



WELCOME

2013 Strategy Workshop

Thursday 7 February 2013

Objectives of the two sessions

- Briefing for new board members
- All on the same page
- Involve our members in setting strategic direction
- Have a worthwhile session
- Sign up Australia Zoo as a member

Session 1

Discussion on 3 papers

1. Board Role and Succession
2. Underpinning the financial base of SCBC
3. Marketing & Communications direction and 6 month action plan

Session 1

Board Role and Responsibilities

Paper distributed

Session 1

- **Last year – agreed it was time for a step change**
 - Maximise momentum by using what is happening in the region
 - Proactively market ourselves and our message
 - Capture the region’s attention
 - Keep our commitments and deliver
 - Show value to industry and our members
 - Be consistent, be constructive, be challenging, be effective
- **Continue to work on new approach**
 - Organising responsibilities under 4 portfolios
 - Created the role of Past Chair to retain experience
 - All board members needed to have the time to spend to make SCBC successful
- **This year we want to continue to build on our successes and address the issues that need to improve**
 - Stay on message and stay on the same page

Session 1

Financial Reality
Paper and budget distributed

Session 1

- The recent success of SCBC has significantly due to 2 factors:
 - Time the Chair has had to dedicate to the business (min. 3 days per week)
 - Availability of funding to support
 - Media activities to keep SCBC voice out in the market
 - Research to give us something topical and fact based to talk about
- For the past 2 years we have enjoyed SCC funding grant - it concludes end 13/14
- Our success has been tied to a budget requirement of between \$5k0 - \$70k
- Our membership base is no where near capable of supporting that spend
- QUESTION
 1. Do we believe SCBC's work is really making a difference to the business community
 2. If so, then we need a significant lift in membership and fees – lets discuss

Session 1

Marketing & Communications

How we manage Marketing & Communications portfolio

Management:

- Board approves the Marketing & Communications Plan annually
- Approves 6 monthly action plan/schedule
- Budget is set once we understand our annual strategic direction and expected revenue base
 - Originally set budget at \$10k
 - Increased to \$25k to maximise media exposure during elections
- Appointed media consultant (Campaign Group) on monthly retainer
 - Media exposure
 - Brand exposure
 - Establish/maintain relationships with media outlets
 - Advise on how to approach interviews
 - Monitor and report media coverage
- Continuance is dependant on annual budget position

How we manage Marketing & Communications portfolio (cont)

Primary Implementation Tools

- Internal communication via report at monthly board meetings
- Monthly member newsletter
- Distribution of media release on key issues
- Respond to media enquiries as they arise
- Events
- Face-to-face meeting with key stakeholders
- Web site
- Media relationship building

2012 Achievements

- Significantly improved SCBC and Chair's external profile
- 'Go to' group for media comment on Sunshine Coast business related issues
- Maintained discipline and kept comment to our agreed key messages
- Successfully leveraged election period
- Shifted and increased membership base
- Improved communication and involvement with members
- Improved support of SCBC other portfolios
- Conducted two successful events
- Established an internal process for dealing with media enquiries and monitoring media coverage which has worked reasonably well
- Refreshed logo, collateral and upgraded website

Snapshot of 2012 priorities from Communications Strategy

	Achievement:
• Develop key messages - SCBC's vision, expertise and track record	Achieved
• Established stakeholder matrix to improve stakeholder contact and management	Achieved
• Develop Fact Sheet covering SCBC expectations of state & local government and influence public debate	Achieved
• Widely promote the Council's brand image, member services and expertise to underpin key marketing messages	Achieved
• Established avenues to reach and attract new members	Achieved
• Assist the Chair, board members and members to prepare information and conduct networking approaches to identified non-member stakeholders, e.g. political and community leaders.	Achieved
• Increase brand awareness via online and <u>social media campaigns</u> .	Achieved (part)
• Design and implement new marketing tools	Achieved
• Position the Chair / appropriate Board members as expert commentator on regional issues	Achieved
• Build media relationships and monitor media reporting	Achieved

Communications / Marketing Action Plan

6 months Jan 2013 – June 2013

Jan '13

Feb '13

March '13

April '13

May '31

June '13

Membership
• 2 new members

Newsletter

Membership
• 2 new members

Newsletter

Membership
• 2 new members

Newsletter

Membership
• 2 new members

Newsletter

Membership
• 2 new members

Newsletter

• **Membership drive focused on attracting additional industry associations as members runs for full six months**

- **Presentation to SC Council on new planning scheme**
- **Media story re. new census data & SC**
- **Targeting partners for Asia Conference**
- **Targeting partners for Agriculture project**
- **MOU with USC**
- **Participating in UDIA breakfast**

- **Business Council response to de-amalgamation vote**
- **Start media to publicise Asia conference**
- **2nd meeting with Premier**
- **Potential participation in BCA regional research**

- **Announce Patron Sponsor for 2013/14**
- **Continue media and mail outs to promote conference**
- **Hold Asia Conference**
- **Post Asia Conference media**

- **Plan key messaging for Federal election level issues & liaise with regional representatives**
- **Highlight diversity / cultural issues & a regional approach to change**

- **Recap on Noosa de-amalgamation impacts on regional business & major projects**

Recommended Actions

1. Note the 12 month communication plan for 2013.
2. Endorse the 6 month action plan for 2013.
3. Approve the following communication and marketing budget:
 - Reduce monthly fee from \$2,000 to \$1,500 (Mar to June of 2012-13)
 - Introduce a performance based approach linked to increase membership growth and sponsorship for 2013-14.
 - \$1,500 per month (\$18,000 over 12 months)
 - \$6,000 payment if new member quota, patron and 4 business sponsors are secured
 - Total 2013-14 budget allocation of \$24k for media and communications.

Session 2

Setting the Scene

Journey since 2009

Focus Groups - SCBC 10 Point Plan

Commenced external review of SCBC: Comms, Membership & Gov

AGM – presented current strategies & path to change

Strategy Session
Position as we move into 2010

General Meeting
Update on strategy & direction

Strategy Workshop
Agreeing new strategic focus for 2010/11

Health Forum

Sponsor of USC - What Works Conference

Strategy Workshop
Agreeing strategic focus for 2011/12

Released Eco Direction 2011-2031

Three Ps Conference
SCBC Eco Dev strategy

Dec Q '09

Mar Q '10

Jun Q '10

Sep Q '10

Dec Q '10

Mar Q '11

Sept Q '11

Dec Q '11

Mar Q '12

Jun Q '12

Sept Q '12

Dec Q '12

Mar Q '13

Jun Q '13

AGM

Activities focused on getting SCBC messages out for State and Local Government elections

Kawana Health & MS Precinct 'Ripple Effects' forum

Met with Premier

AGM

Strategy Workshop

Agreeing strategic focus for 2013/14

Communicate SCBC 13/14 strategic focus

Meet with Premier

Possible PAC discussion with SCC

Asia conference

Possible agric project

Strategic Focus for 12/13

Effective Board	Clear Economic Direction	Stronger, Relevant Membership	Targeted Marketing
<ul style="list-style-type: none"> • Refreshed • Informed • Skilled • 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 • 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

How we spent our time

- **Communicating research results**
- **Influencing state and local government**
- **Improving communication and relationships with members**
- **Improving linkages and collaboration with industry groups**
- **Advancing projects such as**
 - **Kawana Health & Medical Precinct**
 - **Airport**
 - **Maroochydore PAC**

Now turning to 2013/14

- **Today is about accessing your experience so we can determine what we focus on in 13/14**
- **Seeking your opinions so we can represent you better**
- **Lot to do in a short time**
 - Firstly input / insights to take into the workshops
 - Status of Eco Direction actions
 - Research
- **Speed dating style workshops**
 - Think Sunshine Coast economy first, your industry second and then your company

Update 3P research

John Giles – Giles Consulting International

- What
- Why
- What to do

Key take-outs from the 2011 census

- 2006 to 2011, very difficult time for the Sunshine Coast
- It was more than the GFC shock (2008)
- Underlying structural weaknesses exposed (population growth and construction declined dramatically and tourism flat)
- Policy responses to long and short term weaknesses slow
- A bright spot is human capital formation

What has improved and what has declined 2006 to 2011

Improved

- Education/Training skills and qualifications
- Labour force participation but due to higher unemployment
- Asian birthplace and language, but from very low base

Declined

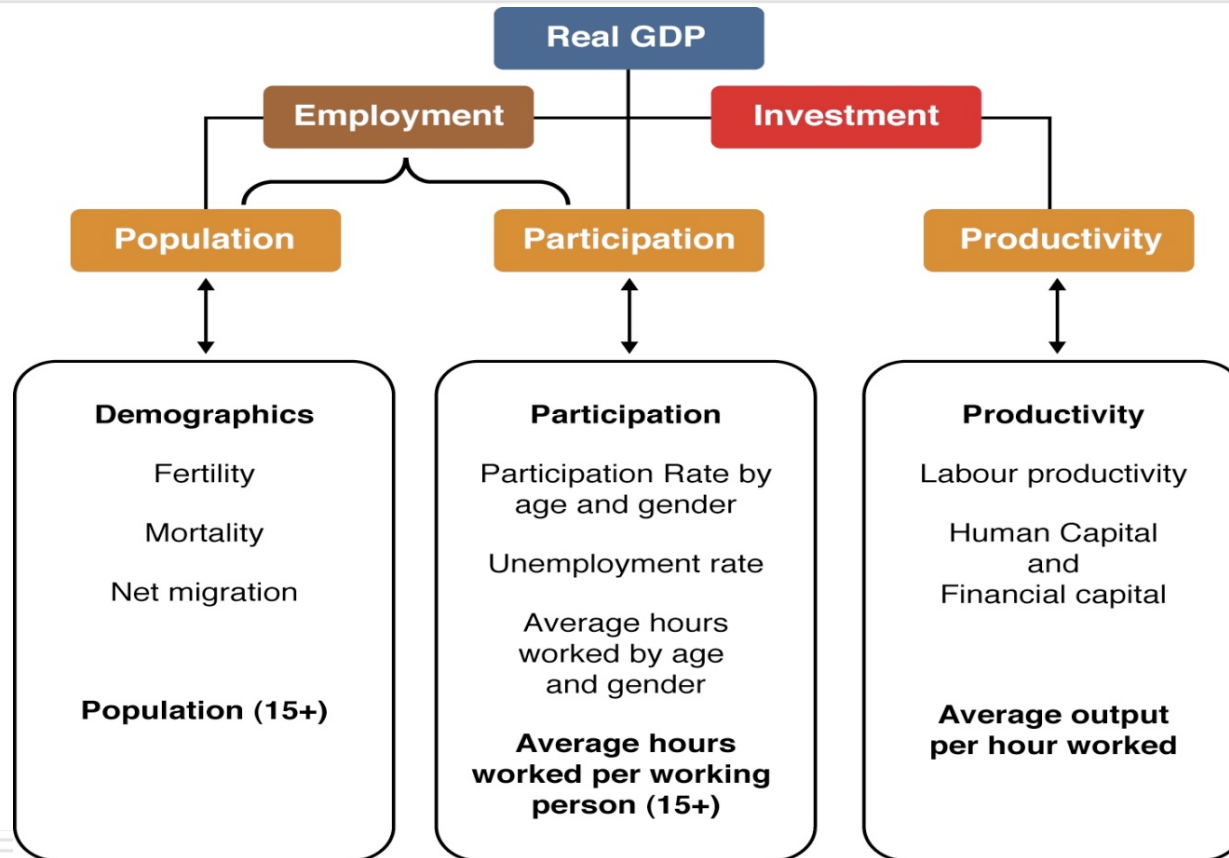
- Population growth rates and annual increases
- Net migration
- Residential and non residential construction
- Unemployment rate increased
- Tourism related share of employment

Previously low ranking and not improved

- Per capita GRP and employment components
-

Apply National Economic Framework to SC

3Ps and E (Intergenerational Report 2010/SCBC)

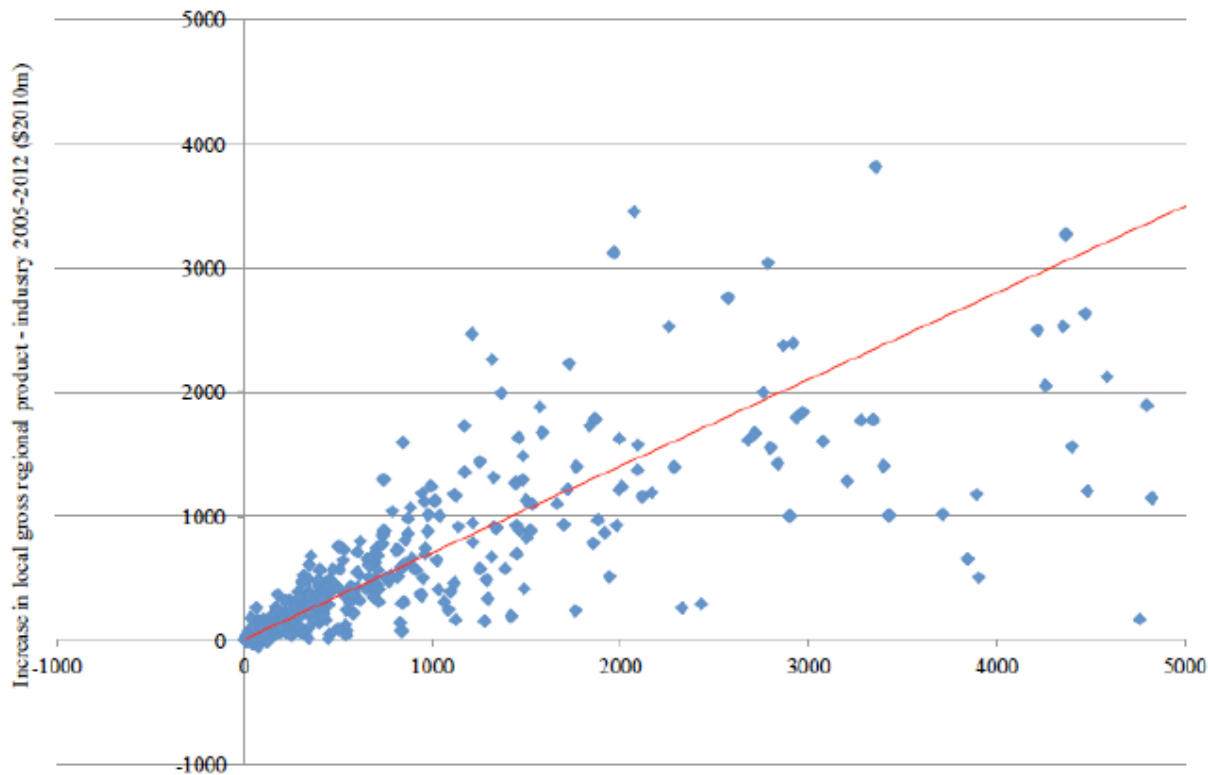


Gross Regional Product

- Key concept for SCBC but an indirect measure
- GRP per capita a measure of community wealth or well being
- Range of GRP measures from different sources
- Different input factors used
- Sunshine Coast ranks **very** low irrespective of
 - The source of estimates
 - The inputs used
 - Indirect “catch all” GRP per capita measures
 - Direct component measures
- Major but not impossible challenge to improve

Financial Capital Formation and GRP

For all local governments in Australia, very high positive correlation with engineering and non dwelling investment (State of the Regions 2012)



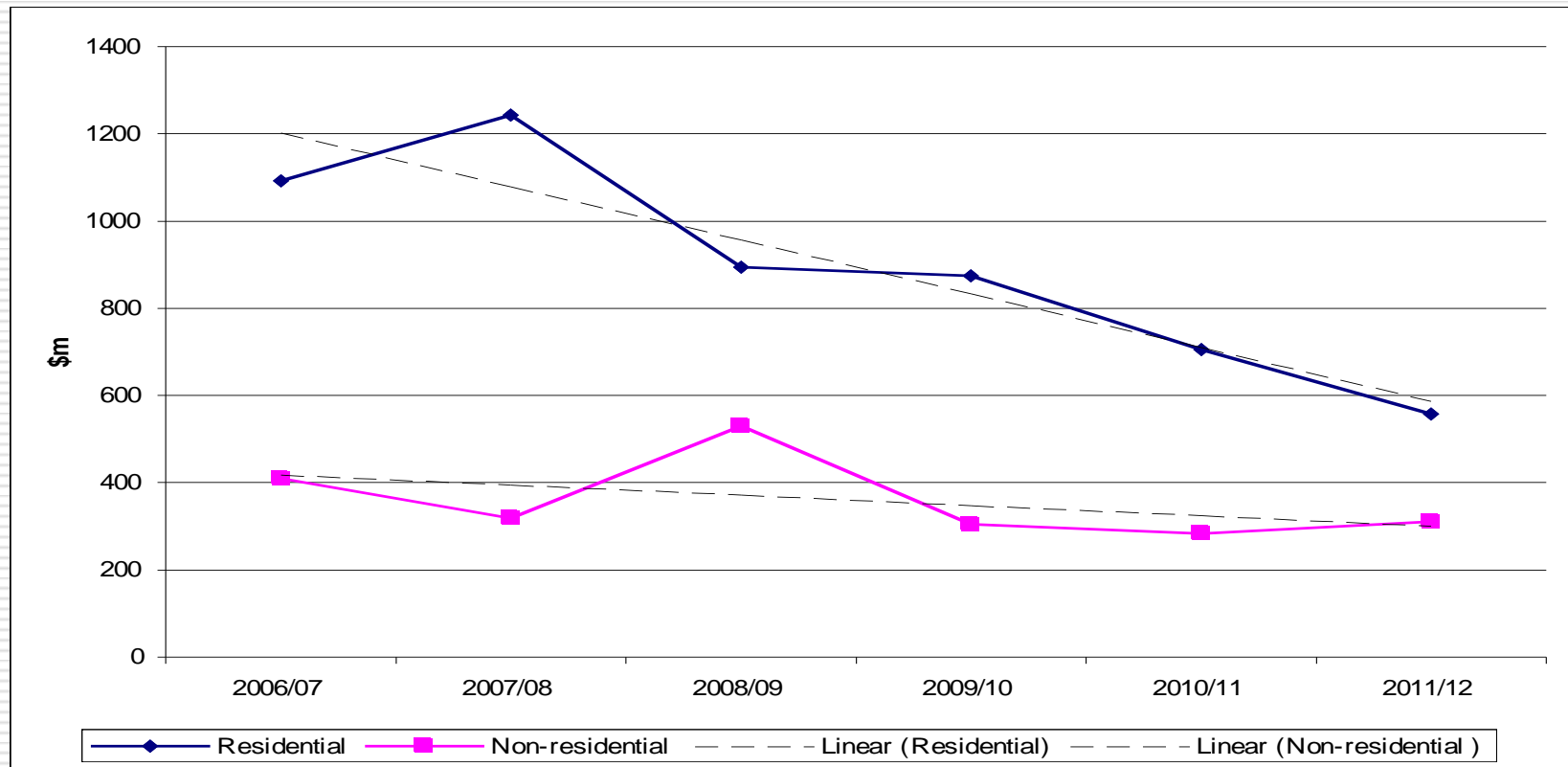
Gross Regional Product Regional Ranking 2007 and 2012

(State of the Regions 2012)

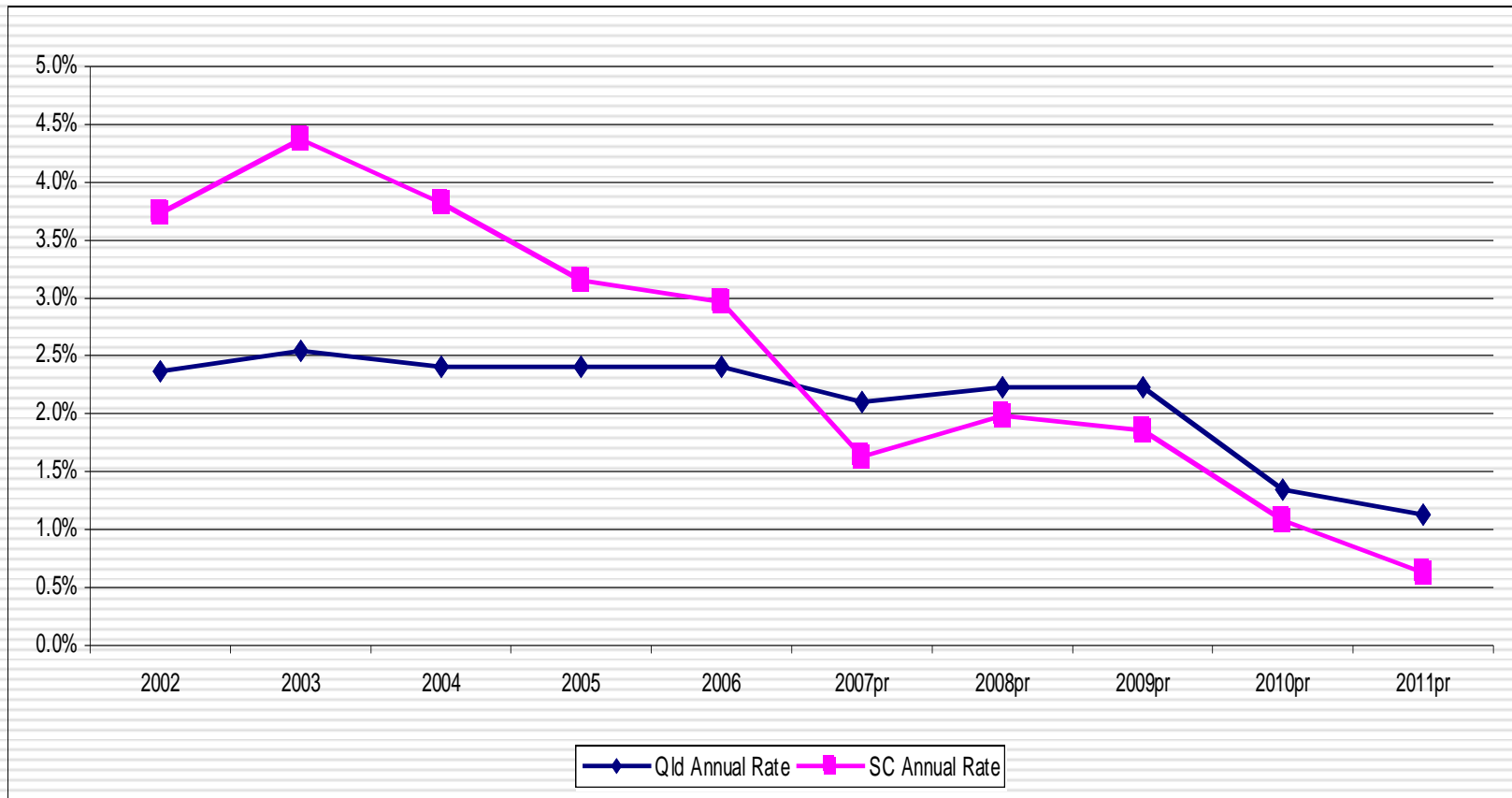
	Ranking 2007		Ranking 2012
1	Mackay Bowen	1	Mackay Bowen
2	Fitzroy Central West	2	Fitzroy Central West
3	Townsville North West	3	Darling Downs
4	Moreton Bay	4	Townsville North West
5	Cairns and Far North	5	Logan Redland
6	Illawarra/Wollongong	6	Newcastle
7	Logan Redland	7	Moreton Bay
8	Newcastle	8	Cairns and Far North
9	Darling Downs	9	Gold Coast
10	Gold Coast	10	Illawarra/Wollongong
11	SW Moreton	11	SW Moreton
12	Geelong	12	Geelong
13	Sunshine Coast	13	Sunshine Coast
14	Wide Bay Burnett	14	Wide Bay Burnett

Sunshine Coast Construction

Real value of work done. Actual and Trend (ABS, RBA, \$000)



Sunshine Coast Population Growth Queensland and Sunshine Coast Growth Rates (ABS Population Estimates)



Regional Wages and Salaries

(ABS Wages and Salary Earners, Small Areas, 2009/10)

LGA	Average (\$)	Variation from Sunshine Coast
Townsville (C)	48,999	18.5%
Redland (C)	48,423	17.1%
Moreton Bay (R)	46,265	11.8%
Ipswich (C)	44,785	8.3%
Cairns (R)	43,884	6.1%
Toowoomba (R)	43,048	4.1%
Gold Coast (C)	43,018	4.0%
Logan (C)	42,985	3.9%
Sunshine Coast (R)	41,365	0.0%
Fraser Coast (R)	39,463	-4.6%

SC Wages and Salaries by Occupation

(ABS Wages and Salary Earners, Small Areas, 2009/10)

Occupation Group	Average Wage (\$)	Variation from Average (%)
Professionals	60,179	45.5
Managers	57,224	38.3
Mach. Operators/Drivers	47,706	15.3
Technicians and Trades	45,226	9.3
Clerical Admin	33,527	-18.9
Community and Personal Service	30,259	-28.8
Labourers	29,286	-29.2
Not Stated	28,794	-30.4
Sales	28,474	-31.2
Total/Average	41,365	0.0

Human Capital Formation (Census)

- Rapid growth in qualifications from 2006 to 2011
 - Post grad up 61%
 - Grad Dip/Cert up 40%
 - Bachelor degree up 35%
 - Advanced Dip/Diploma up 30%
 - Certificate up 30%
- SCU and SC TAFE playing very important role in building skills and qualifications
- Provide strong support for further investment in education and training

Validation of SCBC Propositions

- SCBC 4 Propositions tested against research findings
- Most are appropriate and are confirmed
- Fine tuning in some areas:
 - Use a broader range of direct GRP component measures
 - Focus on those parts of target HEAT industries that are export generating and new investment and employment creating
 - Use a broader range of employment target measures
 - More closely align the linkages between the objectives, the strategies and projects

So What

- SCBC right to focus on
 - Employment
 - Financial capital
 - Human capital
 -
- The GCF revealed underlying weaknesses that need to be addressed
- Limited progress since 2006, and in many ways none
- Challenge to increase GRP (and/or component parts) is large, but realistic with achievement of SCBC objectives
- Need to look at other/emerging demand sources
- Support is needed from State Government, SCRC, the Planning Scheme and community to achieve SCBC objectives to improve community well being

Update on SCBC Economic Strategy

David Oliver

- **Questions on paper distributed**

Update on SCBC Economic Strategy

Sandy Zubrinich

- **Status of the research**

2013 research focus for discussion

Communicating and actioning

1. Updating for 2011 census
2. Explanation around measuring FTE
3. Changing Asian Middle Class Demand
4. Investment market survey

New Research

1. Review of status and potential of agriculture on Sunshine Coast
2. Anything else??

Session 2

Combined Working Sessions

- *Your ideas*
- *Don't restrict yourself to your organisation and your industry*
- *Think big picture*
- *Think what we can impact and change*

Identifying SCBC regional strategic priorities

Workshop 1

Pair up with another participant and spend 10 minutes only identifying your version of strategic regional priorities/issues.

There should be 10 pairs.

A strategic regional priority/issues is something that will have an impact on the performance of the regional economy, particularly growth, investment and jobs and merits SCBC focus.

Identifying SCBC regional strategic priorities

Workshop 2

Now double up in to 5 groups of 4 people and spend 15 minutes discussing the strategic priorities/issues from Workshop 1 and now agreeing top 5 priorities for your group of 4 people.

Identifying SCBC regional strategic priorities

Workshop 3

Now form 2 groups of 10 people and take 20 minutes to discuss and agree the teams top 5 priorities.

Be prepared to establish why the item made your priority list.

Identifying SCBC regional strategic priorities

Report out session

Team lead from each of the two groups to take up to 10 minutes to outline the top 5 priorities/issues.

Establish why the priority/issue made your top 5 list and why you believe SCBC should take it on as a priority.

Identifying SCBC regional strategic priorities

Agree final top 5 priorities / issues

Scope and size priorities

Identify high level action plan for each priority

What's next



Close

Thank You



Could, should, this be our new Vision

To be the leading business 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 work with other industry groups to hold governments accountable to deliver on promises to the business community.

Our commitment to the Sunshine Coast community is to work toward increasing GRP per capita to be among the highest in Australia within **10 years.**