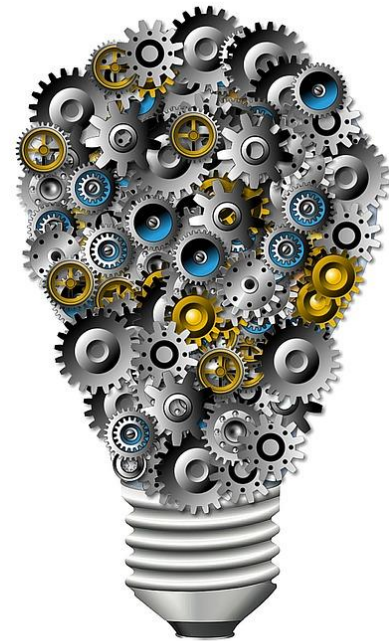




PEEL INNOVATION ROADMAP

Version 1 - October 2018



1. Overview

The New Industries Fund (NIF) is a \$16.7 million State Government program that has been designed to support venture creation and accelerate business growth to diversify the Western Australian economy and create new jobs. To optimise State-wide economic outcomes, \$4.5 million of the NIF has been allocated to the State's nine regions as sub-program referred to as the Regional New Industries Fund (RNIF).

The RNIF comprises two allocations, a Regional Stream and a State Network Stream, totalling \$4.5 million over four years. Funded projects may span a maximum of four years, ending in the 2020-2021 financial year and require a 1:1 ratio of matched contribution (cash and in-kind services) that has an appropriate cash flow. A RNIF allocation of \$300,000 has been allocated to each region.

Each of the nine Regional Development Commissions will establish and coordinate a Regional Innovation Partnership in their region. The Partnership is to be inclusive and consist of an appropriate mix of public, private and academia stakeholders with an interest in innovation and business growth. To be eligible for funding, the Partnership will develop a regional innovation roadmap, action plan and project proposals that build and enhance their region's economy. The innovation roadmap and project proposals that meet the guideline criteria will be the basis of applications and assessment for funding through the RNIF. Partnerships are encouraged to collaborate to identify cross regional initiatives and submit applications to both Regional Stream and State Network Stream funding.

Innovation is identified as an important driver of a diversified regional economy in the aspirations of the Peel Regional Investment Blueprint. This Roadmap is reflective of the objectives and strategies outlined in the Blueprint. The RNIF is an important catalyst to implementing elements of this Roadmap however the vision of the Partnership will act as a foundation for a developing innovation agenda in the Peel. The initiatives outlined within this document reflect RNIF funding guidelines and it is recognised that the Roadmap is not all encompassing of innovation occurring throughout the region.

2. Shared vision

The Peel has people, enterprises and organisations with the capability to innovate and expand into new markets enabling a progressive, prosperous and dynamic local economy.

Implementation of the Roadmap will contribute to the following outcomes:

- Improved innovation capability of people, enterprises and organisations in Peel.
- A connected ecosystem of innovators.
- Enterprise and jobs growth in priority sectors aligned to Peel's strengths including tourism, manufacturing, agri-business, aged care and waterways science.
- Increased research into and implementation of new technologies and design that will improve the competitiveness and performance of Peel industries
- A focus on economic development that builds on the strengths of Peel's natural environment in a sustainable manner.

The objectives of the Partnership are to:

1. Identify strategies and develop initiatives (new or existing) to drive innovation in Peel that deliver the desired Roadmap outcomes.
2. Build a network of people, champions, enterprises and organisations, both internal and external to the region, that can collaborate and build the Peel innovation ecosystem.
3. Implement and monitor Roadmap outcomes.

3. Peel overview and value proposition

The Peel is located 75 kilometres south of Perth with a geographic area in excess of 5,500 square kilometres and a population of 136,854¹. There are five local government areas in the region including the City of Mandurah and the Shire of Boddington, Murray, Serpentine-Jarrahdale and Waroona.

The Peel has one of the fastest growing populations in Western Australia, although it is the smallest by geographic comparison. The Peel is on a trajectory for strong continued growth with an estimated population of 188,400 by 2031 and 444,000 by 2050².

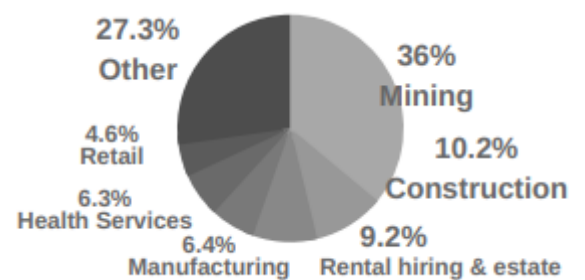
The Peel spans the divide between the Perth metropolitan region and regional Western Australia and form a key strategic component of the State's urban expansion plans. It is evident from the growth projections that there is a need to establish a robust, diversified and sustainable economy to provide significantly more employment, beyond those jobs expected to be supported by natural population growth.

Key economic drivers in the Peel are:

- Proximity to the Perth metropolitan region
- Strong and diverse natural resource base and sustainable environment for renewable energy
- Proximity to transport links and Asian markets
- Strong infrastructure base
- Extensive feedstock, water, landholdings and energy
- Large labour force

Peel Fast Facts

- 2017 Peel GRP totalled \$7.9b at an average annual growth rate of 4.2% and accounted for 3.2% of WA Gross State Product³
- 2017 Estimated Residential Population of 136,854, growth rate of 5.4% over 2011-2016.
- The Peel reports a strong self-sufficiency rate with 75.5% of the jobs in the Peel filled by local residents⁴
- The number of jobs available locally are inadequate to cater for the local working population with approximately 25,900 residents leaving the region each day to work⁵
- At the June 2017 quarter, Peel's unemployment rate was 7.9 per cent compared to the State average of 4.6%. Peel's labour force was 60,474 people⁶.
- Mandurah's youth unemployment rate is estimated at 18.8%⁷
- The business market is characterised by a high number of small businesses who are owner operator (62%) and a further 26% who employ between one and four staff⁸
- Peel's largest employing industries are retail, healthcare and social assistance followed by construction⁹



Industry contributions to Peel GRP 2017

¹ Australian Bureau of Statistics (ABS), 2018, *Estimated Residential Population 2017*

² Perth & Peel@3.5 million, 2018

³ Department of Primary Industries and Regional Development, 2018

⁴ ABS, 2017. *2016 Census Working Population Profile*.

⁵ ABS, 2017. *2016 Census Working Population Profile*.

⁶ Department of Employment, 2017. *Small Area Labour Market – June quarter 2017*

⁷ Department of Jobs and Small Business, 2018, *WA Regional Labour Force Data April 2018*.

⁸ ABS, 2017, *Counts of Australian Businesses, Including Entries & Exits, June 2012 to June 2016*

⁹ ABS, 2017, *2016 Census Working Population Profile*

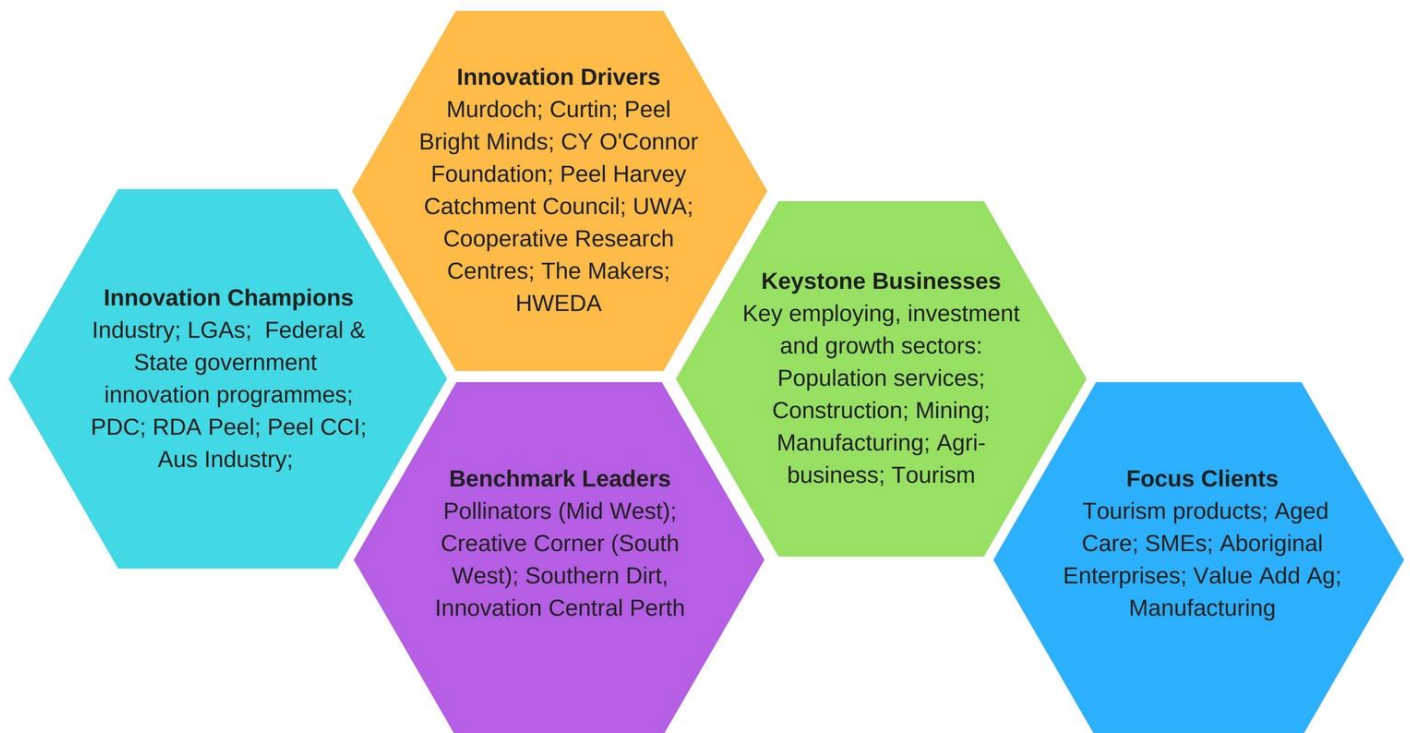
- 20% of the Peel population is aged 65 years and over, compared to the State level of 14%. In contrast, the youth population (15-24 years) in the region is at 12%, compared to the State level of 10%
- 40% of Peel residents aged 15 years and older have achieved a year 12 equivalent education compared with 54% in WA¹⁰.

4. Innovation ecosystem

The innovation ecosystem can be described by the following categories:

- **Innovation Champions:** individuals who provide political, business or financial support to sponsor change
- **Innovation Drivers:** organisations who coordinate with stakeholders and facilitate action towards outcomes
- **Benchmark leaders:** regions who have led successful changes in communities and can share knowledge or experience
- **Keystone businesses:** firms that represent the largest employers or investors in the region
- **Focus clients:** entrepreneurs and innovators being supported by the ecosystem to turn economic inputs into outputs at an accelerate pace

The diagram below provides the beginnings of a Peel innovation ecosystem map outlining the key players in our ecosystem. A key objective of this Roadmap is to bring together these players to enable innovation and enterprise growth, as well as to grow the depth and breadth of the ecosystem.



¹⁰ ABS Census 2016

5. Innovation pillars and Peel focus areas

The RNIF guidelines identify four pillars required to support innovation. These are recognised as essential foundations for job creation, competitiveness, and new industry development. The following tables outline why each pillar is important to the Peel innovation ecosystem and initiatives identified to assist in achievement of Roadmap expected outcomes. Attachment 1 provides initiatives, programs and projects that are existing and support the development of innovation in Peel.

These tables form the Peel innovation action plan. It is expected that these will evolve over time as the Roadmap is implemented and the innovation ecosystem grows and matures.

Talent, Skills & Entrepreneurs				
A sustainable innovation environment requires the right people with the right skills. The Peel needs to develop, attract and retain the right people.				
Why is this important to Peel?				
The growing population in the Peel provides an opportunity to develop human capital and build a highly skilled workforce to underpin the economic growth of the region. The thriving future envisioned for the Peel will demand a high skilled and flexible workforce that is able to engage with and innovate within a diversified industry base. Education and training systems that develop subject-specific expertise, creativity, critical thinking, entrepreneurship, STEM and communication skills are core to future innovation and productivity.				
Strategy	Projects / Programs / Initiatives	Lead	Expected Outcomes	Time Horizon
Identify new and emerging entrepreneurs and innovators, providing them with support, mentoring and resources to develop ideas to commercialisation.	Support SMEs who are keen to grow through technology, expansion into new markets or new product development by providing mentoring, expert advice, skills development, and connectivity. Investigate and if appropriate implement an accelerator or economic gardening program.	Peel Innovation Partnership	Improved innovation capability of people, enterprises and organisations in Peel.	Horizon 1 ¹¹
	Provide an enabling environment for start-ups, providing mentoring, expert advice, skills development, building connections and development / promotion of local success stories in entrepreneurship and innovation.	Peel Innovation Partnership		Horizon 2

¹¹ Horizon1 = next 2 years, Horizon 2 = 3-5 years, Horizon 3 = 6-10 years

Investment and Infrastructure

Ensuring an accessible network of transport, telecoms and capital to facilitate the movements of people, information and goods.

Why is this important to Peel?

The Peel has a strong transport network which is well place to be strategically built upon to deliver strong market access to the domestic and international trade market. The region's telecommunications network is well developed with minimal connectivity issues to be addressed. Availability of and capacity to access capital necessary for major infrastructure projects and business development is a key inhibitor to innovation in the region.

Strategy	Projects / Programs / Initiatives	Lead	Expected Outcomes	Time Horizon
Identify and invest in infrastructure to improve industry innovation and leverage opportunities	Development of an enduring digital platform that registers business capability in the Peel and facilitates connections.	Peel Innovation Partnership	A connected ecosystem of innovators Enterprise and jobs growth in priority sectors aligned to Peel's strengths including tourism, manufacturing, agri-business, aged care and waterways science. A focus on economic development that builds on the strengths of Peel's natural environment in a sustainable manner.	Horizon 1-2
	Increase capability to present projects for capital investment and facilitate access to a broad range of capital options such as venture capital, angel investment and seed funding.	Peel Innovation Partnership		Horizon 1
	Development of a Long Range Wide Area Network (LoRaWAN) which will capture data from the extensive waterways and agricultural land in Mandurah and Murray. Sensing technologies and data analytics will identify alignments and opportunities, as well as improve decision making and create impact across the region.	City of Mandurah and Shire of Murray		Horizon 2-3
	Establishment of an Agri-Innovation Precinct within the Peel Business Park to provide an activation focus for food production, value-add processing, university-led R&D, and opportunities for start-up ag-tech innovation.	Shire of Murray and PDC		Horizon 2

Culture and Collaboration

Increase connectivity within and between regions to better support entrepreneurs and innovators.

Why is this important to Peel?

The Peel economy is characterised by a large number of small to medium enterprises, with many sole traders. Through collaboration these businesses will benefit from accessing a range of capabilities and knowledge, enhancing their competitiveness and accelerating their innovation process. Collaboration can also foster partnerships amongst SMEs enabling them to complement each other, access new markets, share research and take advantage of different perspective and resources.

Strategy	Projects / Programs / Initiatives	Lead	Expected Outcomes	Time Horizon
Foster collaboration between industry, government and community	Develop a Peel Growers Group to build industry connectivity, gain understanding of supply chain synergies, undertake research, and develop new markets.	Southern Dirt	A connected ecosystem of innovators.	Horizon 1, 2, 3
	Foster industry clusters and engagement of industry players to understand supply chain synergies, undertake research and development new markets in industry focus areas such as engineering, manufacturing, electrical, aged care, and tourism.	Peel Innovation Partnership	Enterprise and jobs growth in priority sectors aligned to Peel's strengths including tourism, manufacturing, agri-business, aged care and waterways science Increased research into and implementation of new technologies and design that will improve the competitiveness and performance of Peel industries	Horizon 2
	Build capability of regional tourism operators to create online bookable product and collaborate within and across regions to package a collective of tourism experiences.	Peel Innovation Partnership		Horizon 1
	Engage regional stakeholders (including community members of all ages and backgrounds) in innovation hacks to explore regional issues and opportunities. Partner with universities and Innovation Central as required.	The Makers & Peel Bright Minds	Improved innovation capability of people, enterprises and organisations in Peel.	Horizon 1, 2, 3

Marketing and promotion

Celebrating Peel successes and developing a consistent, globally recognised brand that attracts talent to our regions.

Why is this important to Peel?

Research has shown that aspirations amongst Peel youth are low with many not envisaging a future in the regional economy. Aspirations of SMEs are also marred by the negative narrative of the region portrayed in our local community and media. To establish Peel as a progressive, prosperous and dynamic economy with capability to innovate and create enterprise there is need for a shift to a positive and clear regional narrative and for successes to be recognised and celebrated.

Strategy	Projects / Programs / Initiatives	Lead	Expected Outcomes	Time Horizon
Develop an enhanced culture of innovation and entrepreneurship in the Peel.	Develop a regional capability statement to promote the positive capability of the region to industry and investors. Utilise the statement to gain regional leader buy-in and change the narrative of Peel.	Mandurah Murray Employment Facilitator	Improved innovation capability of people, enterprises and organisations in Peel.	Horizon 1
	Develop an investment prospectus to outline the economic development opportunities of the region to industry and investors.	Peel Regional Leaders Forum & RDA Peel	Enterprise and jobs growth in priority sectors aligned to Peel's strengths including tourism, manufacturing, agri-business, aged care and waterways science.	Horizon 2
	Recognise and celebrate regional innovation achievements.	Peel Innovation Partnership & Peel Bright Minds		Horizon 1, 2, 3.

Monitoring and Evaluation

The Peel Innovation Partnership will monitor progress against the Roadmap and expected outcomes, providing a report highlighting achievements and barriers to the Peel Development Commission Board on an annual basis. The Board will share and promote outcomes through the Commission's communication strategy including e-news, social media and Peel Magazine.

Projects successfully funded by the RNIF will be required to develop a Monitoring and Evaluation Plan which will be subject to data collation and project monitoring by the Peel Development Commission. All projects will have an imperative to maximise local content and employment outcomes. Individual project outcomes will be shared with the Partnership on an annual basis.

Attachment 1 – Existing Innovation Initiatives

The Partnership recognises the many innovators existing in the Peel ecosystem. The following initiatives are working in alignment with the Roadmap vision and will contribute to achievement of Roadmap outcomes. This list will be added to as initiatives are identified.

- Peel Bright Minds – a cooperative initiative with a vision to inspire a curious community. Works with the community to communicate, coordinate and promote regional activities and events that promote and connect people to ESTEAM activities and to encourage an aspirant culture.
- The Makers – working to bring together Makers from within the community to collaborate, co-create and find new ways of addressing challenges. Operate a co-working space in Mandurah, providing a space for collaboration and cultivation of innovation capacity.
- Local Government Authority entrepreneurial programs.
- Programs to build entrepreneurial aspirations and innovation Peel youth. Existing programs include Innovation Institute delivery at Coodanup College, Youth On Leadership delivered by The Makers, The YACC Project delivering an alternative education option.
- Support to entrepreneurs through networking and engagement initiatives such as Monthly Meetups facilitated by EPICC Training Co and the Global Entrepreneurship Network.