



ADVANCE
QUEENSLAND

Regional Innovation Hubs Program

a discussion paper • August 2016



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From the MINISTER

Regional Queenslanders have innovation pumping through their veins and are powerful agents of positive change throughout our state. With a strong innovation and entrepreneurial culture, regional Queensland startups are pioneering new technologies and developing innovative solutions to help grow our economy.

Queensland is the most geographically diverse state in Australia and each region has unique economic strengths based on natural resources, key infrastructure, entrepreneurial talent, major industries, and research capabilities. These strengths create different opportunities for innovation.

Advance Queensland is igniting the potential of our regions to be innovation hubs where we capitalise on our strengths and build thriving ecosystems where ideas can be turned into reality.

We want everyone to come on this journey with us and we want your voice to be a part of this discussion on how we harness the power of regional innovation.

Join the innovation movement and let's build the regional economy together.



Leeanne Enoch MP
Minister for Innovation,
Science and the Digital Economy
and Minister for Small Business

Regional Innovation Hubs Program

HAVE YOUR SAY

The Queensland Government through its Advance Queensland agenda is committed to building a new economy that creates sustainable jobs while extending our potential as a global innovation destination. Advance Queensland aims to harness innovation to grow our regions, unlock business potential, strengthen existing industries and prepare Queenslanders for jobs of the future.

Regional innovation hubs

The Regional Innovation Hubs Program is a Queensland Government initiative designed to support innovation and entrepreneurship in regional Queensland. This program will encourage innovation in our regions and support local economies to create jobs for regional Queenslanders.

Have a voice

We want your input and feedback to design this program.

Regional engagement and participation will help create successful regional innovation hubs that will foster the growth of innovation throughout Queensland.

We are seeking your input on 10 questions (pages 14–21) regarding the design of the program guidelines.

Who benefits

This program aims to benefit small to medium enterprises and technology startups to increase innovation across regional Queensland.

How to participate

1. Attend a consultation workshop to be held in regional centres with local stakeholders.
 2. Give your feedback on this discussion paper and make an online submission.
- ▶ Visit our website for details advance.qld.gov.au/RegionalHubs

Join the conversation #AdvanceQld



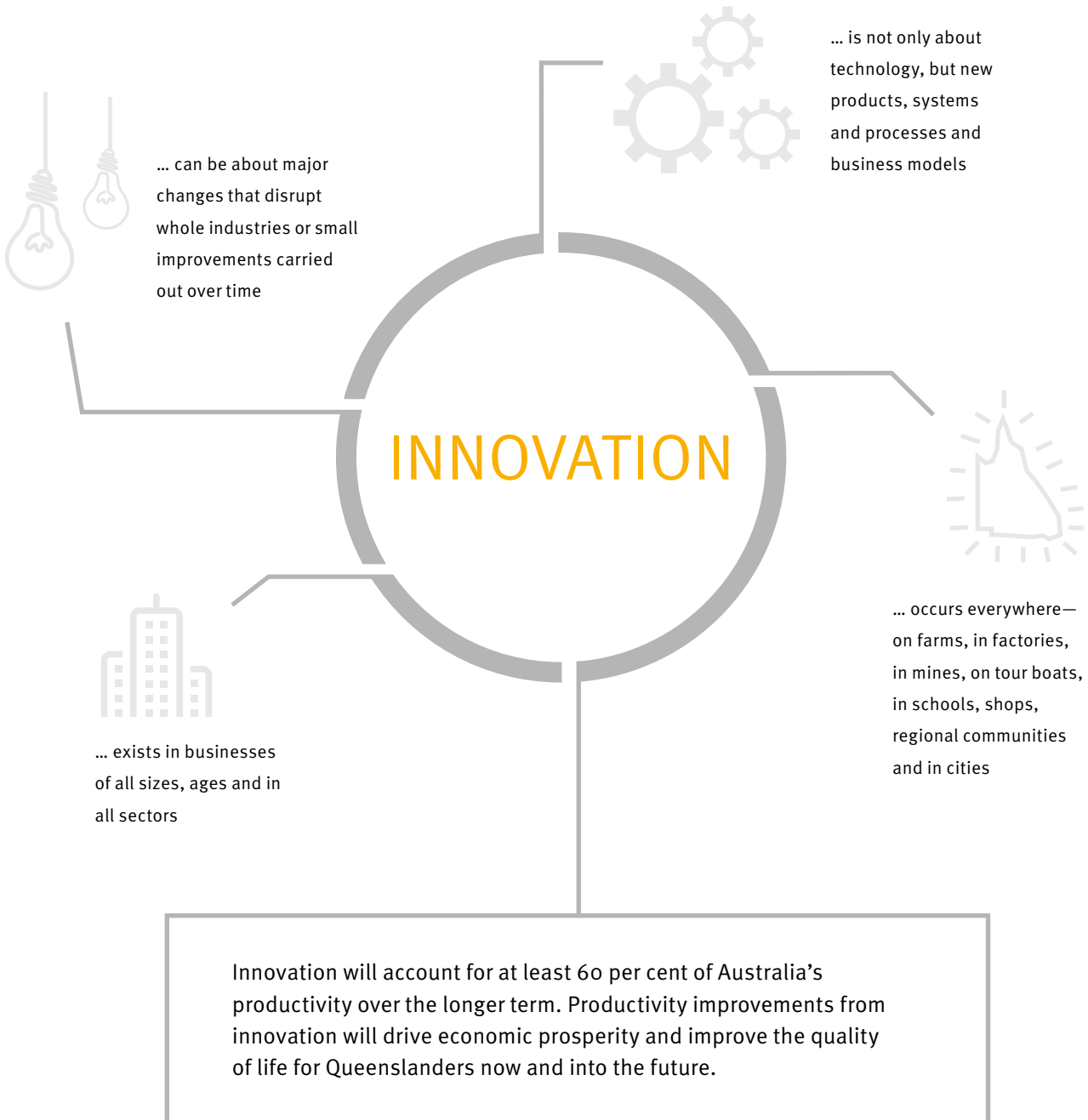
Important dates

- ▶ Consultation closes at 5.00 pm on Monday 26 September.
- ▶ Funding guidelines for the scheme will be released and applications for funding will open in late 2016.
- ▶ Funding decisions will be announced by the end of 2016.
- ▶ For further information or to discuss this paper, please email advancequeensland@dsiti.qld.gov.au or telephone 13 QGOV (13 74 68).

Help shape the way we ignite and grow thriving regional innovation ecosystems and economies throughout Queensland.

What is INNOVATION?

At its simplest, innovation is about generating value from ideas.
To be innovative is to be creative and an agent of change.



Ecosystem approach to building QUEENSLAND'S REGIONAL INNOVATION

People are the main drivers of innovation. Creative, positive and determined people who collaborate with others to create value from their ideas.

It is not surprising that research has found that successful regional innovation ecosystems are focused on people. These ecosystems are championed by local entrepreneurs who are both committed to their local region and have an inclusive approach to working with others to build their community.

Each Queensland region has areas of talent and expertise, capability and access, as well as significant diversity and opportunities in developing an innovation culture.

Building regional innovation requires an ecosystem approach.

The ecosystem is the glue or supporting framework that brings together the various participants allowing new ideas to emerge and become commercialised.

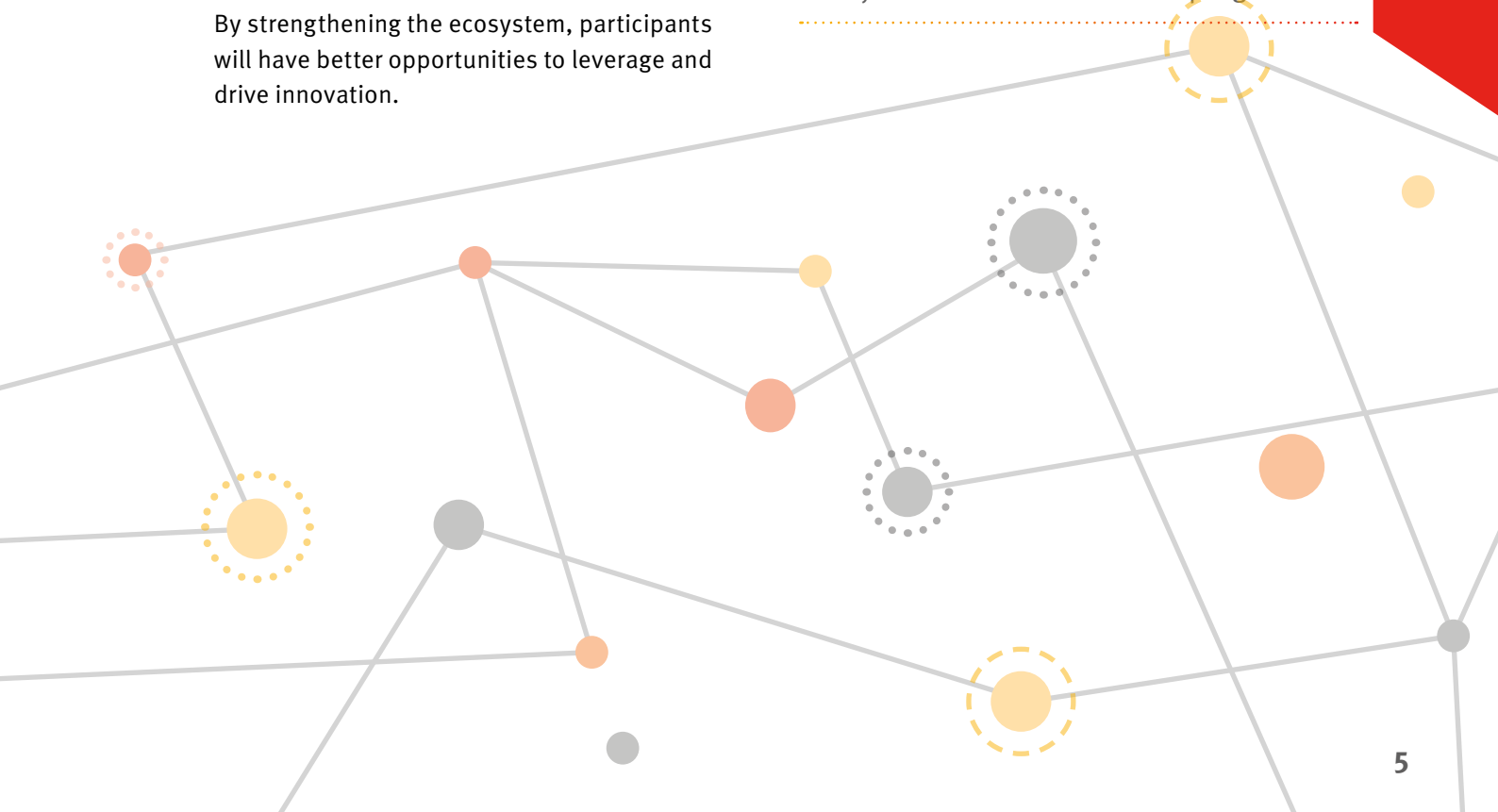
By strengthening the ecosystem, participants will have better opportunities to leverage and drive innovation.

Ecosystems include businesses, entrepreneurs, regional universities and research institutions, government, support services, regional development authorities, industry bodies and major corporates. The connections between these participants create the ecosystem to support innovation.

Successful models overseas have shown that, when led by committed local entrepreneurs, regional communities grow through concerted efforts and activities that draw people together. Constant engagement with local innovators across a range of activities from events to information sharing is key to creating a collaborative environment.

Underpinning these factors are the necessary conditions that allow ecosystems to thrive. Some of these conditions can be influenced by governments and include a clear regulatory environment, favourable market and trade conditions, enabling tax arrangements and supporting infrastructure.

Growing a successful regional innovation ecosystem is the focus of this program.



Five features of SUCCESSFUL ECOSYSTEMS

Based on research by strategy and design company Business Models Inc., which examined successful regional innovation ecosystems around the world, we have identified five key features for success.

An innovation ecosystem does not need to develop full maturity of one feature before it can develop others. Each of the five features may be at varying stages of the lifecycle within one ecosystem.



1. Places and spaces

Thriving innovation ecosystems bring together motivated individuals through professional and social groups to discuss and define new business and commercial ideas. These new networks provide a safe place for people to seek advice and support for turning their business idea into reality.

Places and spaces, physical and virtual, create an important platform for connections to occur and learning communities to develop.

The spaces may be publicly or privately funded (often both) and may be independently run or incorporated into existing entities.

Physical hubs can create the necessary critical mass and reputation to drive the scale of innovation in the broader region.

This sparks a chain reaction of innovation and drives competitive advantage.



2. Connectivity

Prosperous innovation ecosystems are founded on strong connections and networks. As people, ideas, expertise and resources come together, opportunities expand and commercialisation pathways accelerate.

Networks may be formed between people already in business looking to expand or start something new, or may involve a successful professional with expertise and/or capital to support others to make their idea a reality.

While connections are likely to occur in structured and unstructured ways, as the ecosystem grows and matures, these connections become more seamless and embedded.

While connectivity within an ecosystem is crucial, so too is connectivity with other systems locally and across the globe. Digital technology now offers a variety of ways to move beyond geographical and time constraints including peer-to-peer networks, online tools and social media.



3. Collaboration

More often than not, collaboration drives successful innovation. Multi-disciplinary collaboration by citizens, entrepreneurs, firms, industries and governments is key to developing new solutions to core challenges.

Incremental innovation can be spurred when different groups of people collaborate on solving problems. Radical innovation can occur when connecting previously unrelated information or knowledge.

The maturity of an innovation hub can be measured by the extent to which connections transform into real, collaborative structures where people work across disciplines, sectors and institutions to create new opportunities.



4. Leadership

Regional innovation ecosystems require strong leadership by local entrepreneurs. Leadership is critical for each stage of the lifecycle and works best when courageous people are willing to place the interests of the community ahead of their own.

Individuals with passion and drive are needed to spark the hub's establishment in the first instance. As the community grows, the leadership role evolves to be more about the region itself.

Ecosystem leaders play both the role of host and facilitator of strategic conversations, alliances and activities.

It is vital to connect and coordinate individuals, firms and resources to expand the exchange of ideas and minimise duplication and unproductive competition.



5. Communities of practice

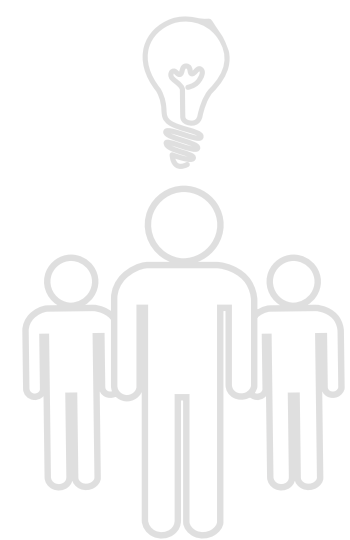
As innovation ecosystems mature, learning communities emerge. They form around people who engage in a process of collective learning in areas of shared interest, passion or expertise.

An exchange of insights, ideas and the transfer of expertise and hands-on experience are key drivers to identifying new business opportunities and to building local identity and reputation.

Regions may link to other learning communities to help generate their own critical mass in a given area.

Learning communities are focused on strategic innovation where contributors share best-practice, leverage core competencies and drive solution development and implementation.

The need for learning to be interest-driven and socially embedded is essential for an innovation hub to flourish.



The innovation ECOSYSTEM LIFECYCLE

Innovation ecosystems expand, mature and evolve over time and it is important for regions to consider where they are in the lifecycle when seeking to expand their innovation potential.

	1. Early stage	2. Mid stage	3. Established
Places and spaces	<p>Temporary/fragmented</p> <p>Occasional pop-up events and meet ups</p>	<p>Existing operators and facilities reconfigured (libraries or private offices)</p> <p>One or two formal co-working businesses established</p> <p>Public bodies support space establishment in lieu of private demand</p>	<p>More than one privately-operated co-working space</p> <p>Well-established links between universities and businesses</p> <p>Public support shifts to program funding</p>
Connectivity	<p>Entrepreneurs maintain individual networks</p> <p>No common coordinators</p> <p>Low rate of inter-region communication</p>	<p>Ecosystem participants connect mostly through common projects</p> <p>Internal ecosystem news and links are shared</p> <p>Limited common platform participation</p>	<p>Ecosystem has a recognised domestic and international identity</p> <p>Open communication platforms seed and maintain channels to encourage new participation</p>
Collaboration	<p>Sporadic projects</p> <p>Collaboration mostly through events and startup weekend style innovation activities</p>	<p>Regular events with business and startups</p> <p>Joint projects more common and focused on leveraging collective assets to drive regional development</p>	<p>Long-term industry-led research</p> <p>Public-private co-investment in new assets and infrastructure</p>
Leadership	<p>Minimal leadership</p> <p>Individual entrepreneurs are advocates</p> <p>Visiting entrepreneurs</p>	<p>Chambers of Commerce, RDAs and NGOs coordinate advocacy and specialisation to secure resources</p> <p>Individual entrepreneurs as representatives, case studies and success stories</p>	<p>Leaders as hosts</p> <p>Coordination and distribution of resources rather than control</p> <p>Expert thought-leadership</p>
Communities of practice	<p>Limited or no local learning communities (online access only)</p> <p>Capability development—mostly facilitated by formal education and registered training organisations</p>	<p>Regular accelerator and incubator programs delivered</p> <p>Emerging specialist communities (code clubs, maker spaces) meeting regularly</p>	<p>Self-organising communities of practice</p> <p>Diversity of specialisation</p> <p>Communities maintain active presence in other regions</p>

Where are we now?

REGIONAL QUEENSLAND INNOVATION

Regional Queensland 2015, Startup Ecosystem Report

The report highlighted the need to:

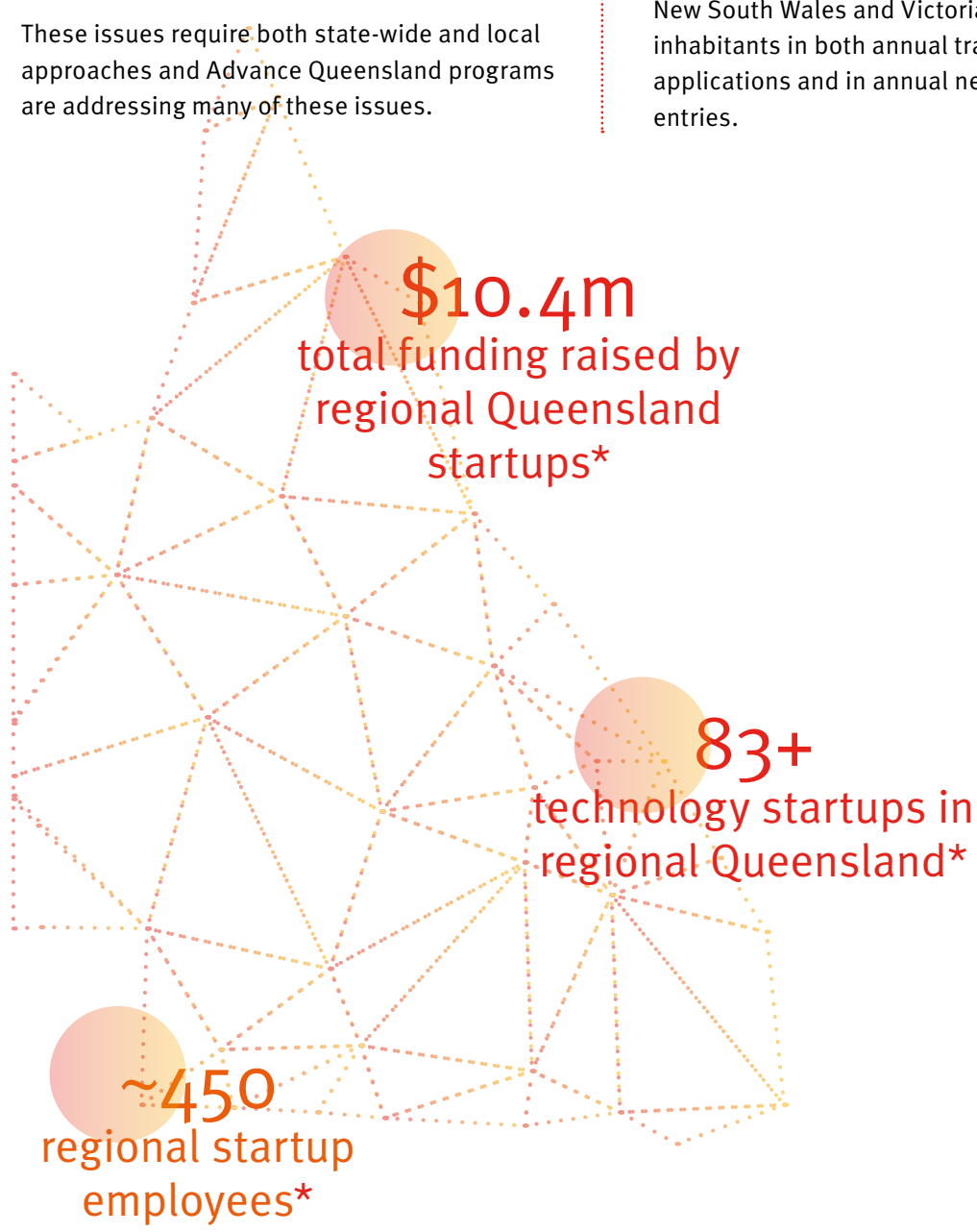
- ▶ source, attract and retain talent
- ▶ create networks and collaboration
- ▶ improve access to co-working spaces
- ▶ raise awareness of innovation and the potential of startups in general.

These issues require both state-wide and local approaches and Advance Queensland programs are addressing many of these issues.

Australian Innovation System Report 2015

The report identified that:

- ▶ Queensland is the most entrepreneurial state in Australia
- ▶ the Sunshine Coast and Gold Coast are among the most innovative regions in Australia
- ▶ Regional Queensland exceeds regional New South Wales and Victoria per 10,000 inhabitants in both annual trademark applications and in annual new business entries.



*Regional Queensland 2015, Startup Ecosystem Report

Advance Queensland

BUILDING A NEW ECONOMY

In order to respond to Queensland's transitioning economy, maximise the capability of the regions and harness the potential of innovation, the Queensland Government has created the Advance Queensland initiative.

Advance Queensland is a transformational agenda designed to spur innovation-led economic growth by translating our great ideas into commercial success.

In **2015–16**, the \$180 million Advance Queensland initiative kick-started our innovation journey by helping to maintain our research strengths, encourage entrepreneurship and startups, and connect researchers with industry.

The **2016–17** Budget increased the investment to \$405 million with initiatives focused on accelerating our innovation effort and sustaining the momentum built over the past 12 months. The new programs will work to unlock potential, grow capacity and seize more opportunities across the state.

Building innovation through five strategies



Learn

Building the talent pool starts at school, through to maintaining our strong research base, supporting entrepreneurship, business commercialisation, creativity and the creation and uptake of new technologies.



Connect

Building networks and partnerships across organisations, sectors and disciplines will help spark creativity and ideas, diffuse existing knowledge and increase the translation of ideas into outcomes.



Invest

Increasing availability of seed and venture capital, and ensuring more businesses and entrepreneurs are investment ready, will help to improve Queensland's deal flow and get more ideas to market.



Grow

Adopting new ideas and technologies can empower businesses and key industries to benefit from accelerating digital disruption and gain access to new global markets. Identifying and removing blockages to the development of emerging industries will diversify our economy and support jobs growth.



Inspire

Engaging Queenslanders to innovate and be entrepreneurial, from world breakthroughs to local improvements, will inspire current and future generations to be creative, ignite ideas and collaborate to unlock their innovation potential both locally and globally.

Current programs for regions

Advance Queensland has a number of existing programs that can be accessed by organisations across regional Queensland. The Queensland Government will work with the regional innovation hubs to connect innovators with other support that is available.

The Australian Government has committed \$23 million under the National Innovation and Science Agenda (NISA) to support incubators. Regions are encouraged to consider the opportunities available at both the state and federal levels and submit funding applications to all appropriate programs to help grow their ecosystems. The Queensland Government will work with the Australian Government to identify opportunities to streamline reporting requirements for participants who successfully access both levels of funding.

Advance Queensland programs for regions

Research Fellowships—supports local researchers to undertake projects that benefit Queensland’s economy, society or environment.

Young Starters’ Fund—funds organisations to deliver events and activities that build entrepreneurial and startup skills in young Queenslanders.

Innovate Queensland—helps train and develop skills for innovators across Queensland, including workshops and webinars about how to successfully develop and commercialise new ideas.

Queensland Startup Events and Activities Fund—builds capability within Queensland’s startup community with funding of up to 50% of total activity costs.

Innovation Partnerships—connects industry and universities and supports applied research and development.

Knowledge Transfer Partnerships—helps businesses with two-thirds of the cost of hiring a graduate to work on an innovative project.

Hot DesQ—attracts international and interstate entrepreneurial talent to boost Queensland’s startup ecosystem and broaden our global connections.

Platform Technology Program—provides investment for collaborative research and development (R&D) activities, focusing on technology platforms that apply across industries.

Business Development Fund—helps to turn ideas into reality with co-investment in Queensland businesses at the forefront of commercialising ground-breaking research or innovations.

Industry Accelerators—supports the development of products and services and encourages global investment in Queensland businesses.

Ignite Ideas Fund—helps new or improved products, processes or services to secure investment, launch into global markets and grow business.

Entrepreneurs of Tomorrow—teaches students to turn coding and robotics know-how into business smarts.

Innovation and Investment Summit—supports regional Queensland innovators to learn best practice and be inspired by examples of success.

REGIONAL INNOVATION HUBS PROGRAM

The Regional Innovation Hubs Program will focus on strengthening our regional innovation ecosystems. It is designed to support each region according to its local innovation capabilities and needs.

The program recognises existing cluster activity and seeks to foster new relationships and connectivity within and between regions. The program offers two forms of funding support.

Critical to the success of the program will be the extent to which it promotes:

- ▶ **Collaboration**—fosters a unified approach across the many individuals, organisations and providers within the hub.
- ▶ **Sustainability**—strengthens the overall innovation ecosystem to ensure activities extend beyond the funding commitment of this program.
- ▶ **Leverage**—ensures activities generate commitment from multiple partners.

Hub Funding

\$6 million over three years for activities that support the development and increased maturity of regional innovation hubs. Priority will be given to proposals that can demonstrate broad local support and partnerships, clear leadership from local entrepreneurs, an increase in the hub's domestic and international connections and sustainability beyond the three-year funding commitment.

Network Funding

\$1.5 million over three years to support activities that strengthen links, interactions and engagement between and across Queensland's network of regional innovation hubs.

Regional hub STRATEGIES

The Regional Innovation Hubs Program supports the Advance Queensland strategies by working to unlock and amplify each region's innovation potential.



Learn

- ▶ grow capability and sustainability of existing businesses
- ▶ improve access to experts, mentors, successful entrepreneurs and investors



Connect

- ▶ improve connections locally and internationally
- ▶ cluster innovation activity to support, share knowledge and build skills
- ▶ connect participants to better leverage talent that leads to business success
- ▶ forge new collaborations between education and research sectors (schools, TAFE and universities) and the business community



Invest

- ▶ strengthen investment readiness of businesses
- ▶ attract new investment and improve access to capital for commercialisation activities
- ▶ increase employment opportunities in knowledge-intensive industries



Grow

- ▶ build a network of regional entrepreneurial communities across Queensland
- ▶ increase opportunities for entrepreneurs and businesses to stay in regional Queensland and scale globally
- ▶ deepen the pool of services to support innovation and growth, such as co-working spaces, accelerators and professional services firms



Inspire

- ▶ provide a platform to profile regional innovation
- ▶ encourage innovation and entrepreneurial activity
- ▶ encourage everyone in the community to become active in the innovation ecosystem

DESIGN QUESTIONS

The following questions seek your input on the design of the program. Your responses will inform the program design and ensure that the funding is allocated in a way that maximises outcomes for regional innovation in Queensland.

Attend a consultation workshop to be held in regional centres with local stakeholders.

Give your feedback on this discussion paper and make an online submission.

Visit our website for details advance.qld.gov.au/RegionalHubs

How are regions defined?

Regions are often defined in different ways and using different boundaries. For innovation ecosystems, lines on a map may not be the best way to reflect the scope and reach the proposed activities.

For the Regional Innovation Hubs Program we are interested in exploring alternative ways to define our regions, including allowing applicants to tell us what catchment area the activities proposed will service.

Under this approach, it is not intended to mandate that a particular portion of hub funding go to any part of Queensland. Instead, the program is aiming to distribute funding to a network of hub providers that best maximises the innovation potential of regional Queensland.

We are also mindful that the purpose of the funding is to promote innovation in regional Queensland and would like to test if it is sufficient to specify that the program be delivered outside the Brisbane City Council boundaries.

1. How do you think regional Queensland should be defined under the program?

What do we want to achieve?

Advance Queensland programs are designed to enable Queensland's ecosystem, economy and jobs to grow. The Regional Innovation Hubs Program is no different. We want to attract applications that will generate a step change in the growth potential of regional innovation ecosystems.

Based on what we have learned about the key features of successful innovation ecosystems, our desire is to use the Regional Innovation Hubs Program to deliver a mixture of activities for regional Queensland. Things being considered are:

Ecosystem feature	Activities	Results
Places and spaces	<ul style="list-style-type: none"> ▶ Local innovation facilities established/identified and connected 	<ul style="list-style-type: none"> ▶ Broader awareness of local innovation activity
Connectivity	<ul style="list-style-type: none"> ▶ Entrepreneurial and innovation capability and skills programs delivered to researchers, business and industry ▶ Networks and connectivity established within the region, throughout Queensland, Australia and the world 	<ul style="list-style-type: none"> ▶ Effective business, research and commercialisation networks ▶ Improved innovation and entrepreneur capability ▶ Increased links to innovation assets and networks outside the region
Collaboration	<ul style="list-style-type: none"> ▶ Tools and platforms to manage and enable collaboration 	<ul style="list-style-type: none"> ▶ Broad local engagement in innovation activities and a growing support system for local businesses and entrepreneurs to commercialise new ideas
Leadership	<ul style="list-style-type: none"> ▶ Regional Innovation Coordinator acting as a connector and directory of people, places and programs 	<ul style="list-style-type: none"> ▶ A coordinated and well connected regional innovation system ▶ A developing local identity and reputation to attract and retain talent and investment
Communities of practice	<ul style="list-style-type: none"> ▶ Increased access to innovation mentors and experts 	<ul style="list-style-type: none"> ▶ Improved business and research commercialisation performance

In the longer term strengthened regional ecosystems should be able to deliver a range of impacts, including:

- ▶ increased rate of startup formation and business growth
- ▶ increased profitability and sustainability of local firms
- ▶ increased global connections for local firms and exports
- ▶ creation of new knowledge-intensive jobs
- ▶ boosted investment raised by regional firms
- ▶ growth in Queensland's reputation as a hub for innovation in the Asia Pacific.

2. What are the outcomes you think your region needs from this program? What would success look like for your region?

What will be funded?

Research shows that innovation ecosystems develop on the back of the aspirations, competitive strengths and capability of individual regions.

Exploration of the features of successful innovation ecosystems has shown that there are many elements that collectively contribute to a region's innovation potential. It is important to design a program that encourages applicants to identify and nominate activities that consider all of these aspects when designing their program.

The regional innovation hubs funding could be used for activities such as a combination of:

- ▶ Leadership—salary for a regional innovation co-ordinator to act as a connector and directory of people, places and programs.
- ▶ Collaboration—developing tools and platforms to enable collaboration, establish networks to connect innovators in the region, throughout Queensland, Australia and internationally.
- ▶ Connectivity—delivering entrepreneurial capability and skills development for ideation, incubation and growth programs (including third party delivery fees).
- ▶ Communities of practice—improving access to innovation mentors and experts.
- ▶ Places and spaces—support for innovation facilities—a once off capital expenditure for up to 50% of the first year funding awarded could be used for the purchase/lease of space, fit out costs, IT equipment, or furniture.

3. What activities should be eligible for funding? Do you support the proposed activities?

Q Who can apply?

We propose to focus on applicants who can demonstrate they have the experience, expertise and support to lead real change and growth in the regional innovation ecosystem.

Applicants for this program would include innovation participants, who then collaborate with others on an application for funding in a region. It is proposed that profit and not-for-profit organisations are eligible and should:

- ▶ be based in regional Queensland with an Australian Business Number (ABN)
- ▶ demonstrate they, or a service provider they engage, are an experienced startup or innovation service provider (minimum two-year track record) to manage the hub and program of events and activities.

For example, under the proposed criteria above, the following types of organisations would be considered eligible:

- ▶ regional development authorities
- ▶ local government economic development teams
- ▶ existing innovation service providers
- ▶ universities and research institutes
- ▶ chambers of commerce
- ▶ business enterprise development centres.

4. Do you think the application criteria are suitable and the organisations proposed should be able to apply? Which organisations do you believe should also be able to submit an application for your region?

How do we tailor the program to meet the needs of individual regions?

We understand that our regions are very diverse and the innovation ecosystems they are nurturing and creating are unique. The program would seek to accommodate these regional differences and enable different approaches to be taken in different locations.

We also recognise that ecosystems grow and mature over time. To be effective, activities need to build on an existing base, expertise or aspiration. As part of this approach we encourage applicants to demonstrate that their approach has:

- ▶ broad local stakeholder support and contribution of effort
- ▶ alignment with existing local strengths and a clear approach to building competitive advantage
- ▶ activities that strengthen connections into other regions (adjoining, other parts of Queensland or international).

5. How do we tailor the program funding to meet the differing needs of our regions? How can applicants demonstrate broad local support?

How do we build collaboration?

A range of programs and initiatives are on offer in regional Queensland across three levels of government and by private providers (including not-for-profit).

To gain maximum impact for regional innovation, these programs should work together at a local level. This will require funding bodies and providers to collaborate.

What will be important is the extent to which we can encourage proposals for activities that generate collaborations beyond the business as usual. These collaborations may be supported through formal and informal arrangements.

It is proposed that applicants take a unified approach and involve as many partners and collaborators in their application as possible and practical.

6. In your view, what activities could this program deliver to promote greater collaboration and coordination in regional innovation?

How will the funds be leveraged?

As people, resources and ideas come together, new value can be created from innovation. Leveraging support, both financial and in-kind, from other partners is considered a cornerstone of successful innovation ecosystems.

Where possible, it is proposed that applicants to this program should leverage existing resources and facilities, including those provided by local governments. The program is seeking to amplify, rather than duplicate, existing efforts.

In considering the potential leverage requirements for the program, we have been mindful that the capacity of different regions to leverage funds from partners may be different. The following leveraging considerations are an example of what could be required for the Regional Innovation Hubs Program.

- ▶ Applicants may be required to match funding in cash and in-kind contributions from other sources—every Queensland Government dollar must leverage another dollar of support.
- ▶ In-kind contributions may amount to no more than 20% of the matched amount.
- ▶ Applicants already receiving other local, Queensland, or Australian Government funding are eligible to apply.
- ▶ Other federal or local government funding can be counted towards matched funding requirements but can amount to no more than 50% of the total matched contribution.

For example, under this model, an application is made for support by Region X for \$100,000 of funding from the Regional Innovation Hubs Program. Region X must secure a matching contribution of \$100,000. Of this matched funding, a maximum of \$20,000 can be in-kind (e.g. space provided at no rent, time spent by employees of other bodies working in the hub). No more than \$50,000 could come from either federal or local government funding.

7. How do you think funds should be leveraged? Would your region be able to meet leveraging requirements?

How will the funds be distributed?

Queensland Government funding of \$6 million has been allocated, over three years, for funding hubs under the Regional Innovation Hubs Program.

It is critical to ensure that we use this funding to achieve the overall intent of the program in building regional innovation ecosystems. Consideration and determination of the best use of the funding available will be a key contributor to enabling this outcome.

We seek your feedback on whether it is important for applicants to demonstrate a longer term ecosystem approach, targeted activity approach or blend of both approaches.

A longer term ecosystem approach implies that applicants will be asked to develop a program of activities to stimulate increased maturity or growth across several aspects of the existing local innovation ecosystem. Under this approach, applicants may be expected to demonstrate a strategic intent which unifies a number of local interests and aspirations in order to access support under the program. Where a more strategic approach is put forward, the appropriateness of only offering single-year funding should be considered.

A targeted activity approach implies that applicants will be asked to develop smaller, tactical type activities that target a current need or interest in the community. This could include activities that target a specific sector or stakeholder group (such as startups) or address an identified capability gap (such as investment readiness).

Funding hubs that take a broader ecosystem approach would require greater, and potentially longer-term funding than those hubs that would focus on targeted activities. The funding approach determined will impact on the number of hubs able to be funded across the state.

8. Should we focus on longer term ecosystem approaches, targeted activity approaches or a blend of both? When should multi-year funding be considered?

How will applications be assessed?

Successful applications for funding would clearly state the extent to which the proposed package meets the region's specific needs, leverages existing strengths and activities and accelerates the development of the region as an innovation ecosystem.

To ensure consistent consideration of applications, the Regional Innovation Hubs Program will need to set clear criteria for use by both applicants and assessors. In line with the expectations outlined above, potential criteria for consideration are:

- ▶ Impact—how funding the regional innovation hub will deliver the results and impacts of the program (listed on pp 14–15).
- ▶ Collaboration—demonstrated collaboration and support from existing innovation participants supporting the application.
- ▶ Sustainability—how the region will continue to provide the service at the end of the funding commitment.
- ▶ Capability—experience and capability of nominated program provider (minimum two year track record) to deliver the nominated program of events/activities.
- ▶ Leverage—the extent of non-Queensland Government funding leveraged from partners.
- ▶ Leadership—strong leadership of the ecosystem by local entrepreneurs.

The criteria selected for the application assessment, and whether they are equally weighted, will have an impact. Now that you have considered the objectives of the Regional Innovation Hubs Program, the type of activities you would like to see funded and the outcomes you believe are most important from this program, we are interested in the criteria you believe will be the most effective.

9. What criteria do you think are important for assessing applications? Do you believe the criteria proposed are important to consider? Should the criteria be equally weighted?

Q What activities should be considered for the Network Fund?

A key policy objective of the program is to create a network of regional hubs—connecting each of the hubs together to create stronger capability across the state and to leverage our collective strengths.

\$1.5 million, over three years, has been set aside as a Network Fund to achieve this objective.

Possible activities that could be funded include:

- ▶ capability building program for all innovation hub staff
- ▶ annual meeting of all innovation hub leaders to share learnings and create linkages (perhaps around the innovation summit)
- ▶ a visiting entrepreneur program which takes entrepreneurs and innovators to multiple regions
- ▶ assessment program and benchmarking for regional innovation hubs to assist in monitoring and evaluation
- ▶ online platforms or activities that create learning circles and enable network participants to share learnings, information and successes with each other
- ▶ specialist intensive support to startups and businesses that deliver on the needs of multiple hubs.

10. What activities should the Network Fund deliver to create a strong network between regional hubs? Do you think the activities proposed would benefit your region?

Help shape the way we ignite and grow thriving regional innovation ecosystems and economies throughout Queensland.

- ▶ Attend a consultation workshop to be held in regional centres with local stakeholders.

- ▶ Give your feedback on this discussion paper and make an online submission.

For more information:  advance.qld.gov.au/RegionalHubs

 advancequeensland@dsiti.qld.gov.au

 13 QGOV (13 74 68)

Join the conversation **#AdvanceQld**



Regional Innovation Hubs Program DISCUSSION PAPER OVERVIEW

Five features
of successful ecosystems

-  **1. Places and spaces**
-  **2. Connectivity**
-  **3. Collaboration**
-  **4. Leadership**
-  **5. Communities of practice**

\$6 million
Hub Funding

\$1.5 million
Network Funding

Make an online submission to help design the way we ignite and growing thriving regional Queensland innovation ecosystems and economies.

advance.qld.gov.au/RegionalHubs

Design uestions

1. How do you think regional Queensland should be defined under the program?
.....
2. What are the outcomes you think your region needs from this program? What would success look like for your region?
.....
3. What activities should be eligible for funding? Do you support the proposed activities?
.....
4. Do you think the application criteria are suitable and the organisations proposed should be able to apply? Which organisations do you believe should also be able to submit an application for your region?
.....
5. How do we tailor the program funding to meet the differing needs of our regions? How can applicants demonstrate broad local support?
.....
6. In your view, what activities could this program deliver to promote greater collaboration and coordination in regional innovation?
.....
7. How do you think funds should be leveraged? Would your region be able to meet leveraging requirements?
.....
8. Should we focus on longer term ecosystem approaches, targeted activity approaches or a blend of both? When should multi-year funding be considered?
.....
9. What criteria do you think are important for assessing applications? Do you believe the criteria proposed are important to consider? Should the criteria be equally weighted?
.....
10. What activities should the Network Fund deliver to create a strong network between regional hubs? Do you think the activities proposed would benefit your region?
.....



Queensland's opportunities

Advance Queensland provides the foundations to harness our creativity and entrepreneurship. It represents a real opportunity for government, business, industry, research institutions, not-for-profit organisations and the community, to work together to turn Queensland ideas into outcomes.

Innovation can happen anywhere, by anyone. We invite you to join the innovation movement and start making connections in your community.

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