



*Engage  
in our future*

# Annual Business Plan 2019–20

30 April 2019



Australian Government  
Department of Industry,  
Innovation and Science

Industry  
Growth  
Centres

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# EXECUTIVE SUMMARY

The Growth Centre's vision is to strengthen Australia's position as a global hub for mining innovation and enhance the global competitive advantage of the Australian Mining, Equipment, Technology and Services (METS) sector which employs approximately 500,000 highly skilled people, many more than mining, and generated \$92 billion in gross value add for the economy in 2017-18—more than retail or agriculture. Delivering the vision will create more highly skilled jobs, increase exports, scale up high-potential Australian companies and increase the economic value generated by the METS sector.

The 2019–20 Business Plan continues to build on the foundations of the inaugural Sector Competitiveness Plan (SCP-2016) and the work programme delivered in 2018–19. It leverages the knowledge gained by METS Ignited to date, the emerging impact of Industry 4.0 in accelerating digital innovation and the emerging recognition by the sector of the need to increase collaboration.

METS Ignited's strategy focuses on four core objectives: accelerating commercialisation of innovation, enhancing industry capability, increasing exports and identifying regulatory opportunities that can positively impact the sector. The strategy will be delivered through a programme incorporating ten strategic and four enabling Initiatives, including the pilot programs funded by the Queensland Government.

This Business Plan shows the broad links between METS Ignited's strategic initiatives to 2021, the four core Objectives defined in our Funding Agreement and the broad priority outcomes determined by our Sector Competitiveness Plan – in a draft Growth Centre Program Logic Diagram (Appendix A). This diagram provides a basis for the future evaluation of the performance of the growth centre by the Department of Industry, Innovation and Science. Each of the strategic initiatives is described with a set of milestones as part of the Plan.

The first years of METS Ignited were very much about engaging with and promoting the sector. During this time those activities likely to provide the greatest positive impact were determined. 2019-20 and beyond is focused on delivery. This Business Plan enhances the marketing and communications capabilities of METS Ignited to deliver greater impact on the sector. METS Ignited will also focus on a succinct set of internal operational improvements to enhance its capabilities, skills and reach. The budget table below provides the anticipated income and expenditure across the various activities of the Growth Centre.

METS Ignited is proud of what it has achieved since inception in partnership with industry and the broader ecosystem and looks forward to building on the achievements over the coming years to expand the sector and create more jobs and opportunities for Australia.

# 1 MEMBERS

At 30 April 2019, METS Ignited members comprised:

Name	ABN	Organisation Type	Address
Orica	69 009 781 257	Multi-National Corp.	GPO Box 4311, Melbourne Victoria 3001
AMIRA	60 176 687 975	Research	Level 2, 271 William Street, Melbourne VIC 3000
Russell Mineral Equipment	20 010 708 406	METS (SME)	141/143 Russell St, Toowoomba, QLD 4350
Whittle Consulting	71 086 470 457	METS (SME)	Suite 8, 660 Canterbury Road Surrey Hills, Victoria 3127
Gekko Systems	77 064 618 293	METS (SME)	321 Learmonth Road, Ballarat, Victoria 3350

There have been no changes to the membership of METS Ignited since the 2019 Plan was submitted and it is not expected that there will be any change during the 2019-20 Plan year.

The Members do not propose providing any financial contributions to METS Ignited during the plan period.

As at April 2019, there are approaching 6,000 Network Associate subscriptions. This represents a significant increase in the number of subscriptions over the preceding year. Network Associates comprise the Growth Centre's core constituents and will be tracked to measure the impact of the Growth Centre on the sector.

## 2 METS INDUSTRY GROWTH CENTRE OBJECTIVES

### 2.1 Introduction

METS Ignited has been provided four key Objectives by the Growth Centres Initiative within the Commonwealth Department of Industry, Innovation and Science. These are:

- Accelerating the commercialisation of innovation
- Enhancing METS sector capabilities
- Growing exports, and
- Improving the regulatory environment.

Our 10-Year METS Sector Competitiveness Plan (SCP), Industry Knowledge Priorities (IKPs) and all our subsequent activities are aligned to deliver these objectives.

Since 2015, METS Ignited (MI) has gained an in-depth understanding of the METS ecosystem, established itself as an organisation and, based upon our 2016 SCP, launched an impactful programme of initiatives supporting the evolution and growth of the METS sector as a substantial and very important contributor to Australia's economy. The SCP and subsequent initiatives have been informed by:

- Formal and informal consultation with stakeholder groups such as industry organisations in both METS and Mining, companies in the METS and Mining sectors in Australia and internationally, Government agencies in the Commonwealth, State and Regional tiers,
- Feedback from events including awareness raising, education and capability development,
- Presentations at international, national and regional conferences and symposia, and
- Participation in roundtables and panels for the full range of stakeholders groups.

This work has resulted in the strategic summary in the diagram below, describing our Vision, Mission, the four key Objectives and the Themes of work that have provided the basis for our activity going forward towards 2021, i.e., to the end of our current period of funding from the Department of Industry, Innovation and Science. A summary of the Objectives follows.

## METS Ignited Strategy MAP – May 2019

<b>Vision</b>	The Australian METS industry has an aligned, efficient and agile industry ecosystem with a high degree of collaborative, global leadership in innovation and a growing share of the global market.			
<b>Purpose</b>	To strengthen Australia's position as a global hub for mining innovation, and enhance the global competitive advantage of the Australian METS industry			
<b>4 objectives</b>	<b>Accelerate the commercialisation of innovation</b>	<b>Develop METS sector capability</b>	<b>Grow Exports</b>	<b>Improve regulatory environment</b>
<b>16 themes</b>	<ol style="list-style-type: none"> <li>1. Identify and communicate the Industry knowledge gaps that limit the METS sector growth</li> <li>2. Increase ecosystem collaboration leading to commercialisation growth</li> <li>3. Increase research funding to deliver METS commercial outcomes</li> <li>4. Demonstrate pathways to commercialising innovation</li> </ol>	<ol style="list-style-type: none"> <li>1. Encourage an aspirational, international METS best practice business culture</li> <li>2. Facilitate the translation of relevant world-best business practices into the Australian METS sector</li> <li>3. Influence the Sector to meet current and future talent and skills needs</li> <li>4. Facilitate industry-led cluster models for innovation, investment and growth</li> </ol>	<ol style="list-style-type: none"> <li>1. Define Australian METS brand and the brand attributes</li> <li>2. Enhance Australian METS brand in <i>target Markets</i></li> <li>3. Develop key geographic market strategies and pathways</li> <li>4. Orchestrate global supply chain access</li> </ol>	<ol style="list-style-type: none"> <li>1. Develop and refresh regulatory improvement roadmap</li> <li>2. Define best practice and encourage harmonisation</li> <li>3. Facilitate engagement between industry and Govt. departments and agencies on regulatory reform</li> <li>4. Identify and shape thinking on policy &amp; regulatory settings that could impact sector growth, performance and <i>new technologies</i></li> </ol>

### 2.1.1 Key Objective 1 – Accelerate Commercialisation of Innovation

METS Ignited accelerates commercialisation of innovation by engaging with industry via a series of activities focused on the following themes:

- Identify and communicate the industry knowledge gaps that limit the METS sector growth.
- Increase ecosystem collaboration leading to commercialisation growth.
- Increase research funding to deliver METS commercial outcomes.
- Demonstrate pathways to commercialising innovation.

Successfully Accelerating Commercialisation will involve:

- assisting the sector to become better informed on what miners need and want, both in Australia and globally, to influence research priorities and drive improved effectiveness in commercialisation
- ensuring more METS companies engage effectively across the ecosystem leading to increased commercialisation outcomes addressing the Industry Knowledge Priorities (IKP), mining challenges and scale
- assisting to generate a steady flow of increased opportunity for the Australian METS sector to commercialise research outputs
- increasing awareness of and access to innovation commercialisation pathways for METS companies.

### 2.1.2 Key Objective 2 – Develop METS Sector Capability

METS Ignited enhances sector capability by engaging with industry via a series of activities focused on the following themes:

- encourage an aspirational, international METS best practice business culture

- facilitate the translation of relevant world-best business practices into the Australian METS sector
- influence the sector to meet current and future talent and skills needs
- facilitate industry-led cluster models for innovation, investment and growth.

Successfully developing METS sector capability will involve:

- identifying and profiling global leading business practices and working with partners to implement suitable programs in METS companies
- showcasing industry capabilities, best practice and profiling leading indicators of success
- clearly defining current and future industry skills requirements, gaps in current delivery channels and influencing providers to close gaps
- encouraging METS companies to form and participate in effective geographic and/or technical industry clusters as a more competitive and profitable way of doing business compared to working alone.

### **2.1.3 Key Objective 3 – Grow Exports**

METS Ignited increases exports by engaging with industry via a series of activities focused on the following themes:

1. Defining Australian METS brand and the brand attributes.  
Enhancing Australian METS brand in target markets.  
Developing key geographic market strategies and pathways.  
Orchestrating global supply chain access in key markets.

Successfully supporting the METS sector to grow exports involves:

- canvassing the global and local community and building a consensus of what the Australian METS sector is internationally recognised for, defined as a brand narrative, and undertaking marketing activities to leverage and deliver consistent messaging,
- coordinating engagement between agencies that support international market activities to leverage and deliver consistent message,
- building, collating and informing a knowledge base of key mining and METS markets,
- coordinating and leveraging strategic geographic efforts and activities to support and facilitate market entrance,
- identifying, supporting and fostering engagement between identified nodes of influence both domestically and in geographic regions to accelerate supply chain and market participation.

### **2.1.4 Key Objective 4 - Improve Regulatory Environment**

METS Ignited enhances the sector regulatory environment by engaging with sector stakeholders via a series of activities focused on the following themes:

1. Developing and refreshing a regulatory improvement roadmap.
2. Defining best practice and encouraging harmonisation.
3. Facilitating engagement between industry and government departments and agencies on regulatory reform.



4. Identifying and shaping thinking on policy and regulatory settings that could improve sector growth, performance and new technologies.

Improving the regulatory environment for the METS sector will mean:

- In conjunction with all jurisdictions in Australia, developing and regularly refreshing a roadmap of regulatory improvements over time.
- Identifying the jurisdictions with best practice in given regulations and encouraging harmonisation towards this best practice.
- Assisting government and industry to genuinely collaborate to determine and implement priority regulatory reform now and in the future.
- Embracing opportunities to establish new regulatory and policy activities that genuinely increase sector growth and international competitiveness.

## 3 METS IGNITED 2019–20 PROGRAMME OF WORK

### 3.1 METS Ignited Strategic and Enabling Initiatives

From the full programme of activities undertaken to 2018, we have determined a set of initiatives that we believe will deliver the greatest positive impact to the sector to the end of its six-year funding period in 2021. From July 2019, METS Ignited will focus on this refined set of initiatives to strengthen the Australian METS ecosystem, maintaining its vision and aligned to the four key objectives stated above and contained in our Funding Agreement with the Commonwealth.

METS Ignited's 2019–20 strategic plan defines ten Strategic Initiatives that will:

- Help transform the sector to become more internationally competitive sector and,
- Impact multiple objectives in many instances.

The Strategic Initiatives are supported by three Enabling Initiatives, which deal with supporting activities and address the obligations in our Funding Agreement. These Strategic and Enabling initiatives are:

#### 3.1.1 Strategic Initiatives

1. METS Branding and Narratives
2. Transformative Automation in METS and Mining (TAMM)
3. Industry-Driven Research Funding
4. Project Funds for Collaboration
5. Future Management and Skills Program
6. Challenge-Based Innovation Platforms
7. National Accelerator Program
8. International Markets Program
9. METS Business Improvement Pilots (Qld)
10. Regulation Opportunities Roadmap

#### 3.1.2 Enabling Initiatives

1. Marketing and Communications
2. Sector Competitiveness Plan Updates
3. Industry Knowledge Priorities Refinement
4. Internal Skills and Organisation

Descriptions of these Initiatives follow.

### 3.2 METS Branding and Narratives

The Australian METS sector is internationally recognised as the global leader in mining technology and services. This initiative will capture the essence of successful METS exporters and international customer perceptions to distil a narrative for a successful Australian METS brand. This initiative will deliver the key elements of a competitive brand for Australian METS firms in both the domestic and international markets:

- A set of 'Australian' METS brand values that firms and advocacy groups will endorse, and

- Narratives that METS firms and advocacy groups will use in their own national and international marketing.

These brand narratives will be adopted in collective Australian METS activities, such as trade delegations, conferences, etc. MI has conducted workshops to identify key narratives that successful exporters are using in international markets. The findings of the workshops are being developed into a report available for existing and emerging exporters. The initiative will progress to engage key stakeholders with the formation of a 'METS Brand Reference Group' including Austrade and Austmine to agree these narratives and further develop collaborative and collective activities.

### **3.2.1 Outcomes/Objectives:**

- METS Ignited and industry will have a deeper understanding of how successful METS exporters currently 'pitch', and the narrative they use in the international setting.
- a METS Brand Reference Group will be formed with key stakeholders including METS exporters, industry bodies and Government agencies. There is agreement to collaborate on brand definition and attributes. Actions and outcomes will be developed.
- the METS Branding report including an SME 'toolkit' to be available on the METS Ignited website and to METS associates during the Plan period.
- SME take up—measured by uptake of report/toolkit and evidenced via missions and stakeholder use of narrative in the short term, and by export success in the longer term.
- an update to the narrative can be commissioned on an annual or bi-annual basis via a report or survey. METS Ignited or an advocate group such as Austmine could deliver this.

## **3.3 Transformative Automation in METS and Mining (TAMM)**

METS Ignited will focus on enabling METS companies to transform their businesses—excluding the automation and robotics technologies—by enhancing the design of their businesses, e.g., culture, systems, business models and the skills and capabilities of their staff) to allow the most effective engagement with the application of the full suite of analytics, automation and robotics technologies by the producer companies (including the operator contractors). While detailed planning for TAMM is currently in progress, some of the deliverables identified at this point are:

- Appointment of MI Lead for TAMM (currently in recruitment)
- A panel of experts to assist designing the process for TAMM
- A comprehensive plan for TAMM. Deliverables target is 2.5 years. Envisaged to cover such as potential hub models, integration of existing clusters/hubs, governance structures.
- Current landscape of (nascent) clusters/hubs relevant to TAMM is mapped.
- TAMM study tour to selected high-value international examples of successful hub and operational initiatives in the minerals and other relevant industries.
- Priority fields of TAMM focus and locations are agreed.
- Enhancements to existing, or development of new, clusters/hubs is initiated.

### **3.3.1 Outcomes/Objectives:**

- capture economic and job opportunities for Australia from automation in the minerals sector
- develop domestic supply chain capability to realise this opportunity.

### 3.4 Industry-Driven Research Funding

The METS and mining industry has historically been under-represented in publicly funded research programs like the CRCs, CRC-Ps and ARC-ITRPs. METS Ignited is facilitating the early discussions between industry and research to place potential new METS CRCs at the point of preparation for major CRC bids. At that point, the nascent CRC is transitioned to a host organisation to manage the bid preparation process.

#### 3.4.1 Outcomes/Objectives:

- building on the successful bid for the Future Battery Industries CRC and emerging Mining 4.0 CRC, four additional mining related CRC applications are planned by end 2021
- two successful ARC ITRP bids per year on average to the end of the six-year funding period
- a further six mining related CRC-Ps in place by end of the six-year funding period.

### 3.5 Project Funds (for Collaboration)

Project Funds are designed to encourage collaboration between METS companies and also their customers in the commercialisation of innovation to deliver larger, integrated and more valuable suites of products and services to mining operations. To date three tranches of funding totalling \$11.5m have been allocated with 16 Agreements signed with a further eight under negotiation.

#### 3.5.1 Outcomes/Objectives:

- increased collaboration between METS companies to deliver more complete solutions
- increased engagement between METS, miners and researchers
- development of world class products and services
- faster take-up of METS products and services in Australia and globally
- developing improved business capability within the METS sector
- enhancing the reputation globally of the Australian METS sector.

### 3.6 Future Management and Skills Program

METS Ignited is charged with developing the business skills in the METS sector to enable innovation and business growth. Research shows METS managers have strong technical skills, but have varying levels of business management skills. To date, Masterclasses have formed the core of the capability development programme and will continue to do so. As METS companies are distributed across regional and remote Australia, Masterclasses reach a small fraction of the METS companies via face to face methods, hence the move into a library of digital online material content, marketed through a range of industry partners. METS Ignited plans to transition its programme in part or in full to experienced and credible third parties in the future.

Key enablers are:

- Internet access in regional and remote areas to facilitate the transfer of knowledge via web content—this is occurring via the NBN rollout.

- The cost of producing short succinct educational videos has lowered.
- The transition to the acceptance of online micro credential education services.
- Key industry associations are well placed and willing to deliver programs established by METS Ignited.

### 3.6.1 Outcome/Objectives:

Developing capability to support the transformative automation in METS and mining, and to grow METS businesses, in particular:

- to develop the digital capabilities of METS industry
- to reach the widest section of the METS community
- to raise awareness of the resources available for capability development
- to engage METS with associated METS Ignited projects, e.g., Collaboration Awards, Thought Leadership series, etc.,

by:

- improved METS companies' capabilities via skills development enabled by direct and indirect education programs.
- improved participation in capability development by METS from a range of formats and providers, based on the growing acceptance of micro credentials.
- a review of the vocational training sector by the Federal government.
- partnerships with industry leaders to deliver capability development programs.
- leverage of existing (e.g. Entrepreneurs Program) supply chain facilitation projects.

## 3.7 Challenge-based Innovation Platforms

This Initiative comprises two pilot work programmes, one collaborating with the Newcrest Crowd platform and one collaborating with BHP's Supply Innovation platform. Both work programmes are introducing into the Australian METS and mining sectors new ways for miners and METS companies to engage and to encourage collaboration between METS companies.

The work with Newcrest to date centres on a METS Challenge campaign as an extension to their Digital Challenges platform. This platform and process is best applied to substantial problems that require significant time and effort to resolve. It is complementary to the BHP Supply Innovation programme which is aimed at challenges of any kind (not only digital) that can be addressed and resolved in a period of weeks to a few months.

The Newcrest Crowd platform will be used as a case study to encourage other mining companies to set up and run similar METS challenges using the Unearthed platform as a test bed. Other platforms may be used but it is expected that the Unearthed platform will continue due to the significant traction they have gained in developing and running these challenges, especially for the early stages of introducing this approach to the miners. To ensure a higher profile for these platforms within the Mining/METS industry, only a limited number of platforms are envisaged to be developed.

TAMM projects are already present on Newcrest's platform in the form of digital challenges and they have experienced some good outcomes in this field. This platform is a high profile opportunity

for companies to engage in this new field and will encourage companies to engage. The METS challenges will need to be selected carefully to incorporate TAMM themes and this will be a refinement of the initial platform concept where automation and digital projects are involved.

BHP is implementing a Supply Chain Innovation process it has trialled and proven in Chile in association with several other major Chilean mining companies including Codelco and Antofagasta Minerals. BHP is expected to have completed two challenges for the Olympic Dam site by the commencement of the Plan period. These will involve a selected group of METS companies proposing solutions to the challenges. The challenges will be generally short term ones with the intention to implement a solution within a matter of weeks. A Chilean organisation, Expande, carries out the facilitation process and selection of METS candidates in Chile. METS Ignited is taking on an equivalent role in Australia. The intention is to use the two challenges to demonstrate and adjust the process for Australian conditions. It will then be promoted to other mining companies to generate a critical mass of activity. This project will define success drivers, location, structure, framework and governance, funding model, and commitment by industry to support.

There is currently no special focus on any technology sector and the inclusion of TAMM elements will be dependent on the challenges selected. It is not difficult to envisage a substantial contribution by data science companies however, and this was evidenced in Challenge #1, Minimising Dendritic Growth in Electrowinning, where four Data Science companies participated out of a total of 11 companies. BHP acknowledges the potential benefits of a combination of Data Science in partnership with Chemical Supply as the powerful solution for this challenge.

### **3.7.1 Outcomes/Objectives:**

- increased access to supply chains in large mining companies to innovative METS companies.
- increased capacity within METS companies to offer and implement data science components related to their products.
- increased activity in automation, data science and digital solutions products developed and implemented into the Australian mining industry.
- Newcrest commits to continuing to post METS challenges with and without TAMM elements.
- additional miners commit to this process of open engagement with METS companies.
- Australian METS will deliver solutions for two challenges at Olympic Dam with one Challenge including a Data Science component.
- Australian market appetite tested with positive response from METS and BHP Olympic Dam.
- BHP and METS Ignited come to agreement on a structure, governance, methodology and funding model for continuation of the program.
- additional Australian mining companies commit to engaging with the Supply Innovation process.

## **3.8 National Accelerator Program**

Under Work Program #2 with the Queensland Government, METS Ignited piloted a 12-week “scale-up” accelerator for innovative METS SMEs looking to commercialise products and services. The Accelerator was branded *Igniting METS* and ran in late 2017, facilitated by KPMG. The Accelerator was a success with all participants reporting significant growth in key business indicators in the months after completion of the program. From an investment of \$660,000 by the Queensland

Government in the Igniting METS pilot accelerator, participants had collectively achieved new sales contracts and/or investment of over \$12M in the nine months following the final pitches. This growth has continued and caused the Queensland Government to commit a further \$500,000 in a second KPMG-facilitated accelerator.

RISE (Resources, Innovators Scale-ups and Entrepreneurs) Accelerator was announced in late calendar 2018. RISE has an expanded focus, including companies servicing both the energy and resources sectors. This programme has also expanded to Perth, with support from NERA and the West Australian Government. The Queensland component of the Accelerator is fully funded by the Queensland Government (up to \$600,000), with METS Ignited providing logistics, communications and administrative support in both Brisbane and Perth.

With the high proportion of regional METS SMEs in the pilot accelerator (5 of the 8 participants), it was decided to conduct a further series of pilot pre/mini accelerators for regional SMEs to obtain a feel for the accelerator process and potential outcomes. These pilots are running in FY2020 and their outcomes will be reported next year.

### **3.8.1 Outcomes/Objectives:**

The programme has a number of desired outcomes:

- Potential benefits of accelerator programs are promoted to METS SMEs.
- METS SMEs are aware of scale-up opportunities provided by accelerators.
- METS SMEs demonstrate more rapid growth of sales and/or investment post acceleration.
- Commercialisation of innovation and improved business capabilities are demonstrated.
- Successful engagement with METS Ignited and our key stakeholders.

## **3.9 International Markets Program**

The vision for this initiative is that by 2021, the delivery of the International Markets Plan has strengthened Australia's competitive position as a global hub for mining innovation, has enhanced the global competitive advantage of the Australian METS sector, and achieved export growth.

### **3.9.1 Outcomes / Objectives:**

The International markets plan will be delivered within four Project Streams.

***Project Stream 1: define Australian METS brand and the brand attributes (refer separate Branding initiative)***

**Outcome/Objective:** The Australian METS industry will understand and use in its domestic and international marketing the narratives that deliver Australia's clear value proposition and global market advantage.

### ***Project Stream 2: enhance Australian METS brand in target markets/supply chains***

**Outcomes/Objectives:** METS brand in target markets / supply chains is enhanced by leveraging stakeholder activities and priority event participation and support, including alignment with TAMM elements:

- The key trends in METS' target markets / supply chains are determined and provided to Australian METS firms
- METS SMEs participate in recognition and award programs (eg Export Awards) to inspire the sector.

### ***Project Stream 3: develop key geographic market / supply chain strategies and pathways***

**Outcome/Objective:**

- Austrade and Austmine key activities/supply chains/markets are mapped to guide METS Ignited's value/role and points for leverage.
- Export Market insights are developed to assist SMEs with their export strategies and to better understand market attractiveness.

### ***Project Stream 4: orchestrate Global Supply Chain Access***

**Outcome/Objective:** selected international Tier1/Tier2 mining supply chains assist Australian METS commercialise and/or grow

- Selected international mining organisations (e.g. in Canada, Chile, Sweden) engaged to accelerate commercialisation / clustering to help grow METS business
- Australian METS SMEs are participating in geographic market programs including Passport, MTAP, T1 Challenges, TAMM study tours, resulting in "soft landings" in key international markets such as LATAM, Canada, Africa.
- METS SMEs are consulted, briefed and regularly updated on the international trade barriers that apply to them.

## **3.10 METS Business Improvement Pilots (Queensland funded)**

The Queensland Government is the only state government to provide funding for initiatives to be managed by a Growth Centre. It initially committed \$6M over four years to METS Ignited to provide for pilot collaborative projects in commercialisation and skills development initiatives for METS companies. Each year, MI and the Queensland State Government agree a Program of Work to be undertaken for that year. To date, Work Programmes #1 and #2 have been completed, and Work Programme #3 is in delivery. Work Programme #4 (for 2019-20) is in planning and negotiation.

### **3.10.1 Outcomes/Objectives:**

The programme has a number of desired outcomes:

- educate, inform and explain the potential benefits of METS assistance activities
- provide a forum for networking and clustering among METS – Mining participants
- assist METS SMEs improve their business capabilities/performance via these activities
- support the commercialisation of innovation



- accelerate the commercialisation of new technologies into Australia's minerals sector
- successfully grow Australian METS SMEs whilst retaining substantial local presence
- promote successful engagement with METS Ignited and our key stakeholders.

## 3.11 Regulation Opportunities Roadmap

To provide a strategy and a set of initiatives which are effected by METS Ignited and key government agencies and industry organisations to enable METS companies to take advantage of a more positive regulatory environment for their innovation development or implementation.

### 3.11.1 Outcomes/Objectives

- Raise awareness with government stakeholders on the impacts of poorly-designed regulation on the METS sector.
- To create the environment for sustainable policy change (e.g., through regular access to a COAG sub-committee).
- To provide a strategy for METS Ignited and successor organisations to follow in order to create positive regulatory environments.
- To provide examples of positive regulatory initiatives that support the growth of METS businesses.
- To provide a register of regulation reform priorities to guide government decision-making.

In particular, to establish:

- a regular seat at the table with key government decision-makers through access to a COAG-subcommittee
- a Regulation Opportunity Register to provide governments with a guide on priority regulation reform initiatives for METS companies, and
- advocacy for innovative regulation with individual local, state and federal governments to create and support growth of METS businesses.

## 3.12 Marketing and Communications (MarComms)

### 3.12.1 Overview

METS Ignited is preparing to undertake 12 months of intensive, targeted and proactive communications activities to continue to raise the profile of Australian METS and showcase the strength and innovation of the sector. Its marketing strategy contains a bold approach to increasing engagement with the METS ecosystem and, by virtue of this, to raise the profile of METS Ignited as an essential element of Australian sector growth. This is reflected in the proposed 2019-20 Marketing and Communications budget.

### 3.12.2 Context

Since the release of the Sector Competitiveness Plan in 2016, METS Ignited has implemented a fast-paced approach to educating the ecosystem of the role and value of the Industry Growth Centre. With a sector as significant and diverse as the METS industry, there is considerable opportunity to

continue to raise awareness of METS Ignited. The 2019 refinement of METS Ignited's strategic initiatives has provided the opportunity to undertake a review and create a strong programme of strategic marketing and communications activities for delivery in 2019-20. To assist in this process, METS Ignited plans to continue to engage a public relations firm to assist to provide strategic, timely and relevant advice and support to augment internal marketing and communications capabilities.

### **3.12.3 Background and Status**

Since 2016 METS Ignited has implemented an extensive programme of work within the sector. The successful marketing and communications effort undertaken assisted in gaining traction with industry. To date this increased traction has been anecdotal however, during this planning period, MI will be implementing means of quantifying this change through engagement surveys and automated internet scraping. The marketing and communications activities will be aligned with the current strategy and initiatives via a new framework that will support MI's business goals, demonstrating how it has delivered against the four key departmental objectives. The communication outcomes fall into two categories: connecting with and showcasing the success of METS businesses, and hence highlighting the successes of METS Ignited.

### **3.12.4 Connect with and showcase METS businesses**

- Increase MI Network Associate database (i.e., number of ABNs) of businesses and suppliers operating within the Australian mining industry.
- Continue engagement and build relationships with Network Associates on different levels; light (opens an EDM from METS Ignited), medium (attends a METS Ignited event), and heavy (works on a project/case study with METS Ignited).

To achieve the above objectives, the following processes will be undertaken:

- Create an ongoing communications cycle to reach potential Network Associates across all relevant communications channels, and continue engagement with the established network.
- Create and utilise a content ranking, sharing and amplification process, to ensure all content is consistently leveraged across the right channels.
- Form and execute a strategic media relations programme to raise the profile and amplify success stories which demonstrate the organisation's influence and impact in growing the Australian METS sector.
- Introduce updated (Customer Relationship Management (CRM) system and website Content Management System (CMS) to leverage the above activities.

### **3.12.5 Showcase the success of METS Ignited:**

- Raise the profile of MI through communications activities which:
- showcase how MI enhances connectivity and collaboration across the industry, and/or
- demonstrate MI's influence and impact in growing the Australian METS industry,
- demonstrate why MI is vital through communicating and promoting stories which demonstrate results delivered against the core business outcomes.

### 3.13 Sector Competitiveness Plan (SCP) Updates

METS Ignited is required under the Funding Agreement to provide an annual update to the inaugural 2016 Sector Competitiveness Plan (SCP). These updates are to be submitted each February. It is expected that the Department will request a full refresh of the SCP prior to the end of the six year funding period. No financial provision has been made in the 2019-20 Budget for a full refresh. Unlike the 2018 SCP Update, the 2019 update was prepared using internal resources only.

### 3.14 Industry Knowledge Priorities (IKPs) Refinement

Industry Knowledge Priorities are a key component of the SCP as they help to align public research funding (e.g. for Cooperative Research Centres (CRCs), CRC-Projects, Australian Research Council (ARC) Industry Transformation Research Programs), Growth Centre Project Funding and other commercialisation programs with industry needs. The IKPs are reviewed annually and are refined as necessary. In FY2019 it was decided there was no need to refine the original IKPs and this exercise will be reviewed as part of the FY2020 activities. There is no provision for this update in the FY2020 budget because the refinement is performed using internal resources only.

### 3.15 Internal Skills and Organisation

This enabling initiative is to ensure that in METS Ignited's has an effective organisation and capability for the Delivery Phase of our work. The initiative will ensure that we have or are developing the appropriate skills, capabilities processes and organisation structure for our staff to be effective.

#### 3.15.1 Outcomes / Objectives

- Successful (i.e. effective and efficient) delivery of the Strategic and Enabling Initiatives
- Delivery of initiatives to KPIs, on time, within budget
- Leverage of key stakeholders to deliver sector impact with mutual benefits
- Professional development priorities set for each team member.

## 4 METS IGNITED MEASUREMENT FRAMEWORK 2019–20

METS Ignited is focussed on activities that will generate sustainable, long-term benefit to the Australian METS sector. The success of these activities will be measured long term according to the approach laid out in the Industry Growth Centres Initiative – Evaluation Data Framework. To facilitate this measurement, METS Ignited will collect information, including ABNs, of the activities with individual firms with which it engages.

In the short term, the indicators of this ultimate success will be the demonstrable outputs of activities and projects facilitated or led by MI. An appropriate subset of these initiatives will be selected to demonstrate the longer-term impact through case studies.

The KPIs to be adopted are being reviewed and refined with the Department of Industry, Innovation and Science as this business plan is being written. These KPI's will be used to track the success of the initiatives funded by MI.

## 5 BUDGET

Set out below is the consolidated budget for the Financial Year ended 30 June 2020. The carried forward balance is calculated on the basis of funds remaining at 30 June 2019 as forecast at 31 March 2019. All amounts presented in the budget are Australian \$'s net of GST. The Funding Agreement requires the declaration of in-kind revenue and expenditure and this has been provided in the table at 7.2

### 5.1 Budget Summary

	Financial Year Ended 30 June 2020 - Budget					
	Core Activities	Project Funds	IGN	Total DIIS	Qld Projects	Total
<b>Revenue</b>						
Grant funds - Core	4,333,000			4,333,000		4,333,000
Grant funds - Qld				-	1,981,000	1,981,000
Interest and Other	130,000			130,000		130,000
<b>Total Revenue 2019-20</b>	<b>4,463,000</b>	<b>-</b>	<b>-</b>	<b>4,463,000</b>	<b>1,981,000</b>	<b>6,444,000</b>
Carried Forward From 2018-19	1,152,214	13,181,767	265,912	14,599,893	-	14,599,893
<b>Total Funds Available</b>	<b>5,615,214</b>	<b>13,181,767</b>	<b>265,912</b>	<b>19,062,893</b>	<b>1,981,000</b>	<b>21,043,893</b>
<b>Total Administration Expenses</b>	<b>271,662</b>	<b>-</b>	<b>-</b>	<b>271,662</b>	<b>-</b>	<b>271,662</b>
<b>Total Operations Expenses</b>	<b>3,337,402</b>	<b>-</b>	<b>-</b>	<b>3,337,402</b>	<b>-</b>	<b>3,337,402</b>
<b>Total Administration and Operating Expenses</b>	<b>3,609,064</b>	<b>-</b>	<b>-</b>	<b>3,609,064</b>	<b>-</b>	<b>3,609,064</b>
<b>Revenue Available for Projects</b>	<b>2,006,150</b>	<b>13,181,767</b>	<b>265,912</b>	<b>15,453,829</b>	<b>1,981,000</b>	<b>17,434,829</b>
<b>Total Strategic Initiatives</b>	<b>538,000</b>			<b>538,000</b>		<b>538,000</b>
<b>Total Marcomms Initiatives</b>	<b>682,000</b>			<b>682,000</b>		<b>682,000</b>
<b>Total Enabling Initiatives</b>	<b>170,000</b>			<b>170,000</b>		<b>170,000</b>
<b>Project Funds Payments</b>		<b>13,181,767</b>		<b>13,181,767</b>		<b>13,181,767</b>
<b>IGN Expenses</b>			<b>265,912</b>	<b>265,912</b>		<b>265,912</b>
<b>Queensland Work Program</b>				<b>-</b>	<b>1,981,000</b>	<b>1,981,000</b>
<b>Total Project Expenses</b>	<b>1,390,000</b>	<b>13,181,767</b>	<b>265,912</b>	<b>14,837,679</b>	<b>1,981,000</b>	<b>16,818,679</b>
<b>Total All Expenses</b>	<b>4,999,064</b>	<b>13,181,767</b>	<b>265,912</b>	<b>18,446,743</b>	<b>1,981,000</b>	<b>20,427,743</b>
<b>Surplus at the end of FY20</b>	<b>616,150</b>	<b>-</b>	<b>-</b>	<b>616,150</b>	<b>-</b>	<b>616,150</b>

### 5.2 Budget Summary (In-Kind)

The Queensland Government staff secondment represents one employee provided for four days per week on an ongoing basis. The In-Kind value is contained within the Qld. Work Program #3 Agreement.

QUT provides fully serviced workspace at the Gardens Point campus under a Lease Agreement dated 16 October 2015 for a period of five years. The In-Kind value was determined at the time of establishment of the lease.

In Kind Revenue	Q1 (Sep)	Q2 (Dec)	Q3 (Mar)	Q4 (Jun)	Total
DSD Staff Secondment	27,000	27,000	27,000	27,000	108,000
Rental of Brisbane Office and Services	62,500	62,500	62,500	62,500	250,000
<b>Total In-Kind Revenue</b>	<b>89,500</b>	<b>89,500</b>	<b>89,500</b>	<b>89,500</b>	<b>358,000</b>

  

In Kind Expenses	Q1 (Sep)	Q2 (Dec)	Q3 (Mar)	Q4 (Jun)	Total
DSD Staff Secondment	27,000	27,000	27,000	27,000	108,000
Rental of Brisbane Office and Services	62,500	62,500	62,500	62,500	250,000
<b>Total In-Kind Expenses</b>	<b>89,500</b>	<b>89,500</b>	<b>89,500</b>	<b>89,500</b>	<b>358,000</b>

  

<b>In-Kind Surplus/Deficit for the period</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
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