



ANNUAL BUSINESS PLAN
(ABRIDGED)

2022 TO 2023

Regional Development Australia Logan & Redlands Incorporated

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Introduction

The past 3 years has seen unprecedented concurrent impacts on Australia's economic and social environments. This has included:

- instability in geo political conditions;
- fires;
- floods;
- drought;
- an enduring pandemic;
- changing work practices;
- a growing call for and reliance on publicly funded business and employee assistance; and
- heightened internal migration.

This changing world has had a major impact on the Logan and Redlands Region and draws attention to this often overlooked Region. Rather than a continuing reliance on "resilience" there must now be a focus on ensuring opportunities arising are taken up and challenges are addressed. This requires leadership.

Throughout the immediate past, Regional Development Australia Logan & Redlands' (the RDA) development work has included continuing extensive consultations with key stakeholders, engaging resources to capture and categorise data and raising a position paper that captures the focus for the Board's strategic discussions. In October 2020 the RDA released *Logan and Redlands: The Centre of Economic and Employment Growth for Queensland*¹ which captured the RDA's identification of key issues and areas of focus. A key current activity for the RDA is reviewing this document to reflect current and emerging opportunities with the intention of challenging the conservative and competitive approach to planning for the Region.

At its 26 April 2022 meeting the RDA Logan & Redlands Board reiterated its standing principles as follows:

- The RDA is about long term advocacy;
- The horizon for the RDA's work is 20 to 25 years bridging key initiatives such as Inland Rail opportunities, the SEQ Olympics and Paralympics and the SEQ City Deal; and
- In its operations the RDA does not replicate nor duplicate the work of others.

At this meeting the Board also agreed:

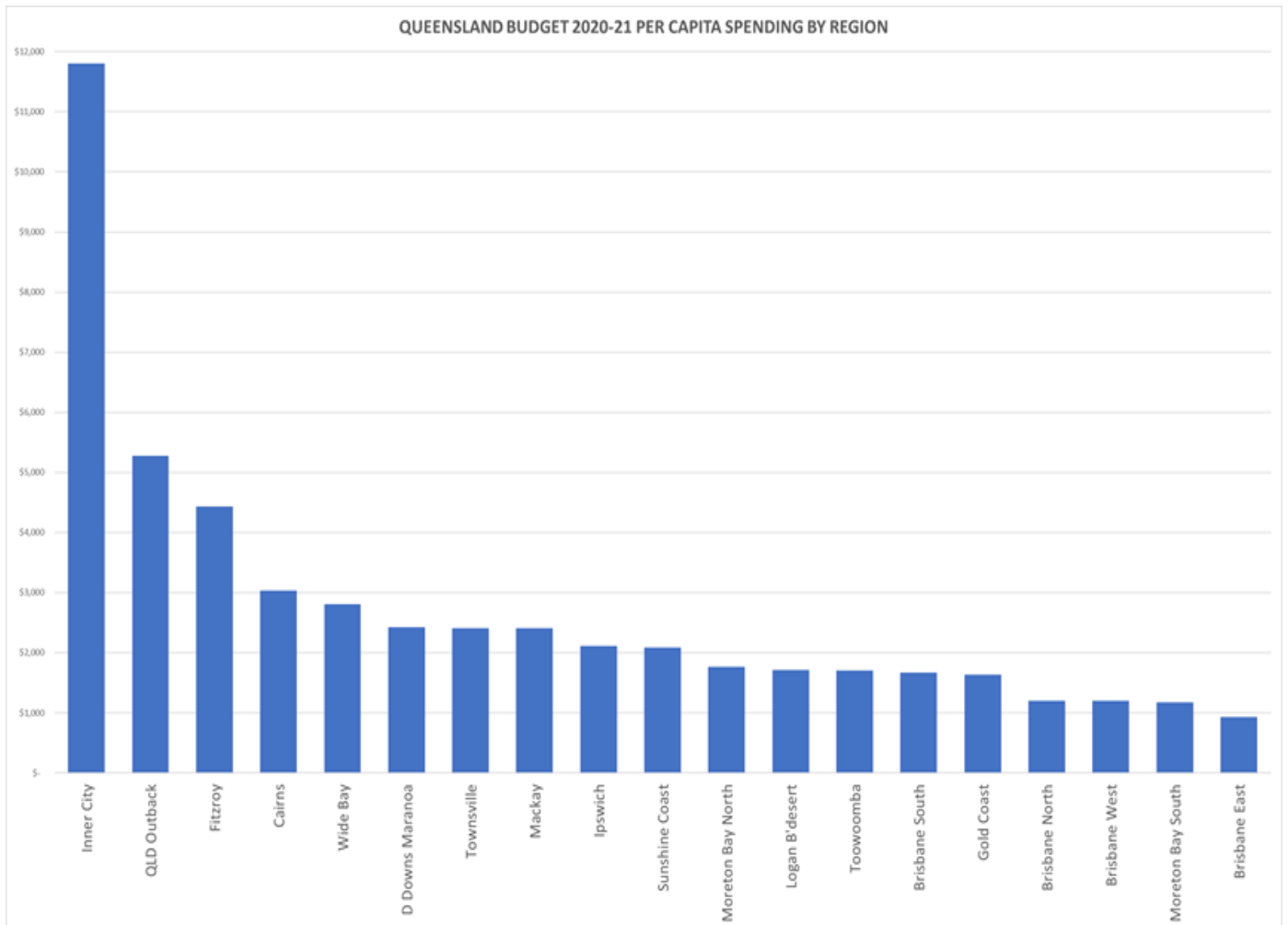
... the RDA will proceed to raise a Strategic Regional Plan and develop a Summit addressing investment in the Logan and Redlands Region.

Stage 1 is the development of the Strategic Regional Plan (the successor to *Logan and Redlands: The Centre of Economic and Employment Growth for Queensland*). Reflecting the RDA's commitment to wide and inclusive consultation, it is concurrently developing a Summit to be held on 29 September 2022.

¹ <https://rdaloganandredlands.org.au/latest-news/160-rda-logan-redlands-releases-position-paper-for-region>

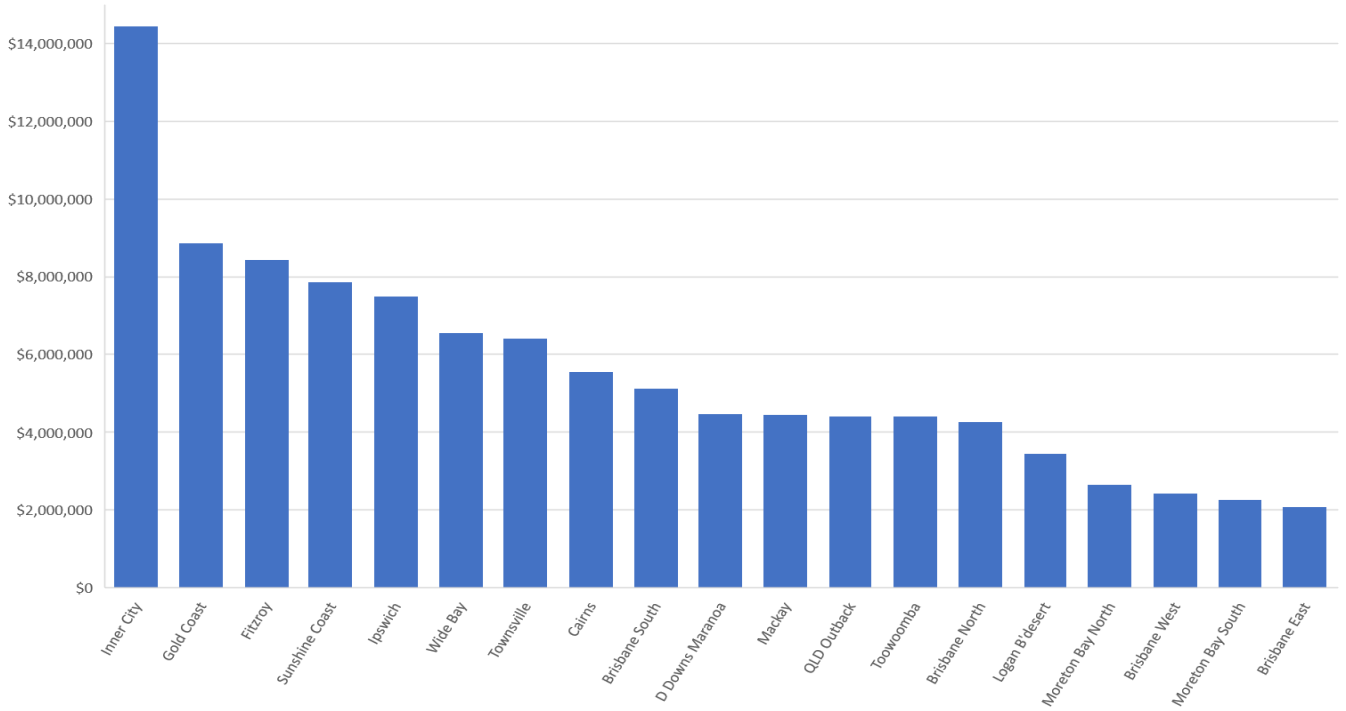
The Strategic Regional Plan is progressing with further industry and stakeholder consultation driving and shaping the strategy. The focus remains on ensuring the future overall economic and social wellbeing of the Region. Work has ensured the capture of data and research within the Region of Logan, Redlands and surrounding Local Government Areas (LGAs) with continued effort on understanding in greater depth the needs and barriers to success for the Region.

Based on Suburban Futures² analysis of Queensland budgets, the South East Queensland (SEQ) Regional Plan provides for Logan-Redlands (especially Logan) to take a large burden of population growth, but without commensurate jobs growth (see below graphs):

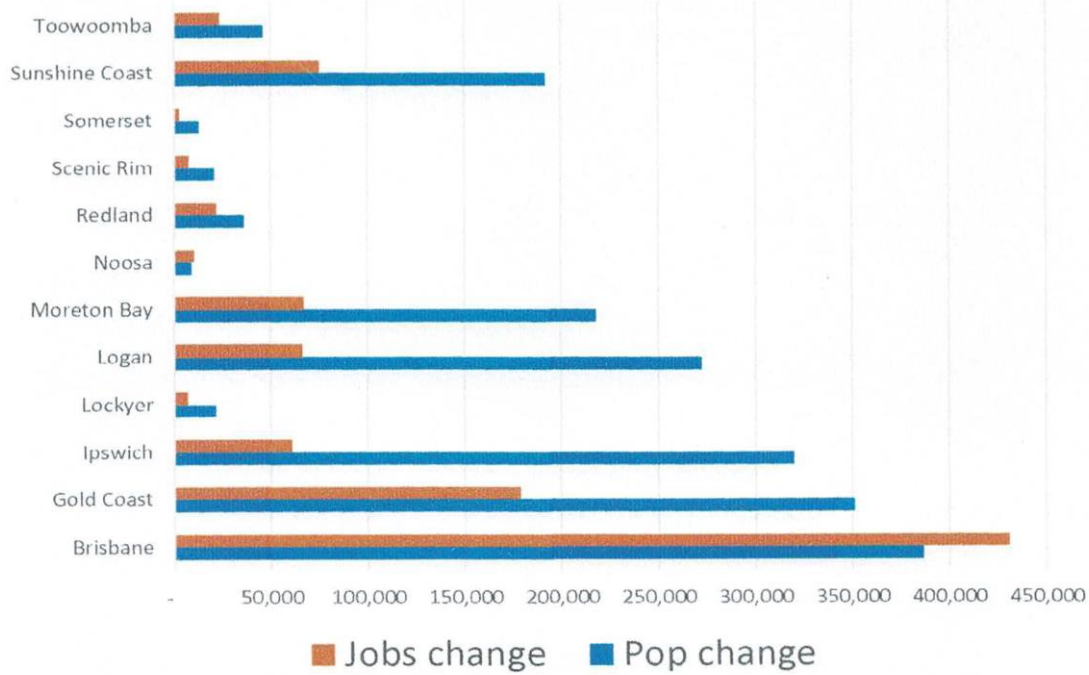


² Suburban Futures submission; Draft State Infrastructure Strategy; 19 October 2021 (<https://suburbanfutures.com.au/causes/state-infrastructure-submission/>)

TOTAL QLD CAPITAL OUTLAYS BY REGION
 10 year totals 2012-13 to 2021-22
 \$'000



SEQ REGIONAL PLAN
 Forecast population growth versus forecast jobs growth



Priority expenditure in outer suburbs is per capita lower than inner city areas, but in addition, road and rail transit corridors in and around the Logan and Redlands Region have been about “passing through” rather than “getting around” the Region. In short, infrastructure expenditure has mismatched the needs of the Region despite its strategic importance to economic and employment growth.

The graphs, sourced from the State Budget and the current regional plan, speak volumes about the imbalance between infrastructure priorities and support for growth (via infrastructure) and support for jobs in suburban areas of South East Queensland (SEQ). Many of these communities are not economically or socially privileged. Further population growth without commensurate infrastructure support or support for more local jobs will risk a long term future of ongoing economic and social disadvantage.

It is within this environment, and through this Plan, the RDA will continue to pursue its determined corporate goal of ensuring the Logan and Redlands Region will be at the centre of economic and employment growth for South East Queensland, Queensland statewide and Australia wide.

Strategic Context and Regional Priorities

In undertaking its work, Regional Development Australia Logan & Redlands (the RDA) regularly meets key stakeholders on issues relevant to the Region including as they relate to the RDA’s strategic document (*Logan and Redlands: The Centre of Economic and Employment Growth for Queensland*) and the RDA’s roles under the Regional Development Australia Charter³.

Partners Logan and Redlands will continue working with include, but are not limited to:

- Redland City Council;
- Logan City Council;
- Beenleigh Yatala Chamber of Commerce;
- Logan Chamber of Commerce;
- Logan Regional Chamber of Commerce;
- Redlands Coast Chamber of Commerce;
- Southern Moreton Bay Islands Chamber of Commerce;
- Straddie Chamber of Commerce;
- Local community organisations;
- Macleay Island Progress Association;
- Russell Island Progress Association;
- Investors;
- Local businesses;
- Key skilling organisations including Griffith University; Australian Industry Trade College; TAFE and private registered training organisations; and schools;
- Workforce Australia (replaced JobActive from 4 July 2022) providers and related organisations;
- Queensland Department of State Development, Infrastructure, Local Government and Planning;
- Queensland Department of Employment, Small Business and Training;

³ <https://www.rda.gov.au/sites/default/files/documents/rda-charter.pdf>

- Education Queensland;
- Jobs Queensland;
- RDA Committees from around the broader South East Queensland region;
- Commonwealth Department of Education, Skills and Employment;
- Commonwealth Department of Infrastructure, Transport, Regional Development and Communications;
- AusIndustry; and
- Quandamooka Yoolooburrabee Aboriginal Corporation.

The Committee centres its 2 monthly meetings around a focussed, strategic discussion through which regional information, contacts and areas of focus are identified, discussed and prioritised.

Over the past 12 months the RDA Logan and Redlands Board has held meetings across the region with key local businesses, community representatives and individuals. Over 2021 to 2022 the Board has held meetings at Springwood, Sirromet (Mount Cotton), Indigiscapes (Capalaba), Spirit of the Red Sands (Beenleigh), North Stradbroke and the Southern Moreton Bay Islands and, most recently at Yarrabilba Secondary College. This location rotation will continue throughout 2022 to 2023.

The Board's purpose in meeting around the Region has been to directly hear about the challenges and opportunities facing the Logan and Redlands Region as it repairs from the economic and social impacts of the pandemic and begins to explore the opportunities arising from the recent signing of the SEQ City Deal and as preparations for the 2032 Olympic and Paralympic Games are pursued.

The Board has come away from its meetings with businesses and community representatives with a substantially deeper understanding of the issues confronting the local economy and the residents of the Region.

The Board recognises the value of conducting community consultations, particularly when driven by the specific purpose of gathering insights to be captured in the Strategic Regional Plan and the related planned Summit to be held in September 2022.

In addition, regular meetings are held around the Region to engage with Queensland Government, Councils, Local Chambers of Commerce, businesses and community groups. The RDA also attends and supports (including through sponsorship when appropriate) industry and community events.

While the RDA seeks to neither duplicate nor compete with existing roles and activities, it maintains its strategic independence.

The initial RDA strategic document released in late 2020 noted the South East Queensland (SEQ) Region was at the centre of growth potential with:

1. An under-development 25+ year SEQ City Deal;
2. An 11-year horizon until a SEQ Olympic (and Paralympic) Games;
3. A remaining 4-year completion timeline for the first stage operationalising of Inland Rail; and
4. Full implementation of the National Disability Insurance Scheme and the emerging enhancements to the wider Health Care and Social Assistance Industry.

However, while each of these activities has progressed, as previously noted, the Region's ambitions continue to be blunted as it has not received sufficient infrastructure investment particularly when the projected population growth is factored in. The *2021 Intergenerational Report : Australia over the next 40 years* (June 2021) while moderating expectations around population growth still expects growth. The Report notes:

Australia's population is projected to grow faster than most other developed countries and reach 38.8 million in 2060-61.

To task the Logan and Redlands Region with high rates of population growth while depriving it of funding support for necessary infrastructure is inequitable.

Logan and Redlands Region

The Region is characterised by small businesses, a vulnerable population cohort, a reliance on a limited number of industry areas and a diverse geography including substantial island populations.

The Redlands and Logan Region is experiencing a continued population boom. It is estimated the population will increase a further 34% by 2036. Now is the time to make the changes that will cement this Region into the next era of South East Queensland (SEQ). Construction, advanced manufacturing, healthcare and social assistance are the big drivers of the Logan and Redlands Region.

Currently the Region does not have the capacity to skill up the required workforce. Therefore local, state and federal governments need to be collectively looking at this Region without the blurring effect of the Brisbane and Gold Coast surrounds and begin implementing policy, funding and resources into the Redlands and Logan Region. Now is the time to act, before the already large crisis of housing availability, affordability, road connectivity, traffic, unemployment, business closures and social inequity become further entrenched.

Logan

The City of Logan has a large and culturally diverse population across a wide geographic area, from the heavily populated north and east of the city through to the semi-rural or rural communities of the west and south. The city is home to people from 217 cultural backgrounds who speak more than 50 languages. Logan residents have strong ties to their heritage and cultural traditions. Logan has a strong indigenous heritage with close to 10,000 residents identifying as Aboriginal or Torres Strait Islander.

Headline data for the Logan area includes ⁴ :

- the jobs to residents ratio is 0.71 (there are less jobs than resident workers);
- Small business (less than 20 employees) makes up 97.9% of all businesses;
- 54.2% of working residents travel outside the region to work;
- the Aboriginal and Torres Strait population is 3.2% of the total population;

⁴ Source: <https://economy.id.com.au/logan>

- 27% of residents were born overseas;
- 17% of residents are > 60 years of age;
- the top 4 industries by employment size are Construction (19.9%); Retail (10.4%); Health Care and Social Assistance (12%); and Education and Training (9.0%); and
- the estimated population growth is set to exceed 550,000 residents by 2041.

The City of Logan has a young community, with the median age (34) reasonably lower than the median age in the rest of Queensland (37). The young and diverse socioeconomic make up of Logan sets it apart from most economies in Australia where an ageing population is more typical. Logan has a significant economic advantage with the age of its labour force. However, to harness the full potential of its population further access to training, infrastructure, facilities and education pathway options need to be areas of focus.

Youth unemployment in Logan in particular needs to be a priority focus. In April 2020, the youth unemployment rate was 20 per cent, before falling back to 17.6 per cent in June 2021. Unemployment is particularly higher around Logan Central, Kingston, Woodridge and Beenleigh. The regions unemployment rate has been steadily rising over the past 5 years, from 5.5 per cent in March 2017 to 7.9 per cent in June 2019 and 9.1 per cent in June 2021.

Redlands

Redland City is a diverse natural area spread along the mainland coast of Southern Moreton Bay and into the islands off the Coast. The area is full of natural sounds with Redlands being home to over 1,400 conservation areas, parks and reserves. The region is strongly characterised by small business and has a strong local business outlook.

Headline data for the Redlands area includes ⁵ :

- the jobs to residents ratio is 0.69 (there are less jobs than resident workers);
- Small business (less than 20 employees) : 98.4% of all businesses;
- 51.5% of working residents travel outside of the region to work;
- The Aboriginal and Torres Strait Islander population is 2.3% of total population;
- 23% of residents were born overseas;
- 24.2% of residents are > 60 years of age; and
- the top 4 industries by employment size : Health Care and Social Assistance (15.7%); Retail (13.4%); Construction (10.9%); and Education and Training (10.5%).

The Redlands has an ageing population with the median age in the area (42) considerably higher than surrounding Local Government Areas (LGA) and Australia's median age (38). This demographic means the area is in great need of further health care and social assistance and greater access to labour and facilities.

The area has strong education among the population with nearly 25% of residents holding a vocational qualification and a further 15% with a bachelor's degree or higher according to 2016 census data.

⁵ Source: <https://economy.id.com.au/redland>

Redlands Islands

The Southern Moreton Bay Islands and Coochiemudlo and North Stradbroke Islands are populated islands within the Redlands area. The islands represent a smaller section of the population of Redlands but each has its unique challenges, opportunities and priorities that need addressing.

The populated islands off the Redland Coast have a growing population estimated in 2021 to be over 10,500 people living fulltime among 6 islands. The six islands include North Stradbroke, Coochiemudlo, Russell, Lamb, Macleay and Karragarra Island. The islands face many similar issues around insufficient infrastructure, high unemployment and a difficulty in access to key essential infrastructure and services.

Major infrastructure Plan Needs

Reflecting the industry analysis, social and labour force characteristics, the following are the broad immediate areas of need:

- *Public transport infrastructure:* Significant congestion problems plague the area and are a major concern for the next decade with the expected growth in population. Much of the population rely completely on personal motor vehicles with over 70% commuting everyday via personal transport means. An increase in public transport connectivity, service area and frequency is needed to address the issue of road congestion and improve accessibility to and around the Region. This is particularly the case for Priority Development Areas (PDAs) such as Yarrabilba and Flagstone. These are growing rapidly and are located away from key infrastructure such as hospitals and public transport hubs.
- *Health care and social assistance:* The diversity of cultures and those with additional needs are significant in the Region. Logan alone has a population of over 17,000 residents who require daily assistance of some kind. An increasing population will see this number rise leaving the already struggling health care and social assistance sector and facilities in the Region even further stretched.
- *Education:* Access to more (in terms of quality and content) education and training offerings within the Region is important for the future workforce and employment of residents. Many residents currently leave the Region to access the training they need. This moves more residents away from gaining local employment and has left many essential services and occupations in need of staff. Strategically investing in training facilities that will align with the future workforce will support greater economic growth within the Region.
- *Road Infrastructure and connectivity:* The Region is reliant on major roads that are highly congested to access major centres and essential services. Blockages, accidents and endless roadworks further inhibit the ability to get around the Region. Many locations are reliant on the same roadways, with many areas poorly serviced. Better connected road infrastructure capacity and quality is needed now and even more so with the expected increase in population.

Overall enabling infrastructure is needed to support the Region and allow for further growth in key areas such as manufacturing, agriculture, health care etc. Without digital connectivity, transport and high-capacity essential services, the Region will not be equipped for the expected population growth nor the regional economic growth that is expected in the future.

In addition, and recognising the needs of the Islands off the Redlands Coast, residents and businesses identified the need for:

- better community consultation on local investment, infrastructure, and community needs;
- better, more affordable transport options (inter island and mainland connections further into Redlands, Logan, Brisbane, Gold Coast etc);
- quantifiable labour force data and better skills and training opportunities for island residents;
- Health Care and Social Services particularly to support the ageing populations on the islands and maintain adequate support for long term residents;
- ensuring island growth is looked at with long term sustainability in mind; and
- being more proactive in selling the Bay islands as an asset rather than a liability and promote the islands as an ideal location to invest.

The RDA looks forward to 2022 to 2023 as a year of growth as the Region pursues economic development along with social investment. It is recognised the essential economic development and jobs generation focus must be undertaken in a way that protects and enhances the natural environment and attractive outdoors lifestyle of the Region.

The South East Queensland region, of which the Logan and Redlands Region is a key part, is at the centre of growth potential with the SEQ City Deal, the 2032 Olympics and Paralympics, the National Disability Insurance Scheme implementation (a subset of the wider Health Care and Social Assistance Industry) and the Inland Rail. The opportunities available through this unusually timely range of initiatives should be grasped by Governments and the private sector to accelerate the rebuild of critical Infrastructure (health, transport, connectivity etc). This will create opportunities to reduce the economic and individual impacts of COVID-19 and put in place more robust physical and policy assets in the event of future shocks.

Key to sustaining a robust economy and a durable society is building supply chain resilience. Manufacturing is critical to the modern Australian economy and is of particular relevance to the Logan and Redlands Region. As noted by the Federal Government, Government and business need to work in close partnership to ensure that Australians and Australian businesses have ongoing access to critical products and markets ⁶.

The RDA's current strategic document (*Logan and Redlands: The Centre of Economic and Employment Growth for Queensland*) notes "Never let a good crisis go to waste". Creative responses to an emergency will provide a basis for better and more durable economic and social practices that, while unlikely to ever isolate from future shocks, will at least provide for better preparedness when such shocks occur in the future.

The *Introduction* above notes the past 3 years has seen unprecedented concurrent impacts on Australia's economic and social environments including:

- instability in geo political conditions;
- fires;
- floods;
- drought;
- an enduring pandemic;

⁶ <https://www.industry.gov.au/data-and-publications/sovereign-manufacturing-capability-plan-tranche-2>

- changing work practices;
- a growing call for and reliance on publicly funded bail outs; and
- heightened internal migration.

However, the opportunities to strengthen local economies has not been fully grasped. This *Strategic Context and Regional Priorities* section of the abridged RDA Logan and Redlands 2022 to 2023 Business Plan raises key areas for focus which if not given the appropriate leadership will not provide for the future proofing of the economy. This will be a waste of the once in a generation concurrence of opportunities available through but not for the sole purpose of the SEQ City Deal and the 2032 Olympic and Paralympic Games.

The opportunity must be taken to start talking about *investment* in the regions rather than escalating costs. The Return on the Investment will provide the robustness for minimising future economic and social shocks.

Strategic Regional Plan and Investment Summit

Regional Development Australia Logan & Redlands Incorporated (the RDA) has considered the Commonwealth's requirements to determine whether there is a recognised, existing strategic plan in place, which is up to date, and for the most part, meets the needs of their region.

The RDA formed the view through an audit of existing and emerging Plans for the Region that, while a number of plans exist or are under development, the *Region* does not have an appropriate overarching strategic plan.

Existing Plans covering the Region have been developed by Regional Development Australia Logan & Redlands Incorporated, Logan City Council, Redland City Council, Redlands Coast Chamber of Commerce, the Queensland Government and Infrastructure Australia. Between these organisations over 20 plans were identified.

In focussing on the issues raised above in the *Strategic Context and Regional Priorities* section and capitalising on opportunities, the RDA is finalising its Strategic Regional Plan (the successor to *Logan and Redlands: The Centre of Economic and Employment Growth for Queensland*). The Plan will be aligned to and formally released at an Investment Summit being held in September 2022 in the Region.

The Strategic Regional Plan development has been through research and industry and stakeholder consultation which has driven and shaped the strategy. The focus is on ensuring the future of overall economic and social wellbeing of the Region. Work has ensured the capture of data and research within the Region of Logan, Redlands and surrounding Local Government Areas (LGAs) with continued effort on understanding in greater depth the needs and barriers to success for the Region.

This Plan is looking to the future of the Region leveraging important events and deals in place such as the SEQ 2032 Olympics and Paralympics and SEQ 25 year City Deal as the underpinning drivers of growth and change in the Region; both for the present and for the post Olympics and Paralympics decades.

The pandemic and recent geopolitical issues have shone a spotlight on supply chain resilience, technology adoption, the future of work and the imperative for digital transformation to remain competitive. As local and global markets manage the impacts of the pandemic it is critical to optimise the adoption of advanced technologies to build resilience now and emerge post-pandemic stronger and more competitive. Industry 4.0 represents the next frontier in the adoption of advanced technologies to drive innovation. These issues are reflected in this Plan.

In parallel with this and as addressed in the Plan, labour market analysis/projected industry mix has been analysed to support implementing structural changes to the local economy including creation of jobs and subsidised skilling and reskilling of the workforce into emerging industries and occupations. This includes looking at greater take up of available resources including older workers and more flexible employment arrangements.

The Strategic Regional Plan consultation has surfaced a desire for a key Regional event.

In order to continue building on this dialogue, the RDA is planning an inaugural, invitation only investment summit to be held in September 2022. The Summit will bring together all three levels of government along with private, public and community sector organisations to address the barriers to and opportunities for growth within the South East Queensland region.

The Summit will be about what happens within the Region (rather than brand marketing to grow a business or a show and tell opportunity) and a requirement to speculate on and add value to the Region's profile as a lifestyle and business destination with case studies of opportunities being taken forward. The lead in and outcome activities must include analysis of and identification of opportunities for regional investment.

Planning for the 2022 Investment Summit commenced in February 2022 with regular planning sessions held since then. A key input to the regular planning sessions came from ongoing discussions with:

- the Australian Government (through AusIndustry; and its Department of Infrastructure, Transport, Regional Development and Communications);
- the Queensland Government (through its Departments of State Development, Infrastructure, Local Government and Planning; and Employment, Small Business and Training);
- Logan City Council;
- Redland City Council;
- Straddie Chamber of Commerce;
- Logan Regional Chamber of Commerce;
- Beenleigh Yatala Chamber of Commerce;
- Logan Chamber of Commerce;
- Redlands Coast Chamber of Commerce;
- Southern Moreton Bay Islands Chamber of Commerce;
- the SEQ RDA Alliance;
- investors;
- selected businesses; and
- peak representative bodies.

In summary the discussions generally noted:

- The summit will be hosted in the Logan and Redlands Region but given its subject matter (SEQ City Deal; SEQ Olympics and Paralympics; Inland Rail; Infrastructure Australia Gaps Report; the breadth of the developing Logan and Redlands Strategic Regional Plan) will cast its net across the SEQ region;
- The focus is to be on what is not addressed and therefore needs to bring together the existing infrastructure pipeline; and
- The detail of audience and speakers is being determined but will reflect a tag line similar to “SEQ 2042 : Attract-Invest-Sustain”.

Following detailed discussions with the investor community, it is clear the Summit needs to focus on preconditions for and return on investment issues.

It is now intended the focus of the Summit be on barriers to investment in the Region. The Summit will therefore focus on the following key questions:

- Why is the region an attractive investment target?
- What would be the return on investment for potential investors?
- What are the barriers to investment?
- What are the barriers to continued economic development for the region?

The Summit will be by invitation only and restricted to a maximum attendance of approximately 100.

The structure of the day is likely to be:

- Setting the scene;
- Strategic Regional Plan;
- Themed Session 1 : Addressing regional infrastructure gaps: Barriers for regional growth - setting the scene: the current context;
- Themed Session 2: Opportunities for Regional Investment - the next 20 years;
- Themed Session 3 : Paths to Greater Investment in SEQ : 2042 and beyond:
 - Investor perspective: preconditions for/ ROI needed for investors; and
 - Business Perspective: What do businesses need to do business here and continue to expand); and
- Summary of the key messages from the 3 themes with suggested KPIs to be further developed, agreed and assessable at predetermined times after the Summit.

In concert with the above, work is continuing on finalising the Summit's:

- Agenda;
- Draft speaker list;
- Draft invite list;
- Other considerations:

- Q&A management;
 - Bios of speakers and invitees ;
 - Speaker briefs; and
 - Aspirational 2 pager;
- Prospectus; and
 - KPIs which reflect the Summit purpose and are agreed and assessable at predetermined times after the Summit.

It is likely this will be the first in a series of Summits.

Annual Work Plan

The priority for Regional Development Australia Logan & Redlands Incorporated (the RDA) for 2022 to 2023 is the release and activation of the Strategic Regional Plan and the concurrent conduct of a regional investment summit.

The immediately above section discusses the proliferation of existing plans which likely serve specific purposes. However, the creation of a narrative across the Region is essential to better advocate on behalf of the Region and to provide integrated evidence in supporting the Region's ability to argue for greater inclusion in key initiatives (e.g. the 2032 Olympic and Paralympic Games) and funding (e.g., equity of infrastructure funding).

It is likely there will be some resistance to the RDA's involvement. This will be monitored throughout the Plan's development and activation process to ensure good relationships are retained.

The RDA sees its role as taking a visionary perspective for a 20+ year period, involving itself in strategic issues and ensuring the balance between economic development and social cohesion. It also commits not to duplicate or compete but rather add value to current and emerging strategies for the economic, social and environmental sustainability and growth of the Logan and Redlands Region.

This vision sits comfortably with the development of a Strategic Regional Plan for the Logan and Redlands Region.

In parallel with the development of a Strategic Regional Plan a number of key areas of focus will be pursued.

Recent Building Better Regions Fund rounds (Round 5 completed and Round 6 to be announced) take up has been the best for the Redland area since the program's commencement. Market engagement for Building Better Regions Fund (Round 7) will begin in September 2022 (2 months prior to expected invitation for applications opens). Workshops for small groups and individual organisations such as Councils and Chambers will be developed, tested and rolled out based on the Building Better Regions Fund (Round 6) Guidelines which are expected to be similar for Round 7.

As local and global markets manage settling into whatever the new normal is, it is critical to optimise the adoption of advanced technologies to ensure a stronger, sustainable and more competitive post-pandemic economy.

Industry 4.0 represents the frontier in the adoption of advanced technologies to drive innovation. Whilst the advancement of Industry 4.0 capability has been a priority for governments for several years, the current environment has accelerated the need for businesses to engage in digital and advanced technologies. This is required to remain competitive in a new world economy which has shaken globalisation and supply chains previously considered secure.

Discussions on Industry 4.0 opportunities remain active with Griffith University and the Gold Coast Manufacturing Hub (Department of Regional Development, Manufacturing and Water). Accelerating the “sewing corridor” concept as a parallel area of focus is being pursued as part of wider agendas around job creation and sovereign supply chain protection.

Throughout this Plan are references to Health Care and Social Assistance Industry issues. The demographics of the Region make this a key Industry in terms of employment and provision of services.

In relation to the National Disability Insurance Scheme (NDIS) the RDA is taking forward issues seen as impeding the full implementation of the NDIS. The key issue is:

Thin markets as a concept within the NDIS be discontinued reflecting:

- its use as a resource rationalising mechanism to the detriment of the economic and social reform upon which the NDIS was developed; and
- the NDIS is not a homogeneous market but comprises all facets of communities across all socio-economic classifications and across all regions.

A paper addressing this issues is being advocated to the Commonwealth and would benefit through the identification of an advocacy champion.

In addition, opportunities are being discussed with the Employment Facilitator Employment Region — Brisbane South East around sustainably growing the Health Care and Social Assistance workforce across the Region.

Previously canvassed activities which need attention include advancing the Southern Queensland internal migration project which remains ongoing.

This has taken on greater priority with more direct engagement with representatives of relevant groups and rural and remote Local Government Areas (LGAs). Following recent meetings, the RDA is preparing a 2 page briefing paper for a pilot in the Balonne Shire for systemic opportunities for internal migration for families (including refugees). The paper raises issues around available lifestyle amenities and is proposed to be the subject of an approach to the Australian Government.

Linked is the emergence of secondary migration to the regions (enhanced through the Commonwealth’s revision of the roles of capital city RDAs) by facilitating internal migration of families off the back of employment opportunities recognising such a pursuit will need to encompass all aspects which would support the making of an informed choice to act.

Communications Strategy

Background

Regional Development Australia Logan & Redlands Incorporated's (the RDA) approach to Marketing and Communications operates within the guidelines from Section 8 of the Australian Government's Regional Development Australia Better Practice Guide ⁷.

The RDA Branding Guidelines (2021) ⁸ specify the following communication aims and objectives for RDAs to which RDA Logan & Redlands adheres:

- encourage community support for, and regional stakeholder engagement with, the RDA;
- increase understanding and awareness of the RDA and of the benefits the national RDA network offers to regional communities;
- promote the achievements of the national RDA network; and
- encourage and promote joint government, business and stakeholder support in promoting the network.

The RDA remains committed to:

- improving brand visibility for the RDA; and
- growing the RDA's audience.

Current Stakeholders are:

- Australian Government;
- Regional Development Australia;
- RDA Chairman and Committee Members;
- Redland City Council;
- Logan City Council;
- Community Groups;
- Chambers of Commerce;
- Industry Associations;
- Local businesses;
- Investors;
- Not for profits; and
- State Government.

The RDA's Marketing and Communications Key Objectives are to:

- improve brand awareness for RDA Logan and Redlands;
- improve engagement across all social media platforms with existing audience; and
- encourage engagement from new stakeholders within the community.

Baseline Statistics

The RDA has an established a Website and Facebook, LinkedIn and Twitter (subject to review) accounts and uses weekly Email Direct Marketing (EDM) to disseminate messages to its network.

⁷ <https://www.rda.gov.au/members#better>

⁸ <https://www.rda.gov.au/members#documents>

It is noted that:

- Twitter has not been utilised for some time and will be considered for retirement during 2022 to 2023;
- current engagement rates on Facebook posts are growing; and
- a LinkedIn account was established for the organisation in May 2021 and has attained solid market penetration.

Target Audience

The RDA has a diverse target audience and branding/messaging will be defined in terms of relevance.

Given the RDA's target audience covers two Local Government Areas (LGAs), all promotional material will not be relevant for all constituents at all times. It will be important to find a balance between presenting material that is relevant for both LGAs so neither is seen to be favoured over the other.

The target audience is broken down into the following two categories:

- Primary targets:
 - Regional businesses;
 - Community organisations; and
 - Not-for-profits.
- Secondary targets:
 - Individuals in the Logan and Redlands Region interested in finding out about community and business events in their area;
 - School leavers; and
 - Jobseekers.

Communications / Marketing Mix

- LinkedIn
 - Repost of relevant content from stakeholders
 - Networking with external stakeholders/ community networks.
- Facebook / Twitter⁹
 - Funding / Grant opportunities
 - Publicise RDA Sponsored events
 - Publicise community events
 - Community success stories

⁹ Retention of Twitter post 2022 to 2023 is problematic.

- ❑ Website
 - Funding / Grant opportunities
 - Budget updates
 - Committee members
 - Sponsorship opportunities / Community events
 - Information / report releases

- ❑ Print
 - Brochures
 - Leaflets

- ❑ Public Relations
 - Sponsorship of community events
 - Attendance at conferences / community events.

Priority actions

To ensure the strategic and marketing goals of the RDA are achieved and improve the RDA's understanding of its target audience, the following activities are being continued into 2022 to 2023 and implemented concurrently with more targeted marketing activities:

- continuously monitor the existing mailing list to ensure current and relevant contacts;
- engage with clients to better understand the needs of the existing audience; and
- maintain assessment of website analytics.

In doing so, the above will inform an understanding of clients':

- current behaviour;
- level of awareness;
- level of knowledge;
- preferred methods for receiving information; and
- motivations / barriers to hearing and believing / accepting information.

To improve brand visibility and encourage increased engagement from stakeholders the RDA will:

- maintain business accounts for LinkedIn and Instagram;
- maintain consistency of branding and messaging across all platforms - Instagram, LinkedIn, Facebook, Twitter (subject to review) and EDMs;
- improve currency of information available on the RDA website, particularly in relation to available Grants and Funding and sponsored events; and
- distribute regular EDMs (once weekly) with relevant and highly engaging content.

RDA Logan and Redlands will monitor opportunities for sponsorship of relevant events to ensure organisational strategic and marketing goals are being achieved.

The RDA will encourage engagement from new stakeholders within the community by

- engaging with relevant regional stakeholders and relevant groups via social media;
- sponsor and attend at relevant events; and
- increase the use of LinkedIn and Instagram to encourage increased brand exposure noting Instagram in particular targets a younger demographic and LinkedIn will be a highly relevant tool for business networking.