



Annual Report on Outcomes (Abridged)

2022 to 2023

RDA Logan & Redlands Inc

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Introduction

2022 to 2023 was a year of extensive political, environmental, economic and social change. It continued the trend of unprecedented concurrent impacts on Australia’s economic and social environments. As noted in the RDA Logan and Redlands 2022 to 2023 Business Plan and Budget (against which this report is based), 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 bail outs; and
- heightened internal migration.

Sitting across this has been the roll out of the incoming Australian Government’s agenda including through the Government’s 2022 to 2023 Budget released on 25 October 2022 and 2023 to 2024 Budget released on 9 May 2023.

While the impact of some of these has lessened, the changing world has had and continues to have major impacts on the Logan and Redlands Region which demands attention be given to this often overlooked Region. Rather than a continuing reliance on “resilience” there must be a focus on ensuring opportunities arising are taken up and challenges are addressed. This requires leadership.

A snapshot of headline data from the Logan and Redlands Region is as follows:

| | Logan | Redlands |
|--|--|--|
| Anticipated population growth by 2046 ² | 54% | 14% |
| Businesses having fewer than 20 employees | 98% | 98% |
| Workers commuting outside their areas to work | 54% | 52% |
| Aboriginal and Torres Strait Islander | 4% | 3% |
| Overseas born | 28% | 23% |
| Over 60 years of age | 18% | 28% |
| Over 65 years of age | 13% | 20% |
| Key industries | <ul style="list-style-type: none"> • Construction (20%) • Health Care and Social Assistance (12%) • Retail (10%) • Education and Training (9%) | <ul style="list-style-type: none"> • Health Care and Social Assistance (19%) • Retail (13%) • Education and Training (10%) • Construction (10%). |

The Redlands' inhabited islands comprising North Stradbroke, Coochiemudlo and Southern Moreton Bay islands collectively house over 10,500 residents, facing similar but unique challenges of infrastructure, unemployment and services.

Similarly, the Greater Flagstone and Yarrabilba Priority Development Areas (in between which sits Jimboomba) have similar economic and socially contextualised issues.

Against this backdrop the RDA Logan and Redlands (the RDA) Board's focus is on longer term (20+ years), strategic enabling issues. This reflects the RDA's role is not to duplicate or compete on specific local initiatives but rather to identify and advocate on behalf of the Logan and Redlands Region and the broader South East Queensland Region on key areas of focus to avoid building in failure factors resulting from a myopic approach to planning (e.g., with increased population and traffic there will be a need for better and more expansive planning for increased mobility, health, education, cultural, sport etc facilities and supports).

As a key activity for the RDA in pursuing this focus, the RDA's 2022 to 2023 Business Plan includes:

Over the period July to December 2022 the RDA will complete the development and launch of the Logan and Redlands Strategic Regional Plan. Concurrently, the RDA will hold a major regional investment Summit in September 2022 with participation from the Commonwealth, Queensland and Logan and Redland Local Governments, Economic Development and Investment agencies, businesses, chambers of commerce and community and cultural groups.

This was a critical goal in testing the RDA's interpretation of intelligence gathered through extensive stakeholder engagement built off the back of the RDA's October 2020 release of its initial Strategic Regional Plan *Logan and Redlands: The Centre of Economic and Employment Growth for Queensland* (available at <https://rdaloganandredlands.org.au/images/documents/Logan-and-Redlands-The-Centre-of-Economic-and-Employment-Growth-for-Queensland-2020.pdf>).

It was with great pride the RDA hosted the *To 2042 and Beyond : Investing in SEQ* Summit on 29 September 2022. Reflecting the extensive consultations and the RDA's commitment to the long term, the event considered a broader South East Queensland context in addressing impediments to and opportunities for regional economic growth. Underpinning the Summit was the position of the RDA that while the key events such as the SEQ 2032 Olympics and Paralympics provide great incentive for regional investment, it is necessary to ensure the legacies extend well beyond 2032.

Details of the Summit are available at <https://www.summit2022.rdaloganandredlands.org.au/>. The Summit is provided as one of the two case studies included in this 2022 to 2023 Report on Outcomes.

The aim of the Summit was broadly to engage decision makers and funders in a 20+ year vision. The closure of the Summit noted:

- it had heard directly from businesses, been exposed to current research and had a chance to meet and discuss issues impacting the Logan and Redlands and broader South East Queensland regions;
- the RDA Logan and Redlands Board sees a clear mandate to take forward a commitment to progress the concepts and ideas that were raised at the Summit and to ensure this process continues to gain traction and momentum amongst regional stakeholders; and
- in parallel the RDA will bring to a conclusion its development of this Strategic Regional Plan which will be substantially enriched as a result of the Summit and reflect the need for cohesive, co-ordinated and long-term strategic regional planning

Taking the outcomes forward has been within the 4 identified themes arising from the Summit being:

- Economic Infrastructure;
- Social Infrastructure;
- Education, Skills and the Labour Market; and
- Leveraging opportunities including amenities.

The RDA's identified themes are consistent with the Australian Government's revised RDA Charter (available at <https://www.rda.gov.au/sites/default/files/documents/rda-charter.pdf>), Regional Investment Framework (available at www.infrastructure.gov.au/sites/default/files/documents/regional-investment-framework-july2023.pdf) and key regional priorities (available at <https://www.rda.gov.au/sites/default/files/documents/priorities-matrix.pdf>).

Aligned with and following the Summit, RDA Logan and Redlands continued developing a revised Strategic Regional Plan which built on the document '*Logan and Redlands: The Centre of Economic and Employment Growth for Queensland*' released by the RDA in October 2020.

In parallel, the RDA concluded its development of a Strategic Regional Plan which was substantially enriched as a result of the Summit. This Plan reflects the need for cohesive, co-ordinated and long-term strategic regional planning.

The development of the Strategic Regional Plan included revisiting the RDA's earlier strategic document, *Logan and Redlands : The Centre for Economic and Employment Growth*; planning for and the successful conduct of the Summit; and greater penetration through the expansion of the RDA's stakeholder engagement strategy.

Over the past 2 years consultations have included aligning the RDA Board's bi-monthly meetings with stakeholder round tables including with local businesses, employment intermediaries, education and training providers, Councils, Queensland Government State Departments, Members of the Australian and Queensland Parliaments and community groups. This included holding meetings on the islands off the Redlands mainland.

The development of the Strategic Regional Plan was substantially enriched as a result of the Summit. In closing the Summit, Mr Hardgrave again thanked those attending and presenting at the Summit acknowledging without their support initiatives such as the Summit and its capacity to drive change to reflect current and emerging opportunities with the intention of challenging conservative and competitive approaches to planning for the Region would not be possible.

The development and validation of the Plan included seeking and receiving comment on the draft Plan on a confidential and without prejudice basis. All comments received were of value and indicated general support for the Plan and its contents.

The strategic planning lays out the long-term, broad goals to be achieved. The tactical planning dominates the 2023 to 2024 business plan which outlines the short-term steps and actions to be taken to achieve the goals of the Plan.

The RDA Logan and Redlands (the RDA) Board's Strategic Regional Plan *Logan and Redlands: Challenges and Opportunities for Sustainable Growth* was released in February 2023 and is available at <https://rdaloganandredlands.org.au/images/documents/Strategic-Regional-Plan-February-2023.pdf>. The release of the Plan reflects the need for cohesive, co-ordinated and long-term strategic regional planning.

The Strategic Regional Plan has been broadly supported across all levels of government, the private sector and the wider community.

This is not to claim everyone participated in consultations nor the content of this Plan is universally supported. To have achieved these twin outcomes is implausible. However, the consultations did unearth key deficiencies in current planning generally and specifically for South East Queensland.

It is an unfortunate reality competition dominates cooperation. There is an element of some interested parties whose key question is "what is in it for me?" People who do not live in the community are having a greater say over the community than its residents particularly in peri urban regions distracting attention from key local issues.

In general, peri urban refers to areas beyond the metropolitan fringe, at the interface between city and country but within the economic and social catchment of a large metropolitan area – an apt description of the Logan and Redlands Region.

This is not to suggest the region exists in isolation. However, while regional planning and decision making remains insular and parochial rather than broad, driven by self interest and characterised by obstructionist behaviour, the necessary vision for the South East Queensland Region to Attract / Invest / Sustain at a level where synergies are maximised will continue to be stunted. As has been attributed to Einstein, "The definition of insanity is doing the same thing over and over and expecting different results". A better approach is needed.

While outside the timeframe of this 2022 to 2023 Report on Outcomes it is within this context the RDA welcomes the 24 August 2023 release of the Australian Government's 2023 Intergenerational Report which projects the outlook of the economy and the Australian Government's budget to 2062 to 2063 (available at <https://treasury.gov.au/publication/2023-intergenerational-report>).

The Context

In challenging the thinking around planning for the Region, whether Government or Private, it became clear throughout 2022 to 2023 the language needs to be about investment and therefore recognise the importance of Return on Investment (ROI) in decision making. With past planning being based on “cost” rather than investment, inadequacies have been identified as population growth and related impacts occur. The result has been additional upgrade and maintenance costs which would have been mitigated through an initial “investment” planning model.

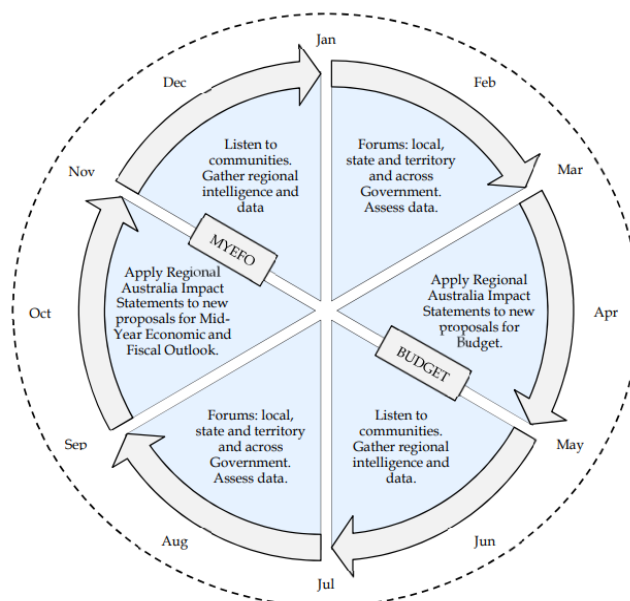
The strategic challenge is to make sure the current and future pipeline of activity across the Logan and Redlands Region is not stifled, does not fail to deliver as expected and/or is not as sustainable as should be the case due to the surrounding environment not being considered and planned. It is this role the RDA pursues in its commitment not to duplicate or compete on specific local initiatives but rather to identify and advocate on behalf of the Logan and Redlands Region and the broader South East Queensland Region.

While the Logan and Redlands Region is positioned to capitalise on the substantial economic, social and environmental opportunities across the 4 themes identified in the Strategic Regional Plan, this potential is hindered by, amongst other things, vulnerable supply chains, inadequate mobility corridors and limited skilling and training opportunities.

To capitalise on the Region's economic advantage and population potential, access to training, infrastructure and investment should be prioritised. The Strategic Regional Plan highlights investment in essential infrastructure crucial to support the Region's growth. The increasing need for public and private investment across South East Queensland highlights the need for strategic leverage of opportunities to achieve economic and social advancement.

The Australian Government has widely disseminated the following representation of the implementation of the Regional Investment Framework through the Budget cycle.

Implementing the Regional Investment Framework through the Budget cycle



The Australian Government has charged RDAs with supporting the successful implementation of this Framework, which will guide a coordinated approach to regional development, underpinned by local engagement.

The taking forward of the Strategic Regional Plan has been recalibrated to operate within this cycle noting the 4 themes of the Strategic Regional Plan are:

- Economic Infrastructure;
- Social Infrastructure;
- Education, Skills and the Labour Market; and
- Leveraging opportunities including amenities.

These themes are aligned with the Australian Government’s Regional Investment Framework and Regional Priorities as follows:

| RDA Logan and Redlands strategic themes | Australian Government’s Regional Investment Framework | Australian Government’s key regional priorities |
|--|--|--|
| Infrastructure – Economic | Investing in places | Infrastructure Investment |
| Infrastructure – Social | Investing in people | Economic Development |
| Education, Skills and the Labour Market | Investing in industries and local economies | Skills and Ready Workforce |
| Leveraging opportunities including amenities | Investing in services | Environmental and Natural Assets |

The Engagement

As a headline issue, 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 needs to better match the needs of the Region to unleash its strategic importance to economic and employment growth, social cohesion and environmental sustainability.

It is within this environment the RDA continues 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. It seeks to do this collegiately.

To ensure the RDA has been able to maximise opportunities for input to the development of the Logan and Redlands Strategic Regional Plan, an ambitious and extensive consultation process was put in place immediately following the release of *Logan and Redlands : The Centre for Economic and Employment Growth* in October 2020. Engagement was sought with:

- All levels of Government;
- South East Queensland Regional Development Australia Committees;
- Business representative organisations;
- Businesses;
- Community organisations;
- Key individual stakeholders;
- Education and skilling service providers; and
- Potential investors.

To ensure local and key stakeholder buy in, the RDA implemented more direct engagement activities over the past few years. During 2022 to 2023 the RDA Board continued to centre its 2 monthly meetings around a focussed, strategic discussion through which regional information, contacts and areas of focus are identified, discussed and prioritised.

In addition to the above, in undertaking its work the RDA regularly meets individually and collectively with key stakeholders on issues relevant to the Region as they relate to the RDA’s strategic document and the RDA’s roles under the Regional Development Australia Charter. These 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;
- Local businesses;

- Queensland Department of State Development, Infrastructure, Local Government and Planning;
- Queensland Department of Youth Justice, Employment, Small Business and Training;
- Education Queensland;
- Jobs Queensland;
- RDA Committees from around the broader South East Queensland region; and
- Commonwealth Department of Infrastructure, Transport, Regional Development and Communications.

Specifically, over the period July to September 2022, the RDA:

- held discussions with Griffith University on closer relations;
- held discussions with the Committee for Economic Development of Australia in relation to proposed Investment Summit;
- met with officials from Redland City Council
- held several meetings with relevant South East Queensland Regional Development Australia Committees as part of planning for the September 2022 SEQ Investment Summit;
- participated at Suburban Futures event;
- participated at Redlands Connected Breakfast event;
- met with Griffith University regarding engagement with RDA Logan & Redlands;
- contributed to the Hon Kristy McBain MP briefing for the Jobs and Skills Summit;
- met with local Federal Members;
- participated in meeting with visiting international transport specialist;
- participated in meeting between RDA Logan & Redlands and Commonwealth officials;
- participated in Rankin Jobs and Skills Summit;
- met with various businesses in relation to speaking at and/or attending the September 2022 SEQ Investment Summit;
- met with Employment Facilitators from across SEQ;
- participated at ESG - Driving Future Investment in Queensland event;
- participated as a member of the Redlands Job Committee Meeting;
- met with Walker Corporations (Toondah Harbour);
- met with and visited Western Sydney under the auspices of the Western Sydney Regional Organisation of Councils Ltd (WSROC); and
- hosted the SEQ Investment Summit opened by the Hon Dr Jim Chalmers MP and attended by SEQ RDAs, Regional Chambers of Commerce, Council representatives, Members of the Queensland Parliament, skilling institutions, businesses, community organisations, Australian Government representatives, Queensland Government representatives, think tanks and research organisations.

Specifically, over the period October to December 2022, the RDA:

- participated in Suburban Futures' *Future of Suburbia III international conference: Retrofitting suburbia* forum;
- met with FosterVox in relation to it developing productions set within the Redlands and SEQ;
- supported the Export Council of Australia and Redland City Council partnership delivering a 2-day Export Ready Training Workshop to local businesses seeking to go global;
- supported Australian Tax Office webinars for RDAs on eInvoicing;
- participated in Committee for Brisbane's *SEQ 2050 - A Vision for Transport & Mobility*;

- attended Budget briefing from Member for Rankin;
- engaged with Koala Farmland Fund;
- submitted to Department of Industry report on industry and regional structural adjustment issues;
- met with QLD/NT Business, Industry and Regional Outreach Officer Department of Home Affairs in relation to farm workers;
- met with the President, Redlands Coast Chamber of Commerce;
- submitted to Department of State Development, Infrastructure, Local Government and Planning research survey;
- participated in Straddie Chamber of Commerce Toondah Harbour EIS meeting;
- participated in SEQ Alliance Meeting;
- participated in RDA Budget Session with Minister McBain;
- met with Go1, Logan Office of Economic Development and Trade and Investment Queensland around opportunities for Logan;
- met with and provided sponsorship for RedCity Roar Basketball school holiday basketball camps;
- submitted to the Inland Rail Community Perceptions survey - November / December 2022;
- provided supporting statement for Toondah Harbour;
- participated in Redlands Coast Industry Forum;
- participated in Suburban Futures meeting with the Redlands Mayor to explore opportunities for the development of Cleveland, and the Redlands more generally;
- provided comment on the Australian Government Regional Development Australia (RDA) website; and
- participated in Department of Industry National Reconstruction Fund webinar.

Specifically, over the period January to March 2023, the RDA:

- visited Macleay Island to meet key stakeholders;
- submitted to National Skills Commission 2023 Skills Priority List (SPL) Stakeholder Survey;
- released the quarterly report to the region for the period October to December 2022;
- discussed sponsorship opportunities with local organisations;
- participated in Swinburne University transport digitalisation and automation report webinar;
- provided a submission the Cyber Secure Queensland Strategic Plan consultation (Department of Communities, Housing and Digital Economy);
- participated at Logan Chamber of Commerce Bring a Business Buddy Breakfast Meeting;
- participated at Redlands Coast Chamber of Commerce Procurement & Social Enterprise Breakfast Event;
- participated in Redlands Connect discussions;
- participated in Online Briefing with the Hon Min Kristy McBain MP;
- Board met and in partnership with key stakeholders released the Strategic Regional Plan *Logan and Redlands : Challenges and Opportunities for Sustainable Growth*;
- participated in the Redlands Regional Jobs Committee futures forum;
- met with Department of Employment, Small Business and Training officials to support the establishment of a Redlands small business hub;
- met with Redland City Council officers;
- met with Logan Office for Economic Development official;
- met with Councils and key stakeholders on status of emerging Australian Government programs;

- participated in Early Childhood and Allied Health Industry Forum meetings;
- hosted industry at the CEDA *Queensland Transport Infrastructure Update* event with the Hon Mark Bailey, Minister for Transport and Main Roads;
- participated in the Australian Government's Growing Regions Program virtual roundtable;
- participated in the SEQ RDA Alliance meeting;
- participated at the Redland City Council Stronger Communities Strategy Community Workshop;
- participated at Redlands Regional Jobs Committee meeting;
- met with stakeholders including the RDA in the Cairns area;
- met with stakeholders including the RDA in the Townsville area;
- met with the *Western Sydney Regional Organisation of Councils*;
- attended Port of Brisbane and Brisbane Airport Corporation presentations hosted by Suburban Futures; and
- met with key stakeholders through visit to Canberra.

Specifically, over the period April to June 2023, the RDA:

- attended the Redlands Coast Chamber of Commerce Cyber & Digital Security Breakfast Event;
- held its Board meeting at Brisbane Airport as the guest of the Brisbane Airport Corporation including a site visit;
- participated as a member of the advisory group for the Office of the Logan Coordinator for Cultural Diversity, Social Cohesion, and Economic Development Advisory Group's strategy workshop including with Logan City Council; Islamic Women's Association of Australia; Gunya Meta; AIGroup; Inspiring Brighter Futures *Foundation*; *Griffith University*; and *The Bryan Foundation*;
- visited Coochiemudlo Island to meet with members of the Coochiemudlo Island Health Hub for a tour of the island and discussion about the development of the Hub;
- participated in meeting between the RDA, Redlands Jobs Committee; Alexandra Hills TAFE and the University of the Sunshine Coast in relation to developing a tertiary presence in the Redlands;
- participated as a member of the Redlands Connect Meeting including with Redland City Council; Department of State Development, Infrastructure, Local Government and Planning; Department of Employment, Small Business and Training; Department of Agriculture and Fisheries; Trade and Investment Queensland; and AusIndustry;
- hosted the quarterly South East Queensland Regional Development Australia Committees' meeting;
- met with THRIVE Logan;
- participated in and presented at the Advancing Local Government Procurement in Queensland summit;
- participated in the quarterly RDA and Local Government meeting with the Hon Kristy McBain MP, Minister for Regional Development, Local Government and Territories;
- met with Redland City Council officers;
- met with Telstra in relation to the pending cessation of 3G services in mid 2024;

- met with Community Services Industry Alliance (CSIA) on workforce issues across the region;
- attended Redlands Coast Chamber of Commerce Liveability in the Redlands event;
- participated in CEDA services update event;
- met Sealink regarding issues around transport for the region;
- participated in meeting with the Australian Government on the revision of the Regional Development Australia Charter; and
- completed the Sentiment and General Economic Regional Report (SAGE Book) survey.

In addition, communications are maintained with:

- The Queensland Department of Regional Development, Manufacturing and Water;
- The Queensland Department of Tourism, Innovation and Sport;
- The Commonwealth Department of Infrastructure, Transport, Regional Development, Communications and the Arts;
- AusIndustry;
- The Commonwealth Department of Education;
- The Commonwealth Department of Employment and Workplace Relations;
- Infrastructure Australia; and
- The Australian Taxation Office.

South East Queensland and adjacent areas are served by several Regional Development Australia Committees including for:

- Brisbane;
- Darling Downs and South West Queensland;
- Gold Coast;
- Ipswich and West Moreton;
- Logan and Redlands;
- Moreton Bay;
- Northern Rivers;
- Sunshine Coast; and
- Wide Bay Burnett.

These RDAs communicate regularly to discuss issues across the South East Queensland Region.

Sponsorship of the following was agreed during the period:

- Logan Business Excellence Awards for the Building and Construction category;
- Manufacturing and Construction trophy for the Redlands Business Excellence Award; and
- RedCity Roar, an all age basketball club accepted into the NBL1 competition for the inaugural 2021 season. Red City Roar sought sponsorship for workshops scheduled over the December 2022/January 2023 period to cater for between 100 and 400 participants and in doing so, acknowledge the importance of activities supporting the retention of residents (particularly young people and Quandamooka families) within the Region.

Membership was renewed with Suburban Futures (a think tank to promote a better understanding of the important role of the suburban economy in the life of our cities, through shared insights, information and analysis). Membership was also renewed with the following Chambers of Commerce:

- Straddie Chamber of Commerce;
- Logan Regional Chamber of Commerce;
- Beenleigh Yatala Chamber of Commerce;
- Logan Chamber of Commerce;
- Redlands Coast Chamber of Commerce; and
- Southern Moreton Bay Islands Chamber of Commerce.

The RDA continues to utilise Vision6 for its direct email communications. Throughout the year the RDA sends email communications directly to subscribers of its database. The content of these communications is varied, but mainly concentrates on regional events, grant rounds and other items of interest to the Region. The use of Facebook has continued to increase over the 2022 to 2023 period. A LinkedIn account has been established for the RDA.