



ANNUAL BUSINESS PLAN
(ABRIDGED)

2023 TO 2024

Regional Development Australia Logan & Redlands Incorporated

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STRATEGIC CONTEXT

Planning for the 2023 to 2024 Business Plan has been the culmination of 3 years' work which included:

- the October 2020 release of *Logan and Redlands: The Centre for Economic and Employment Growth*;
- the conduct of the September 2022 *To 2042 and Beyond: Investing in SEQ* Summit; and
- the release of the Strategic Regional Plan *Logan and Redlands: Challenges and Opportunities for Sustainable Growth* in February 2023.

During this time the RDA maintained a focus on expanding its key stakeholder engagement strategy. This has included partnerships, collaborations and regular meetings with a broad range of stakeholders.

Over the past 2 years 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 held meetings at Springwood, Mount Cotton, Capalaba, Beenleigh, North Stradbroke and the Southern Moreton Bay Islands and Yarrabilba Secondary College. In 2022 to 2023 meetings were held at Meadowbrook, Wellington Point and Brisbane Airport.

In any approach to planning for the Logan and Redlands Region it is essential its peri urban nature and its inclusion of inhabited islands off the Redlands Coast are considered along with acknowledgement of the region being at the forefront of population growth and economic expansion. 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.

The impacts of fires, floods and drought will remain cyclical features of Australia's climate. The flow on effects of instability in geo political conditions, the recent pandemic, changing work practices and heightened internal migration are yet to play out. This changing world has and continues to have a major impact on the Logan and Redlands Region and demands attention to this often overlooked Region. It demands a stronger vision, better planning capacity and earlier identification of responses especially focussing on fleetness of foot in skilling the workforce and securing supply chains.

Redland City (the Redlands) is strongly characterised by small business and has a strong local business outlook. Its key characteristics are:

- Small business (less than 20 employees) : 98.4% of all businesses.
- 52.3% of Redland City's working residents travel outside the region to work.
- Aboriginal and Torres Strait Islander population : 2.9% of total population.
- Overseas born : 23.1% of total population.
- > 60 years of age : 27.7% of total population.
- Top 4 industries by employment size : Health Care and Social Assistance (18.7%); Retail (12.9%); Education and Training (10.1%); and Construction (10.0%).
- Largest industries contributing to Gross Regional Product: Health Care and Social Assistance, Manufacturing, Construction, Retail Trade, Education and Training.
- Estimated population in Redlands is set to exceed 192,000 residents by 2041.

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

The Redlands has an ageing population with the median age in the region (42) considerably higher than surrounding LGAs and Australia's median age (38). This demographic trend means the region is in great need of further Health Care and Social Assistance and greater access to fit for purpose labour and facilities.

The region is well educated with nearly 25% of the residential population holding a vocational qualification and a further 15% with a bachelor's degree or higher.

The populated islands off the Redlands' Coast have a growing population estimated in 2021 to be over 10,500 people living fulltime among the 6 inhabited islands which include North Stradbroke, Coochiemudlo, Russell, Lamb, Macleay and Karragarra Islands. The islands face many common issues around insufficient infrastructure, high unemployment and difficulty in accessing key essential infrastructure and services.

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/rural communities of the west and south. The city is currently home to people from 217 cultural backgrounds who speak more than 50 languages.

Its key characteristics are:

- Small business (less than 20 employees) : 97.9% of all businesses.
- 54.1% of Logan City's working residents travel outside the region to work.
- Aboriginal and Torres Strait population : 4.2% of total population.
- Overseas born : 27.9% of total population.
- > 60 years of age : 18.4% of total population.
- Top 4 industries by employment size: Construction (19.9%); Health Care and Social Assistance (12%); Retail (10.4%); and Education and Training (9.0%).
- Largest industries contributing Gross Regional Product: Health Care and Social Assistance, Construction, Manufacturing, Retail Trade, Education and Training, Wholesale Trade.
- Estimated population in Logan is set to exceed 550,000 residents by 2041.

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

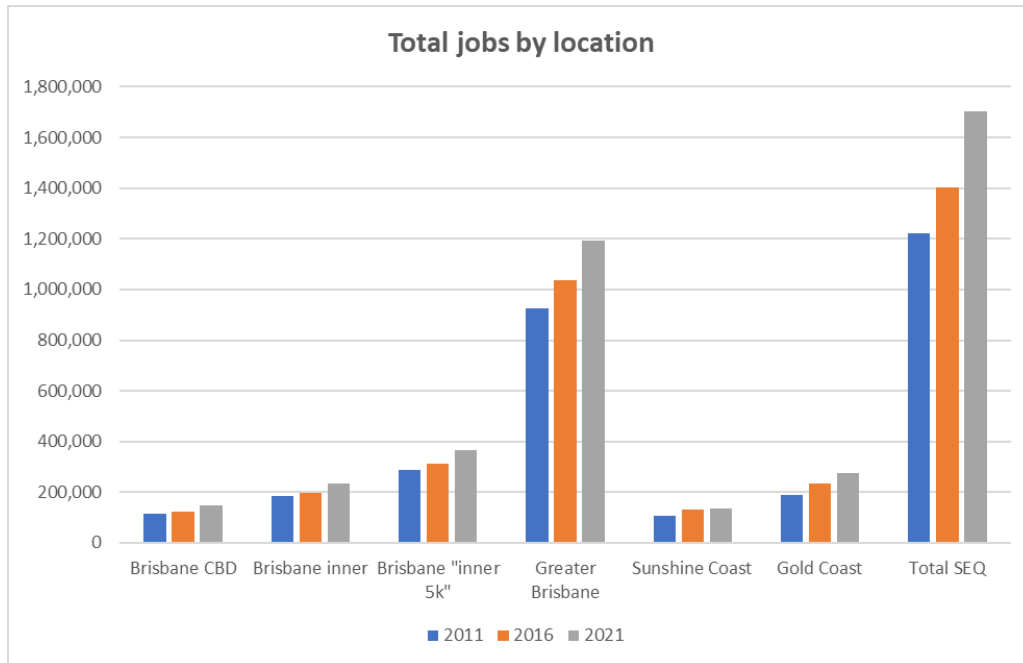
The City of Logan has a comparatively young community, with the median age (34) being reasonably lower than the median age for the rest of Queensland (37). The young and diverse socioeconomic make up of Logan sets it apart from most economies in Australia, where an ageing population is more typical.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

Based on Suburban Futures' analysis, Logan and Redlands will take on a large burden of population growth, but without commensurate infrastructure investment or jobs growth management. This analysis is included in Suburban Futures' preliminary submission on revisions to the South East Queensland Regional Plan February 2023¹ and is extensively drawn upon in the following.

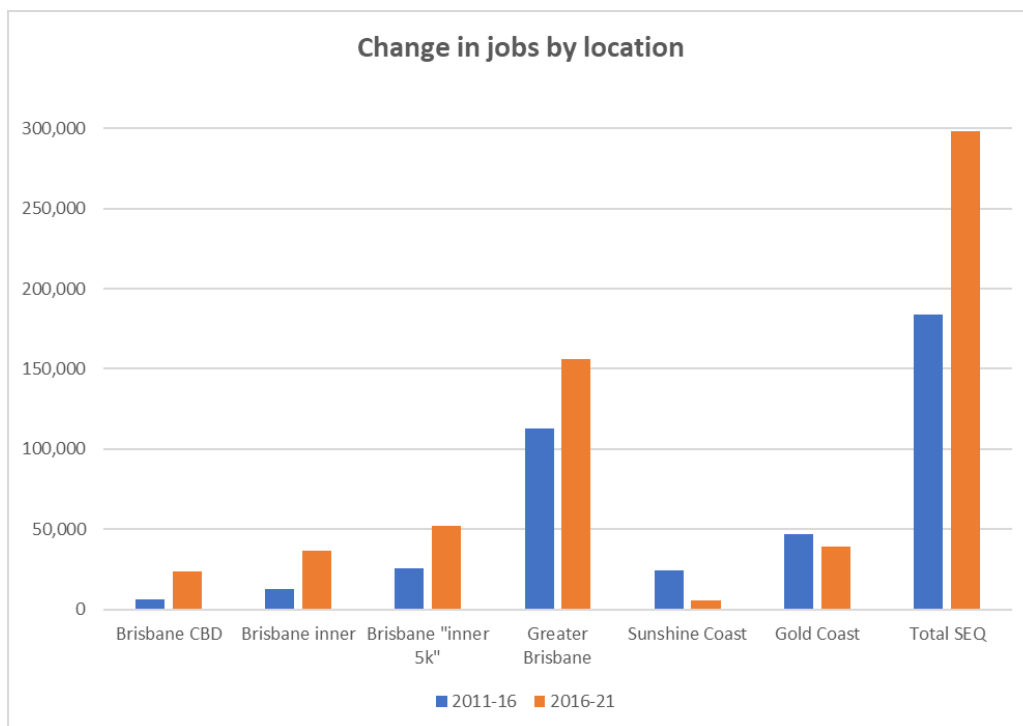
¹ <https://suburbanfutures.com.au/reports/seq-regional-plan-submission/>

In 2021, there were 1.7 million jobs in South East Queensland (SEQ). Of these, only 8.6% were in the CBD. 14% were in the inner Brisbane (SA3) area and even on the “inner 5 km” definition (SA4), this figure was only 21%.

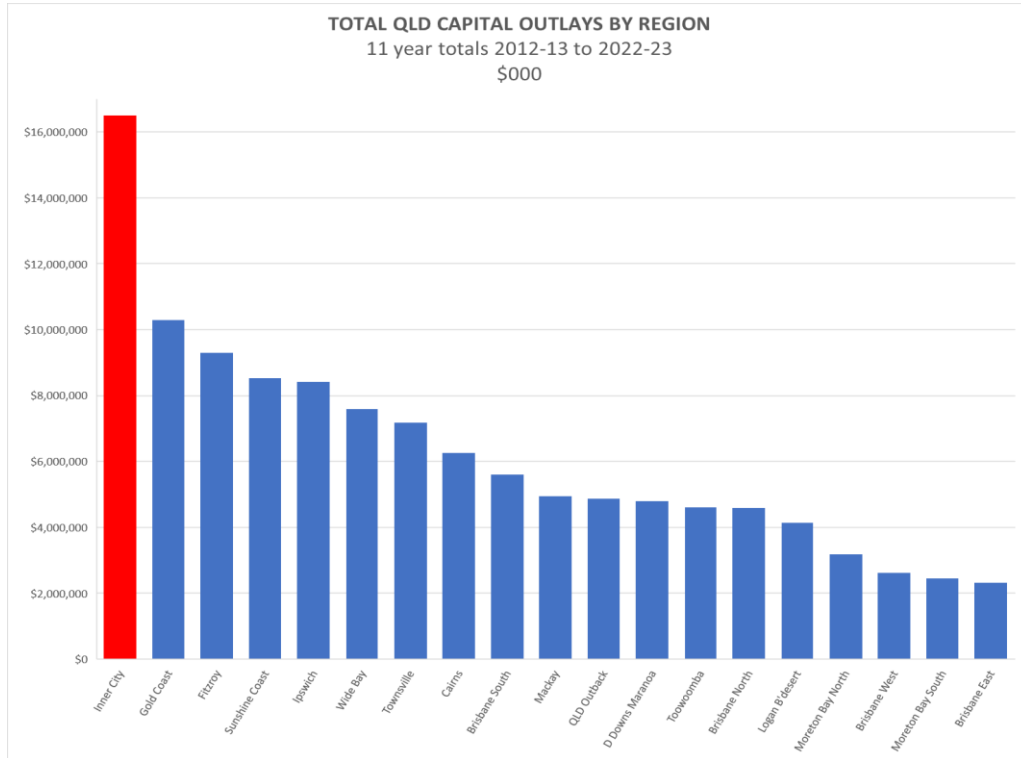
... the inner city is not the location of the majority of the region’s jobs. The suburbs of Greater Brisbane account for a much greater number than the CBD or inner-city areas:



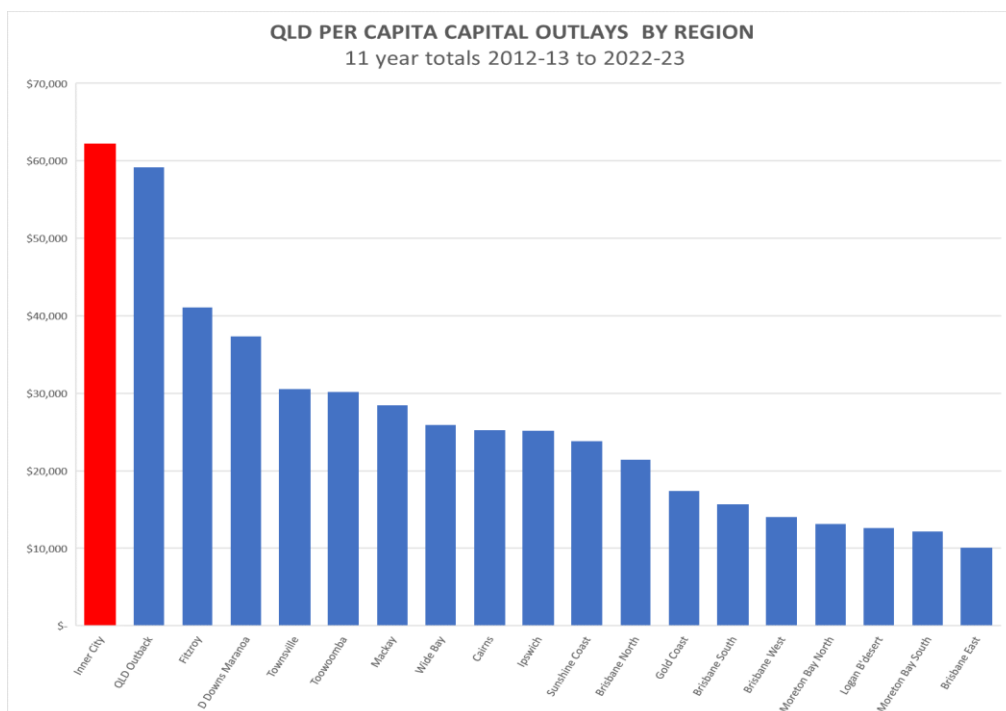
Further, the Census reveals that jobs growth is not CBD centric or centred on the inner city. Of the near 300,000 new jobs created in the 2016-21 period, only 24,000 of these were in the CBD. Only 52,000 were in the “inner 5 km ring”:



Suburban Futures has analysed the geographic patterns of state budget spending based on the regional breakups provided in Budget Paper #3. This analysis now spans 11 years' worth of State budgets. A longer-term view is important to iron out any major capex items which could distort a shorter term analysis. The analysis shows that in total spending terms, the inner city has attracted a highly disproportionate level of state budget spending.



The same conclusions are reached by examining the geographical spending patterns of the last 11 state budgets on a per capita basis.



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 Suburban Futures’ research and analysis speaks 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.

REGIONAL PRIORITIES

The 4 identified themes from the RDA Logan and Redlands' Strategic Regional Plan (SRP) *Logan and Redlands: Challenges and Opportunities for Sustainable Growth*² upon which this 2023 to 2024 Business Plan stands are:

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

The SRP notes “The Redlands and Logan Region is one of the most dynamic, high growth and economically, socially and environmentally important regions of Australia. Leveraging opportunities requires recognising and addressing key focus areas across the 4 themes including:

- the growing demand on key infrastructure (transport, logistics, health care, age care etc);
- the infrastructure gaps throughout the Region with resultant global and domestic supply issues;
- the population surge which can only be managed efficiently through an integrated policy, program and priority focus;
- the lack of affordable housing, transport network inadequacies and a lack of timely and efficient health care and education options;
- areas suffering major economic disadvantage with a lack of reliable infrastructure and major housing and transport issues; and
- the need to be more proactive in efforts to retain younger people through access to employment and education opportunities.”

Within these areas the Region’s Major Infrastructure Needs include:

- Public Transport within and in and out;
- Health Care and Social Assistance;
- Education and Training;
- Road Infrastructure;
- Connectivity (hard and soft); and
- Skills Development.

Challenges and Opportunities for Sustainable Growth include:

- SEQ City deal – continued investment;
- Increasing demand from the 2032 Olympic and Paralympic Games – a major investment and legacy opportunity;
- Major increase in population – to be addressed with planning to happen now, not once the system and existing infrastructure is over run (more than it already is);
- Tourism Economy – uncapped potential particularly among the Redlands Islands (North Stradbroke and SMI); and
- Leveraging the Region’s great position to benefit from the expanding Hydrogen and Renewables industry sector - Logan and Redlands is gaining substantial investment from the Queensland Government for work and research into hydrogen.

² Available at <https://rdaloganandredlands.org.au/images/documents/Strategic-Regional-Plan-February-2023.pdf>

There is a need to capitalise on investment opportunities and continue keeping the focus on driving investment within the Region.

Infrastructure – Economic

During the September 2022 *To 2042 and Beyond: Investing in SEQ* Summit³ there was substantial focus on the future of mobility in South East Queensland with questions raised about what needs to happen to current infrastructure, what is working and what is not and what should the future of public transport look like, reflecting the inadequacy of the current service.

Commentary raised on this issue included:

- better transport links within and to access the Region;
- a recognition public transport is not always the answer;
- how solid are expectations about the future impact of autonomous vehicles;
- emphasising the benefits of 24/7 airports;
- considering dedicated transport links (freight lanes); and
- factoring in drones.

The identified areas for drilling down need to reflect those with the biggest impact on economic development and have been identified as follows.

Transport

Due to the size and more remote nature of some suburbs within Logan and the Redlands an increased transport infrastructure presence is needed. Priority Development Areas such as Yarrabilba, Flagstone and Shoreline are expanding rapidly and are located away from key infrastructure such as hospitals and public transport hubs. The lack of appropriate transport infrastructure is an issue as is the slow pace of developments for facilities to support new communities such as schools, parks, retail, industrial and commercial development. This will put further pressure on already strained infrastructure.

Significant congestion problems plague the region and will worsen over the next decade with the expected growth in population. Most residents and businesses rely completely on personal motor vehicles with over 70% commuting everyday via personal transport means. An increase in public transport connectivity, serviced areas and frequency is needed to address the issue of road congestion and improve accessibility to and around the Region.

Connectivity

The intention of the SEQ City Deal has pushed the desire for ‘Smart cities’ including the idea that everything is available within a 30-45 minute travel time.

³ Available at <https://summit2022.rdaloganandredlands.org.au/speakers>

Regional road connectivity has been long discussed, particularly in regard to road congestion throughout South East Queensland. Although several north south major road corridors have been established and an additional North South Corridor is currently in the initial stages of construction (Coomera Connector) there is a major lack of access East West. Areas such as Yarrabilba or Redland Bay are accessible only through smaller single lane roads, easily congested or blocked if an incident occurs. Not only do these roads struggle with the increasing population but also cause concern when emergency access is needed.

Ensuring roads are fit for purpose and will continue to keep up with the expected increase in population and capacity is needed.

Efficient supply chains to and from key manufacturing and commercial hubs

As well as the business and personal mobility issues raised immediately above, road and rail infrastructure considerations need to include ensuring connectivity is effective and efficient for the commercial supply chain in South East Queensland. The ability for goods to move between locations is essential for businesses of all levels in the region, domestically and on an international scale.

Major export locations in the region that service Logan, the Redlands and surrounding Local Government Areas include Brisbane Airport and The Port of Brisbane. These will be key players in unpacking future needs noting this must address the inequality identified through the Suburban Futures' work referenced above.

Alternate fuelled vehicles/drones

The global push towards low emission vehicles as part of Zero Net Emissions means a new generation of vehicles and electric technology is fast becoming more readily available. Multiple businesses have begun introducing electric vehicles into their transport fleets with smaller trucks and delivery vans. Issues are faced however with a lack of infrastructure that supports major expansions, particularly charging facilities.

The shift to zero-emission vehicles, and complementary industries, such as the manufacture of green hydrogen and sustainable mining of essential minerals, can create new manufacturing businesses and jobs. There are also wider benefits from a zero emission future including lower transport costs and improved air quality that will contribute to more liveable and resilient Queensland communities.

Drone technology is still relatively new but evolving quickly, particularly in the area of transport infrastructure. The technology holds an edge in the market that multiple companies around the world are starting to seriously explore. Market penetration in Logan is being achieved with the use of drones as delivery vehicles for food and beverage. The technology has also been used as a medical transport opportunity.

Communication

Communications and the ability to access reliable internet within Australia should be an accepted essential infrastructure priority. Region wide internet and phone connectivity is unfortunately not always accessible nor reliable. This is particularly the case in relation to the Islands off the Redlands Coast and south western areas of Logan.

Stakeholder engagement on North Stradbroke Island highlighted the issues with unstable internet access that regularly impacts business activity (payment ability at Point of Sale).

Energy

The Australian energy sector is rapidly changing. The global push towards Zero Net Emissions and a 'cleaner' energy sector is changing the way energy is being produced and investments are made. The Hydrogen energy sector in Australia is seeing rapid expansion and Queensland is leading the way with the state's abundance of natural resources. Current activity includes:

- analysis of what work is being done in the Hydrogen space throughout Logan and Redlands;
- understanding a transition to Carbon Neutral; and
- stakeholder engagement with Logan Water – named Australia's premier infrastructure project "Innovation (Metro)" at the Ozwater '23 national awards for its innovative biosolids gasification project in Loganholme, the first of its kind in Australia, converting human waste into environmentally friendly biochar.

Technology

The adaption and major forward momentum in the Technology space world wide is one on which Australia is yet to fully capitalise. The opportunities for innovation in business, supply chains and overall economic growth is substantial. The Logan and Redlands Region has large manufacturing and health care industries both of which have seen major growth in technology innovation since the pandemic.

Infrastructure – Social

Health care

Hospital capacity and capability to service current and future population demand within the Logan and Redlands Region needs further analysis.

- What is the current Level of health care offered?
- Do the hospitals currently have the ability to respond to 100% demand?
- Are the current investment and expansion plans sufficient?
- What are the practical overall needs of all hospitals and health care services?

Social assistance

Regional availability of and capacity for social assistance services where and when required needs better understanding. Current supply and demand particularly in childcare, aged care, in-home care and disability assistance are areas flagged as high need.

Greater access to social assistance and the identification and removal of barriers is also important. Identifying further work that can be done to help those in need is essential particularly through stakeholder engagement and government consultation.

In addition, low socioeconomic wellbeing is present within Logan and on the islands off the Redlands Coast. Many suburbs in Logan and Redlands are among the most disadvantaged in Queensland in terms of social and economic disadvantage. Low socio-economic disadvantage leaves these communities isolated from others and without many of the needed resources to access income, education, work or housing. A focus on addressing issues of social disadvantage and opportunities to provide relevant assistance is needed.

Housing

Australia continues to face a major housing shortage crisis for which more tailored solutions are needed. Logan and Redlands face the same issues of supply and demand currently experienced Australia wide.

Investigating opportunities to increase medium/high density housing within the region needs to be undertaken as a priority. The ability to appropriately house a greater number of local residents is imperative for future economic and social prosperity. This will require provision of access to affordable housing and addressing homelessness/house overcrowding.

Circular Economy

A circular economy is aimed at tackling global challenges and is another step closer to achieving Zero Net Emissions. A focus on regeneration in the global economy, sharing, reusing, repairing, recycling as many existing products and materials as possible, and for as long as possible.

Other issues

There are a substantial number of social issues which particularly cross over with environmental issues including:

- Blue/Green spaces;
- Conservation/Flora and fauna protection; and
- Natural disaster impact prevention and mitigation.

These are best addressed within the broader constructs of Economic Infrastructure and Leveraging opportunities including amenities.

Education, Skills and the Labour Market

Skills

Skills are a front end issue usually treated as a back end issue. Logan and Redlands needs to plan and manage to get the skills it needs on time, at the time needed, in the quantities needed and sustainably rolled out related to the job needs of the region. Logan and Redlands reflects the national imbalance between unemployed, labour force and skilled work force.

Skills are a critical requirement amongst the population but the recognition of skills is often limited by reliance on a piece of paper acquired through enrolment into a course and payment to a service provider. The ability to identify a skill acquired on the job and prove competency is equally frustrated by having to pay a service provider which will only then certify competence (i.e., a supply driven system).

Education Facilities and Offerings

Previous RDA Logan and Redlands papers have highlighted the Logan and Redlands Region's course offerings do not necessarily meet the growing needs and demands in the Region according to stake holders and research. The current local availability of Certificate III qualification offerings leaves a lot to be desired (particularly apprenticeship courses) and for many needing or wanting to attain a Certificate IV, Diploma, Advanced Diploma or higher level qualification requires the need to travel to Acacia Ridge, the Gold Coast or other outside of area campuses.

Youth who leave Logan and the Redlands to attend tertiary education move during their study period to be closer to the institution and may not return on completion, losing both skilled people and younger members of the resident base. The Region is in need of fully equipped tertiary facilities, updated equipment and sustained investment towards a university presence.

In order to better train and fill skills shortages and engage the youth of the Region it is important to better understand the needs in the Region in relation to opportunities through TAFE and similar vocational skilling service providers and universities.

Labour Force

The Australian economy has surpassed ideal targets. Economic stress continues to be a major burden post pandemic. High unemployment has continued and has left many workplaces with serious staff and skill shortages. Across the Region many in the labour force currently unemployed are considered long term unemployed and face multi-faceted barriers to employment.

Leveraging opportunities including amenities.

Investment opportunities

Leveraging private and public investment provides opportunities for the Region and should be a key focus for driving overall economic growth and social and environmental sustainability.

Investment particularly in manufacturing, commercial real estate and housing development are key focuses for the Region.

Understanding is needed on Return on Investment (ROI) and the potential private channels for investment.

Grants/Small Business Funding and Community Initiatives

Grant and government funding initiatives are all essential pieces of investment, particularly in regional Australia. Past schemes have had an enormous impact on the community, particularly in the Redlands.

Understanding new schemes and potential opportunities for further investment in Logan and Redlands is essential. RDA works extensively with community and government and is in a unique position to be able to help stakeholders understand many of the opportunities available to them.

Economic advantage

The Region is located within the broader South East Queensland (SEQ) Region between Brisbane to the north, Ipswich and the Scenic Rim to the west and the Gold Coast to the south. Its infrastructure corridors provide access to the Port of Brisbane and the Toowoomba, Brisbane and Gold Coast international and domestic airports. It features high-density city living, industrial precincts, villages, islands, rainforest, rural hinterland, farmland, beaches, bays, creeks and freshwater lakes as well as iconic flora and fauna.

Within the Region, Logan City has a comparatively younger population than Australia and other neighbouring regions. Despite this the region struggles with high unemployment and has a population facing high levels of social and economic disadvantage.

Tourism economy

Reflecting the above comment, Logan and the Redlands is a unique area and has untapped tourism potential - particularly on the Redlands Coast. The natural beauty and coast line are major natural tourism attractions that currently do not attract tourists and locals at warranted levels. Logan City sits at the base and provides entry to the South East Queensland hinterlands, has bush walks and the Logan River for water tourism including fishing, boating and water sports.

Despite some opposition from locals to commercial activities in the area, tourism is a major economic booster to the Region and one that has major potential to attract future investment including capitalising on natural amenities.

2032 Olympic and Paralympic Games

Connecting all aspects of infrastructure and a major push towards achieving many major infrastructure projects and milestones over the next 10 years contributes to the lead up to the 2032 Olympic and Paralympic Games. The Games provide a spectacle across South East Queensland and Australia. This is an opportunity to secure major investment and push forward on key projects for the Region.

ANNUAL WORK PLAN

Taking the Strategic Regional Plan *Logan and Redlands: Challenges and Opportunities for Sustainable Growth* (the SRP) forward is via the development and execution of 2023 to 2024 Business Plans which reflect the requirements of the Australian Government's Regional Development Australia Better Practice Guide (July 2022) and the Australian Government's Regional Investment Framework, Regional Priorities and Charter.

The first major review of the Plan will be undertaken by 1 October 2023 based on thematic inputs which will have produced project plans for execution and include actions and KPIs etc. The second major review of the Plan will be undertaken by 1 February 2024 and substantially review progress against project plan actions and KPIs etc. In May 2024 the draft report on outcomes will commence development.

The remainder of this section addresses taking forward the issues identified in the Strategic Context and Regional Priorities section above.

Infrastructure - Economic

Transport

Proposed actions include:

- Continuing stakeholder engagement to drive better advocacy for investment into Priority Development Areas (PDAs) and suburbs in the Region that lack connectivity and adequate transport corridors with a particular focus public transport access and connectivity
- Initiating research into triggers for increased bus services, enhanced public transport, mobility connectivity (e.g., transport hubs) and impacts of bordering activities (e.g., Coomera Connector)

Connectivity

Proposed actions include:

- Continuing to push for east west connectivity based on evidence produced by further research
- Supporting investment in better road networks that allow for increased connectivity within and into the Region

Supply chain

Proposed actions include:

- Researching optimising the adoption of advanced technologies to address supply chain certainty to build resilience and ensure the Region becomes stronger and more competitive
- Pursuing supply chain remediation as part of wider agendas around job creation and sovereign supply chain protection

Alternate fuelled vehicles/drones

Proposed actions include:

- Developing a better understanding of electric vehicle uptake/development in the Region
- Investigating government support/incentives for the move to alternate fuelled vehicles
- Visiting local businesses to understand their success in the use of drones, potential expansion and the future of drone technology
- Researching infrastructure available in the Region to support mass uptake of alternate fuelled vehicle

Communications

Proposed actions include:

- Understanding the complexity and severity of the issue including the determination of the regionality of the Region

Energy

Proposed actions include:

- Researching what work is being done in the Hydrogen space throughout Logan and Redlands including visiting the Hydrogen research facility in the Redlands and the Beenleigh Hydrogen training centre
- Understanding the work being carried out and identify economies of scale between activities across the H2X Port Renewable pilot, the Beenleigh training centre, Transdev and Sealink

Technology

Proposed actions include:

- Actively exploring innovation in the technology space including Industry 4.0/5.0, barriers to growth and future technology opportunities
- Researching triggers and responses for demand and supply of technology skills (developers and practitioners)

Connectivity

Proposed actions include:

- Developing further understanding of the future of smart cities in the Logan and Redlands region
- Determining whether the Region has the accessibility within the current and planned infrastructure to meet all needs (islands, disability, remote)
- Building leverage through which the Olympic and Paralympic Games and the SEQ City Deal can be used to increase accessibility and inclusivity

Infrastructure – Social

Health care

Proposed actions include:

- Contributing to Regionally relevant expansion of Health care services and facilities (e.g., Hospitals, health precinct) through researching the current additional demand of health care services (Aged care, Hospital, Emergency)
- Researching key demand areas for Health care facilities and issues (physical space, accessibility, staffing, demand, costs or a mix of all creating a limit on supply)
- Current investment (incoming/expected)

Social assistance

Proposed actions include:

- Mapping changes to the NDIS, Childcare subsidies and overall social assistance from the May 2023 Australian Government budget and impact on current regional capacity for Social Assistance (Child care, aged care, in home care, disability assistance)
- Organising a summit with relevant stakeholders on what can be done to remove barriers to social assistance and create greater access in the community

Social Welfare

Proposed actions include:

- Documenting the level of low socio-economic wellbeing in the region, with special attention given to Socio-Economic Indexes for Areas in Logan and the Redlands Islands and a focus on what social infrastructure heightens the disadvantage
- Mapping measures in place (government and NFP sector) to help intervene in the socioeconomic make up of the Region and help alleviate the pressures and redress long term social disadvantage

Housing

Proposed actions include:

- Determining what Government social housing projects are currently available, or planned for imminent action
- Reviewing the Queensland Government's outcomes from its October 2022 Queensland Housing Summit and its Housing and Homelessness Action Plan 2021-2025 and identify avenues for input
- Identifying barriers to medium/high density housing

Circular Economy

Proposed actions include:

- Understanding current projects in the Region

Education, Skills and the Labour Market

Skills

Proposed actions include:

- Understanding and identifying skills shortages and underpinning reasons (work attitude, skilling opportunities, accessibility)
- Identifying opportunities to contribute to more industry and workplace skilling solutions related to the Region's needs
- Researching the development of micro credentials and the role of recognition of current competencies (versus recognition of prior learning) as they relate to the Region's needs

Education Facilities and Offerings

Proposed actions include:

- Conducting an audit of the relevance of the Region's key facilities or industry specific facilities to the Region's needs and their capacity to meet the changing skills needs from full qualifications to skill sets
- Determining the locations for people to undertake skilling including assessing where this is an impediment to accessing training

Labour Force

Proposed actions include:

- Researching barriers to entering or returning to employment including transport, unemployment financial pull /push issues, pre-requisites to skilling etc
- Updating the snap shot of the labour force in Logan and the Redlands
- Understanding and comparing the incentives/disincentives for commencing or returning to work
- Supporting promotion and awareness of programs and initiatives aimed at job seekers and long-term unemployed commencing or returning to work
- Reconciling attraction for people to come into the Region with identified economic and/or social issues

Leveraging opportunities including amenities

Investment opportunities

Proposed actions include:

- Updating the infrastructure investment pipelines in the Region with accompanying analysis of ripple effect of investment in to jobs and new businesses
- Doing a deep dive into Olympic and Paralympic legacy opportunities for investment

Grants/Small Business Funding and Community Initiatives

Proposed actions include:

- Understanding all current and upcoming grant opportunities and government schemes
- Sharing and making information accessible to stakeholders (social media, e-Bulletin)
- Leveraging Governments to better understand the peri urban nature of the Logan and Redlands Region, its inclusion of inhabited islands off the Redlands Coast and the region being at the forefront of population growth and economic expansion
- Considering holding a summit for key funding delegates from all levels of all governments and the private sector on the Logan and Redlands Region and its potential

Economic advantage

Proposed actions include:

- Understanding and communicating the unique position of Logan and the Redlands (individually and collectively) including strengths and opportunities
- Analysing and mapping how opportunities can be leveraged
- Advertising the region's youth and young adults' profile to support their work, skilling and/or education opportunities

Tourism economy

Proposed actions include:

- Supporting the actioning of opportunities for the tourism economy generated by the Olympic and Paralympic Games
- Understanding and documenting current tourism in the region and opportunities being taken up and not accessed and an analysis of why (e.g., accommodation capacity/style)
- Investigating current approvals/tenders for new accommodation

Olympic & Paralympic Games

Proposed actions include:

- Continuing support for the Birkdale White Water development
- Engaging with the local Councils around their economic planning for the Games and their legacy

Research Opportunities

The above sets the scene for the development of the accompanying research plan which includes the intention for the RDA to take a lead role in activating the following as included above:

- Initiating research into triggers for increased bus services, enhanced public transport, mobility connectivity (e.g., transport hubs) and impacts of bordering activities (e.g., Coomera Connector)
- Researching optimising the adoption of advanced technologies to address supply chain certainty to build resilience and ensure the Region becomes stronger and more competitive
- Researching infrastructure available in the Region to support mass uptake of alternate fuelled vehicles
- Researching what work is being done in the Hydrogen space throughout Logan and Redlands including visiting the Hydrogen research facility in the Redlands and the Beenleigh Hydrogen training centre
- Researching triggers and responses for demand and supply of technology skills (developers and practitioners)
- Contributing to Regionally relevant expansion of Health care services and facilities (e.g., Hospitals, health precinct) through researching the current additional demand of health care services (Aged care, Hospital, Emergency)
- Researching key demand areas for health care facilities and issues (physical space, accessibility, staffing, demand, costs or a mix of all creating a limit on supply)
- Researching development of micro credentials and the role of recognition of current competencies (versus recognition of prior learning) as they relate to the Region's needs
- Researching barriers to entering or returning to employment including transport, unemployment financial pull /push issues, pre-requisites to skilling etc

In addition, as an activity across all themes it is intended to collect and compare data on enrolment and completion rates in tertiary education compared to vocational education in Logan and the Redlands. The inclusion of enrolments reflects the need to look at the forward picture as well as the present one.

At the broad, the conduct of the intended research and analysis is expected to add value to the following overarching issues confronting the Region and which are being analysed to identify required activity:

1. Ageing Community (Redlands): Determine the implications of an ageing population on the Region's economic and social dynamics as identified in the RDA Logan and Redlands Strategic Regional Plan *Logan and Redlands : Challenges and Opportunities for Sustainable Growth* released in February 2023.

2. Youth Population and Unemployment (Logan): Examine the impact of Logan's high youth population and youth unemployment rates on the region. Identify how these factors influence the local economy and explore opportunities for youth development and employment.

3. Inadequate Education and Training Services: Assess the shortcomings of education and training services in the Logan and Redlands Region. Analyse the impact of limited tertiary education options and the need for a local university. Investigate the consequences of students moving away or facing lengthy commutes for their education.

4. Vocational Education and Opportunities: Analyse the availability of vocational education and its relationship to available vocational opportunities. Compare vocational options to those for tertiary education. Identify strategies to enhance tertiary education opportunities in the region.

5. Healthcare Infrastructure: Evaluate the current state of healthcare infrastructure in the Redlands and Logan Region. Assess the impact of investment in healthcare facilities on meeting the Region's growing healthcare needs. Identify areas requiring further infrastructure investment.

6. Transportation Challenges: Assess the current plans underway to improve transport.

7. Lack of Forward Planning and Thinking: Identify the recurring theme of a lack of forward thinking in the four areas of concern. Analyse how investment efforts have focused on maintaining the Region rather than investing in the Region. Explore strategies for fostering long-term sustainable growth.

By addressing these areas in the research and analysis plan, a comprehensive understanding of the region's challenges and opportunities can be obtained. This will inform the development of strategies and recommendations for infrastructure improvements and targeted investments to support the growth and well-being of the Redlands and Logan Region.

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 ⁴.

Current Stakeholders

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

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.

Implementation

The following marketing activities will be implemented in the next 6 month period.

Marketing activity/deliverable	Person responsible	Date of expected completion	Success indicator
Regular (once weekly) EDM to mailing list	Marketing and Communications Officer	Ongoing weekly	Open rate, bounce rate, click through rate
Regular posting (weekly with increased frequency during special events) to social media	Marketing and Communications Officer	Ongoing weekly	Click through rate, rate of engagement, growth in social media following

⁴ <https://www.rda.gov.au/members/better-practice-guide>

Regular posting of content to LinkedIn	Marketing and Communications Officer	Ongoing weekly	Rate of engagement, growth in followers
Website Updates – New Board members, Grant announcements/outcomes, business events, community events	Marketing and Communications Officer	As required	Improved Google analytics, search visibility

Key Dates

What	When	Region	Target Audience	Marketing Objective	Marketing mix
Joint Logan Chambers Business Awards	August 2023	Logan	Local business, industry experts, local government	Event promotion, networking, brand awareness	LinkedIn, Facebook, EDM
Redlands Coast Chamber of Commerce Business Awards	October 2023	Redlands	Local business, industry experts, local government	Event promotion, networking, brand awareness	LinkedIn, Facebook, EDM
Distribution of Quarterly Report	Quarterly	Logan/Redlands	Local business, industry experts, local government	Awareness of RDA activities	EDM, LinkedIn, Website