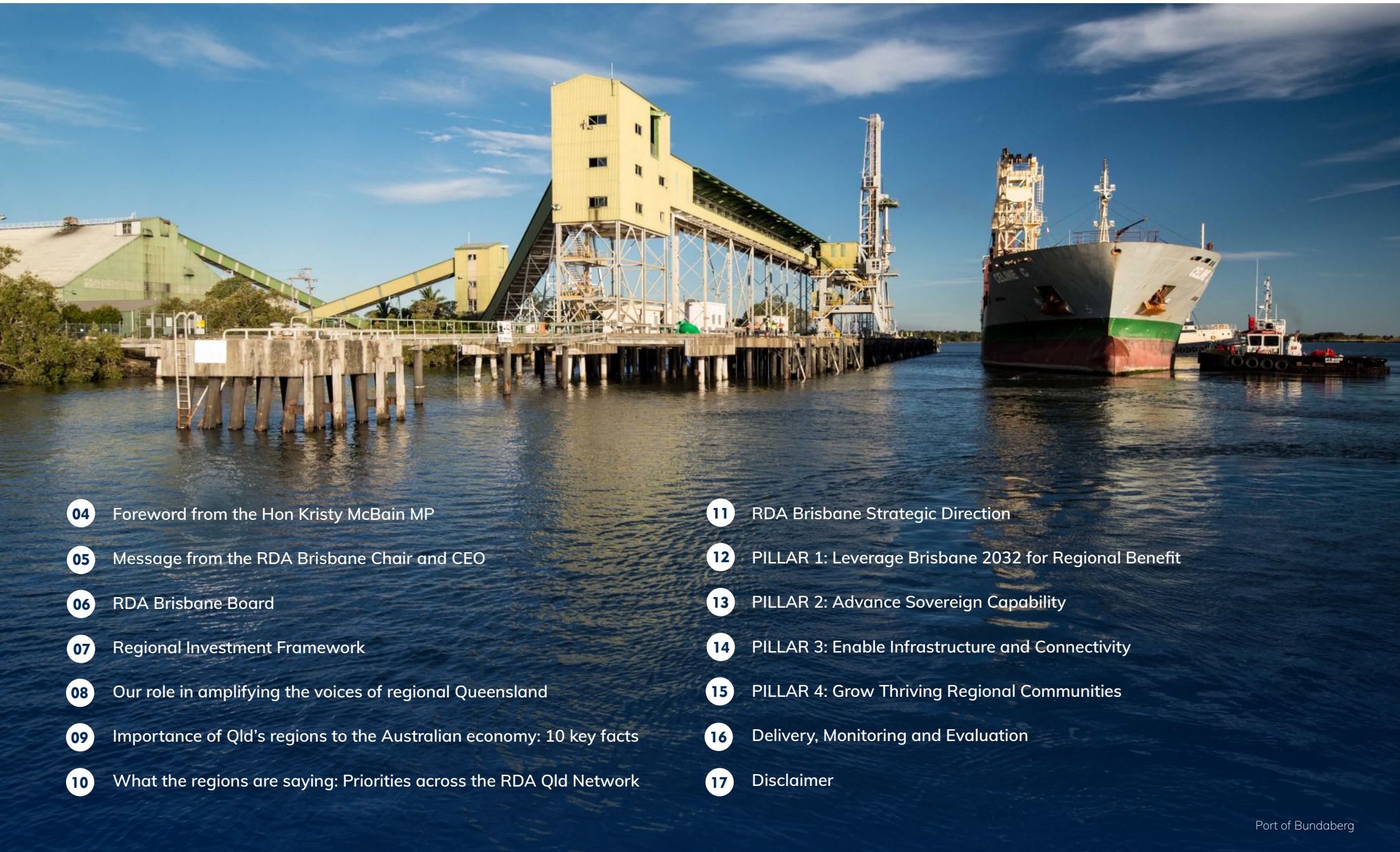
STRATEGIC PLAN 2026–2030

Championing Queensland's Regions



Acknowledgement of Country

Regional Development Australia Brisbane acknowledges the First Nations peoples as the Traditional Owners and Custodians of Australia. We respect and celebrate the inherent strengths of Aboriginal and Torres Strait Islander peoples, and their commitment to the land, waters and their communities. We pay our respects to their Elders past and present.



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The Australian Government welcomes the Regional Development Australia (RDA) Brisbane Strategic Plan 2026–2030 as a strong and forward-looking contribution to regional development across Queensland.

Queensland's regional economies are diverse and nationally significant, spanning resources, agriculture, tourism, defence, advanced manufacturing, energy, critical minerals and emerging industries, while also facing complex challenges in housing, workforce, connectivity, infrastructure and service access.

These opportunities and challenges position regional Queensland as central to Australia's long-term prosperity, economic resilience and sovereign capability. They also reinforce the importance of place-based, evidence-led planning that aligns investment with local priorities and supports thriving, liveable and resilient communities.

RDA Brisbane plays a distinctive role in championing Queensland's regions. It works closely with the 10 regional Queensland RDAs to connect government, industry and regions to unlock opportunities, align investment, and strengthen regional Queensland's communities and economies.

RDA Brisbane's Strategic Plan 2026–2030 articulates this role by providing a practical focus on advocacy, collaboration and alignment. Its priorities—maximising the statewide legacy of Brisbane 2032, strengthening sovereign capability, progressing enabling infrastructure, and supporting thriving regional communities—reflect Queensland's comparative advantages.

The opportunities and challenges facing regional Queensland cannot be addressed by any one organisation or level of government alone. They require strong partnerships, coordinated effort and trusted regional leadership that can connect local insight with investment, policy and delivery.

The Australian Government looks forward to continuing to work closely with RDA Brisbane and its committee over the life of this Strategy, and to seeing the practical outcomes that will flow for communities and businesses across the Queensland's regions.

The Hon Kristy McBain MP

Minister for Regional Development, Local Government and Territories



The Hon Kristy McBain MP

Message from the RDA Brisbane Chair and CEO

On behalf of the RDA Brisbane Board, we are pleased to present our Strategic Plan 2026–2030, which sets a clear direction for our work over the next four years and outlines the ambitions and priorities that will guide our contribution to regional Queensland.

Queensland's regions are central to our prosperity, our identity and our future. From the industries that supply the nation and the world, to the communities that steward our land and sea, regional Queensland continues to show resilience, ingenuity and ambition.

This Strategic Plan sets out how RDA Brisbane will help connect that strength to new opportunities, helping regional Queensland to thrive in a changing global economy while enhancing the liveability that makes our regions great places to live and invest.

A thriving future for regional Queensland depends on deliberate choices now: investing in infrastructure, supporting diverse and competitive industries, and building the workforce and skills needed for the jobs of tomorrow.

It also requires place-based, evidence-led planning that aligns housing, health and well-being services, energy, water, transport and digital connectivity to ensure growth is managed well and communities have the confidence to welcome new people and new investment. This includes creating stronger pathways for Indigenous business participation, procurement and enterprise growth as part of a more inclusive and resilient regional economy.

The priorities in this plan include maximising the statewide legacy of the Brisbane 2032 Olympic and Paralympic Games, strengthening sovereign capability, enabling critical infrastructure, and helping to build thriving, inclusive and diverse regional communities. Together, these priorities reflect both Queensland's comparative advantages and the issues the regions have consistently raised.

By bringing government, industry and regional leaders together, RDA Brisbane will help convert emerging opportunities into practical outcomes: stronger supply chains, more resilient communities, and a Queensland that is connected to national and global markets while staying true to local strengths.

Kieren Dell, Chair
Nicole Duguid, CEO



Kieren Dell, Chair



Nicole Duguid, CEO



Kieren Dell, Chair
[BIO](#)



Allan Morton, Deputy Chair
[BIO](#)



Kathlene Jones, Secretary
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Tony Eyres, Treasurer
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Mitch Amidy
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John Anderson
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Terri Cooper
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Greg Ewing
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RDA Brisbane's Strategic Plan 2026–2030 gives practical effect to the Australian Government's **Regional Investment Framework** by aligning our priorities and advocacy with its focus on people, places, services, industries and local economies. Through this plan, RDA Brisbane will apply a place-based, evidence-led approach to amplify regional voices, align investment with local priorities, and support stronger, more resilient and more inclusive Queensland regions.

INVESTING IN PEOPLE

Putting people at the forefront of growth, with local voices influencing decision making:

- Listening to local voices and partnering with communities
- Targeted investment in skills, education, training and local leadership capacity



INVESTING IN PLACES

Targeted and place-based investment that enables communities to thrive:

- Supporting the growth of adaptive, accessible, sustainable and liveable regions
- Delivering infrastructure where and when it is needed



INVESTING IN SERVICES

Investment in regional services with a focus on improving quality and accessibility:

- Enhancing connectivity, accessibility & equity of services
- Investment across communications, health, water, and transport



INVESTING IN INDUSTRIES & LOCAL ECONOMIES

Ensuring regional industries and economies are positioned for sustainable growth:

- Investment to help activate economic and industry growth
- Supporting the conditions needed for industries and economies to diversify and grow



Our role in amplifying the voices of regional Queensland

08

RDA Brisbane plays a unique role in Queensland's regional development ecosystem by listening to regional priorities, translating them into clear, evidence-based narratives, and advocating for the issues that matter most to regional communities and industries.

RDA BRISBANE VALUE PROPOSITION

- **Champion a shared vision** for thriving, resilient and liveable Queensland regions that are connected to national and global opportunities.
- **Act as a collaborator and connector** to help regions attract and progress new investment, industries and partnerships.
- **Serve as a growth enabler** that is helping convert opportunities into practical, on-the-ground outcomes.
- **Be a strategic advocate** that is amplifying the voice of regional Queensland in the decisions that shape funding, policy and delivery.

HOW WE AMPLIFY THE VOICE OF REGIONAL QUEENSLAND

- **Listen first:** gather community and industry insights across Queensland's regions through structured engagement and ongoing relationships.
- **Tell the story with evidence:** use data-backed narratives and regional intelligence.
- **Amplify regional voices:** take issues, opportunities and solutions to state and federal decision-makers.
- **Co-design and align:** work with regions to develop practical solutions and collaborate across the RDA network, government and industry.

WHAT SUCCESS LOOKS LIKE BY 2030

- **When a major regional opportunity or challenge emerges in Queensland, RDA Brisbane is naturally at the table** — trusted by regions, industry and government to help shape the response.
- **Regional priorities are consistently reflected** in funding, policy and project pipelines.
- **Partnerships convert advocacy into delivery and reality.**

Importance of Qld's regions to the Australian economy: 10 key facts

1

Queensland is one of Australia's largest and fastest-growing economies, generating more than \$510 billion in annual output.

Regional Queensland is a major driver of this growth through resources, agriculture, tourism, freight and energy.

2

Queensland recorded 2.2% Gross State Product growth in 2024–25, making it one of the stronger-performing state economies in Australia. Regional Queensland is one of Australia's largest and most significant regional economies,

3

Queensland's population reached about 5.69 million by late 2025, with strong growth across both Greater Brisbane and regional Queensland, expanding labour supply, consumer demand and investment opportunities.

4

Regional Queensland is central to the state's export strength.

Queensland exported \$103.2 billion in goods over the year to Aug 2025, led by coal, metalliferous ores, food products and manufactured goods.

5

Mining remains Queensland's largest industry by value, contributing \$61.6 billion in nominal gross value added in 2023–24, or 12.9% of the state economy, with much of this activity anchored in regional areas.

6

Queensland's regions are vital to national food security. The state produces 45% of Australia's cattle herd, 96% of its sugar cane and 94% of its bananas.

7

Queensland's primary industries remain a major regional economic engine, with an estimated \$27.22 billion gross value of production in 2024–25 and wide supply-chain impacts across transport, processing and export logistics.

8

Tourism is one of Queensland's biggest regional employers and economic contributors, supporting **277,000 jobs** and contributing **\$37.6 billion** to Gross State Product in 2023–24.

9

The strength of Indigenous business and economic participation is a core driver of regional prosperity. Queensland had 5,057 Aboriginal and Torres Strait Islander people managing their own business in 2021, one of the largest Indigenous business populations in Australia.

10

Health care and social assistance is now the state's second-largest industry, contributing **\$44.4 billion** to the economy and employing **455,900 workers**, highlighting the growing importance of regional health and care services.

What the regions are saying: Priorities across the RDA Qld Network

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Modernise regional transport, freight and logistics networks to improve market access productivity and supply chain resilience, and passenger and air transport to enable social health education outcomes for our community.

Back agribusiness, economic diversification, food security and value-adding industries to strengthen resilience and grow export

Strengthen Queensland's sovereign capability in defence, energy and water through region-ready industry, skills and supply chains.

Close the connectivity gap by improving mobile coverage, digital infrastructure and telecommunications reliability.

Grow regional tourism by investing in destination development, visitor infrastructure, workforce capability and experiences.

Secure reliable, affordable energy and water to unlock industry growth, investment and regional liveability.

Put regional priorities at the centre of state and national infrastructure planning, investment and delivery.

Accelerate housing supply and enabling infrastructure so regions can attract workers, support growth and remain liveable.

Grow regional populations through targeted migration, workforce attraction and the services needed to retain people.

Maximise the Brisbane 2032 Olympic and Paralympic Games legacy so regional Queensland shares in jobs, procurement, tourism and long-term infrastructure benefits.

Support place-based planning that aligns housing, services, infrastructure and industry development for long-term regional resilience.

Scale advanced manufacturing, digital industries and critical minerals to build higher-value regional economies.



TAGLINE Championing Queensland's Regions

VISION Thriving, resilient, liveable Queensland regions connected to national and global opportunities.

MISSION RDA Brisbane connects government, industry and regions to unlock opportunities, align investment, and strengthen regional Queensland's communities and economies.

VALUES

- Trusted** – we are respected by government, industry and our regions.
- Connected** – we collaborate and align the right people, with the right opportunity, at the right time.
- Forward-looking** – we anticipate and shape emerging opportunities
- High Performance** – we deliver outcomes with passion and purpose
- Accountable** – we listen and act with integrity and professionalism

WHAT WE DO

- Advocate for the regions
- Consult with stakeholders
- Facilitate economic development
- Provide regional intelligence
- Promote government programs
- Align strategic efforts

GREAT GOVERNANCE – OUR COMMITMENT

Great governance is the cornerstone of our organisation. We operate with professionalism and accountability, delivering high-quality communications, strong project outcomes, and robust reporting frameworks. Through this commitment, we consistently deliver meaningful results for our communities, stakeholders, and regions.

Priority Pillars

1

Leverage Brisbane 2032 for Regional Benefit

2

Advance Sovereign Capability

3

Enable Infrastructure and Connectivity

4

Grow Thriving Regional Communities



The Brisbane 2032 Olympic and Paralympic Games are a once-in-a-generation opportunity to drive statewide economic uplift through supply chains, workforce development, infrastructure, housing, tourism and investment. Its legacy must extend beyond the Games to diversify and strengthen Queensland's regional economies over the long term.

FOCUS

- **Connect Brisbane 2032 opportunities** to regional Queensland industries and communities.
- **Promote Indigenous business** and small business participation in Games-related procurement.
- **Leverage the Games** to grow trade, investment, tourism and broader economic development opportunities.
- **Advocate for regional legacy infrastructure**, including housing, telecommunications and enabling projects.
- **Support workforce growth** that builds regional capacity and meets Games-related demand.
- **Advocate for policy and regulatory settings** that enable long-term economic development across regional Queensland.

RDA BRISBANE ROLE

RDA Brisbane acts as a **connector, catalyst and advocate** to help ensure regional Queensland shares in the economic opportunities of Brisbane 2032 and that regional industries, businesses and communities are positioned for lasting benefit.

WHAT SUCCESS LOOKS LIKE

- **Regional Queensland secures a stronger share** of Games-related procurement and investment.
- **Workforce pipelines are aligned** to Brisbane 2032 demand and long-term regional needs.
- **Regional tourism, trade and economic activity grow** as part of the Games legacy.
- **The Brisbane 2032 legacy delivers lasting benefits** for regional communities and Indigenous businesses.

Queensland is a major contributor to Australia's sovereign capability, with growing strengths in defence, energy, critical minerals, advanced manufacturing and regional supply chains. In an uncertain global environment, strengthening these capabilities is essential to national security, economic resilience and long-term regional prosperity.

RDA BRISBANE ROLE

RDA Brisbane helps **connect regional industry, workforce and government** to grow Queensland's contribution to sovereign capability. We also advocate for the affordable and reliable energy and water needed to support defence, industry growth and decarbonisation.

FOCUS

- **Support SME readiness** for defence procurement and advanced manufacturing opportunities.
- **Align skills, workforce and training pathways** to defence and sovereign capability demand.
- **Promote Queensland's resources and critical minerals**, and industrial strengths in national supply chains.
- **Champion advanced manufacturing** that strengthens regional industry capability and reduces sovereign risk.
- **Advocate for affordable, reliable energy** to support industry growth and national resilience.
- **Promote industry participation in decarbonisation initiatives** and the transition to a low-emissions economy.
- **Advocate for accessible and reliable water** to support industry diversification, agribusiness and regional resilience.

WHAT SUCCESS LOOKS LIKE

- Queensland is recognised as a **leading sovereign capability hub**.
- **Regional SMEs play a stronger role in defence** and national supply chains.
- **Advanced manufacturing grows** across regional Queensland.
- **Energy, water and industry resilience** are strengthened.

Infrastructure investment is essential to regional productivity, liveability and long-term growth, particularly across transport, freight, energy, air and sea ports, housing, water, housing and digital connectivity.

FOCUS

- **Advocate for infrastructure priorities** that unlock regional growth and productivity.
- Work with governments and partners to **align infrastructure planning and investment** across Queensland.
- **Champion major regional projects** across freight, air and sea ports, rail, digital connectivity and precinct development.
- **Help shape Brisbane 2032 legacy infrastructure** so regional Queensland shares in long-term benefits.
- **Facilitate cross-regional and cross-border collaboration** to strengthen project alignment and delivery.
- **Support evidence-based advocacy** through regional intelligence, project insights and budget submissions.
- **Work with the RDA Queensland network** to elevate regionally significant infrastructure priorities.

RDA BRISBANE ROLE

RDA Brisbane **advocates for infrastructure investment** that aligns with regional priorities and works across all levels of government to connect infrastructure planning with economic, social and industry outcomes.

WHAT SUCCESS LOOKS LIKE

- **Infrastructure investment is better aligned** to regional economic and community priorities.
- Regional industries and communities have **stronger access to markets, services and digital connectivity**.
- **Infrastructure planning is more integrated** with workforce, industry and population growth.
- **Queensland regions are better positioned** to support food, energy and export security.

Thriving, liveable regions with strong and diverse populations, skilled workforces and local economic opportunity are essential to Queensland's long-term prosperity.

FOCUS

- **Advocate for place-based planning** informed by evidence and regional need.
- **Support stronger health and well-being outcomes** in regional communities.
- **Strengthen local voices**, partnerships and opportunities for Indigenous business and economic participation.
- **Promote sustainable regional communities** that attract people, investment and diverse industries.
- **Support workforce planning**, skills alignment and regional job pathways.
- **Advocate for skilled migration** and employment pathways that meet regional needs.
- **Promote digital capability**, future-of-work readiness and emerging industry opportunities.

RDA BRISBANE ROLE

RDA Brisbane connects regions, industry and government to champion place-based solutions that strengthen communities, grow opportunity and ensure no region is left behind.

WHAT SUCCESS LOOKS LIKE

- **Regional populations grow** with the services and infrastructure needed to support them.
- **Health, well-being and community outcomes improve** across regional Queensland.
- **Workforce participation, skills and retention increase** in regional areas.
- **Indigenous businesses and diverse communities** have greater opportunity to thrive.
- **Regions are better positioned** to grow emerging and transitioning industries.



DELIVERY

This Strategic Plan sets the direction for RDA Brisbane from 2026 to 2030. Delivery will occur through four annual business plans, each translating the Strategic Direction into practical actions, responsibilities, timeframes and performance measures for the year ahead.

Each business plan will provide the operational roadmap for implementation, enabling RDA Brisbane to respond to emerging opportunities, policy developments and regional priorities while remaining aligned to the longer-term strategic direction.

MONITORING

Progress against the Strategic Plan will be monitored through regular reporting to the Board and an annual review process. The Board will oversee implementation, review progress against the Strategic Direction and priority pillars, consider emerging risks and opportunities, and provide guidance where adjustments are required.

RDA Brisbane will also meet its reporting obligations to the Australian Government through required plans, performance reporting and other accountability mechanisms under the RDA program and funding agreement.

EVALUATION

At the end of each year, RDA Brisbane will review the Strategic Plan and the associated business plan to assess progress, identify achievements and lessons learned, and confirm whether priorities, measures or delivery approaches should be refined for the following year. This process will support continuous improvement and keep the plan relevant to organisational priorities, regional needs and the evolving policy environment over the four-year period.

Monitoring and evaluation will be supported by clear performance measures, regular reporting and evidence-based assessment of outcomes, enabling RDA Brisbane to demonstrate impact, strengthen decision-making and improve delivery over the life of the Strategic Plan.

Disclaimer

This document has been prepared by Regional Development Australia (RDA) Brisbane for information and discussion purposes only. It outlines strategic priorities and intended areas of focus for the period 2026–2030 and should not be relied upon as legal, financial, investment or other professional advice.

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