

Export Hub Strategy



Who could I **engage?**



Where can I **invest?**



How will I **grow?**

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Table of Contents

Background

Message from RDA Orana

Mission and Vision

Regional Snapshot

Strategic Pillars

- Knowledge, Expertise & Skills

- Collaboration & Connections

- Support for Growth

Strategic Actions

- Knowledge, Expertise & Skills

- Collaboration & Connections

- Support for Growth



Background

In April 2019 the Commonwealth Government granted funds to RDA Orana to establish an Orana & Central West Export Hub under the Small and Medium Enterprise (SME) Export Hubs program.

This exciting new initiative is being crafted to support industry and business development in the Mining & METS (including manufacturing) sectors for the Orana & Central West regions.

The aim of the project is to support the development of businesses across the region into exports, which will improve sustainability, increase investment, connect businesses, and expose potential collaborations through the hosting of events and training seminars throughout the Orana & Central West regions.

The intended outcome of the grant opportunity is to foster:

- greater cooperation and collaboration between participating SME's and others;

- growth of participating SME's through activities such as developing collective brands and leveraging infrastructure to support the participation of their region in global supply chains;

- improved local capability to increase exports, encourage growth, and create jobs.

A key milestone of the Export Hub project implementation is the development of a strategic plan, which will outline the priorities for the Hub.

Engagement of regional industry participants was identified as a key element to lay the foundations for the Strategic Plan, and this has enabled the effective development and delivery of this element.

The Export Hub is Administered by RDA Orana, with guidance provided by an industry-based Export Hub Advisory Committee.

What is the Small and Medium Enterprises (SME) Export Hubs

Provides grants to support the establishment and/or operation of Small and Medium Enterprises (SME) Export Hubs in the six Growth Centre sectors that will support the development of SMEs through facilitation of export opportunities.

What does it offer?

The grant opportunity will support Small and Medium Enterprises (SME) Export Hubs in the development of local, regional and Indigenous brands through business collaborations in the identified areas of competitive strength.

The objectives of the grant opportunity are to support the establishment and/or operation of SME export hubs in the six Growth Centre sectors:

- Advanced Manufacturing
- Cyber Security
- Food and Agribusiness
- Medical Technologies and Pharmaceuticals
- Mining Equipment, Technology and Services
- Oil, Gas and Energy Resources.

The grant opportunity complements existing initiatives, such as those delivered through the Australian Export Finance Australia - EFA, the Australian Trade and Investment Commission - Austrade, the Entrepreneurs' Programme, and the Industry Growth Centres Initiative.





Message from RDA Orana



Megan Dixon
Director Regional Development
RDA Orana

In April 2019 the Commonwealth Government granted RDA Orana with \$235,887, which will be equally matched by RDA Orana over the course of 2 years to establish an Export Hub under the Small and Medium Enterprise (SME) Export Hubs program.

More than 8 years in the making, O2N Export Hub has been crafted to support industry and business development in the METS sector for the Orana and Central West regions.

RDA Orana's industry research identified the Mining Sector has the largest industry output of 18.3%, with exploration and mining support services having a regional export value of \$5.318 M and local sales of \$18.17M. These figures suggested to RDA Orana the tremendous opportunity to support this sector and gain some real results for our region. The program covers the Orana and the Central West incorporating the major

Mudgee, Orange, Peak Hill, Condobolin and Lightning Ridge. The combined regions represent a large portion of NSW mining activity and are recognised as one of Australia's richest mineral producing regions, that includes a wealth of world-class mining operations with several new projects under development.

The mining activity is supported by an array of mining equipment technology and service contractors, who have developed their operations into outstanding businesses, that service both local, state, national and international mining operations.

The aim of the project is to support the development of these and emerging businesses across the region into exports, which will improve sustainability, increase investment, connect businesses, and expose potential collaborations through the hosting of events and training seminars

throughout the Orana and Central West regions.

The hub services include:

- One on one service mentoring
- Matching local businesses to Government export services and assistance
- Matching investment for innovations in the industry
- Business planning for export readiness
- Advice on product development
- IP protection and design
- Commercial business introductions
- Assessing export readiness in the industry
- Plugging supply gaps through investment attraction and
- Supporting innovation

The O2N Export Hub will facilitate a strong and prosperous future by building on existing economic and community strengths in collaboration with industry, business and community leaders.

mining regions of Cobar, Dubbo,



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Regional snapshot

The Orana and Central West regions combined are abundant with high yield energy sources and a rare earth minerals terrain that extends from the west side of the blue mountains to beyond Cobar in Western NSW. Mining activity focuses on coal reserves located in the east to rare earth minerals extending across the entire region with approximately 33 mine operations both operational and under development, which include:

- CMOG North Parkes Mine (Parkes)
- Cadia (Orange)
- Cowal (West Wylong)
- Ulan (Mudgee)
- Wilpingjong (Mudgee)
- Moolarben (Mudgee)
- Tomingley Gold Project (Narromine)
- CSA (Cobar)
- Peak Gold (Cobar)
- Endeavour (Cobar)
- Hera (Cobar)
- Tritton (Nyngan)

With the following mining projects under development:

- Bylong Coal Project (Mudgee)
- Bowden's Silver (Mudgee)
- McPhillamy's Gold Project (Blayney)
- Dubbo Project (Alkane)
- Scadium Project (Nyngan)
- Sunrise (Condobolin)
- Fifield (Condobolin)

Mining has been a part of the Central West and Orana regions for many decades and in recent years, with breakthroughs in exploration technologies, large deposits of rare earth materials have been identified, and investment in mining for these specialty minerals has taken place.

Mining innovations are an essential part of newer mining operations to find more efficient and safer ways of extracting with several in the early stages of development of exploration, mining operations and refining processing.

Supplementary to this are the suppliers to the mining industry who are also looking for ways to make their products more cost-efficient to produce and are more efficient in operation. They supply anything from temporary housing to autonomous vehicle controls, drone utilization, equipment components, along with exploration solutions. This diverse range of suppliers and services are spread out across the region and represent most major mining equipment brands and many SME independent solution providers.



Regional snapshot (Orana + Central West)



\$10+ Billion
Projects



29,295 Businesses



332,000 People



5.9% Population
Growth Rate



23 local Governments



\$42.5 Billion Output



3.0 M Visitors



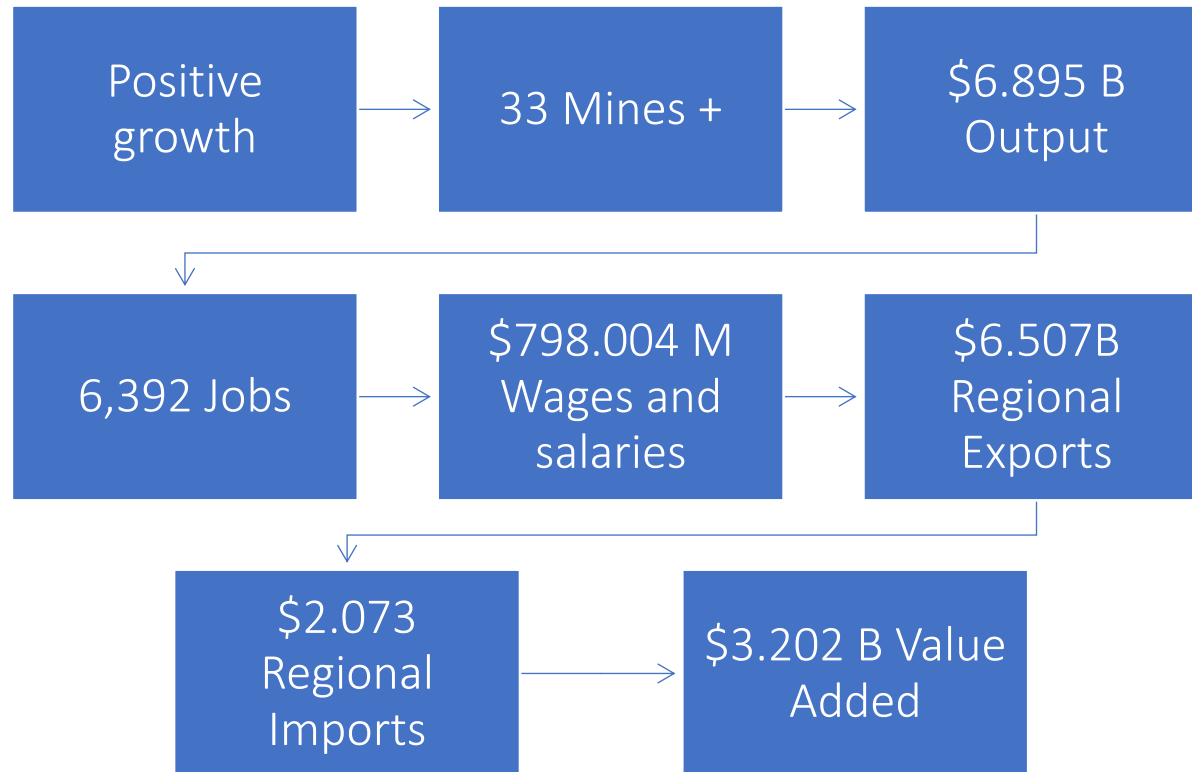
123,862 Jobs



4.5% Unemployment



Key Mining Industry Statistics



Planning context

The resource sector is a multi-faceted, many layered industry comprising of a wide variety of private and public sector stakeholders either directly or indirectly engaged in the business of mining.

The industry is built around a large base of significant industry operators, in a heavily regulated environment.

The resource sector is the leading industry in the Australian economy. Australia's largest source of export revenue, a key employer in regional areas and a world leader in innovation.

The world's resources and energy needs are projected to continue growing in the 21st century as highly populated non-OECD nations, particularly in Asia, converge to the economic levels of the OECD nations.

Australia is well-placed to supply these growing markets but this opportunity is not guaranteed. The industry of the future faces many challenges, including:

- Harder to find and mine – mining itself is becoming more challenging. Costs, grades, productivity are all driving innovation imperative.
- Increasing social license expectations - the evolution of technology is creating unprecedented transparency to the industry and with it comes increased social expectations, regulatory scrutiny and investor pressure.
- Changing demographics and socio-political landscape, long term energy shifts will change the way industrial processes are designed and operated – new business models
- Industry 4.0 / Innovation – digital technology is advancing at such a rate that the way we work and think is in a state of flux

The framework to the right) outlines the structure and function of the key resource sector coordinating agencies aligned to the export hub objectives and outcomes.

National	<ul style="list-style-type: none"> • Department of Industry • CRCs • Infrastructure investment • Export support (Austrade, AusIndustry, EFA, etc) • Australia's Critical Minerals Strategy • Industry Growth Centres: (METS Ignited, AMGC, NERA)
Peak Industry bodies	<ul style="list-style-type: none"> • AustMine • AusIMM • Minerals Council of Australia
State	<ul style="list-style-type: none"> • Deputy Premier of NSW • Regulator • NSW Minerals Strategy (2019) • Trade and investment support – major projects
Industry bodies	<ul style="list-style-type: none"> • NSW Minerals Council • ICN
Regional	<ul style="list-style-type: none"> • RDA Orana/RDA Central West • O2N Export Hub – Industry Cluster • Regional industry groups
Local	<ul style="list-style-type: none"> • Planning • Community representation • Investment support



Insert updated map

Our Strategy Pillars

Knowledge, Expertise and Skills

Developing collective brands and leveraging infrastructure and expertise to support the participation of business in the region in global supply chains

What is the challenge being addressed?

The points of expertise in the region that are not yet leveraged, and/or skills gaps that need to be fostered to enable industry growth

Collaborations & Connections

Greater cooperation and collaboration between participating SME's and others

The barriers to innovation that need to be overcome to enable industry access and market success

Support for Growth

Improved local capability to increase exports, encourage growth, and create jobs

Targeting specific areas of support required to assist businesses to export beyond the region.

Long-term cluster strategy roadmap for the Region for sustained growth



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Knowledge, Expertise and Skills

Developing collective brands and leveraging infrastructure and expertise to support the participation of business in the region in global supply chains

The Orana and Central West have a long history of mining and have developed a reputation for being a good “breeding ground” for developing people with credible industry experience that are sought after throughout the world.

The mines and METS suppliers that operate within the region also have world renowned reputations for developing innovative solutions to problems and for being leaders in particular areas, such as mining techniques, geomechanics, mine ventilation and automation.

Research and innovation remain critically important to the successful operation of the mines and to the longevity of the industry in the region. The region is also well placed in terms of critical mass, lifestyle offerings and supporting infrastructure to establish and locate centres of excellence in advanced mining technologies and services, such as remote operating centres.

The core of this pillar is our need to improve recognition for the depth of mining and services that occur in the region, supporting skill development by embedding research and training within the region and leveraging skills of the future by establishing our own centres linked to advanced mining technologies and services.



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Knowledge, Expertise and Skills

Strategic Actions:

Industry Development

Action	Priority	Outcomes
Seek funding to develop, implement and promote a unified brand and the shared vision statement for mining and its participants in the region (e.g. North West Minerals Province)	1	<ul style="list-style-type: none"> Skills Measurement The Attraction of universities and research to the region The profile of the region has increased and has attracted a higher number of visitors and delegations There is a wider recognition and confidence in mining A higher uptake in professional and technical placements Remote operating centre established in the region that services the Global market
In partnership with key stakeholders foster the development of Centres of Excellence in:	2	
<p>Advanced Mining Systems and Services</p> <ul style="list-style-type: none"> Hard Rock Mining Automation Longwall Digital technologies IoT Mining ventilation Remote operating centres <p>Mineral Processing – strategic minerals</p>	<p>Balanced and diversified ecosystems</p> <ul style="list-style-type: none"> Environmental management and site restoration Water Agriculture Energy Community Small Scale Mining 	
Identify and foster skills development for the future	1	
Engage and leverage with training providers to support the shared vision	2	
Explore the establishment of a Mining Skills Attraction program	3	
Explore partnerships with Resource and Earth Sciences institutes and organisations to increase vocational and tertiary placements with mining schools and advance postgraduate research linked to industry needs	2	
Partner with AusIMM to further activate the regional chapter	3	
Establish at least 1 remote operating centre in the region and foster the growth of supporting technologies and services	1	

Long-term cluster strategy roadmap for the Region for sustained growth



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Knowledge,
Expertise and
Skills

Strategic
Actions:

Business to
Business

Action	Priority	Outcomes
Create and promote a METS&R Business Directory of business and experts that is used to promote the capability of regional participants	1	<ul style="list-style-type: none"> • Businesses and experts are easy to find • Engagements and connections are formed • Industry and research activities have increased • The development of new skills are readily accessible within the region
A develop and implement programs that foster and accelerate business and research connections	1	
Facilitate partnerships with training providers to provide targeted courses to the region (i.e. Cert IV in Data Analytics)	1	
Support the development and role out of a business leadership program tailored to the METS & R sector	2	
Investigate the opportunity for a knowledge exchange with international regions of best practice and linked key priority areas	2	

Long-term cluster strategy roadmap for the Region for sustained growth



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Collaborations & Connections

Greater cooperation and collaboration between participating SME's and others

The Orana and Central West region has a diversified commodity mix and mining history that has evolved into the natural development of 5 mining centres that are relatively disconnected. As a result, in addition to the geographic distance between centres, service providers in the region tend to operate from multiple sites, in order to service localised mining operations. This presents a tremendous opportunity to strengthen the industry and support growth through facilitated collaboration and connections.

During the consultation sessions, a consistent theme was a gap in collaboration and connections between operators and the mining centres.

There was a general agreement between participants that METS companies also understood the power of representing themselves under an umbrella brand via a structured network, and examples were used such as Austmine, Hunternet and i3Net.

The core of this pillar is to establish a framework that enables collaborations and connections between firms and mining centres across the region and beyond.



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**Collaborations
and
Connections**

**Strategic
Actions:

Industry
Development**

Action	Priority	Outcomes
Map the Stakeholders – to create an “Industry Help Guide” - Map Local - Agencies - National - International	2	<ul style="list-style-type: none"> The launch of an Industry Help Guide specific to METS&R for the Region An increase in number of referrals between stakeholders and the Export Hub (eg. Export hub to Austrade)
Foster the creation of MOU’s between the Export Hub and Key Stakeholders (eg. Austmine / EP Program / Accelerating Commercialisation / Austrade / ICN / LGAs and develop reciprocal arrangements between these stakeholders	1	
Develop an annual conference in METS&R in the region	2	
Investigate leveraging the planned METS&R conference to be an annual major mining trade showcase for the region	2	
Incorporate Lightning Ridge into Export Hub and commence Industry consultation and engagement	1	
Establish a localised, regional member based network that facilitates connections, collaborations and opportunities to network across the region.	1	
Distribute a regular communication to industry participants sharing industry intelligence and news	1	

Long-term cluster strategy roadmap for the Region for sustained growth



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Collaborations
and
Connections

Strategic
Actions:

Business to
Business

Action	Priority	Outcomes
Concierge Service – introduction to services. Number of business referred to these stakeholders.	1	<ul style="list-style-type: none"> • An increase in Business Referrals to and from stakeholders • Establishment of O2N • A published calendar of events • Regular O2N networking event, leverage of exiting events and and creation of community
Establish O2N – as the Primary Industry Network for the Region METS&R, including reciprocal arrangements with key stakeholders	1	
Establish, profile and promote a calendar of Events in partnership with key stakeholders: <ul style="list-style-type: none"> - Local - Regional - National - International 	2	
Under the O2N umbrella establish regular industry networking events	2	
Project briefings – Establish a grass roots campaign to develop community connections (eg. Pub talk – meet your Mining & METS mates)	2	
O2N – Share and Learn – Roadshow <ul style="list-style-type: none"> - 5 regions - Confirm the regional champions - Leverage the existing related industry event (e.g. Festival of the Miners Ghost / Fields Days / etc..) 	3	

Long-term cluster strategy roadmap for the Region for sustained growth



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Support for Export Growth

Resources and its supporting sector is one of the largest and most important industries to this region, in terms of output, employment and value added; yet has largely been overlooked in industry development initiatives, as practitioners trust that the wealth that flows through industry negates the need for intervention or support.

To create a regional powerhouse recognised for production, value-adding, linkages and entrepreneurship in METS & R it is imperative that a proactive and adaptive approach is undertaken in developing initiatives. With projected growth in human capital and access to international markets, the export hub needs to ensure that safeguards are in place to enable the economic and community growth for our region.

As part of RDA Orana's approach to fulfilling its charter the establishment of an Export Hub is crucial to opening up new markets and taking advantage of the strengths of the region. This will be achieved by initiating a model that utilises our distinctive market position and adapts key resources at our disposal. Facilitating conversation, engagement, research projects and training/enterprise events, along with matching export opportunities with industry will ensure the export market is front and centre of development activity.



Support for
Growth

Strategic
Actions:

Industry
Development

Action	Priority	Outcomes
In partnership with key stakeholders, develop and implement targeted investment support for <ol style="list-style-type: none"> 1. New mine developments 2. "Gap" businesses 3. Education and training opportunities to be delivered within the region 	1	<ul style="list-style-type: none"> • An increase in Inward and outbound delegations • NSW reinvestment in METS&R • An expansion of the Export Hub to include Northern Inland
In partnership with industry, develop and implement a marketing plan to promote of the capability of the region and its operators on an international stage. (Consider regional participation at recognised international mining events such as IMARC, AustMine)	1	
Establish a virtual Incubator – explore securing an “expert in residence” to develop an incubator program	2	
Positioning for the Future – Promote the Region in METS&R by the use of specific narrative aligned to the national brand where applicable	1	
In partnership with provider/stakeholders deliver a series of workshops across the region that enable and improves export capability within firms	1	

Long-term cluster strategy roadmap for the Region for sustained growth



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Support for
Growth

Strategic
Actions:

Business to
Business

Action	Priority	Outcomes
Creating the SME Toolkit for for export development	2	<ul style="list-style-type: none"> Increased entries into National Export Awards A formalised “unstructured support” program METS&R Regional Accelerator / Bootcamp Program aligned to the Orana and Central West Region and Hub objectives
Establish a series of awards to celebrate achievement in <ul style="list-style-type: none"> Collaboration Research-Growth Leadership 	2	
Promote and encourage the participation of business in the National Export Awards.	1	
Create the O2N – “Edge??” - Program - Taking businesses with export potential from unstructured to structured support	1	
Unstructured Support: Support for Growth – Export Advisory – Living Exports Advice and direct 1:1 mentoring	1	
Explore the establishment of a network of champions (Mentor program)	2	

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RDA Orana

Building our region together

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