



# FUTURE OF AGRICULTURE ON SUNSHINE COAST

## WHERE TO INVEST?

**WELCOME TO CONFERENCE**

**Ms Sandy Zubrinich**  
**Chair Sunshine Coast Business Council**

# OBJECTIVES FOR TODAY

- Shine a Spotlight on the Agribusiness Industry
- Hear directly from the industry about the industry
- Highlight the growth and investment opportunities
- Priorities key impediments to growth and investment



# Some of the issues raised by industry

- Does the right to farm still exist on the Sunshine Coast?
- Issues around encroaching urbanisation
- Access to water in times of drought and issues around increasing size of dams
- Reduction by government in investment in research – going to have a significant impact for years to come
- Need more coordinated activity to drive buying power
- Downward pressure on prices and upward pressure on costs
- Lack of local labour; need to bring backpackers from Brisbane; lack of backpacker accommodation close to farms

# How it will work today

- Provide government context (State and Local)
- Split into discussion groups:
  - Industry
  - Non industry
- Industry considers the growth, investment & inhibitor questions
- Non industry considers the right to farm and how that can be enhanced
- Hear back from each table (at the table) – involve everyone
- Agree Next Steps and priorities

# THE QUEENSLAND PERSPECTIVE

**Hon Andrew Powell, MP**

# THE REGIONAL PERSPECTIVE

AGRIBUSINESS – A high value industry Regional EDS

**Cr. Stephen Robinson**

# THE REGIONAL PERSPECTIVE

AGRIBUSINESS – A high value industry Regional EDS

Agribusiness: A pillar to drive Economic Development

*The Local Government Context*



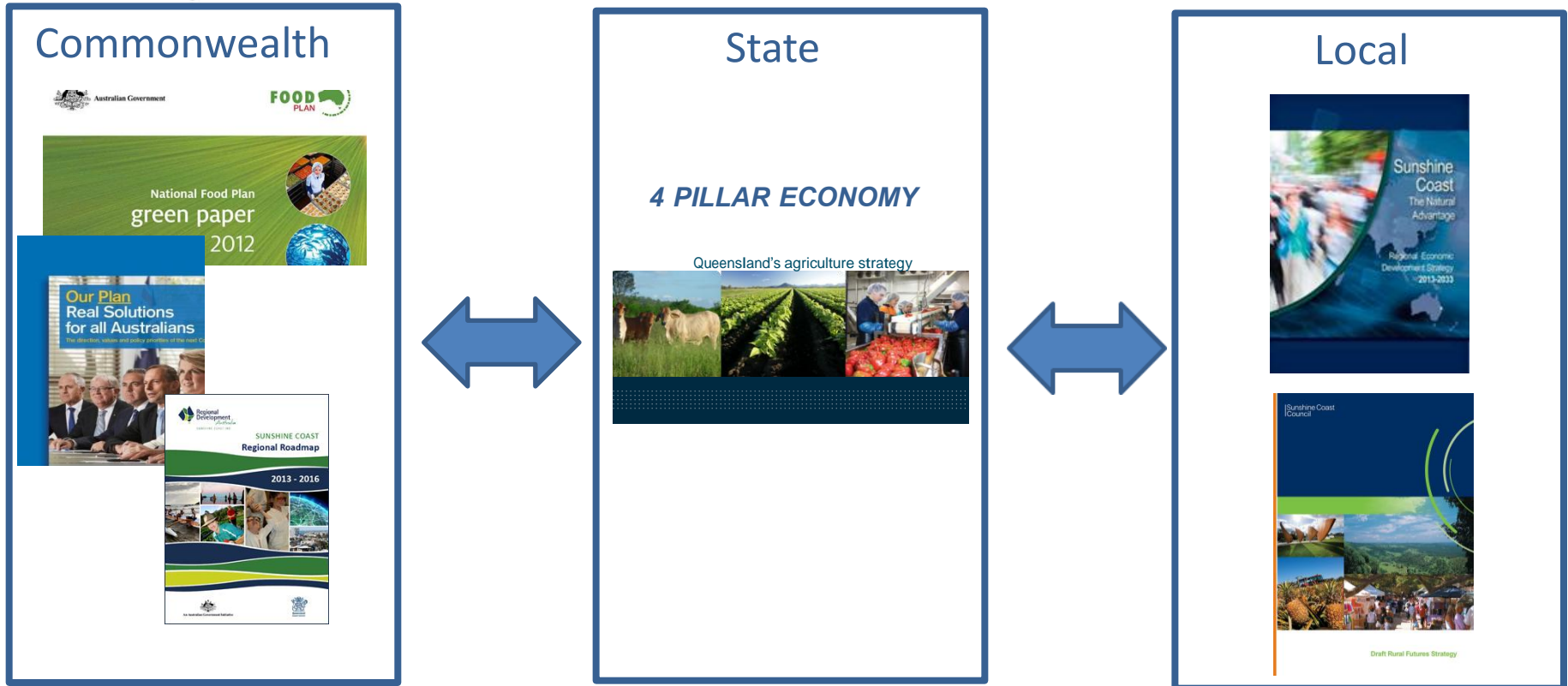
Councillor Stephen Robinson



# THE REGIONAL PERSPECTIVE

AGRIBUSINESS – A high value industry Regional EDS

## Policy Alignment



# THE REGIONAL PERSPECTIVE

AGRIBUSINESS – A high value industry Regional EDS










# THE REGIONAL PERSPECTIVE

## AGRIBUSINESS – A high value industry Regional EDS

### 7 High-Value Industries

#### Characteristics of High-Value Industries

- An established or existing capability in the region which provides a competitive foundation for significant investment growth
- Recognised high-level industry capabilities or specialist offerings in the marketplace
- Strong potential for growth emanating from 'game changer' projects
- Capacity to generate flow-on economic opportunities, eg. in the supply chain, for broader business, industry and community benefit on the Sunshine Coast
- Capacity to generate high-value employment - characterised as durable in fluctuating economic conditions and generally offering higher income levels
- Capacity to respond in a sustained manner to market demand from outside the region.

Health and well-being	Health, medical and specialist wellness services supported by clinicians, researchers and ancillary businesses	
Education and research	Quality education and training products and services, research expertise, and expanded education and research facilities	
Tourism, sport and leisure	Unique and world-class tourism, sport, major event and leisure experiences and products	
Knowledge industries and professional services	Diverse range of creative, knowledge, digital, technology and professional services and industries	
Agribusiness	Niche food and beverage product and value-adding production in a clean environment	
Aviation and aerospace	Aviation passenger services, helicopter engineering, advanced pilot training, aircraft engineering training, maintenance repair and overhaul and knowledge-based aviation technology	
Clean technologies	Innovative technologies, products, services and processes that avoid, reduce or remediate negative environmental impacts	

### The Regional Economic Development Strategy



# THE REGIONAL PERSPECTIVE

AGRIBUSINESS – A high value industry Regional EDS

## In Summary:

- The region generally has many competitive advantages
- Progress has already been made on a range of fronts such as value-adding to create high quality produce
- Agribusiness also supports other key sectors
- Potential exists for emerging international opportunities
- The sector faces various key and often unique challenges

# OUR VIEW, One View

Current state of Agribusiness on Sunshine Coast

**Dr. John Switala**

# OUR VIEW, One View

Current state of Agribusiness on Sunshine Coast

- **Extremely diversified farming sector**
  - Range of livestock, cropping and other activities
  - Large & small value adding businesses
  - Marketing activities across local, wholesale and export
- **Resilient industry with many challenges**
  - Cost price squeeze - Industry rationalisation
  - Encroaching urbanisation - High land costs
  - Increasing competition within local, national & export markets
  - BUT > Maintained \$200m farm gate value 2006-2011

# OUR VIEW, One View

Current state of Agribusiness on Sunshine Coast

- **Maintained \$200m of production, but substantial changes in the composition**
- **Over 900 farms supporting approximately 2,600 jobs**
- **Highly visible farming sector from the Hinterland to the Coast line**
  - Family farms & larger corporate operations employing substantial number of employees
  - Peri-urban farming activities
- **Food product manufacturing and food processing which employs additional 1,500**
- **Farm land (active) is shrinking**



# OUR VIEW, One View

Current state of Agribusiness on Sunshine Coast

- **Substantial local investment opportunities e.g.**
  - New greenfield production investments
  - Transforming traditional industry sectors through new technologies (e.g.. DAFF Nambour)
  - Developing additional market opportunities across local, national and export marketplaces
  - Developing new food and fibre products: both raw produce and value added products



# OUR VIEW, One View

Current state of Agribusiness on Sunshine Coast

- **Many inhibitors to growth (&/or continued activities)**
  - Profitability & return on investment
  - Market development costly, local/national/export
  - Isolation - Encroaching urbanisation (& rural residential)
  - High land prices, which continue to appreciate
  - Land use constraints - diversification
  - Constraints building new dams
  - Availability of casual/farm labour

# INVESTING IN AGRIBUSINESS

**Mr. Greg Leahy**  
**Head of Agribusiness Suncorp Bank**

[PLAY VIDEO](#)



# INVESTING IN AGRICULTURE IN QLD

Greg Leahy  
Head of Agribusiness, Suncorp Bank

One Company  
Many Brands



# Suncorp Group

## Leading financial services brands in Australia and New Zealand



Suncorp's heritage dates back to the Qld Agricultural Bank in 1902, providing rural banking services before expanding its product offerings.



Our Group includes banking, insurance, superannuation and investment product brands. Our three core business lines include insurance, banking and wealth management.



We understand how important it is to create a sustainable future for Australia's agricultural industry and we ensure we are actively involved with industry bodies and events to assist with creating a brighter future for our rural communities.



We are the largest general insurance group in Australia and the largest Regional Bank in Australia. We are the fifth largest of all Australian Banks.



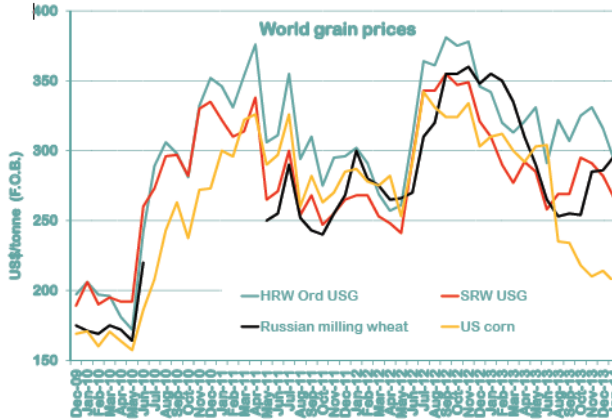
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# Risks in Agri well known

## Agribusiness has been making headlines for all the wrong reasons



### ABBOTT'S DROUGHT AID TO HIT \$700m



**ANALYSIS: ABBOTT DROUGHT PACKAGE**

The government's drought package is a significant step in the right direction, but it is not enough to get the sector back on its feet. The package is a mix of short-term relief and long-term support, but it does not address the fundamental issues of water and soil management. The government needs to invest in infrastructure and research to improve the sector's resilience to drought.

### Saleyard prices to stay flat - ABARES

**Matthew Cawood**  
National beef writer

BEUF producers struggling with profitability may not find much relief in coming months, and the industry's current sales prices may become a long-term baseline. Inevitably, there will be a short-term supply-driven spike in prices, perhaps even driving returns on parity to record levels, but a long-term recovery is unlikely.



### McVEIGH TO INDONESIA

**Seeny welcomes 'acceptance'**

McVeigh's visit to Indonesia is a significant step in the right direction, but it is not enough to get the sector back on its feet. The package is a mix of short-term relief and long-term support, but it does not address the fundamental issues of water and soil management. The government needs to invest in infrastructure and research to improve the sector's resilience to drought.

### Producer hung out to dry...

Producers are struggling with profitability and the industry's current sales prices may become a long-term baseline. Inevitably, there will be a short-term supply-driven spike in prices, perhaps even driving returns on parity to record levels, but a long-term recovery is unlikely.

**QUEENSLAND Country Life**

**LAST DITCH**

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ISSUE 608

COVER STORY: GREEN

Penelope Arthur

LAST DITCH: A drought that will see us all hanging out to dry... This is the reality for many Queenslanders as the drought continues. The water is gone, the crops are dead, and the animals are suffering. The drought is a crisis for the state, and it is time to take action.

## FARM FINANCE COUNSELLING SERVICES 'SWAMPED'

FOLLOWING the federal government announcement of additional drought assistance measures in February, rural financial counselling services on the ground in Queensland are reporting a substantial uptake rate for the Interim Farm Household Allowance.

David Arnold, the man who oversees the Rural Financial Counselling Service – central southern region based at Longreach, said that in the days since the package was announced there had been a dramatic increase in calls from graziers in need.



"There was limited uptake of the Transitional Farm Family Payment that preceded this – probably a dozen clients over our whole service area – whereas with this one, we've probably had about the same number over the past week, and our counsellors are being inundated

with calls," he said. "Under the guidelines the applicant has to have an initial meeting with a rural financial counsellor, so we are being swamped."

He said the Human Services Drought Bus had visited the Dirranbandi-Hebel-Bollon region last week, which had given his counsellors in that area a lot of follow-up calls to make.

"Our man in the Gulf is booked up for eight weeks. Given the geography, it takes time, and while some inquiries can be dealt with simply, others can be tied up for

quite a while with debt mediation."

Mr Arnold said that while recent rain had brought some respite, counsellors in southern parts of Queensland were reporting an increasing workload.

Further south, Karen Tully chairs the equivalent service for the south-west region and agreed that while the immediate pressure on graziers had eased a little, the drought was by no means broken and their clients were still in a non-productive state, with expenses mounting.

"Our staff workload is phenomenal. People are looking at rejigging

business plans and re-evaluating where they're at," she said.

"We believe it's going to be another tough winter ahead. For people trying to keep a core herd alive, they'd like to know what the government will be putting on the table in terms of business planning."

Ms Tully is concerned that responsibility for the management of the government's programs will be given to the Department of Human Services, which would mean a time lag as they built up credibility on the ground, and a database.

"I believe that because current

programs are managed by local people, who are grassroots and on the ground in the regions, they've already got that valued respect," she said.

Details on case management of clients and viability scales under the new modelling have not yet been released by the government.

Ms Tully urged people not to wait until they had gathered all their information together before ringing the Farmer Assistance Hotline (132 316), as payments were dated from the date of the initial contact, not when paperwork was lodged.

Press clippings courtesy Qld Country Life

# Opportunities for Australia

## But it's not all doom & gloom...

- Importance of Agriculture understated
- The Asian Century
  - Increasing Middle Class = Increasing demand for food & fibre – particularly protein & sugar
  - Proximity to market does not necessarily give us price/cost advantage
  - Our opportunity is not to be the food bowl for Asia, but we can certainly provide premium products



Press clippings courtesy Qld Country Life

# From a Farmer's Perspective

## There are good returns to be made

- Broadacre farms
- Excellent operating return
  - 2009/10/11 results - ROA (return on asset owned)
    - Average – 2.7% (2012 – 4.1%)
    - Top 20% - 9.3% (2012 – 10.5%)
  - Source: Mutual Trust Pty Ltd
- Vegetable farms
  - 2011/2012 & 2012/13
  - 2.9% & 2.8% ROA
  - Top 25 % - 10.3%

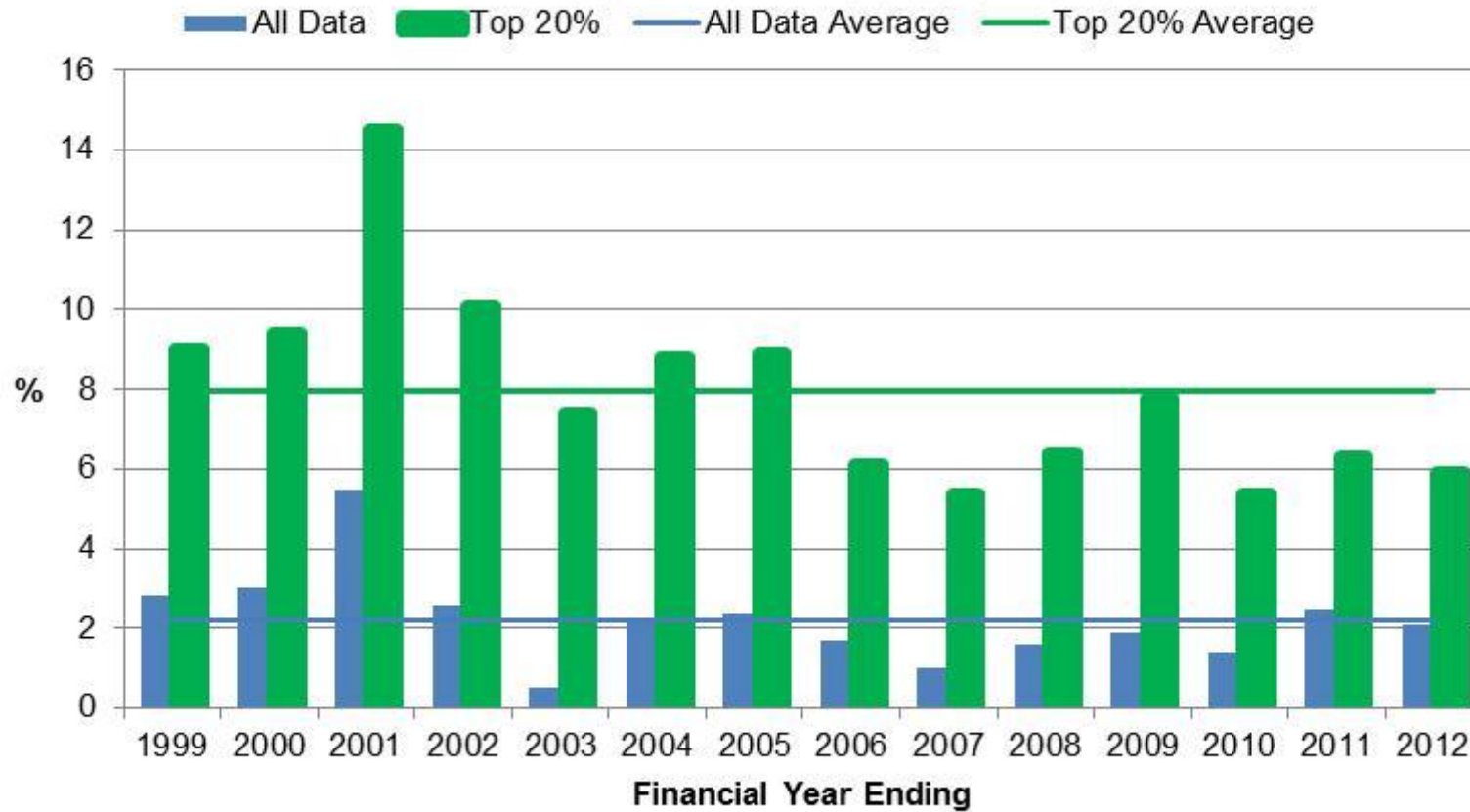
Source : ABARES Australian vegetable growing farms: An economic survey, 2011–12 and 2012–13

# Northern Australia

## Beef Cattle (Source: RCS)



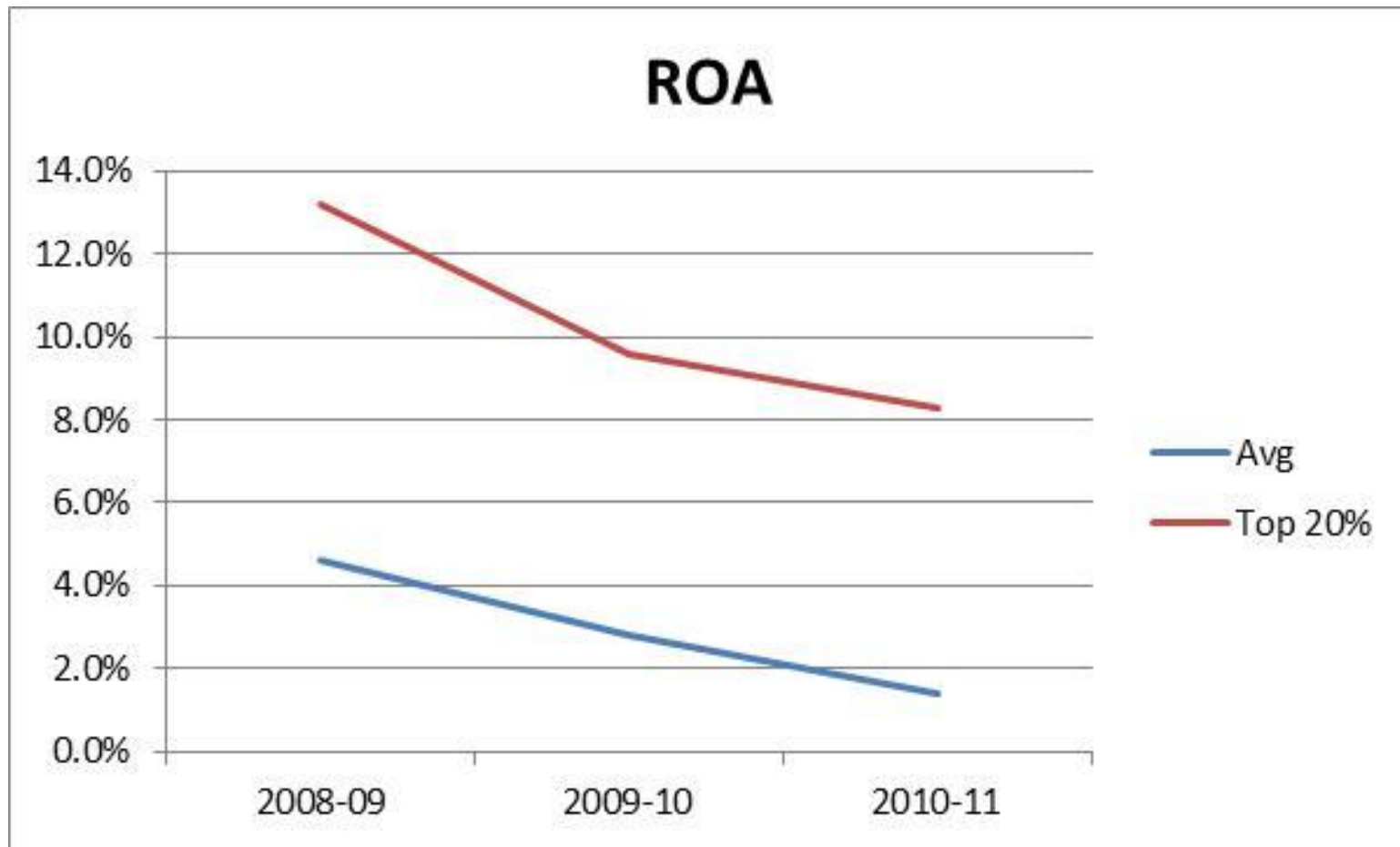
### Return on Assets Ratio





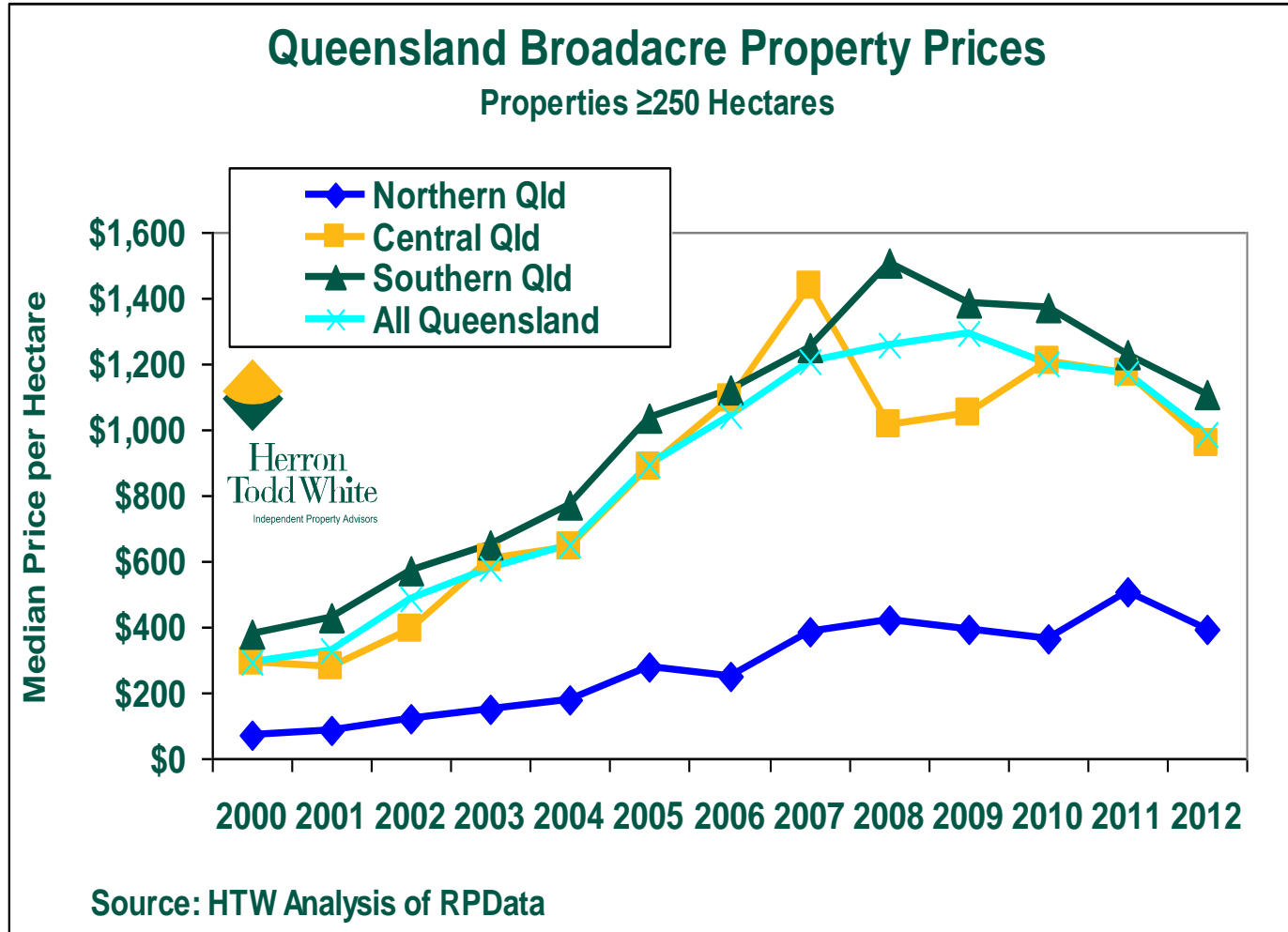
# Northern Australia cont.

Sugar (Source: RCS)



# Capital Appreciation

Historically strong appreciation in rural land values



## Where do the opportunities lie?

- Real Estate value vs return from agriculture
- Proximity to markets
- Climate, rainfall & access to water
- What can 'scale' be achieved in

# What do we need?

## Support required

- Effective Long Term Drought Policy
- Variability of Climate – Access to Water
- Reduction of red-tape
- A level playing field

### Japanese free-trade agreement final push

By JOHN KEVIN and PHILIP COOREY

THE federal government is confident of signing a free trade deal with Japan before the end of the year, following favourable comments from Tokyo over the weekend.

As Trade Minister Andrew Robb prepares to make a final push to secure better access for Australian farmers to Japan's agricultural markets, Japan's political trade representative Yuzo Nishikawa said there was an expectation an agreement would be struck when Prime Minister Tony Abbott meets his Japanese counterpart in Tokyo on April 7.

Sources said the agreement would then be finalised later in the year when Shinzo Abe visits Australia. Central to the agreement is Australia's push to reduce the tariff on beef from the current 28.5 per cent.

Australia is hoping it can secure the broadest deal possible with Australia's second-biggest trading

**Openings for our exporters can translate into very significant gains.**

partner, covering key commodities including beef, pork, sugar, dairy and wheat.

Trade sources concede Japan is unlikely to put its sensitive rice sector on the table and better access for Australia's beef exports, worth \$1.9 billion a year, is also a sticking point.

Japan is under pressure to give ground on market access in negotiations over the US-led Trans-Pacific Partnership—a proposed 12-nation Pacific area trade deal including Australia—which could smooth the way for a more substantial offer from

Tokyo. But Japan has tried to protect its rice, wheat, beef and pork, dairy and sugar from competition in the TPP talks and is at the centre of the debate as farmers in big agricultural exporting nations push for abolition of all tariffs.

Mr Nishikawa is the chairman of the Liberal Democratic Party committee on the Trans-Pacific Partnership and has been tasked with handling the political co-ordination of the Australia-Japan free-trade deal negotiations.

Mr Robb said he continued to push for the best possible market access deal for our exporters.

"We are seeking to break new ground, given the long historical resistance to agricultural liberalisation from powerful lobbies within Japan," Mr Robb said.

"It's a tough negotiation and we are making progress. Given the scale of the Japanese market, openings for our exporters can translate into very significant gains.

"Trade liberalisation with a

Press clippings courtesy Qld Country Life

# Profitability in Agriculture

## What 10 things are the 'best' farmers doing differently?

- Strategic planning
- Management knowledge and expertise
- Drive production
- Cost control
- Marketing
- People
- Passion
- Sustainable
- Technology
- Scale

# Pitfalls to avoid

## Risks to a profitable enterprise

- Over-gearing
- Use of farm surpluses
- Over capitalising
- Being overly wary of foreign investment
- Not separating yourself from your business
- Taking a high-risk bet on matters outside of your control

# How to raise capital ?

## How do agricultural businesses access capital?

- Start small; build up
- Maximise the use of your capital
- Tap-in to alternative sources of capital
- Be a 'top 20%' producer
- Corporatise the family farm



# From a banker's perspective

## Opportunity if you do it well

- Employ Farmers not Bankers
- Look through the longer-term cycles
- Lending is secured
- Don't get away from the basics







**Thank you**

# AFTERNOON BREAK

[PLAY VIDEO](#)

# GROUP TABLE DISCUSSION

## INDUSTRY TABLE

### Discussion Questions:

1. Does your sector(s) have growth potential (what and where)?
2. What are the investment opportunities or needs?
3. What are the impediments to, or changes required, to achieve the growth potential

# GROUP TABLE DISCUSSION

## NON INDUSTRY TABLE

### Discussion Questions:

1. Does local and state governments believe 'the right to farm and diversify' need to be protected or enhanced on the Sunshine Coast?
2. What changes need to be made to maximise the potential for agribusiness growth?

# FEEDBACK FROM ALL TABLES

# DISCUSSION TABLE 1 - Fruit

## On Growth

1. Top quality produce, window of market opportunity
2. Value add to raw production
3. Diversity of fruit production – more than one fruit type - seasonal
4. Asian marketplace → new demand for fruit → New varieties – custard apples
5. Consumption trends → seedless fruit
6. New fruit – red baysberry

# DISCUSSION TABLE 1 - Fruit

## On Investment

1. Education – convenience eating → is it healthy?
2. Market investigation required to determine market trend for fruit in China
3. R&D investigation → new varieties plus new fruit suited to Coast
4. R&D investigation → existing production techniques, disease and pest control
5. Expertise and processing infrastructure and value adding
6. Growers collaboration → economies of scale for value adding
7. Import protocol farm chemicals → accepted in US but not in Australia

# DISCUSSION TABLE 1 – Fruit

## On Impediments

1. Demographics. No young farmers willing to invest
2. Market saturation → time to tree maturity
3. Rising costs → labour, transport and input costs and outcomes
4. Imported produce / products → cheaper, competitive imports
5. Planning requirements → restrictions to farm shed size → costs
6. Urban encroachment → complaints from new neighbouring urban residents on farming activities
7. Signage → again Council restrictions
8. Lack of skill sets → finance, marketing etc.



# DISCUSSION TABLE 2 – Strawberries & Pineapples

## On Growth

1. Growth in fresh product only, both strawberries and pineapples
2. Growth in consistent size/quality
3. Growth with new air freight opportunities out of Toowoomba
4. Growth in promotion of chemical MRL's

# DISCUSSION TABLE 2 – Strawberries & Pineapples

## On Investment

1. Reducing cost of production - strawberries
2. Investing in qualitative, quality test – sugar, content/acid
3. Investing in post harvest R&D – shelf life
4. Invest in education → government. Loosing skills
5. Develop career path opportunities
6. Invest in consumer education

# DISCUSSION TABLE 2 – Strawberries & Pineapples

## On Impediments

1. Cost of production
2. License to farm, only two local farm suppliers
3. No access to back packer hostels → lack of convenience of accommodation
4. Regulations about farmer provided accommodation
5. Valuation of land only → ROI (2 – 10% ROI?)
6. Labour is biggest cost – Visa changes possibilities, regulations 417 unskilled visa
7. Access to chemicals
8. Farm resource costs / regulations – cannot build, enlarge dam
9. Consumer expectations of cheap food

# DISCUSSION TABLE 3 – Ginger & Mushrooms

## On Growth

1. Ginger has potential to grow all segments – raw and processed
2. Potential in Australia in the central markets and international markets in Middle East and Japan
3. Health market & cooking has potential plus brewed drinks etc.
4. After significant disease issues Ginger Association has a marketing plan to regain losses made in 5 years
5. Mushroom industry has potential to grow but competitive
6. Forces from large corporates have forced Sunshine Coast businesses to close

# DISCUSSION TABLE 3 – Ginger & Mushrooms

## On Investment

1. Ginger – investment in 'value add' processing, technology, e.g. brewed drink, tea, juice
2. Most investment will be led by the 3 larger processors
3. Buderim Ginger, Botanical Food Co & Bundaberg Drinks
4. QLD ginger is unique in flavour, colour, phenol oil
5. Contents; so marketing & branding would be another investment option
6. A new QLD mushroom compost producer to be attracted to invest in producing compost to compete with big corporates
7. Mushrooms opportunities lie in investing in education of health benefits of this product to grow the market and increase demand

# DISCUSSION TABLE 3 – Ginger & Mushrooms

## On Impediments

### Ginger

1. Controlling soil borne diseases, cross contamination from quarantine
2. Council regulation (red tape) controlling farm dam building limiting ability to manage water needs during drought
3. Lack of market awareness of Queensland ginger. Point of difference for Coast as 90% of producers in region
4. Improve access to government or private investment in R & D to address issues such as pest and disease control
5. Require Bio-security Australia to fund the research or have a country of origin fund research rather than industry, eg Fuji

# DISCUSSION TABLE 3 – Ginger & Mushrooms

## On Impediments

### Mushrooms

1. Labour – lack of reliable local workforce, cost of labour, lack of training and high turnover of staff
2. Cost of compost and power, water increasing inversely to retail sale prices
3. New commercial operator to provide compost for SC
4. The Mushroom Growers Association of Aust is controlled by the big corporates who have their vested interests that don't necessarily support small growers



# DISCUSSION TABLE 4 – Emerging & Culinary Food On Growth

1. Gluten, grain free 14%
2. Organic farming 20%
3. Small scale farming (niche)
4. Collectives
5. Value adders on food chain
6. Seasonal, restaurant menus, mentoring
7. Local (as above)
8. Linkage to consumer need/sentiment
9. Agri-tourism

# DISCUSSION TABLE 4 – Emerging & Culinary Food

## On Investment

1. Workforce training/management (eg induction) by education training bodies
2. Tech/plant & equipment for collective smaller scale users
3. Abattoir
4. Need – leadership aware of specific sectors needs and responsive to IT
5. Industry collaboration – active facilitation in a structured and professional way
6. Information – data – audit → useful & updated for industry
7. Food distribution point
8. Industry support and/or funding from government matched to smaller scale and emerging business sector

# DISCUSSION TABLE 4 – Emerging & Culinary Food

## On Impediments

Not handed in

# DISCUSSION TABLE 5 – Turf & Nurseries

## On Growth

1. Limited growth in industry sectors
2. Niche products → in conjunction with market development
3. Seedlings to commercial scale producers → potential demand increases for local fresh products
4. Herb production – needs market investigation to determine
5. Use of old sugar cane ground → needs an adapted product

# DISCUSSION TABLE 5 – Turf & Nurseries

## On Investment

1. Better market information → driving development of niche opportunities
2. Investment in intensive food production infrastructure → create scale seedlings → producers → market
3. 'As fresh' – shelf life extension
4. Alternative crop/green use for 'old' cane land
5. High tech processing tubs to service a collective group of producers → need to have sufficient source material
6. Customer development → value change assembly

# DISCUSSION TABLE 5 – Turf & Nurseries

## On Impediments

1. Current housing trends – need to allow smaller houses on blocks → room for gardens
2. Lack of available land for expansion
3. Financing costs for an industry considered to be ‘mature’
4. Need to identify new areas of competitive advantage
5. Link ‘like producers’ to create economies of scale
6. Changing the residential population’s perception that farmers are a bad neighbour
7. Need for greater investment in R & D – facilitated by government
8. Industry requires identification of new opportunities or innovation in marketing and developing

# DISCUSSION TABLE 6 – Livestock & Poultry

## On Growth

### Aquaculture

1. Limited potential on Coast, available land, water discharge issues, access to good water, land price
2. Environmental legislation

### Lamb & Pork

3. Importing 60,000 carcasses, Coles & Woolworths looking for non-intensive meat. Enough land but no abattoirs to handle slaughtering.
4. Major abattoir won't take smaller player

### Beef

5. Small, bio-dynamic beef – no abattoirs
6. Government red tape – Food Safety QLD

### General

7. Substantial market opportunity for lamb, pork and beef
8. Plenty of available land available for organic lambs, pigs or beef



# DISCUSSION TABLE 6 – Livestock & Poultry

## On Investment

### **Aquaculture**

1. 'Patient capital' required – return on investment can be large but may take some time to realise investment
2. Overseas investment is occurring in aquaculture, just not on coast
3. Water infrastructure

### **Pork and lambs**

4. Abattoir for local produce
5. Water infrastructure

### **Beef**

6. Same as pork & Lamb

# DISCUSSION TABLE 6 – Livestock & Poultry

## On Impediments

### **Acquaculture**

1. Inconsistency across federal, state and local governments with respect to approvals – specific to new businesses
2. Changes to environmental legislation with regard to water discharge
3. Market perception of aquacultured species compared to ‘wild caught’
4. Ineffective engagement with local and state government

### **Beef, lambs and port**

5. Changes to legislation to locate and operate small localised abattoir
6. Development of market groups to engage local consumers

# DISCUSSION TABLE 7 – State & Local governments

## On The Right To Farm & Diversify

- Q. Does local and State Government believe the right to farm and diversify needs to be protected or enhanced on the SC?
- A. Yes. Need to build regional sustainability, skilled jobs and employment growth

# DISCUSSION TABLE 7 – State & Local governments

What changes need to be made to maximise industry potential

1. Sunshine Coast new Planning Scheme to be released prior to June 20 2014
  - Will provide transparency and will demonstrate responsiveness to changing needs
  - Will encourage diversification
  - Will protect current agricultural land
  - Will foster value-adding precincts
2. Legislation to protect farming practices and to provide a buffer against urban encroachment
  1. Contribute resources to foster awareness and education regarding local industry, products and markets.
  2. Endeavour to unify the approaches of the various levels of government
  3. Assist with development of regional agri-business identity and product branding
  4. Develop long term drought and 'access to water' strategies

# NEXT STEPS

**Ms Sandy Zubrinich**  
**Sunshine Coast Business Council**

# NEXT STEPS

Where to from here

- 1. Input will be used for State and Local governments planning**
- 2. SCC will be establishing a task force to define and implement the REDS Agribusiness sector objectives by no later than November**
- 3. SCBC will be recommending to:**
  - SCC and the REDS Agribusiness task force - need to broaden the description of Agribusiness in the Economic Development Strategy
  - REDS Sunshine Coast Education and Research task force to include agribusiness educational requirements in the REDS Education and Training Industry and Investment Plan
  - USC, SC TAFE and regional secondary schools to include agribusiness courses in their curriculums
  - Other sector groups such as the Sunshine Coast Education and Training Industry Group (SCETIG) include agribusiness education needs as a focus of action
  - USC to increase its research in to regional agribusiness needs

# NEXT STEPS

Where to from here

4. **SCBC will work with industry groups – advocate on the key growth constraints and investment needs identified and prioritised by you**
5. **SCBC will email you and update on status quarterly on the [scbusinesscouncil.com.au](http://scbusinesscouncil.com.au) website commencing June quarter**
6. **We will have another session if industry requires**



# CONFERENCE CLOSE

**Mayor Mark Jamieson**  
**Sunshine Coast Council**