

As we move into 2016

A recap of SCBC's history and evolution
Something to continue to build on

26 November 2016.

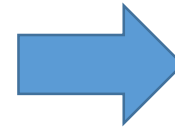
Preface

- ❑ The following is a collection of slides taken from several different SCBC strategy presentations prepared for annual strategy workshops, commencing calendar year 2010 to the present time.
- ❑ The selected sides are included to provide a snapshot of the evolution of the SCBC, and its point in time strategies. These slides as a presentation, are not a strategy in itself.
- ❑ SCBC's evolution can be viewed in two halves:
 - ❑ **1st half** - from calendar year 2004 – 2009 when it was first created as a committee of people of which Sunshine Coast Council was a member, then incorporated in 2005 with a board which was representative of industry and business groups only and which then underwent an independent evaluation of its role, capability and future purpose.
 - ❑ **2nd half** - from calendar year 2010 to present which sees its evolution from a group of well intentioned people to a better organised and better informed and resourced entity.
- ❑ The purpose of this presentation is to remind the business community of the path taken to create an independent apolitical business group to bring together the disparate voices of the many organisations of the Sunshine Coast– To Speak As One Voice.

First iteration of SCBC starts

□ The founding members as outlined in a Memorandum of Understanding for the establishment of the Sunshine Coast Business Council dated October 2004 was

- Australian Industry Group'
- Australian Green Development Forum
- Boating Industry Association
- Caloundra Chambers of Commerce
- Maroochy Accountability and Review Group
- **Master Builders Association**
- Motor Traders Association of Queensland
- National Retail Association
- Noosa Chambers of Commerce
- **Property Council of Australia – Sunshine Coast**
- Sunshine Coast Business Women's Network
- **Tourism Sunshine Coast**
- **University of the Sunshine Coast**
- **Urban Development Industry Association**



By Sept 2005 members were

- Australian Industry Group,
- Commerce Queensland
- **Master Builders Association**
- Motor Traders Association
- **Property Council of Australia**
- Suncorp
- **Telstra**
- **University of the Sunshine Coast**
- **Urban Development Institute of Australia**
- Women in Business
- Observers included DSDI, SunROC, ACC.

□ Mr John Prescott AC was the inaugural Chair of Sunshine Coast Business Council during its unincorporated committee phase.

Those organisations in **bold font** are still members of SCBC as at end of 2015 financial year.

SCBC was incorporated in early 2005

❑ Inaugural Chair was Mr Prescott

❑ The Objects of the Council as stated in the Constitution are:

- a) To encourage a membership which is representative of the various business types or industry sectors which are significant participants in the Sunshine Coast region's economy;
- b) To promote the interests of the members of the Business Council through a unified audible and identifiable apolitical voice capable of:
 - I. Advocating its position to the three levels of government;
 - II. Providing leadership for the region's broader business community; and
- c) To pursue regional economic development including, without limitation, supporting initiatives of other organisations provided that those initiatives are aligned with the objectives of the Business Council.

An independent review was undertaken to assess markets understanding of SCBC's role & effectiveness

2009

❑ **Initiated by Mr Maurice Hill, the then Chair Sunshine Coast Business Council**

❑ **Review found:**

- Disappointing feedback from local government, industry and business communities
- Mixed success in terms of member and broader market perception of what SCBC was about and achieving
- Mixed success in achieving 10 Point Plan (09/10 strategies)
- Performance being impacted by lack of funding which was significantly restricting activities
- Time to reposition the SCBC before the next General Meeting and determine what can be completed in last quarter

❑ **Recommended strategies focussed on:**

- Repositioning SCBC to better explain its purpose and role in the market and to differentiate from the role of Chambers of Commerce and other industry groups
- Implement new membership and sponsor structures
- Improved marketing materials and website presence
- Implement more planned events
- Implement more disciplined and focused media strategies
- Strengthen operational structures to better support SCBC administrative and member activities and effectiveness
- Implement six-month action plan – April to September 2010 to better focus board members

Board members discussed board tenure

2010

- ❑ Current Board is not reflective of the broader business community, and with 5/7 members serving more than 3 and most 4 years.
- ❑ Currently there is no limit on tenure for Board Members. Should that change?
- ❑ Board committing to three (3) KPIs as a measure of the SCBC's and Board's effectiveness which were advertised on the SCBC website and tested via questionnaire at the end of 2010
 1. Improvement in the brand, image and perceived effectiveness of the SCBC as measured by 6 monthly interviews and survey. (First survey period will provide the benchmark for ongoing measurement).
 2. Effectiveness of influence at the policy level as demonstrated by acceptance of SCBC responses to government planning and policy documents as well as level of participation sought.
 3. Achievement of re-positioning strategies as measured by delivery of action plan. (Each strategy workshop results in an action plan for the year in question).

Those objectives remained in place for two years and then withdrawn because of lack of feedback/response from members.

The Board acted to change the way SCBC operated

New Chair, Mr Jason Law implemented operating principles identified as part of the independent review

2010

New SCBC Operating Principles:

- ❑ The Board will work at all times as a cohesive independent team representing the broader business community.
- ❑ Robust conversation remains in the Boardroom, and outside we present as one united team.
- ❑ Board communication within the marketplace and through the media will be consistent and reflect the views of the SCBC and not the individual Board member.
- ❑ Board Members will only speak to media with the knowledge and agreement of the Chair and with a clear purpose.
- ❑ SCBC will work to form and maintain enduring links with local government and industry groups
- ❑ SCBC is self funding and as such needs to ensure funding requirements are achieved in order to be effective in fulfilling its role.
- ❑ Once priorities have been set for a financial year they will not be changed without agreement of the Board. The Chair is the final arbiter.
- ❑ Focus Groups may continue to be a forum/resource to delivery outcomes and seek broader membership participation, but must have clear outcomes and delivery timelines.
- ❑ Once an issue is agreed as a priority and included on the action plan, the Board must deliver on its commitment.

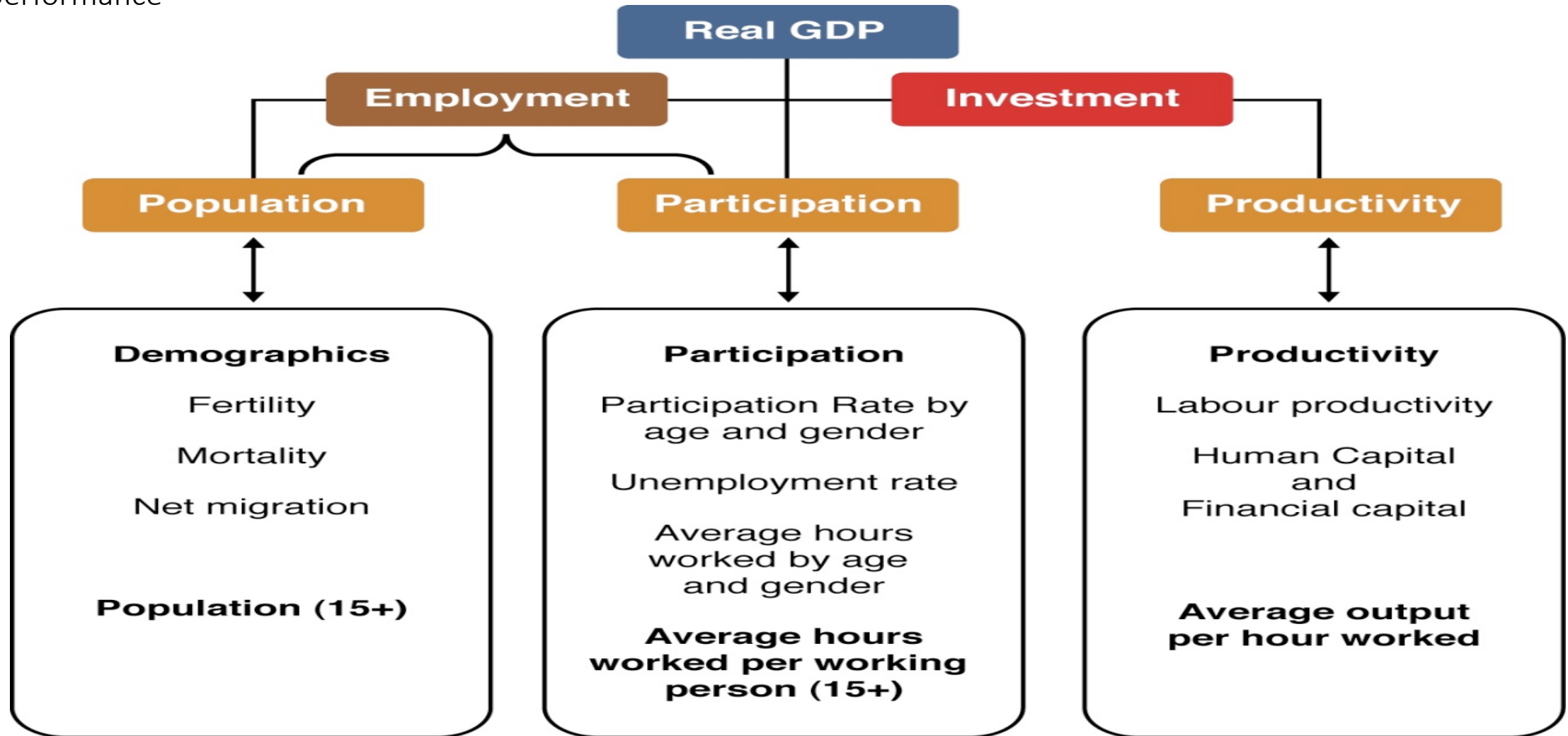
Improving market perception of SCBC presence and reducing confusion regarding its role.

Deliver on commitments, action plan and KPIs which will be reported half yearly to members.

Commenced evidence-based research to underpin SCBC's media statements and forums

2011

SCBC starts referencing the National Economic Framework as a way of communicating regional performance



Strategic Workshop focused on 4 key strategies from 'What Works' research

2011

Key Strategies	Sunshine Coast Initiatives	SCBC 2011 – 2014 focus
1. Facts and true engagement	<ul style="list-style-type: none"> • EDU – resourced & jobs focused • Observatory - market focus data • Sector Priorities – jobs/capital focus 	1. Strengthen EDU – SCC/USC 2. Project support – SCC/SCBC 3. What Works 'Stage2' – SCBC/USC
2. Attracting private capital	<ul style="list-style-type: none"> • Investment & Business Attraction • Business Event Attraction • Enterprise Corridor 	4. Prospectus/Program – SCC/DEEDI 5. 5 Star Hotel – SCTP/SCBC/SCC 6. EDU jobs projects – SCC/SCBC
3. Business growth leveraged from public projects	<ul style="list-style-type: none"> • SC Health Hub – Kawana • Research & Technology Hub – SD • CAMCOS 	7. 'Hub Project' – RDA/SCC 8. Business Angels – USC/ICSC 9. SC Transport plan – SCC/DEEDI
4. 'Ripple effects' of large projects	<ul style="list-style-type: none"> • SC Airport Infrastructure & Extension • Sunshine Coast Industrial Park • National Sports Franchise • Maroochydore PAC 	10. Support Master Plan – SCC 11. Natural Gas Project— SCE 12. AFL, ARU, NRL, ACB plans - SCC 13. New Planning Scheme—SCC

Always reviewing previous years strategies as a means of questioning and formulating the next years focus

2012

☐ **Strategic Objective 1. Continuing to build our successes and influence**

- Be responsible strategic managers - deliver on the portfolio strategies and create value for industry and our members
- Stay on message – stick to the facts
- Keep message fresh, relevant and believable
- Continue to drive collaborative, cooperative approach, challenge based on facts
- Remember we are an independent group – must act, look and feel independent

☐ **Strategic Objective 2. Ensure our sustainability as an independent business advocate**

- Further increase effectiveness of Board Members
- Deliberately create a more representative and involved membership base
- Improve our financial sustainability

Q. Is it time for a Step Change?

How do we achieve the two strategic objectives?

- ❑ Maximise momentum by focussing on the big regional issues – Employment, Investment & Infrastructure
- ❑ Proactively market SCBC and our message
- ❑ Capture the region's attention by being independent and relevant
- ❑ Be effective ALWAYS
- ❑ Keep our commitments and deliver ALWAYS
- ❑ Show value to industry and our members
- ❑ Be consistent, be constructive, be challenging
- ❑ **Don't waste time talking about 'old' issues – the past is the past!**

Q. Do we need to keep evolving SCBC role to remain relevant?

- It is time to promote SCBC **as Sunshine Coast's leading business & economic advocate**
 - We are the only regional apolitical group
 - We aspire to represent the whole region on key economic issues
 - We aspire to represent all business sectors
 - We connect horizontally
- **IN 2012 IT IS TIME TO DELIVER MORE ON WHAT WE HAVE ASPIRED TO DO**

Q. Are we ready and have the capability to evolve our role?

To be the leading business and economic advocate representing the Sunshine Coast region, meeting the expectations of our members by influencing the decisions that deliver strong industries, strong job growth and a 'easy to do business' environment.

Our role is to hold governments and councils accountable to deliver on promises to industry and business.

Our commitment to the Sunshine Coast community is to increase the GRP per capital to be among the highest in Australia within 5 years.

Is this yet doable and able to be committed to??

Members provided feedback on how SCBC performed during the year

2013

Our Successes

- Maximising value from What Works
- Getting message out to key stakeholders
- Traction from social case message
- Funding From SCRC
- Strengthening political connections particularly LNP
- Strong collaboration with others
- Collegiate action – Board
- Engagement with members
- Influenced key stakeholder dialogue

Do Right

- Had an economic strategy
- Build strategy from research and then more research
- Effective conversations with business
- Better engagement with community and decision makers
- Saw concepts and messages picked up by others
- Collaborated but remained independent
- Kept our message clear and consistent
- Had a communications plan
- Consolidated relationship with business partners
- Better planning and more outcomes driven
- Worked well with RDA and SCC

Do Better

- Delivering the SCBC message to broader community
- Identifying and communicating with key stakeholders
- Connect with State ALP
- Everything around membership strategy
- Need a targeted membership strategy
- Better member engagement
- Better understand what members want
- Membership recruitment
- Work better with media
- Regular media communication from Chair
- More use of marketing materials

What Changes – R,M,F

- Improve strategy & focus around membership
- No ‘passenger’ directors
- Establish role and responsibilities for Board etc
- Allocation of portfolios to strengthen delivery
- Succession Plan
- Continued strong administrative support
- Less focus on membership growth – get things right and membership will follow

Four strategic focus areas for the next 12 months

2013

Effective Board	Clear Economic Direction	Stronger, Relevant Membership	Targeted Marketing
<ul style="list-style-type: none"> • Refresh board • Keep well informed • Maintain skills/experience • Focused • Committed • Supported to deliver • Need to deliver • Need to use board members effectively • Need all board members to work effectively • On same page 	<ul style="list-style-type: none"> • Clear messages • Effective communication of messages (method and audience) • Realise the benefit from investment in research <ul style="list-style-type: none"> • Converting opportunities to influence • Measuring impact and success 	<ul style="list-style-type: none"> • Have a plan to strengthen and change the membership base <ul style="list-style-type: none"> • Know who to target and why – key influences (industry and business) • Understand what members want and expect • Acquire, service and retention strategies • Getting members excited • Decreasing member complacency • Closer to underwriting SCBC operating budget 	<ul style="list-style-type: none"> • Marketing plan to promote – <ul style="list-style-type: none"> • the brand and vision of SCBC • deliver on portfolio strategies • Support current members • Align marketing activities with external market • Getting SCBC top of mind with key regional influencers

Changed deliver focus from projects to portfolios

Portfolio 1:

Board, Secretariat, Finance and Administration

Portfolio 2:

Membership Management (selection, attraction, loss and advocacy)

Portfolio 3:

Economic Advocacy (research and forums)

Portfolio 4:

Communication and Marketing

Marketing Focus remains

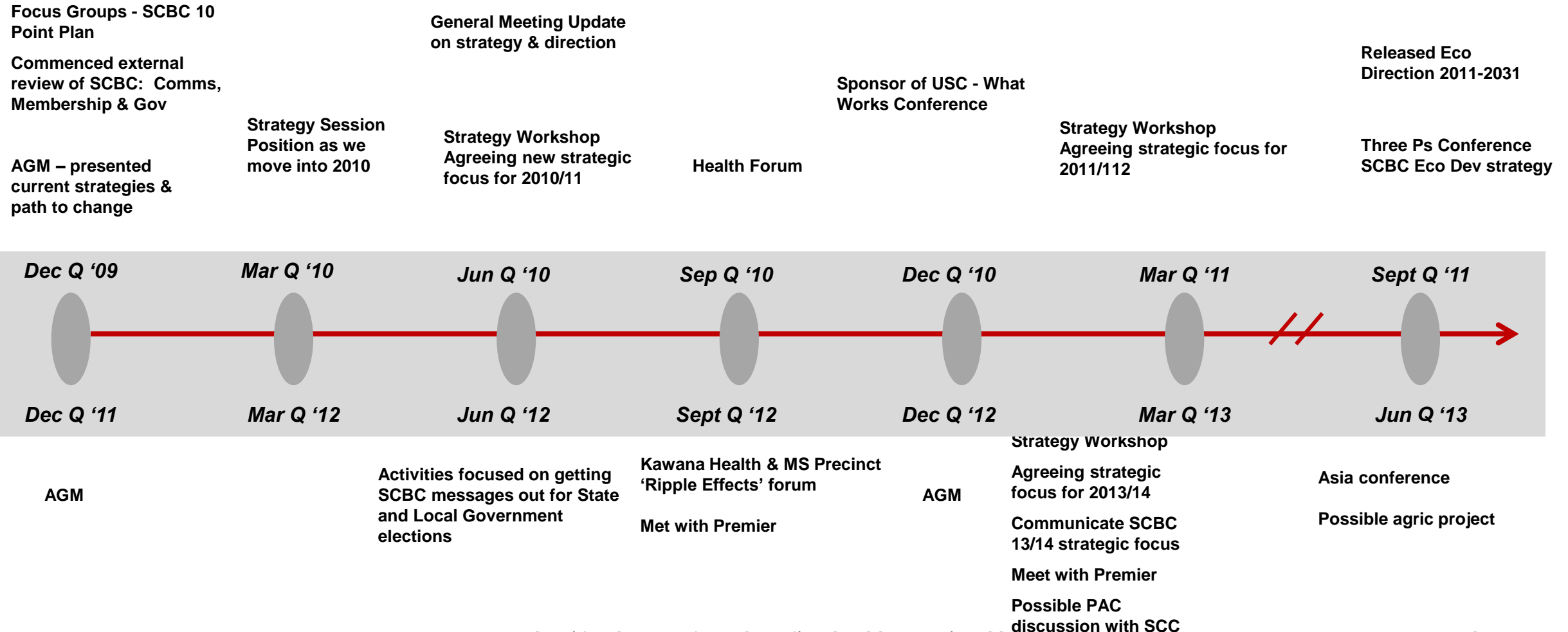
- Know who we want as members & target.
- Clear value proposition – macro & difference.
- Regularly communicate with members & potential members to:
 - Inform on achievements, strategies and activities
 - Advertise forum & networking opportunities.
- Events strategy to support economic direction.
- Produce collateral outlining strategy, achievements, etc.
- Build deeper relationship with our members to understand their issues.
- Take time to explain economic advocacy role and why it is important.
- Invite feedback through workshops, meetings, etc.
- Understand strengths of our members so we can leverage collective resources at advocacy level when required.



- Develop SCBC strategy/goals/action plan.
- Identify key stakeholders.
- Build relationships with key stakeholders.
- Regularly communicate with stakeholders about issues important to members.
- Media strategy
- Engage additional resources as required to fill gaps.
- Events strategy to support economic direction.
- Marketing strategy, communications, events, etc. to position SCBC as leading business group.
- Invite opportunity to engage with stakeholders on policy where possible.

Journey since 2009 in terms of major strategies, projects and research

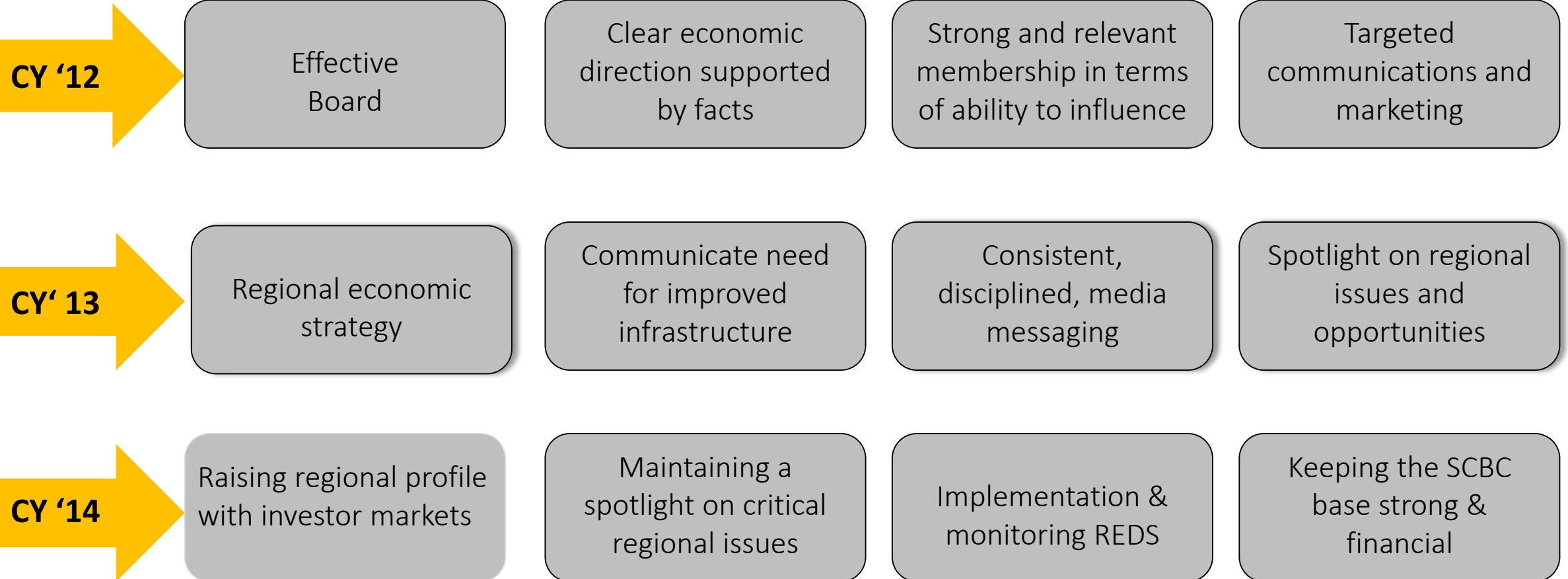
2013



Maintaining consistency of focus and giving strategies time to work?

2014

Strategic Focus over last 3 years



Media and communications approach

2014

Pro-active Approach

- Engage with members, key stakeholders & media
 - Monthly e-newsletter
 - Face to face visits
 - SCBC events
 - Meetings with politicians / local councils
- Media comments on positive regional economic news to support investment attraction
- Media comments on regional infrastructure projects
 - Maroochy PAC
 - Planning scheme
 - Airport upgrade
 - Bruce Highway upgrade
- Use 'experts' to support SCBC comments where possible

Re-active Approach

- Respond to media enquiries on issues relating to SCBC charter
- Messages will be aligned to:
 - Economy, investment, infrastructure and employment
 - REDS
- Messages to be balanced and supported by facts
- Messages will be independent of politics

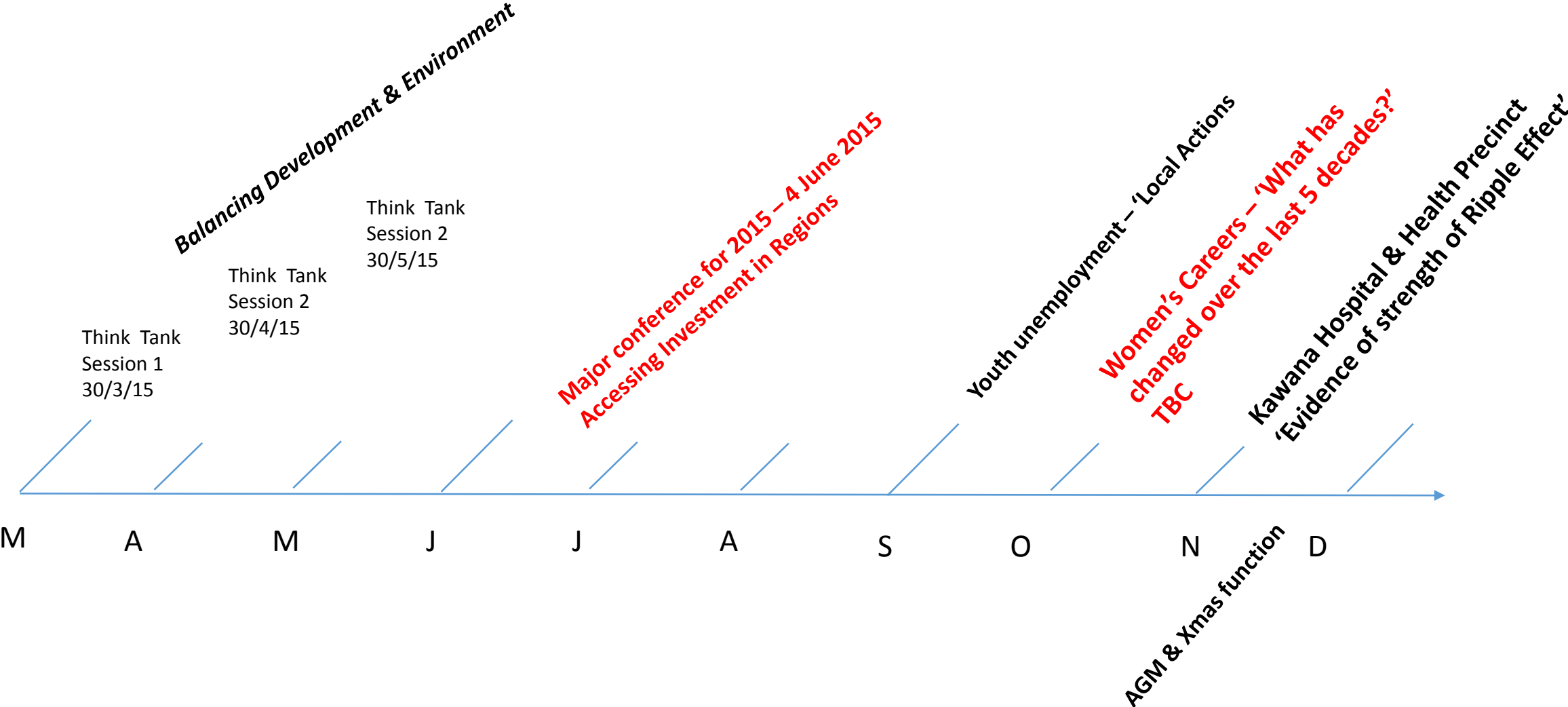
Published SCBC strategy (on website) formulated from discussions at strategy workshop

2015

Focus Areas	1. JOB TARGET OF 250,000 JOBS BY 2031	2. COMMUNICATE NEED FOR PUBLIC & PRIVATE INVESTMENT	3. KEEP FOCUS ON DELIVERY OF CRITICAL INFRASTRUCTURE	4. CAPITALISE ON OUR STRENGTHS	5. BUILD ADVOCACY STRENGTH ACROSS KEY INDUSTRIES
WHY	Employment is a key focus for SCBC. <i>We have an objective that to be a successful region we must outperform state average employment rates for both general and youth unemployment.</i>	Investment is a key focus for SCBC. <i>Broader community is not yet buying in to the need for growth which needs to be better communicated.</i>	Infrastructure is a key focus for SCBC. <i>Need to keep the political pressure on all tiers of government to deliver on its infrastructure promises.</i>	SC has one of the largest infrastructure projects currently under construction at Kawana. <i>We need to understand & leverage this key economic driver.</i>	Need to continue to broaden membership to achieve a better representation of all key industries.
KEY MESSAGES	<ul style="list-style-type: none"> State Gov has population target of 500,000 by 2031 for SC. 250,000 jobs required to support population of 500,000. REDS targets 100,000 new jobs by 2031. SC is still performing below national and Qld average in terms of overall and youth unemployment rates. We need to do something different if we are to lift the region's performance to be consistently above state average. As a region, we need to understand what sectors and projects will drive job creation, loss & retention out to 2033 and keep the focus on progress. 	<ul style="list-style-type: none"> Shift in regional demographics creates investment opportunities. SC is under invested in key infrastructure necessary to deliver on REDS. REDS highlights major projects and investment opportunities. Private investors still perceive SC as not supportive of growth (several reasons) & we need to continue to address this perception. We need to market the region's strategy & potential aggressively to existing & potential investors. This is not a time to reduce funding of the region's RTO. 	<ul style="list-style-type: none"> Infrastructure is critical to economic growth & SC must now press its needs & expectations to a new state government and not allow needs to be pushed aside. Air, road and rail transport links are key to economic growth and have been under invested on the SC. SCC to ensure private investors receive transparent, expedient & commercial assessment of proposals. Need to continuously reinforce Sunshine Coast's; image & performance as a region, and one that welcomes & supports <u>good</u> investment. 	<ul style="list-style-type: none"> Investment Survey 2014 -Kawana Health Precinct is top of mind with investors – putting SC on the investor map. Substantial ripple effect potential but need to drive to maximize the opportunities. Need to ensure any obstacles to this broader project as they arise are addressed quickly. Need to increase the profile and recognition of the region's investment opportunities / projects. Revisit USC Rethinking SC Villages research to determine value to this region to leverage. 	<ul style="list-style-type: none"> SCBC has a demonstrated record of influence as an economic and business advocate. Success is dependent on the strength of the membership base. We need influential businesses and industry groups to combine their power to effect change at the political level.
ACTIONS	<ul style="list-style-type: none"> Continue public dialogue around the number of new jobs required to support the region's future Follow up forum in 2nd half 2015 Continue asking SCC to provide projected job growth numbers by high value and other industry sectors, and by transformational projects, out to 2031. Engage Futures Board, USC and AES in discussions about the need to undertake the above action. 	<ul style="list-style-type: none"> Prepare a communications plan for raise community awareness around need for growth. Engage interest & industry groups in discussion on how to better balance growth, development & environment. Seek thought leaders to contribute to discussion & solutions. (Think Tank). 	<ul style="list-style-type: none"> SCBC Board to reassess infrastructure priorities given new State Government. Maintain regular meetings with Premier, regional representatives & both regional Mayors. Prepare media campaign explaining the need for growth, link between infrastructure and growth, & need to balance sustainable development & env mgmt. Respond to any media around infrastructure enquiries. 	<ul style="list-style-type: none"> Work with SCC, USC, Stockland, LL, SCDL, KCC to review, report and communicate Kawana ripple effect half yearly. Quarterly media article on the performance of the ripple effect on the economy. Work with SCC, USC to get discussion around the key messages of the research paper – Rethinking Sunshine Coast Villages. Maintain focus on traditional sectors driving growth, tourism, construction & retail. 	

Forums to support strategies

2015



Red denotes major conference
Sunshine Coast Business Council. AGM 26 November, 2015.
No further research to be funded in 2015. Utilize the research commissioned in November 2014 – second Investment Market Research.

Major strategies, projects and research in last two years and position we start from in 2016

2015

