

TSBE Annual Report 2020-2021

LINKING
BUSINESS

INVESTMENT
ATTRACTION

ADVOCACY FOR
OUR REGION



CHAIRMAN'S ADDRESS

The most common theme from the last 12 months was, without a doubt - learning to deal with COVID. Being just outside the SE corner bubble, Toowoomba was able to withstand much of COVID's effects on the economy. Real estate is booming; we are discussing land availability; our rental vacancies are at an all-time low; our unemployment is one of the lowest in the country, and many businesses are experiencing issues finding qualified staff.

Notwithstanding this, it has been a challenging year, and we know that some businesses have felt the impact of COVID more than others.

TSBE cannot exist without members and stakeholders. With their support, our region continues to outstrip state and federal averages for Gross Regional Product. Despite COVID, our membership grows each year, and our team continues its commitment to members ensuring our region remains at the forefront when linking business with opportunity. We could not achieve this without the support of our local government partners, and we do not take for granted the important contribution of ratepayers.

Your board at TSBE is truly exceptional. This year, they all took part in a two-day

off-site strategy meeting to discuss emerging trends and set our strategy. The areas we chose to focus on were:

Investment Attraction – focusing on transport and logistics, energy, health, manufacturing, agriculture and ag-tech to drive economic growth and jobs.

Energy - increase advocacy of the energy sector to bring more energy projects and their supply chains to the region.

Regionalisation - encourage skilled workers to move locally.

Manufacturing – investigate ways to increase levels of support to continue growing the sector.

Water - advocate for new water infrastructure and encourage businesses to improve their water use through technology.

Carbon - assist businesses to understand their carbon footprint and how to reduce emissions.

Advocacy is still critical to the region. We have been active in speaking on matters including Inland Rail, Olympic Bids, Fast Rail and Passenger Rail, City Deals, Manufacturing, Export Flights, Ag-Tech Hubs, Hydrogen and Energy.

The first Surat Basin Energy Awards were an opportunity to reflect on the energy industry's importance in our region and our future. I was proud to acknowledge how far we have come, from the early days of Coal Seam Gas development to the thriving energy hub we have now. It was wonderful to recognise businesses and individuals for the contributions they have made on that journey.

Sadly, over the past 12-months, we have lost two important people in our organisation. Foundation board member John McCormack passed away in August 2021 and will be forever remembered as a gentleman with a fantastic rural agricultural business

in McCormack Industries. He will be missed. We also lost one of Australia's finest, Geraldine (Gerry) Doumany. Gerry was known throughout the land for her warmth, smile, and commitment to helping exporters on their journey. She was a remarkable woman, and her effervescence will never be forgotten.

I would like to thank Ali Davenport and her team of dedicated people who make up TSBE, my Deputy Chairman, Rob Hart, for his wise counsel and support, and I thank the entire TSBE Board for the intellectual firepower and generosity that each one brings to the table. Special mention goes to Lisa France, who will step down from the board and return to environmental management. All of these people want our members to be profitable, they want our region to be at the forefront, and they want to work for a high performing and incredible organisation. They have succeeded on every count.

This will also be my last year serving as a board member of TSBE. I started my journey as CEO of Toowoomba Regional Enterprise in September 2011 before merging with the Surat Basin Corporation forming TSBE in March 2012. If I have had any success, it has been because of a team of extraordinary people, whether staff or board members and I am indebted to each one of them. I am proud to live where I do and have been proud to represent this wonderful organisation.

Under the leadership of The Honourable Professor John McVeigh and Ali Davenport, I wish the board and TSBE team the best as they guide the organisation into the years ahead. I will not wish them luck as luck suggests that our success happens by chance. At TSBE, we have never settled for mediocrity, not for ourselves or our region. The best is yet to come.

Shane Charles
Chairman
Toowoomba and Surat Basin Enterprise



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With 490 members TSBE are linking business with the opportunity to create sustainable growth and diversity for our region.

A NOTE FROM THE CEO

What an extraordinary year this has been. 12 months ago, in the midst of the global economic downturn caused by COVID, it would have been hard to imagine that the economy would bounce back to such an extent that there are now shortages in building materials, house prices are increasing, and tradespeople are worth their weight in gold. Despite the constant threat of lockdowns and the impact of ongoing border closures, which has been incredibly frustrating to the business community, the majority of companies in our region have focused on getting on with the job.

The region's diverse economy is once again proving to be our greatest strength, and TSBE has spent the last 12 months linking businesses to opportunities. Food and produce is in high demand, including weekly exports through Toowoomba Wellcamp Airport direct to Singapore and Hong Kong. The energy sector is growing with expanding gas projects occurring in the Western Downs and Maranoa. Renewable energy projects are in abundance, including the Macintyre,

Wambo and Karara Windfarms and the Wandoan Solar Project, and there are multiple battery storage facilities either under construction or planned for the future. Other opportunities include manufacturing, hydrogen, and, of course, Inland Rail is a major infrastructure project about to commence, which will transform the region into a major transport and logistics hub.

TSBE has 22 staff whose sole purpose is to help the region's economy grow. We work with energy and infrastructure projects, assist the food and agriculture sector to export and innovate, and we're working with the health sector to increase opportunities. We have a partnership with TAFE Qld to deliver training to the ag sector, a partnership with the Qld Government to work with FKG, USQ and UQ to set up an ag-tech hub and partnerships with Construction Skills Queensland and Shell's QGC to help local businesses thrive.

We're so grateful for the support we receive from our partners and members. We could not do what we do

without them, and it's pleasing to see that membership has grown from 450 to 474 members over this last year. Thank you to our long-term members, and welcome to those who have joined over the last 12 months.

The Toowoomba Regional Council has been very supportive both financially and in-kind, and we are committed to ensuring that the ratepayers of Toowoomba receive value for their investment in TSBE. Similarly, the Western Downs Regional Council is a key regional partner, and TSBE provides a strong link between the Toowoomba and Western Downs economies. We are also working with the Maranoa Regional Council to promote local opportunities.

I am proud to be able to share the following report and discuss ways that TSBE has worked to deliver results for our region. TSBE remains committed to linking business with opportunity, and we look forward to working with you over the next 12 months.

Ali Davenport
CEO

Toowoomba and Surat Basin Enterprise



Linking Business. Investment Attraction.
Advocacy For Our Region.

TSBE's collaboration with local, state and federal government agencies, proactive community organisations, and industry groups has been integral to the region's advancement. The TSBE team has been working hard to attain favourable outcomes for important infrastructure developments in recent years.

2020/21 RESULTS

MEMBERSHIP
490
 BUSINESSES ACROSS
26
 INDUSTRIES

EVENTS
3836
 ATTENDEES AT OVER
72
 EVENTS
80%
 OF ATTENDEES WERE
 KEY DECISION MAKERS

FOR PROJECTS IN THE TOOWOOMBA REGION
\$13.1
 BILLION

DEVELOPMENT PIPELINE

FOR PROJECTS IN THE WESTERN DOWNS
\$6.9
 BILLION

\$873,488
 BUSINESS TOURISM
 PLUS DIRECT
 EVENT EXPENSES

2230
 TARGETED
 INTRODUCTIONS

2290
 WORK AND TENDER
 OPPORTUNITIES

MEDIA EXPOSURE
 REACHED AN AUDIENCE
 VALUED AT OVER **\$2.3 MILLION**

233
 MILLION
 TOTAL AUDIENCE
 IMPRESSIONS

827
 NEWS ITEMS

190,150
 WEBPAGE VIEWS
 PER YEAR

23,234
 SOCIAL MEDIA
 REACH
 PER MONTH

TSBE's Health division works to link businesses with opportunities in the growing health industry by boosting the region's health profile and promoting the liveability and services throughout the region.

PURPOSE STATEMENT

TSBE is the go-to organisation linking business with opportunity to achieve sustainable growth and diversity for our region.

VALUES

TSBE's activities at all times seek to uphold five core values:

1. We are fiercely loyal to our region.
2. Regional diversity is respected.
3. We are transparent in our interests and in our actions.
4. Acting with integrity is fundamental to all that we do.
5. We strive for excellence.

BOARD OF DIRECTORS



Shane Charles
Chairman



Rob Hart
Deputy Chairman



April Cavanagh
Director



Dr. John McVeigh
Director



Ian Macfarlane
Director



Kathryn McKeefry
Director



Lisa France
Director



Peter Lock
Director



Stewart Morland
Director



Tom McVeigh
Director



Paul Antonio
Ex-Officio Director



Brian Pidgeon
Ex-Officio Director

TOOWOOMBA AND SURAT BASIN ENTERPRISE TEAM



Ali Davenport
Chief Executive Officer



Cassandra Hunter
Operations Manager



Lance MacManus
General Manager,
Energy and Infrastructure



Bruce McConnel
General Manager,
FLA



Jaden Frame
General Manager,
Health



Reagan Parle
Senior Project Manager -
Energy & New Industries



Daniel McNamara
Business Development
Manager



Hayley Hoeftler
Memberships and
Special Projects Officer



Mandy Turner
Administrative Assistant,
Energy and Infrastructure



Beverley Stroud
Finance Officer



Justin Heaven
Export Manager, Food
and Agribusiness, FLA



Molly Wagner
Project Officer, Southern
Queensland Export Hub



Stephen Dummett
Agtech & Logistics Hub,
Community Manager



Monica English
Reception and
Administration Assistant



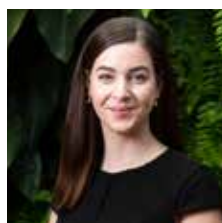
Laura Wilkie
Events Assistant



Kristy Hayes
Marketing & Media
Manager



Katrina Rojek
Events Manager



Carissa Kemp
Communications and
Events Officer



Anna-Louise Murphy
Graphic Design, Events &
Administration Officer

BUSINESS NAVIGATOR WESTERN DOWNS



Paulene Rorich
Lead Business Coach,
Business Navigator
Western Down



Suzie Wood
Business Coach,
Business Navigator
Western Downs



Ailsa Cass
Digital Marketing Advisor,
Business Navigator
Western Downs

ENERGY & INFRASTRUCTURE

The Energy and Infrastructure team have been working hard to drive support for local industry within major projects, foster awareness of opportunities and provide practical support for businesses to achieve their goals. Over the last financial year, the team provided approximately 2290 targeted introductions and 2230 work and tender opportunities to our members.

TSBE continues to hold a seat on the Queensland Local Content Leaders Network, collaborating with industry and business groups, local government representatives and key industry partners to advocate for local economies to maximise the benefit of projects. This year the group promoted best practice models in local content, releasing a report detailing how major projects can best define objectives to maximise local content outcomes.

The world has changed, and the full impact of COVID-19 on the energy sector is still to be determined. Businesses have been focused on safeguarding and stabilising operations, people, supply chains, and markets over the last 12 months. They are now turning their thinking to adapt as the pandemic and markets evolve.

TSBE spent significant time advocating for shovel ready projects and were glad to see Toowoomba Regional Council and Western Downs Regional Council announce large stimulus packages. Together with the adoption of local content objectives these projects have supported supply chain and jobs, ensuring direct economic outcomes in the regions of these projects. Government stimulus packages to support the construction sector meant unprecedented growth for the residential market. The market is now feeling supply chain delays on projects and resource delivery.



TSBE EXCHANGE

The TSBE Exchange is a distribution platform that gives members real-time access to major project updates, tender opportunities, and industry insights. The platform allows member to member procurement and member notifications of potential supply/procurement opportunities inside and outside the TSBE group, providing project information to interested suppliers and prioritising local businesses for contracts awarded.

TSBE SUPPLIERS PORTAL

In October 2020, TSBE launched the Suppliers Portal, a web-based tool designed to map out major projects in the Toowoomba and Surat Basin region and provide major project buyers with intel on local capability. The state-of-the-art platform can capture business capabilities against major projects, with data collected on the platform helping to identify skill gaps within the local business community, allowing further discussions around training and upskilling for the future. The platform currently has 400 businesses registered, with more expected to join. With the recent announcement of the first stage of the Inland Rail Border to Gowrie preferred contractor agreement.

TSBE would like to acknowledge Clevvi and Construction Skills Queensland (CSQ) for their support for the Suppliers Portal.

COAL & NATURAL GAS

Coal and natural gas provided 74% of Australia's electricity in 2020 with 24% from renewable sources and 2% from oil. (SOURCE: <https://www.energy.gov.au/data/electricity-generation>)

Australia is currently the fifth largest producer and the second largest exporter of coal and has the third-largest coal reserves in the world. The

most significant black coal resources are located in the Bowen-Surat (QLD) and Sydney (NSW) basins. Coal is Australia's largest commodity export with annual thermal and metallurgical coal exports worth more than \$40 billion, mainly to Japan, India, the European Union, the Republic of Korea, and Taiwan.

TSBE continues to advocate for New Hope Group's New Acland Mine Stage 3 expansion which will provide hundreds of local jobs.

A vital source for Queensland's industrial and manufacturing sectors is natural gas. Natural gas is found and produced from the cleats and fractures of coal seams.

The gas sector has been unwavering in its financial and social support through varying stages of the COVID-19 pandemic, finding ways to support the community through stimulus and grants to grow the region's diversity.

TSBE welcomed Prime Minister Scott Morrison's push to set up a 'Gas Hub' at Wallumbilla, so that both businesses and households can enjoy the benefits of abundant local gas, and ensuring our position as one of the world's top LNG exporters.

“ Being a member of TSBE has provided Minstaff Survey with the most beneficial platform within the Toowoomba region to network with current and prospective clients. The expertise and shared professional knowledge of the TSBE Team has been extremely helpful to gain industry insight and generate work for our company.”

*-Jake Laing
Minstaff*

TSBE continues to support regional businesses working in this industry for export opportunities through the federally funded SQ Export Hub.

All gas companies continue to undertake significant operation and maintenance work and bring new projects to the market providing thousands of jobs.

RENEWABLE ENERGY PROJECTS

In 2015 the renewable energy boom commenced when the Queensland Government laid out their strategic plan to reduce emissions, create new jobs and diversify the state's economy by establishing a 50% renewable energy target by 2030.

The Surat Basin boasts 29 renewable energy projects (including operational, under construction or financially committed) representing \$6.8 billion of investment.

The Darling Downs forms a significant part of the Southern Queensland Renewable Energy Zone, which is an area where the Queensland Government will undertake network investments, streamline development of renewable energy projects and work to match industrial energy demand with clean energy.

TSBE works with major proponents of each renewable energy development to ensure local businesses have the opportunity to work on these projects. We invited APA, Neoen and Sterling & Wilson to speak to business leaders at the November 2020 Enterprise Evening

about the role these companies play for renewables and future energy. We also had an update on the Green Power Hub project near Chinchilla.

TSBE are working closely with Wambo Windfarm, including providing advice around its Community Benefits Fund structure. The Community Benefit Fund was established to find ways to stimulate opportunity and the economic benefit of local content to nearby communities. First-round recipients received a cumulative \$32k distributed across four Jandowae community groups and sporting clubs.

NEW ENERGY

The primary use of hydrogen in Australia is as a raw material for industrial processes. It can be produced as a gas or liquid and has many uses such as fuel for transport, heating, a way to store electricity, or raw material in industrial processes.

Queensland is well placed for hydrogen production. In addition to domestic uses, Queensland has the potential to become a global player in the production and export of hydrogen, helping to meet the world's growing energy demand.

TSBE received funding under the National Energy Resources Australia's (NERA) Regional Hydrogen Technology Cluster Seed Funding program. This funding has allowed TSBE to set up a hydrogen cluster to ensure that our region will be recognised as one of thirteen strategic hydrogen technology clusters. The clusters will develop the industry and promote Australia internationally as a place to invest in the

emerging hydrogen industry. TSBE has employed a project manager to support industry development and encourage hydrogen development in the Surat Basin.

INLAND RAIL

TSBE has supported the announcement that the Australian Rail Track Corporation Ltd (ARTC) has signed the preferred contractors' agreements with three consortiums for the Border to Gowrie (B2G) sections of Inland Rail. The Inland Rail project will not only create 1000's of jobs during construction but also transform the transport and logistics sector and increase investment and growth in our region.

TSBE continues to hold a seat on the Community Consultative Committee for both the Inner Darling Downs (IDDCCC) and Gowrie to Helidon (G2H CCC) and is working closely with the ARTC to promote local content and building capability in local businesses.

TSBE will continue with the rail mapping project on the TSBE Suppliers Portal to highlight local business capabilities and filter tender opportunities that award long-term contracts for both operation and maintenance.

CSQ PROGRAM

TSBE is proud to have partnered with CSQ in 2020/21 to deliver successful half-day interactive workshops targeted at small to medium construction-based businesses. We delivered these workshops utilising presenters with practical hands-on experience from



projects such as the Toowoomba Bypass, QIC (Grand Central) and Inland Rail. Participants were invited to attend a professional development day to provide support to emerging leaders and middle management teams.

Topics covered included:

- Estimating, tendering, quoting and contract management
- Financial and budgeting skills
- Legislation, regulation and codes advice
- Digital skills and systems
- Marketing and business development
- Negotiation and conflict resolution

ENTERPRISE EVENINGS & CONFERENCES

TSBE hosts monthly Enterprise Evenings, the majority of which are sell-out networking events. The flagship event was at Parliament House, which attracted 400 people, including 30 politicians. The Deputy Premier of Queensland and Minister for State Development, Infrastructure, Local Government and Planning, the Hon Dr Steven Miles, provided the keynote address for the evening, offering an update on opportunities. It was a fantastic way to highlight the region to politicians from across Queensland and celebrate the Darling Downs story.

TSBE was pleased to attend numerous events over the year to advocate and seek opportunities for our members and the region. This involved attending the PNG Petroleum Luncheon - seeking export opportunities and the

Queensland Local Content Leaders Network event.

CONTRACTOR CONNECTOR SERIES

The Contractor Connector series is a brand-new concept to create networking opportunities for attendees to get to know the names and faces behind the brands and businesses constructing Queensland. This event series is a more casual networking event for our Energy & Infrastructure members, or any business interested in networking and learning more about the construction sector in South East Queensland.

TSBE have successfully held two events to date, featuring Michael McNab from McNab Industries and Rob Power from FKG who discussed the opportunities and challenges their organisations face in the construction sector.

SURAT BASIN ENERGY AWARDS

TSBE held the inaugural Surat Basin Energy Awards in Dalby with nearly 300 business leaders celebrating the energy sector. The awards showcased the economic contribution and the positive impact the energy sector has made to the Surat Basin. The awards recognised and rewarded the leaders across 13 award categories, and attracted more than 100 nominations.

Federal Minister for Energy and Emissions Reduction Hon Angus Taylor MP was a special guest speaker, telling attendees that the region is one of the

great innovators in Australia.

The awards were hosted in conjunction with event partners Western Downs Regional Council, and we would like to congratulate the winners.

- **Safety Award** - Qteq
- **Local Content Award** - MPC Kinetic
- **Environmental Award** - Qteq
- **Co-Existence Award** - Hewitt Cattle Australia
- **Community Award** - Heart of Australia
- **Export Award** - Assess Orr
- **Indigenous Achievement Award** - MPC Kinetic
- **Innovation Award** - Auscoil
- **STEM Award** - Origin Energy
- **Leadership Award** - Ian Davies (Senex Energy)
- **Health and Wellness Award** - RiE Group
- **Industry Legacy Award** - Andrew Garnett
- **Apprenticeship and Training Award** - MFE



BUSINESS NAVIGATOR WESTERN DOWNS

Business Navigator Western Downs is a free business growth and innovation advisory service partnering with owners of new and developing businesses in the Western Downs to accelerate their growth.

Business Navigator Western Downs is supported by Shell's QGC business and delivered by TSBE. The social investment program, supported by Shell's QGC business joint venture partners Tokyo Gas and CNOOC, contributes to a strong and diverse economy within the Western Downs.

The service was developed in consultation with the Western Downs business community. It was designed to increase economic contribution through business growth and diversification of industries enabling small business owners who would otherwise be unable to access professional assistance due to location or affordability.

The Business Navigator Western Downs team consists of three locally-based business professionals who provide practical advice, hands-on assistance, motivation and training to help develop and achieve business objectives. For part of the 2020-2021 financial year, the team was expanded to include two additional staff, who delivered additional services to support local businesses under the COVID Recovery Grant Initiative, also funded by Shell's QGC business social investment program.

ADVISORY SERVICES

In the 12 months ending June 2021, 37 businesses received coaching and advisory services from the team, including strategic planning, product development, growth coaching, social and digital marketing support, and financial management.

Businesses receiving support are spread across many industries, including allied health, tourism, events, accommodation, clothing and fashion, environmental services, metal fabrication, food services, retail,

agriculture, art, drone pilot technology, health and beauty, and various trades.

There has been a significant increase in demand for social and digital marketing expertise over the past 12 months. This is potentially the result of COVID-19 normalising online shopping and opening up digital business opportunities, increasing the need for integrated marketing communications across 'brick and mortar business operations and digital media platforms.

Our digital marketing services have helped businesses become more accessible to their customers, through:

- **Social Media Marketing:** Assisted clients in building and strengthening their relationships with customers and reaching potential new ones through the development of social media strategies.
- **Marketing Content:** Development of marketing content for websites, capability statements and brand stories.
- **Google:** Ensured businesses have ownership of their Google My Business listing with information up to date with reviews encouraged from customers to help with SEO and testimonials.
- **Websites and SEO:** Reviewed customer websites to ensure they are current and relevant to target audiences, plus basic SEO reviews of client websites.
- **Brand identity:** Helped clients develop a consistent brand identity and then ensured that clients brand design, voice and message are all consistent, across all mediums, including social media platforms, the company's website and brand collateral.



BUSINESS COMMUNITY WORKSHOPS

Business Navigators was a sponsor of the Western Downs Business Summit – a full-day, multi-session information day for small businesses. The summit was attended by clients of Business Navigators, with a team member facilitating targeted introductions for members and promoting the program.

Business Navigators Western Downs hosted a Business Growth workshop on Business Model Diversification, in conjunction with Impact Innovation. The presentation aimed at prompting businesses to think differently about how they deliver goods and services and provided a structure for doing so. This was well attended by existing clients and other small business owners from across the region.

TOURISM & ECOMMERCE NETWORKS

Business Navigators established two peer networks (tourism and eCommerce/online retail) to support focused economic diversification, which will continue to provide opportunities for networking, shared learning and peer support through this financial year.

One member of the eCommerce group was shortlisted for the Shell LiveWIRE' Top 10 Innovators' competition, a global pitch challenge for Shell program participants with a share of US\$120,000 prize money. This provided an excellent opportunity for an innovative local



business to be showcased on a global stage.

Ten business owners completed Ideas to Outcomes, an accelerated Certificate IV in Small Business Management. Participants had not previously undertaken business studies and were challenged to work 'on' the business while still working 'in' their business.

COMMUNITY CONNECTIONS

The role of Business Navigator Western Downs is to support the growth and sustainability of small businesses that contribute to a diverse and robust economy. One of the ways we do this is by working with other local community organisations and networks that share the same goal. Business Navigator Western Downs are active members of the Chinchilla Chamber of Commerce, Wandoan Community Commerce & Industry, Tara Futures Group, Miles & District Chamber of Commerce, and Jandowae Business & Community Groups. Business Navigators also works closely with the Dalby Chamber of Commerce, attending Business After Dark events and supporting the local Business Chamber Awards.



SHELL'S QGC BUSINESS COVID RECOVERY PROGRAM

To ensure the region recovered as quickly as possible from COVID-19, Shell's QGC business provided TSBE with extra funding to undertake business-building activities. This included providing additional resources to employ a grant writer for six months to apply for government assistance on behalf of businesses. During this period, nine federal and state applications were submitted, and a total of \$50,000 was received into the bank accounts of grateful local business owners.

Shell's QGC business also provided extra funds to enable TSBE to employ an expert to build websites free of charge for any small business in the region. TSBE's web developer worked with individual businesses on a number of goals, including e-commerce development, membership database development, repair or improve current websites, with the main focus to increase online presence and offer a client referral point. All businesses that participated in the program now rank on page one of Google Search. A total of 31 new websites were successfully launched, providing a much-needed boost for the local economy.

TSBE also engaged Deloitte to undertake a skills gap analysis to identify the skills required now and into the future for the Western Downs. Local companies and decision-makers will utilise this report to determine the areas of focus in terms of future skills that will be needed in the region to deliver growth.



And finally, Shell's QGC business COVID Recovery funding provided grants to local businesses valued at around \$100,000. This included the Business Ready to Reopen Grant, which enabled companies to get back on their feet after COVID lockdowns and the Reinvigorate Grant, which provided 21 local businesses with much needed funds.

We are so grateful for Shell's QGC business for their care and concern for the local region. Not only do they provide ongoing funding for the Business Navigator program, which is now in its fourth year, they also saw the need in the early days of COVID to inject funds into the economy to support the business community.

“ Business Navigators has assisted my business creating a clear brand image and helped deliver a website that is optimised to my business needs. As a company that deals with a lot of creative projects it can be difficult to display all of that content effectively, but Business Navigators guided me on the best actions to deliver to my audience. They also assisted with taking technical wording and changing it to something viewers will understand and relate to.

*-Lachlan Ries,
Uprify Drones Specialists*

FOOD LEADERS AUSTRALIA

The TSBE Food Leaders Australia (FLA) team specialises in export, innovation, networking, and learning, leveraging these capabilities to attract program investment through opportunities such as the SME Export Hub Grant, the AgTech and Logistics Hub, Queensland Connects and other such programs.

ADVANCING REGIONAL INNOVATION PROGRAM

In September 2017, TSBE received a \$500,000 community-driven, co-funded grant program from the Queensland Government to fuel economic and employment growth by fostering innovation in the Darling Downs and Maranoa region. This program wrapped up in March 2021.

This three-year funding for the Advancing Regional Innovation Program (ARIP) included TSBE FLA working with seven partners to deliver the Darling Downs and Maranoa program, which empowered people in the region to forge new networks and connections. Partners included Engage and Create Consulting, University of Southern Queensland, Darling Downs Health, Maranoa Regional Council, Western Downs Regional Council, Balonne Regional Council and Toowoomba Regional Council.

Many events were facilitated as part of the program, including:

- A regional food waste audit to maximise circular economy investment;
- Food automation study to create a leading food automation centre through USQ;
- Numerous school-based entrepreneurial programs across the entire Darling Downs and Maranoa region;
- Innovation tours to Brisbane and Meet Ups at innovative businesses within the region;
- Individual support to young entrepreneurial leaders within the community;
- Food start-up bootcamp; and
- Support for guest speakers and events across the region.

Other programs delivered include:

1. The Darling Downs Health Innovation and Research Collaborative (DDHIRC). This collaborative group is a dynamic network of hospitals, health services, universities and primary care working to improve the health of the Darling Downs region through translational clinical research. Over the past 12-months, DDHIRC delivered the following:
 - a. developed a website and communication plan;
 - b. held a strategy session to create a five-year plan;
 - c. created research-specific and eLearning software;
 - d. planned and executed a DDHIRC

showcase event with 65 people in attendance;

- e. researched education workshops to drive innovation adoption and create marketing material.
2. ARIP has supported the creation of the Maranoa Innovation Network in Roma. This is the third regional innovation network established through the ARIP program and is co-funded by regional organisations Santos, Maranoa Regional Council and Roma Commerce and Tourism through the Business Excellence Program (BEP). There was a long period of engagement and activities that led to this level of investment, including three different innovation seminars with two different Chief Entrepreneurs.
 3. Investment in a Regional Innovation Coordinator(RIC) has seen them actively involved in numerous projects that will have a lasting legacy for the ecosystem. Most viable of this work is the AgTech and Logistics Hub in partnership with Agrifood Connect, the University of Southern Queensland and the University of Queensland

DARLING DOWNS BEEF BATTLE

Now in its third year, the Darling Downs Beef Battle showcases the outstanding quality of beef produced on the Darling Downs and helps develop stronger relationships between suppliers, the food and hospitality industry and associated industries. With a significant



percentage of the nation's major feedlots and processing capacity within its borders, the Darling Downs is widely regarded as one of Australia's premier beef producing regions.

TSBE FLA once again hosted a sellout event. The judges for the unique event are the meat producers, restaurateurs, chefs, procurement teams, and the steak-loving public, who blind taste test a sirloin from every brand and individually rate them according to a range of criteria using a digital scoring system via their mobile phones.

Internationally recognised chef Olaf Pfeiffer prepared the steak feast for 250 guests at the Toowoomba Turf Club for the eight competing brands at the 2020 Darling Downs Beef Battle; NH Foods, Mort & Co, Rangers Valley, Stanbroke, JBS Australia, John Dee, Stockyard Beef and Four Daughters Beef.

Stanbroke took out the trophy with their Diamantina Wagyu impressing the 250 judges in attendance.

TAFE QUEENSLAND PARTNERSHIP

TSBE FLA continued the delivery of the TAFE Queensland program to engage with industry in new learning pathways through vocational education in the agricultural sector, utilising the purpose-built Rural Centre of Excellence.



The 2020/21 partnership with TAFE Queensland has delivered 12 workshops virtually or face to face with over 250 combined attendees. The workshops have provided members with a platform to share their knowledge with industry participants while featuring their capabilities to local networks.

In addition to delivering workshops, TSBE delivered two field days held at the Rural Centre of Excellence and partnering with local businesses. The first event was the Nutrien Ag Solutions Animal Health & Welfare Field Day which highlighted the best practices in general animal husbandry, including the methods of application, new treatments and pain relief. The second was the AgTech Field Day as part of the 400M Agrifood Innovation Forum.

400M CONFERENCE

The 400M Agrifood Innovation Forum continues to be a key event for the TSBE FLA team. Toowoomba is at the forefront of AgTech, with entrepreneurs driving new ideas. The forum brings together the brightest innovators to connect with delegates representing industry and our region's most influential investors and global leaders in innovation.

The forum highlights the future of agrifood technology to regional participants, attracts investment startups and drives innovation adoption across the agrifood sectors. The event

took place on 3 June 2021, with over 100 people attending. The forum included presentations from innovators ranging from startups to commercialised innovations and featured leading global technology new to Australia. A range of topics were explored, including the mental processes of innovation, why and how the industry innovates, the growth of artificial intelligence in Queensland and its role in the agribusiness supply chains.

2021 saw the first 400M Field Day. The field day provided attendees with the opportunity to see state of the art equipment in action.

Corematic's exhibit showcased their robot dog, 'Spot'. A clever canine that can investigate rugged terrain to inspect, monitor cattle, fire, or gas detection. Other innovative displays at the field day included technology to unlock gates and thermal cameras to monitor animal health. Exhibitors used the field day to network with attendees and give advice around AgTech.

Toowoomba's reputation for delivering smart innovators is key to the success of the two-day 400M Agrifood Innovation Forum, which is driving innovation in



“ I have been involved in TSBE for the past three years and have enjoyed the opportunities TSBE offers businesses in our great region. I have been given the opportunity to be involved in numerous events and have utilised these opportunities to network and grow my knowledge base. I would advise every business in our region to be fully involved and committed to TSBE.”

*-Wayne Bradshaw,
Jefo*

Australia's agriculture industry. This event is now part of TSBE's contribution of activity to the AgTech and Logistics Hub.

AGTECH & LOGISTICS HUB

The Queensland Government jointly funds the Agtech and Logistics Hub in association with FKG Group, TSBE, the University of Southern Queensland and the University of Queensland.

The Agtech & Logistic Hub was officially opened by Mayor Paul Antonio in May 2021. The facility will bridge the gap between industry challenges and problem solvers by fast-tracking the deployment of innovative solutions that will make our economy more resilient, companies more competitive, and create high-value jobs across the region.

Agriculture and food production are key industries for Queensland, employing around 110,000 people statewide. The sector is worth around \$18.5 billion to Queensland's economy, with Agtech predicted to become Australia's next \$100 billion industry by 2030. The Agtech & Logistics Hub will improve supply chains helping producers seeking to or already implementing innovative solutions as they refine and develop their technologies.

The greater Darling Downs region is home to some of the most fertile soils in Australia, and Agtech will play a vital role to boost productivity for growers and producers relying on Agtech to increase yields and returns.



The TSBE FLA team facilitates the concierge role for the Agtech & Logistics Hub, offering agribusiness supply chains access to innovative solution partners and their technologies. The role will provide contacts and introductions within the innovation ecosystem, helping attract business to the region, attract investment, and assist in commercialising innovator's products or services. Each month TSBE will highlight entrepreneurs, startups and SMEs through the Meet Ups either at the Agtech & Logistics Hub or other innovative places of business, providing a platform to share knowledge with industry participants while featuring capabilities to local networks.

MEET UPS

Meet Ups offers guests a casual glimpse at the latest innovation from across the region. In 2020/21 guests interested in assisting entrepreneurial growth found Meet Ups as opportunities to network.

PROTEIN 2021 CONFERENCE

Now into its third year, the Protein 2021 Conference (formally the Intensive Animal Industry Conference) was held on 24 February 2021 at the Dalby Event Centre. The region has many advantages that see continued strong investment in the beef, pork, poultry, and dairy industries. Southern Queensland will continue to drive these industries with our reliable grain



production, significant infrastructure spending in air, road, rail, and available workforce.

The conference brings together the four industries to share best practices, advocate for common policy change and collaboration across sectors. Over 100 key agriculture and technology industry participants and decision-makers came together to share ideas and celebrate the Darling Downs leading position in protein industries. Attendees heard from 14 industry specialists. Topics in the program included: an industry update, climate decision making, enabling the growth of the protein sector, labour market updates, sustainability and carbon neutrality targets, monetising waste streams and agtech.

Once again, attendees walked away with new knowledge, resources and tools to take back to their industries. This year saw the introduction of a site tour of the Condabilla Fish Farm to close out the event.



EXPORT

The impact of COVID-19 on the global supply chains continues to cause major disruption for exporters across all sectors. These challenges are expected to continue into 2022 with a worldwide reduction in ship movements, a lack of containers, and freight prices increasing by over 400 per cent for some routes.

EMERGING EXPORTERS PROGRAM

The Shell QGC business Emerging Exporters Program (EEP), delivered by TSBE FLA, was developed in direct response to community feedback that supporting local businesses to have a strong and diverse economy is important to the Western Downs. Now in its fourth year, the EEP is part of Shell QGC business's social investment program for the Western downs and is designed to drive economic development and diversity in the region. The program provides local businesses with the tools and assistance they need, at no cost, to enter new international markets and grow their business globally, providing flow on economic benefit to the Western Downs community.

Originally a three-year program, EEP has been extended until December 2022, building on the successes of the past three years. Including the 2021 cohort, the program has seen 27 companies enrolled in the program to date, creating significant economic value and opportunities for the Western Downs.

The 2020/21 program assisted Coggan Farms, Devon Court Herefords, Fraser Valuers, Janke Australia, Morrissey & Co and Rangeland Quality Meats to explore and grow both domestic and export markets. Alongside the one-on-one strategy support provided to EEP members, the TSBE FLA team hosted a professional development workshop and assisted with the development of capability statements along with the production of a 60-second video for each of the participating businesses to help market their business. The TSBE FLA team arranged for market research to

be undertaken for each participant this year through Austrade's trade accelerator program. The research provides an overview of the target market, competitor analysis, current supply chains, expected margins and pricing structure, payment terms, distribution areas, and any legal and regulatory barriers to consider.

SQ EXPORT HUB

The Southern Queensland Export Hub (SQ Export Hub) was established in March 2019 to help small and medium businesses operating in the food and agribusiness and oil, gas and energy resource sectors grow, export, and generate local jobs. As the most advanced hub within Australia, the SQ Export Hub, developed and delivered by TSBE FLA, works with businesses to build their capability and know-how to harness global opportunities leading to economic growth and job creation across the region.

The SQ Export Hub is proudly funded by the Australian Government's SME Export Hub grant and the Queensland Government in association with TSBE FLA and growth centre partners National Energy Resources Australia (NERA) and Food and Agribusiness Growth Centre (FIAL).

The program currently supports 33 local businesses by providing educational export programs, domestic and international trade missions (when permitted), introductions to identified global customers, market intelligence, and supply chain capability development.

TSBE FLA staff attended Beef Week in Rockhampton in May and provided support for members through networking opportunities, targeted introductions and organised meetings with key industry stakeholders. Members attending the national event included Four Daughters, Jim's Jerky, Morrissey & Co, Devoncourt Herefords, Pastech, Dom Distribution, NH Foods,

“ TSBE FLA team have supported Mort & Co Meat in a variety of different ways over the past 12 months, including the invaluable networking events, providing assistance with attending virtual and in person trade shows and developing sales opportunities. Throughout the year we have been involved with the SQ Export Hub Vietnam Market Virtual Meet The Buyer Event and also included as part of the TSBE Fine Foods Australia stand. Both of these opportunities providing us with the platform to meet with potential buyers and develop sales leads and opportunities in those specific regions. TSBE FLA have also provided us with networking opportunities at a variety of different events throughout the year including, but not limited to, the monthly Meet Up events and the highly anticipated, Darling Downs Beef Battle. We appreciate the ongoing support from TSBE Food & Ag and look forward to what is in store for us all in the next 12 months.”

*-Elizabeth McClymont,
Mort & Co Meat*



FLA team supported three businesses with their Made in Queensland grant applications, one business with their Trade Investment Queensland (TIQ) E-commerce grant, and three businesses with their TIQ Go Global funding program applications.

New businesses participating in the SQ Export Hub structured learning pathway and mentoring offering include food and agribusinesses; Aussie Land and Livestock and Aussie Pork Suppliers; Busy Beef; Carpendale Commodities; Four Daughters Premium Black Angus; Jim's Jerky; Elliot Agribusiness; Knudsen Cattle; Maranoa Beef; Story Fresh; Riverbend Pork and TTQ. New Oil, Gas & Energy Resource businesses include; CSM Service Bodies, Dom Distribution, MFE, Obadare Group, Pro-Test Well Services, Qteq, Wolff Power and XDR Exploration Drill Rigs.

Program Activities included

- Small boardroom discussion session on 2 March 2021 – the informal lunch assisted in building supporting networks and collaborative ideas
- Delivery of the structured learning pathway for participating SQ Export Hub businesses. The workshops included engagement with industry experts to deliver content for best outcomes and learnings.
- Two oil, gas and energy resource participants (MFE & Qteq) attended the ExpoMin virtual global mining trade event with the assistance from the SQ Export Hub.
- The SQ Export Hub hosted a variety of workshops for both the SQ Export Hub and broader export community, including:
 - Supplier distribution agreements and intellectual property
 - Export market development grant and export finance Australia seminar
 - Global overview event
 - Customer engagement

and strategic branding and marketing

- Freight, logistics and risk mitigation
- Energy summit
- Opportunities for mining in Latin America
- Procurement solutions and contract management
- China update
- UK free trade briefing with Joanne Freeman, British Consul General for Queensland and the Northern Territory and the Director of Trade for Australia and New Zealand
- Business Megatrends Breakfast

COLLABORATIVE BEEF PROJECT

The SQ Export Hub and the University of Queensland partnered with Meat & Livestock Australia on the Collaborative Beef Project for the last quarter of 2020 to investigate sustainable business models that can provide economies of scale and improved efficiencies across the beef value chain, in turn, providing greater returns for producers through a collaborative/alliance style approach.

WELLCAMP AIRPORT

The TSBE FLA team worked closely with Wellcamp Airport and our regional exporters over the past 12-months to continue to see the Singapore and Hong Kong freight flights operating within our region. The region's demand for over 400t per week for air freight substantiates the capability and growth potential for future investment.

METS

The SQ Export Hub delivered the Mining Equipment, Technology and Services (METS) mapping report as part of the Queensland State Government's METS 10-Year road map funded by the Queensland Government Department of State Development, Manufacturing, Infrastructure and Planning. The METS mapping project undertook an industry needs analysis to identify key activities and opportunities in the local energy and resource supply chain. 114 businesses took part in the study, which also identified gaps in the supply chain and provided future investment attraction opportunities.

VIRTUAL TRADE MISSION

With international travel restrictions still enforced, trade missions were originally cancelled; however, the creation of virtual forums through government agencies Austrade and FIAL enabled TSBE to complete the 2020 Meet the Buyer virtually. The mission aimed to expose local food and agribusinesses to one of Asia's most promising consumer markets, Vietnam. The December virtual Vietnam trade mission was a success, with several participants securing follow-up meetings with the potential to lead to significant export contracts.



HEALTH

TSBE Health has been working to coordinate and connect the health care industry creating greater prosperity, diversity and resilience for the economy while encouraging sustainable growth for the region's future. The health industry underpins the liveability of regional Australia and is the largest employer in the region and one of the fastest-growing industries nationally. It is a major job creator, with the largest increase in employment of over 4,000 people in the past decade in Toowoomba, double that of any other industry.

COLLABORATION / WORKING WITH THE MAJOR PLAYERS

Working with the four major health organisations in the region – Darling Downs Health, St Andrew's Toowoomba Hospital, St Vincent's Private Hospital and the Darling Downs and West Moreton Primary Health Network, has allowed TSBE Health to identify areas of concern in the region and implement collaborative solutions.

The development of the new hospital at the Baillie Henderson site is not only needed to manage the future health demands, but it provides a significant economic development opportunity for

our region. The construction phase is estimated to create some 1250 jobs over the five-year period, while the 650+ additional staff to operate the hospital will inject an additional \$245 million into the Toowoomba Regional Council area. The development would also provide an opportunity to create a medtech and biotech precinct within close proximity of the new hospital enhanced by the ease of connectivity to an international airport for export and import opportunities.

TSBE is advocating strongly for this project and is connecting and liaising with stakeholders to maximise the possibility of this opportunity coming to fruition.

WESTFUND "LET'S SHAPE UP" WORKPLACE WELLNESS

TSBE Health engaged with 26 organisations, to appoint a workplace wellness coordinator who regularly contributes to the creation of the regional workplace wellness strategy and regional wellness calendar. The outcome of the strategy has resulted in a sharing of resources for efficient workplace wellness programs and solutions.

TSBE Health held our inaugural corporate health challenge in 2020 to help improve mental health and wellness during COVID lockdowns. The Westfund Lets Shape Up Darling Downs Workplace Wellness Challenge attracted over 40 organisations across the Darling Downs and engaged over 900 participants. The participating businesses collaboratively walked enough kilometres to take them three times around the world.

EVENTS

Under the continuously evolving COVID-19 impacts, the health industry has been hesitant to host events due to the risk of outbreaks or exposure. TSBE Health continues to monitor the situation; however, events are challenging while outbreaks persist.

Despite the continual challenges of COVID-19, TSBE Health has successfully delivered three face to face events for 300 members and one virtual event.



GRANTS

The TSBE Health grant writer's role is to look for tenders and grant opportunities for health and wellness providers.

The Grant Writer project has identified over \$8,000,000 grant or tender opportunities for health providers in the region. Through this process, our members have been successful in obtaining over \$1,000,000 in funding.

Hospitals and local providers received funding from the Training and Emerging Innovative and Industry Fund to upskill the workforce, including telehealth training and new medical technology.

HEALTH AND HOSPITAL RESOURCE RECOVERY GROUP

TSBE Health has partnered with the Department of State Development to form the Health and Hospital Resource and Recovery Group. The purpose of the group is to facilitate discussion between the hospitals, health services, and state government agencies to discuss key waste issues and develop sustainable

economic, social, and environmental solutions.

Queensland's new Waste Management and Resource Recovery Strategy provides the strategic framework for Queensland to become a zero-waste society, where waste is avoided, re-used and recycled to the greatest possible extent. This new strategy and introduction of the waste levy has had a financial impact on local industries, particularly the health industry, due to the large scale and diversity of waste produced.

The group has completed a waste audit of the three hospitals and has identified opportunities for local businesses to benefit from the project's initial phase.

One of the initiatives is the Energy2Waste Project. This project has attracted government funding to conduct a feasibility study and develop a prototype. The feasibility results indicated significant cost savings to the hospital and strong social and environmental benefits.

HEALTH 2030 - GROWING THE ECONOMY

The Health 2030 discussion paper captures a snapshot of the current industry, which directly accounts for almost one in five jobs in Toowoomba.

The purpose of this discussion paper is to identify key shifts and trends in the health care sector and to promote discussion between TSBE Health partners on future opportunities for us to collectively capitalise on these economic opportunities to grow the region through health care.

This is a starting point on the path to developing a plan for growth in health-related services in the Toowoomba and Surat Basin region.



“ The support TSBE has given Better Movement Clinic has allowed a greater streamline of weaknesses in the business and increased the awareness of the Better Movement Clinic and allied health to other industries in the region. This exposure has improved our engagement with corporate funding environments and has increased grant opportunities.”

-John Dennehy,
Better Movement Clinic

EVENTS ACROSS THE REGION



July
Enterprise
Evening, Dalby,
100 attendees



August
RcoE Workshop,
TAFE
Toowoomba,
20 attendees



September
Enterprise
Breakfast,
Toowoomba,
100 attendees



October
SQ Export Hub
Workshop,
Toowoomba,
20 attendees



February
Minister Meet
Up, Roma,
95 attendees



February
TSBE Board
Strategic
Planning Day



December
Christmas
Enterprise
Evening,
Toowoomba,
110 attendees



November
2020 Darling
Downs
Beef Battle,
Toowoomba,
270 attendees



March
Showcase at
RcoE/TAFE,
Toowoomba,
80 attendees



April
Surat Basin
Energy Awards,
Dalby,
270 attendees



May
Enterprise
Evening at
Parliament
House, Brisbane,
240 attendees



June
400M Agrifood
Innovation
Forum,
Toowoomba,
105 attendees

ALL EVENTS

JULY 2020

- Political Leaders Lunch – 3 July
- Emerging Exporters Program Launch Event – 14 July
- Enterprise Evening – 16 July
- SQ Export Hub Welcome – 21 July
- CSQ Workshop – 22 July
- Enterprise Evening – 23 July
- Boardroom Briefing – 31 July

AUGUST 2020

- Emerging Exporters Program Information Session – 4 August
- CSQ Workshop – 5 August
- Regional Centre of Excellence (RCoE) Workshop – 10 August
- Emerging Exporters Program Workshop – 11 August
- CSQ Workshop – 19 August
- RCoE Workshop – 24 August
- SQ Export Hub Workshop – 25 August

SEPTEMBER 2020

- RCoE Workshop – 7 September
- SQ Export Hub Workshop – 8 September
- Enterprise Breakfast – 10 September
- CSQ Workshop – 16 September
- SQ Export Hub Workshop – 17 September
- Boardroom Briefing – 18 September
- RCoE Workshop – 21 September

OCTOBER 2020

- SQ Export Hub Workshop – 1 October
- Annual General Meeting – 15 October
- SQ Export Hub Workshop – 22 October
- Boardroom Briefing – 23 October

NOVEMBER 2020

- SQ Export Hub Workshop – 6 November
- Taste Western Downs Magazine Launch – 11 November
- Site tour of Darling Downs Solar Farm – 11 November
- Enterprise Breakfast – 12 November
- Field Day – 13 November
- Health webinar – 19 November
- Platinum Christmas Party – 20 November
- Boardroom Breakfast – 23 November
- Darling Downs Beef Battle – 26 November
- RCoE Workshop – 30 November

DECEMBER 2020

- RCoE Workshop – 7 December
- Enterprise Evening – 10 December

FEBRUARY 2021

- TSBE Board Strategic Planning Day
- Enterprise Evening at Parliament Minister Meet Up – 2 February
- CSQ Workshop – 11 February
- Boardroom Briefing – 12 February
- Protein 2021 – 24 – 25 February
- Enterprise Evening – 25 February
- Surat Basin Industry Classic – 26 February

MARCH 2021

- SQ Export Hub Workshop – 2 March
- RCoE Workshop – 8 March
- CSQ Workshop – 10 March
- Enterprise Evening – 11 March
- Meet Up – 18 March
- Showcase at RCoE – 19 March
- RCoE Workshop – 22 March

APRIL 2021

- RCoE Workshop – 19 April
- Megatrends Breakfast – 20 April
- CSQ Workshop – 21 April
- Surat Basin Energy Awards – 29 April

MAY 2021

- Boardroom Briefing – 7 May
- Parliament House Enterprise Evening – 13 May
- Political Leaders Lunch – 14 May
- Meet Up – 18 May
- SQ Export Hub Networking Lunch – 20 May
- Boardroom Briefing – 21 May
- RCoE Workshop – 24 May

JUNE 2021

- 400M Agrifood Innovation Forum – 2 – 3 June
- CSQ Workshop – 10 June
- Ash Development Association Workshop – 15 June
- Emerging Exporters Program Welcome Dinner – 16 June
- Enterprise Evening – 17 June
- SQ Export Hub Networking Event – 22 June
- Chef's Table – 25 June

OTHER ACTIVITIES

MAPPING

TSBE has successfully commenced three new energy projects in 2021. The first is a partnership with Wambo Windfarm, developed by UK energy sector developer Cubico Sustainable Investments, to map supply chain requirements for wind farms and promote the business opportunity for this type of project. This detailed demand study is an Australian first and an excellent opportunity for local firms to grow due to the large number of wind farms proposed in the Western Downs.

The second project will map a hydrogen development to help identify relevant supplier businesses and job opportunities for this growing energy source. The six-month hydrogen mapping project was officially announced by the Minister for Energy, Renewables and Hydrogen and Minister for Public Works and Procurement, The Honourable Mick de Brenni, to support the State Government's approach to ensure this new industry will create local jobs and business opportunities.

Inland Rail is one of the most important infrastructure projects, with an estimated construction spend in the Darling Downs of more than \$5b. TSBE are focused on maximising this significant opportunity by mapping the capability of local firms to work on Inland Rail. So far, more than 300 businesses have registered on TSBE's Supplier's Portal for rail. The portal will provide Inland Rail with a list of local contractors who have the skills to undertake the required scopes of work.

MANUFACTURING REPORT

A new report on Darling Downs manufacturing shows how the sector could significantly grow with the proper support. TSBE conducted an in-depth analysis of manufacturers after COVID-19 highlighted the risks of relying on offshore manufacturing.

The manufacturing sector contributes \$2.4b to the Toowoomba economy and is one of the region's most important economic pillars. The Darling Downs has competitive advantages for manufacturers such as the low cost of land acquisition and outgoings and easy access to transport including the Wellcamp Airport and the Toowoomba Bypass.

LIVE TOOWOOMBA

'LIVE Toowoomba', a magazine produced by TSBE, is designed to attract skilled workers and their families to the region. Live Toowoomba focuses on the four pillars of lifestyle, work, recreation and education and highlights all the positive attributes of this beautiful city.

INVEST TOOWOOMBA

Toowoomba has so much to offer as Australia's best-connected inland city. Invest Toowoomba, an investment attraction document, articulates a bold vision for growth and provides opportunities for investors and innovators to be a part of this growth.

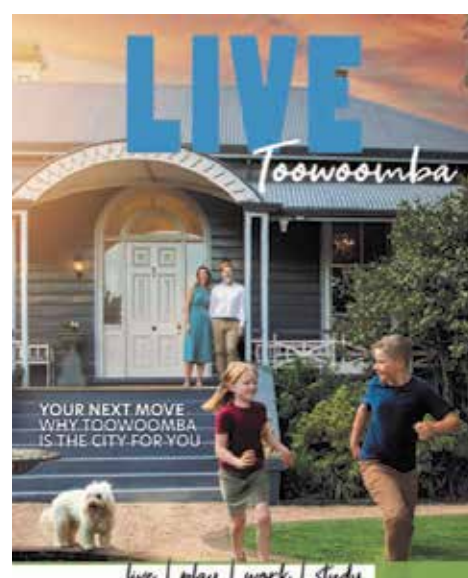
TSBE is proud to have assisted TIQ to develop this core piece of collateral designed to facilitate conversations for investment attraction in the region. The prospectus is used to promote Toowoomba both domestically and internationally.

Read the Invest Toowoomba www.tiq.qld.gov.au/downloads/TIQ-Toowoomba-Prospectus-2020.pdf

SQ & NNSW WATER ALLIANCE

The SQ and NNSW Water Alliance includes the Toowoomba, Western Downs, Lockyer Valley, Goondiwindi, Southern Downs and Tenterfield Councils and is led by Mayor Paul Antonio of the Toowoomba Regional Council. The purpose of the alliance is to underpin joint advocacy to state and federal governments for a collective vision on water security for all current and future regional needs, including residential, agricultural, commercial, and industrial supplies. The establishment of new water sources, a regional water grid, and the adoption of best practice water use in all applications are among the options to be pursued.

TSBE's CEO Ali Davenport holds a seat on SQ and NNSW Water Alliance. The Alliance is working with the Queensland Government on a regional water analysis which is a \$3m study on long-term water supply options for the region.



GOALS FOR 2021-2022

DELIVERY FOR MEMBERS

TSBE's members are at the heart of everything we do. We exist to provide them with opportunities, and without their support, it is impossible for us to grow the economy of the region.

EXPORT

Continuing to grow TSBE's SQ Export Hub will be a major focus for the coming year. Our goal is to increase the export of food and ag products as well as oil and gas innovation.

INLAND RAIL

The biggest opportunity on the horizon is Inland Rail, and we need this project to commence as soon as possible. TSBE will ensure local companies have the best opportunity to work on this project by undertaking a mapping process to highlight regional capabilities (see page 22).

CONTINUING TO GROW HEALTH

TSBE Health is all about growing the economy through the health care sector, the largest employer in the region. We'll be continuing to encourage economic growth by promoting the excellent facilities available in our private hospitals and enticing more specialists locally.

EVENTS

COVID-safe events are an excellent way to link businesses with opportunities. In 2022 we will continue to hold events, both big and small, to connect businesses, attract interest and business tourism and to provide attendees with information about new ideas and possibilities.



2032 OLYMPIC GAMES

TSBE is undertaking a study into the 2032 Olympics and the potential benefit this international event will bring. A report will be produced that focuses on regional capability around sport as well as food and energy production.

ADVOCACY AND INVESTMENT ATTRACTION

TSBE will continue to push the state and federal governments for vital infrastructure and we'll also continue to promote our region to businesses from across Australia and/or the world who could potentially set up base here.

SUPPORT FOR EDUCATION

TSBE is aiming to work with selected high schools to deliver industry connections and career pathways.

LIVE WESTERN DOWNS

Due to be launched in November, Live Western Downs is a magazine to attract skilled workers and their families to the Western Downs.

“TSBE drive the greatest interaction, leadership and engagement for a business network organisation. Across Australia we are yet to witness a more passionate and results driven business network group. This is incredibly important to us as the success of our brand and core focus of our business is to ensure we enjoy the best relationships not only with our customers but our suppliers and marketing partners. TSBE ensure that all members, partners and the region in which they are the economic custodians thrive and grow. Continuous improvement is an important driver within their model; leading to a sincere wish for constant feedback. Our relationship with TSBE will always be rewarding as we believe their vision and innovation is in line with ours.”

*-Andrew Percival,
Tindo Solar*

TSBE TOWARDS 2030 BOARD STRATEGY

In February 2021, the TSBE Board held a two-day strategy session to set the focus for the organisation over the next 2-10 years. The Board would like TSBE to continue to focus on the delivery of all current projects but to also focus on six new areas in the future, including:

SUSTAINABILITY

Goal: Working towards a lower carbon and waste future for the region

Delivered to date:

- A workshop conducted by Lisa France and Paul Dargusch (a professor from UQ) was delivered to the TSBE team to educate and inform them on carbon emissions.
- USQ provided TSBE with a student studying a Masters in Environmental Science to undertake a study into carbon reduction strategies for the local red meat sector
- TSBE will conduct an event in 2022 to help businesses understand and lower their emissions
- TSBE held a workshop to help businesses head to carbon neutrality as part of our TAFE partnership
- TSBE has held several events around renewables including the Dulacca windfarm, the McIntyre Windfarm and CS Energy's hydrogen project
- TSBE's hydrogen hub is designed to attract this new industry to the region.
- Partnering with the Department State Development and the three hospitals to develop a waste strategy.
- USQ regional food waste audit to maximise the circular economy.

ENERGY

Goal – to increase investment in the energy sector and promote the region as the “Energy Capital of Australia”

Delivered to date:

- TSBE has hired a new senior project manager for energy and new industries. The role will determine the opportunities for the region around hydrogen and new energy as well as attract more investment into the energy sector, including more renewables into the Southern QLD Renewable Energy Zone.
- The Surat Basin Energy Awards was a great success (see page 12 for details)

REGIONALISATION

Goal – attracting skilled workers to the region

Delivered to date:

- The Live Toowoomba magazine has been launched which is designed to attract skilled workers (see Other Activities for more details, p22). Live Western Downs is due to be published on the 11 November.
- TSBE is a member of the Regional Australia Institute (RAI) which is a Canberra-based organisation linking regional Australia to national decision makers and government policy. TSBE provides the RAI with local information to help inform their national marketing campaign to encourage people who are living in cities to move to regional areas.
- TSBE CEO Ali Davenport spoke at RAI's Regions Rising Conference in Canberra in March about Toowoomba's health sector and its importance in regional liveability

MANUFACTURING

Goal: supporting the manufacturing sector to increase investment and provide export opportunities

Delivered to date:

- TSBE has established the SQ Export Hub to help manufacturers who are working in the oil and gas sector to increase their export opportunities
- A report into the region's manufacturing sector was published in March (see Other Activities for more details, p22).
- Workshops have been held with a small group of manufacturers to discuss opportunities and challenges.

WATER

Goal: assist the region to attract new water infrastructure

Delivered to date:

- TSBE is a member of the Water Alliance (see Other Activities for more details, p22).
- One of the key goals of the Agtech & Logistics Hub is to investigate new water saving technology to improve water usage.

INVESTMENT ATTRACTION

Goal: attract new businesses to the region, especially in the energy, ag tech, health and transport and logistics sectors

Delivered to date:

- Delivery has been limited due to COVID restrictions, but once borders start opening, TSBE will be heading to different parts of Australia to promote the region to investors and businesses who are looking to establish in our exciting part of the world.

AUDITED FINANCIAL STATEMENTS

TSBE invests its resources to support the growth and development of our business community, drive advocacy efforts and attract investment.

As a not for profit organisation, TSBE's financial goal each year is to maintain a healthy balance sheet by managing revenue and expenses as well as delivering outcomes for the region. This year, TSBE generated a minor loss, due to the timing of payments and expenses for grant funding. This is offset by TSBE's surplus in the previous financial year of over \$200,000.

Toowoomba and Surat Basin Enterprise Pty Ltd
ABN 85 155 004 523

Financial Statements
For the year ended 30 June 2021

Directors' Report

The Directors present their report on Toowoomba and Surat Basin Enterprise Pty Ltd for the year ended 30 June 2021.

Directors

The names of the Directors in office at any time during, or since the end of the financial year are:

Ms April Cavanagh
Mr Shane Charles
Ms Lisa France
Mr Robert Hart
Mr Peter Lock
Mr Ian MacFarlane
Ms Geraldine MacKenzie (Ceased 15 October 2020)
Ms Kathryn McKeefry
Mr Thomas McVeigh
Mr Stewart Morland
Mr John McVeigh (Appointed 15 October 2020)

Directors have been in office since the start of the financial year to the date of this report unless otherwise stated.

Principal Activities

The principal activities of the Toowoomba and Surat Basin Enterprise Pty Ltd (TSBE), (the Company) during the financial year were local business growth and development. No significant change in the nature of these activities occurred during the year. Toowoomba and Surat Basin Enterprise is a business driven advocacy organisation focused on linking business with opportunity and ensuring the region enjoys sustainable economic growth in to the future. Their main revenue streams are from events, membership income and grants.

Review of Operations

The loss of the company for the year ended 30 June 2021 was \$30,682 (2020: \$201,827 profit).

A review of the operations of the company during the financial year and the results of those operations show during the year, the company continued to engage in its principal activity, the result of which are disclosed in the attached financial statements.

Events Subsequent to the End of the Reporting Period

No matters or circumstances have arisen since the end of the financial year that significantly affected or may significantly affect the operations of the company, the results of those operations, or the state of affairs of the company in future financial years.

Likely Developments and Expected Results of Operations

The future operations of the company are expected to relate to the principal activity outlined above. The company has been impacted by COVID-19 and the impact of this has been discussed further in Note 2.

Environmental Regulation

The company's operations are not subject to any significant environmental regulation under a law of the Commonwealth or of a state or territory.

Dividends

No ordinary dividends were paid, recommended or declared during the year (2020: \$nil).

Directors' Report

Indemnification of Officers

No Indemnities have been given or insurance premiums paid, during or since the end of the financial year, for any person who is or has been an officer or auditor of the company. However Directors and Officers are insured under the Toowoomba Regional Council's insurance policy.

Proceedings on Behalf of Company

No proceedings have been brought or intervened in on behalf of the company with leave of the Court under section 237 of the *Corporations Act 2001*.

Auditor's Independence Declaration

A copy of the Auditor's Independence Declaration as required under section 307C of the *Corporations Act 2001* is set out on page 3.

Signed in accordance with a resolution of the Directors:

Date:
Toowoomba



Mr Shane Charles
Director

15 October 2021

AUDITOR'S INDEPENDENCE DECLARATION

To the Directors of Toowoomba and Surat Basin Enterprise Pty Ltd

This auditor's independence declaration has been provided pursuant to s.307C of the *Corporations Act 2001*.

Independence declaration

As lead auditor for the audit of Toowoomba and Surat Basin Enterprise Pty Ltd for the financial year ended 30 June 2021, I declare that, to the best of my knowledge and belief, there have been:

- (a) no contraventions of the auditor independence requirements of the *Corporations Act 2001* in relation to the audit
- (b) no contraventions of any applicable code of professional conduct in relation to the audit.



Vaughan Stemmett
as delegate of the Auditor-General

15 October 2021

Queensland Audit Office
Brisbane

Statement of Comprehensive Income
For the year ended 30 June 2021

	Note	2021 \$	2020 \$
Revenue			
Grants	3(a)	1,860,639	1,790,221
Income	3(b)	1,777,971	1,444,151
Total Revenue		<u>3,638,610</u>	<u>3,234,373</u>
Other Income	4	<u>126,335</u>	<u>70,518</u>
Total Income		<u>3,764,946</u>	<u>3,304,891</u>
Expenses			
Accountancy		10,070	17,860
Advertising		43,963	21,980
Auditor's remuneration	6	7,496	10,217
Bad debt		610	10,880
Depreciation		145,896	142,105
Employee benefits	5(a)	2,167,870	1,774,604
Other expenses	5(b)	1,412,022	1,107,634
Loss on disposal of assets		-	7,359
Finance cost - Interest on Lease		7,702	10,425
Total Expenses		<u>3,795,628</u>	<u>3,103,064</u>
Operating result for the year		<u>(30,682)</u>	<u>201,827</u>
Other Comprehensive Income		<u>-</u>	<u>-</u>
Total Comprehensive Income attributable to the members of the company		<u>(30,682)</u>	<u>201,827</u>

The accompanying notes form part of these financial statements

Statement of Financial Position
As at 30 June 2021

	Note	2021 \$	2020 \$
Assets			
Current Assets			
Cash and cash equivalents	7	1,587,797	1,473,042
Trade and other receivables	8	88,897	101,847
Other current assets		74,939	16,540
Total Current Assets		1,751,633	1,591,430
Non-Current Assets			
Property, plant and equipment	9	81,913	101,793
Right-of-use asset	10	204,173	288,041
Total Non-Current Assets		286,086	389,834
TOTAL ASSETS		2,037,719	1,981,264
Liabilities			
Current Liabilities			
Trade and other payables	11	252,801	160,555
Provisions	12	95,375	75,774
Other liabilities	13	552,425	486,714
Lease liability		116,866	98,993
Total Current Liabilities		1,017,467	822,035
Non-Current Liabilities			
Trade and other payables	11	37,717	47,053
Lease liability		98,738	197,696
Total Non-Current Liabilities		136,454	244,749
Total Liabilities		1,153,921	1,066,784
Net Assets		883,797	914,480
Equity			
Contributed Equity		2	2
Accumulated Surplus		883,795	914,478
Total Equity		883,797	914,480

The accompanying notes form part of these financial statements

Statement of Changes in Equity
For the year ended 30 June 2021

	Issued Capital (Ordinary Shares)	Accumul- ated Surplus	Total
	\$	\$	\$
Balance at 1 July 2019	<u>2</u>	<u>712,651</u>	<u>712,653</u>
Comprehensive Income			
Operating result	<u>-</u>	<u>201,827</u>	<u>201,827</u>
Total Comprehensive Income for the year	<u>-</u>	<u>201,827</u>	<u>201,827</u>
Balance at 30 June 2020	<u>2</u>	<u>914,478</u>	<u>914,480</u>
Comprehensive Income			
Operating result	<u>-</u>	<u>(30,682)</u>	<u>(30,682)</u>
Total Comprehensive Income for the year	<u>-</u>	<u>(30,682)</u>	<u>(30,682)</u>
Balance at 30 June 2021	<u>2</u>	<u>883,795</u>	<u>883,797</u>

The accompanying notes form part of these financial statements

Statement of Cash Flows
For the year ended 30 June 2021

	Note	2021 \$	2020 \$
Cash flows from operating activities			
<i>Inflows</i>			
Receipts from customers		3,767,145	3,348,848
Interest received		15,159	21,627
<i>Outflows</i>			
Payments to suppliers and employees		(3,521,961)	(3,151,285)
Net cash provided by/(used in) operating activities		<u>260,342</u>	<u>219,190</u>
Cash flows from investing activities			
Payments for property, plant and equipment		(21,389)	(81,837)
Proceeds from sale of plant and equipment		-	18,182
Loans to related parties		<u>-</u>	<u>(4,409)</u>
Net cash provided by/(used in) investing activities		<u>(21,389)</u>	<u>(68,064)</u>
Cash flows from financing activities			
Proceeds from car loan		-	61,740
Repayment of car loan		(9,337)	(2,114)
Repayment of leases		(114,862)	-
Net cash provided by/(used in) financing activities		<u>(124,199)</u>	<u>59,626</u>
Net increase/(decrease) in cash held		<u>114,754</u>	<u>210,752</u>
Cash and cash equivalents at the beginning of the financial year		<u>1,473,042</u>	<u>1,262,291</u>
Cash and cash equivalents at the end of the financial year	7	<u>1,587,797</u>	<u>1,473,042</u>

The accompanying notes form part of these financial statements

Notes to the Financial Statements
For the year ended 30 June 2021

Note 1: Summary of significant accounting policies

Basis of preparation

These general purpose financial statements have been prepared, except for cash flow information, on an accrual basis in accordance with Australian Accounting Standards - Reduced Disclosure Requirements and Interpretations and in compliance with the *Corporations Act 2001*. These financial statements are presented in Australian Dollars.

With respect to compliance with Australian Accounting Standards and Interpretations, the company has applied those requirements applicable to not-for-profit entities, as the company is a not-for-profit public sector entity. Except where stated, the historical cost convention is used.

Comparative figures

Where required by Australian Accounting Standards, comparative figures have been adjusted to conform with changes in presentation for the current financial year.

Going Concern

The company is dependent upon continued funding from Toowoomba Regional Council to ensure that the entity can continue to operate as a going concern. Toowoomba Regional Council has agreed to provide ongoing financial support to ensure the company can meet its debts as they fall due.

Income tax

No provision for income tax has been raised as the entity is exempt from income tax under Division 50 of the *Income Tax Assessment Act 1997*.

Goods and services tax (GST)

Revenues, expenses and assets are recognised net of the amount of GST, except where the amount of GST incurred is not recoverable from the Australian Taxation Office. In these circumstances the GST is recognised as part of the cost of acquisition of the asset or as part of an item of the expense. Receivables and payables in the statement of financial position are shown inclusive of GST.

Cash flows are presented in the statement of cash flows on a gross basis, except for the GST component of investing and financing, which are disclosed as operating cash flows.

Critical accounting estimates and judgements

The preparation of the financial statements requires the determination and use of certain critical accounting estimates, assumptions and management judgements about the carrying amounts of assets and liabilities. Such estimates, judgements and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised and in future periods as relevant.

Estimates and assumptions that have a potential significant effect are outlined in the following notes:

Right of Use Asset - Note 10

Notes to the Financial Statements
For the year ended 30 June 2021

Note 1: Summary of significant accounting policies (continued)

Contingent Liabilities

There are no past events that have given rise to possible obligation, therefore no contingent liabilities have been recognised

New and revised accounting standards

The company adopts all of the new and revised Standards and Interpretations issued by the Australian Accounting Standards Board (AASB) that are relevant to its operations and effective for the current reporting period. The adoption of the new and revised accounting standards has not resulted in any significant impact on the reported financial position, financial performance or cash flows of the company.

AASB 1060 General Purpose Financial Statements – Simplified Disclosures for For-Profit and Not-for-Profit Tier 2 Entities will be effective for reporting period beginning on or after 1 July 2021. This standard introduces the 'Simplified Disclosures' framework for Tier 2 entities that will replace the current 'Reduced Disclosure Requirements' (RDR) framework. The standard will not have a material impact on recognition or measurement, but will result in a different presentation of the financial report.

All other Australian Accounting Standards that have recently been issued or amended but are not yet effective have had no material impact on the company's accounting policies or on these financial statements. The company does not intend to adopt any of these pronouncements before their effective dates.

Authorisation of financial statements for issue

The financial statements are authorised for issue by the Directors at the date of signing the Director's Declaration.

Notes to the Financial Statements
For the year ended 30 June 2021

Note 2: Impacts from COVID-19 pandemic

COVID-19's impacts upon Toowoomba and Surat Basin Enterprise Pty Ltd (TSBE) in the financial year 2021 were minimal. The largest impact was in reduced attendance at TSBE events, especially when there were lockdowns in South East Queensland which restricted travel to the region. There were also instances of presenters unable to cross the border from New South Wales and Victoria which affected the planned presentations. Finally, one proposed TSBE Health event had to be moved to the following financial year due to the impacts of COVID-19.

Note 3: Revenue

(a) Grants

Grant Income - Toowoomba Regional Council	474,271	464,971
Grant Income	1,386,368	1,325,250
	<u>1,860,639</u>	<u>1,790,221</u>

Grants Income	Nature and timing of revenue recognition
Grants	TSBE receives a number of grants from varying entities to support their work in linking business with opportunity and ensuring the region enjoy sustainable economic growth in to the future. Revenue from grants is recognised upon receipt in line with AASB1058.
Grants - Toowoomba Regional Council	TSBE receives grants from Toowoomba Regional Council. In return for the grants, they have to perform specific financial reporting and budgeting duties as well as continue to undertake tasks which are essential to the successful operation of the entity. They have KPIs which they have to meet which will ensure that TSBE continues to function successfully. TSBE has been committing to these tasks and intends to continue to do so. Grants are recognised as revenue when received.

(b) Income

Branch Income (Hot Desk)	79,663	67,296
Directory Advertising	-	3,950
Events Income	361,257	250,672
Membership Income	1,337,051	1,119,506
Wages Reimbursed	-	2,727
	<u>1,777,971</u>	<u>1,444,151</u>

All grants and income is stated net of the amount of goods and services tax (GST).

Revenue Streams	Nature and timing of revenue recognition
Events	Revenue from events is recognised when the event takes place. In the financial year ended 30 June 2020, a number of events were postponed due to COVID-19. In this instance, where no refund was given, revenue was deferred until the time in which the event took place.
Membership Income	Membership revenue has been recognised over the membership period which results in a portion of revenue being deferred to the next financial period. This revenue is not refundable to the member. There are 7 levels of membership: Friends, Base, Bronze, Silver, Gold, Platinum and Diamond.
Branch Income	Toowoomba and Surat Basin Enterprise have a number of desks which they rent out to tenants. This rental income is recognised in line with the rental period on an accrual basis.

Notes to the Financial Statements
For the year ended 30 June 2021

Note 4: Other Income	2021	2020
	\$	\$
Interest Received	15,159	21,627
TSBE Export Account Balance Transfer	-	20,635
Navigators: Use of TSBE Vehicles income	-	28,256
ATO Cashflow Boost	100,000	-
Other	11,177	-
	<u>126,335</u>	<u>70,518</u>

Revenue Streams	Nature and timing of revenue recognition
Other Income	Other revenue includes support from the ATO with reference to COVID in the form of the cashflow boost.
Use of TSBE Vehicles Income	The company owns 2 vehicles which are funded as part of a grant agreement.
Interest Received	Interest received is recognised on a time proportional basis taking into account the interest rates applicable to the financial assets.

Note 5: Expenses

(a) Employee Benefits

Annual Leave Provision	12,117	13,720
Long Service Leave Provision	7,484	1,436
Staff Amenities	13,848	12,320
Staff Bonuses	18,411	35,570
Superannuation	177,217	151,204
Wages	1,938,793	1,560,354
	<u>2,167,870</u>	<u>1,774,604</u>

Number of employees 22 18
The number of employees as at 30 June, including both full-time employees and part-time employees, is measured on a full-time equivalent basis.

(b) Other Expenses

AG Conference Expenses	10,249	24,302
Bank and Interest Charges	9,348	9,499
Computer Expenses	40,841	18,711
Consultancy	212,124	202,072
Filing Fees	1,096	-
Fringe Benefits Tax	5,986	(7,567)
Function Expenses	243,742	135,358
Grant Expenses - ARIP	118,555	230,663
Grant Expenses - Other	332,346	260,693
Legal Expenses	3,764	3,753
Membership Engagement	51,490	39,748
Memberships & Sponsorship	26,503	13,338
Motor Vehicles	14,024	10,505
Office Expenses	11,557	5,257
Other expenses	26,759	17,230
Other Event Expenses	45,621	1,325
Payroll Tax	45,873	14,886
Publications	50,246	13,621
Printing & Stationery	17,380	15,395

Notes to the Financial Statements
For the year ended 30 June 2021

	2021	2020
	\$	\$
Note 5: Expenses (continued)		
(b) Other Expenses (continued)		
Recruitment Expenses	355	1,350
Rent & Other Outgoings	35,066	0
Staff Training & Uniforms	15,470	19,242
Telephone	15,638	18,609
Travel, Seminars & Conferences	53,160	30,913
Website Expenses	24,831	28,733
	<u>1,412,022</u>	<u>1,107,634</u>

Note 6: Audit Fees

Total audit fees paid to the Queensland Audit Office relating to the 2020/21 financial statements are quoted to be \$10,500 (2020: \$10,500) There are no non-audit services included in this amount.

Note 7: Cash and cash equivalents

Cash at bank	1,587,797	1,473,042
	<u>1,587,797</u>	<u>1,473,042</u>

Cash and cash equivalents includes cash on hand, deposits held at call with financial institutions, other short-term, highly liquid investments with original maturities of three months or less that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value, and bank overdrafts.

Note 8: Trade and Other Receivables

Trade and other receivables	88,897	101,847
	<u>88,897</u>	<u>101,847</u>

Trade and other receivables include amounts due from customers for goods sold and services performed in the ordinary course of business. Receivables expected to be collected within 12 months of the end of the reporting period are classified as current assets. All other receivables are classified as non-current assets.

The collectability of receivables is assessed periodically with provision being made for impairment. All known bad debts were written-off at 30 June.

Note 9: Property, Plant and Equipment

Motor Vehicles

Motor Vehicles - at Cost	90,698	90,698
Less: accumulated depreciation	(41,040)	(15,048)
	<u>49,658</u>	<u>75,650</u>

Office Equipment

Office equipment - at Cost	161,987	140,598
Less: accumulated depreciation	(129,733)	(114,456)
	<u>32,254</u>	<u>26,142</u>

Total property, plant and equipment	<u>81,913</u>	<u>101,793</u>
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Acquisition of assets

Actual cost is used for the initial recording of all non-current physical asset acquisitions. Cost is determined as the value given as consideration plus costs incidental to the acquisition, including all other costs incurred in getting assets ready for use.

Notes to the Financial Statements
For the year ended 30 June 2021

Note 9: Property, Plant and Equipment (continued)

Property, plant & equipment

Each class of property, plant and equipment is carried at cost less, where applicable, any accumulated depreciation and impairment losses.

Plant and Equipment

Plant and equipment are measured on the cost basis.

The Company assesses annually whether there are any impairment indicators present and, where applicable, will immediately recognise an impairment expense in the statement of comprehensive income equivalent to the existing carrying value and its recoverable amount.

Depreciation

The depreciable amount of all fixed assets is depreciated on a diminishing value basis over the assets useful life to the company commencing from the time the asset is held ready for use. The depreciation rates used for each class of depreciable assets are:

<u>Class of Fixed Asset</u>	<u>Depreciation Method</u>	<u>Depreciation Rate</u>
Office Equipment	Diminishing Value	10-100%
Motor Vehicles	Diminishing Value	25%

The assets residual values and useful lives are revised, and adjusted if appropriate, at the end of each reporting period. An assets carrying amount is written down immediately to its recoverable amount if the assets carrying amount is greater than its estimated recoverable amount. Gains and losses on disposals are determined by comparing proceeds with the carrying amount. These gains or losses are recognised immediately in the statement of comprehensive income.

	2021	2020
	\$	\$
Note 10: Right-of-use Asset		
Opening Balance	288,041	-
Additions	20,759	389,703
Depreciation	(104,627)	(101,662)
Closing balance	<u>204,173</u>	<u>288,041</u>

Where an agreement contains a lease, a right-of-use asset and lease liability is recognised on inception of the lease. The right-of-use asset is measured using the cost model where cost on initial recognition comprises: the lease liability, initial direct costs, prepaid lease payments, estimated costs of removal and restoration, less and lease incentives received and is depreciated over the lease terms on a straight line bases and assessed for impairment in accordance with the impairment of asset accounting policy.

The lease liability is initially recognised at the present value of the remaining lease payments at the commencement of the lease. The discount rate is the rate implicit in the lease, however where this cannot be readily determined then the incremental borrowing rate for a similar term with similar security is used.

Subsequent to initial recognition, the lease liability is measured at amortised cost using the effective interest rate method. The lease liability is re-measured whether there is a lease modification, or change in estimate of the lease term or index upon which the lease payment are based (e.g. CPI).

Where the lease liability is re-measured, the right-of-use asset is adjusted to reflect the remeasurement.

Notes to the Financial Statements
For the year ended 30 June 2021

	2021 \$	2020 \$
Note 11: Trade and Other Payables		
Current		
Trade Payables	145,399	8,044
FBT instalment Liability	2,357	2,357
Payroll Liabilities	37,186	85,598
Current GST Liability	55,286	51,983
Car finance	12,573	12,573
	<u>252,801</u>	<u>160,555</u>
Non-Current		
Car finance	<u>37,717</u>	<u>47,053</u>

Trade payables represent the liability outstanding at the end of the reporting period for goods and services received by the company during the reporting period that remains unpaid. The balance is recognised as a current liability with the amount normally being paid within 30 days of recognition of the liability.

Note 12: Provisions

Provision for Annual Leave	80,575	68,458
Provision for Long Service Leave	14,800	7,316
	<u>95,375</u>	<u>75,774</u>

Provision is made for the company's liability for employee benefits arising from services rendered by employees to the balance date. Employee benefits that are expected to be settled within one year have been measured at the amounts expected to be paid when the liability is settled, plus related on-costs. Employee benefits payable later than one year have been measured at the present value of the estimated future cash outflows to be made for those benefits. In determining the liability, consideration is given to employee wage increases and the probability that the employee may satisfy vesting requirements. Those cashflows are discounted using market yields on national government bonds with terms to maturity that match the expected timing of cashflows.

Note 13: Other liabilities

Unearned Revenue - Memberships	399,113	336,873
Unearned Revenue - Subsequent year Memberships	109,090	58,700
Unearned Revenue - Event Income	44,223	91,141
	<u>552,425</u>	<u>486,714</u>

Where events were postponed in the prior year due to COVID-19, attendees and sponsors were offered a full refund or given the option to hold the funds until the event happened. These were recorded as revenue once the event took place.

Security deposits are recognised at the completion of the performance or function.

Note 14: Economic Dependence

The continuing operation of Toowoomba & Surat Basin Enterprise Pty Ltd is dependent on Toowoomba Regional Council Funding.

Note 15: Controlled entities that have not been consolidated

The company had a controlled entity, TSBE Export and Investment Development Limited, that was not consolidated. This is because of its size and nature means that it is not material to TSBE's operations. The financial statements for that controlled entity is subject to a separate audit certification by Queensland Auditor-General or their delegate. In the year ended 30 June 2020, TSBE Export and Investment Development Limited ceased operations.

Notes to the Financial Statements
For the year ended 30 June 2021

Note 15: Controlled entities that have not been consolidated (continued)

A controlled entity, TSBE Enterprise Development Fund Limited was set up in the year ended 30 June 2020. The entity remains dormant and no transactions have occurred in the entity in the current or prior year.

A summary of TSBE Export and Investment Development Limited, their net assets and result for the year ended 30 June 2020 are:

	2020
	\$
Revenue	16,308
Expenses	(27,822)
Net profit/(loss)	(11,514)
Assets	-
Liabilities	-
Net Assets	-

Note 16: Related party transactions

Transactions with parent entity

The company is wholly owned by the Toowoomba Regional Council.

During the year, Toowoomba Regional Council contributed \$474,271 (2020: \$464,971) to the company as a Community Service Obligation of the Council and other amounts relating to the use of facilities.

During the financial year, the company received \$5,700 (2020: \$75,141) from Toowoomba Regional Council for services provided.

Transactions between related parties are on normal commercial terms and conditions no more favourable to those available to other parties unless otherwise stated.

Transactions with controlled entities

TSBE Enterprise Development Fund Limited is a company Limited by Guarantee which has been set up in the prior year by the Board of directors of Toowoomba Surat Basin Enterprise Pty Ltd. Both entities share the same Board of directors. There were no transactions within the company in the year and it remains dormant.

Transactions with Key Management Personnel (KMP)

KMP includes the Directors of the company and controlled entities and the executive management team. The executive management team includes the Chief Executive Officer, Chief Operating Officer, General Managers and an external consultant. KMP compensation paid or accrued, during the 2020/21 year

	2021	2020
	\$	\$
Short-term employee benefits	715,913	693,914
Post-employment benefits	49,617	47,892
Long-term benefits	-	-
Termination benefits	-	-
	765,530	741,806

During the year, no remuneration was paid to the board members in their capacity as board members.

Transactions with other related parties

During the financial year, the company received \$38,399 (2020: \$36,336) for membership, event income, branch income and sponsorship from a company which a director has joint control of.

During the financial year, the company paid \$605 (2020: nil) for expenses to a company which a director has joint control of.

Notes to the Financial Statements
For the year ended 30 June 2021

Note 17: Events after the reporting period

The Directors are not aware of any events after the 30 June 2021 that will have a material impact on this financial report.

Note 18: Company details

The registered office and principal place of business of the company is:

Toowoomba and Surat Basin Enterprise Pty Ltd
6 Ann Street
Toowoomba
Qld 4350

Directors' Declaration

In the directors opinion:

- (a) The financial statements and notes set out on pages 4 to 16 are in accordance with the *Corporations Act 2001*, including:
 - (i) complying with Australian Accounting Standards - Reduced Disclosure Requirements, the Corporations Regulations 2001 and other mandatory professional reporting requirements, and
 - (ii) giving a true and fair view of the entity's financial position as at 30 June 2021 and of its performance for the financial year ended on that date, and.
- (b) there are reasonable grounds to believe that the company will be able to pay its debts as and when they become due and payable.

This declaration is made in accordance with a resolution of the Directors.

Date: 15 October 2021
Toowoomba



Mr Shane Charles
Director

INDEPENDENT AUDITOR'S REPORT

To the Directors of Toowoomba and Surat Basin Enterprise Pty Ltd

Report on the audit of the financial report

Opinion

I have audited the accompanying financial report of Toowoomba and Surat Basin Enterprise Pty Ltd (the company).

In my opinion, the financial report:

- a) gives a true and fair view of the company's financial position as at 30 June 2021, and its financial performance and cash flows for the year then ended
- b) complies with the *Corporations Act 2001*, the Corporations Regulations 2001 and Australian Accounting Standards – Reduced Disclosure Requirements.

The financial report comprises the statement of financial position as at 30 June 2021, the statement of comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, notes to the financial statements including summaries of significant accounting policies and other explanatory information, and the directors' declaration.

Basis for opinion

I conducted my audit in accordance with the *Auditor-General Auditing Standards*, which incorporate the Australian Auditing Standards. My responsibilities under those standards are further described in the *Auditor's responsibilities for the audit of the financial report* section of my report.

I am independent of the company in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants* (the Code) that are relevant to my audit of the financial report in Australia. I have also fulfilled my other ethical responsibilities in accordance with the Code and the *Auditor-General Auditing Standards*. I am also independent of the company in accordance with the auditor independence requirements of the *Corporations Act 2001*.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Other information

Other information comprises financial and non-financial information (other than the audited financial report). At the date of this auditor's report, the available other information in the Toowoomba and Surat Basin Enterprise Pty Ltd's annual report for the year ended 30 June 2021 was the director's report.

Those charged with governance are responsible for the other information.

My opinion on the financial report does not cover the other information and accordingly I do not express any form of assurance conclusion thereon.

In connection with my audit of the financial report, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial report or my knowledge obtained in the audit or otherwise appears to be materially misstated.

If, based on the work I have performed, I conclude that there is a material misstatement of this other information, I am required to report that fact. I have nothing to report in this regard.

Responsibilities of the company for the financial report

The company's directors are responsible for the preparation of the financial report that gives a true and fair view in accordance with the *Corporations Act 2001*, the Corporations Regulations 2001 and Australian Accounting Standards – Reduced Disclosure Requirements, and for such internal control as the company's directors determine is necessary to enable the preparation of the financial report that is free from material misstatement, whether due to fraud or error.

The company's directors are also responsible for assessing the company's ability to continue as a going concern, disclosing, as applicable, matters relating to going concern and using the going concern basis of accounting unless management either intends to liquidate the company or to cease operations, or has no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial report

My objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

As part of an audit in accordance with the Australian Auditing Standards, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- Identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for expressing an opinion on the effectiveness of the company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the company.

- Conclude on the appropriateness of the company's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the company's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify my opinion. I base my conclusions on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.

I communicate with the company's directors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.



Vaughan Stemmett
as delegate of the Auditor-General

15 October 2021

Queensland Audit Office
Brisbane



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