



Regional Capitals Alliance

WESTERN AUSTRALIA

Regional Capitals Alliance Western Australian Meeting

Minutes 24th February 2023

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1 OFFICIAL OPENING

Meeting opened at: 9:01

RECORD OF ATTENDANCE

Attendees:

Attendee	Position	Method
Dennis Wellington	Mayor City of Albany (Chair)	Zoom
Andrew Sharpe	CEO City of Albany (Secretary)	Zoom
Harold Tracey	Shire President of Broome	Zoom
Sam Mastrolembo	CEO Shire of Broome	Zoom
Jaysen de San Miguel	Mayor City of Bunbury	Zoom
Malcolm Osborne	CEO City of Bunbury (Treasurer)	Zoom
Grant Henley	Mayor City of Busselton	Zoom
Tony Nottle	CEO City of Busselton	Zoom
Ian Mickel	Shire President of Esperance	Zoom
Shane Burge	CEO Shire of Esperance	Zoom
Shane Van Styn	Mayor City of Greater Geraldton	Zoom
John Bowler	Mayor City of Kalgoorlie-Boulder	Zoom
Andrew Brien	CEO City of Kalgoorlie-Boulder	Zoom
Peter Long	Mayor City of Karratha	Zoom
Virginia Miltrup	CEO City of Karratha	Zoom
Chris Antonio	Shire President of Northam	Zoom
Jason Whiteaker	CEO Shire of Northam	Zoom
Carl Askew	CEO Town of Port Hedland	Zoom
Jane Lewis	Executive Assistant, RCAWA	Zoom
Josh Turner	Benchmarking Officer RCAWA	Zoom

Visitors:

Attendee	Position	Method
Nic Sloan	CEO WALGA	Zoom
Rachael Sweeney	Executive Officer RCA	Zoom
Josh Turner	Benchmarking Officer	Zoom
Bronte MacMillan	Manager Organisational Change and Development, Shire of Broome	Zoom

Apologies:

Name	Position
Ross McKim	CEO City of Greater Geraldton
Peter Carter	Mayor Town of Port Hedland
Christine Comer	Assistant Director WA and SA Engagement Branch, National Emergency Management Agency
Karen Chappel	President WALGA
Ashley Randell	Director Regional Planning Policy Coordination, DPLH

2 DECLARATIONS OF INTEREST

TBA

3 CONFIRMATION OF MINUTES AND BUSINESS ARISING FROM MINUTES OF PREVIOUS MEETINGS

Attachment: 1. Outstanding Business Arising Items and Actions Sheet

Link to Strategic Directions:		Budget Implications	
Partnership and collaboration		Nil	
Resolution(s)		Action(s)	
That the Minutes of the Regional Capitals Alliance Western Australian Meeting held on Thursday, 15 th December 2022, be confirmed as a true and correct record of proceedings.		See Attachment 1 – Outstanding Business Arising Items and Actions	
Moved:	Chris Antonio	Responsible:	See Attachment
Seconded:	Ian Mickel	Due date:	As appropriate

Attachment 1: Outstanding Business Arising Items and Actions Sheet

Date	Item and Resolution / Action	Status	Priority:	Comments *= will be archived
ADMINISTRATION				
19/8/22	Item 7 – Executive Officer Bi-Monthly Report <ul style="list-style-type: none"> EO to contact the Federal Minister for Regional Development, Local Government and Territories Office to invite them to a future RCAWA meeting. 	In Progress	Medium	Last minute apology for December meeting Email sent 21/1 to invite Minister Punch to Feb meeting – unable to attend Fridays. Sent follow up email with list of all meeting dates.
LOCAL GOVERNMENT REFORM				
20/10/22	Follow up on reform status	On Going	Medium	Darelle Merritt attended 20 October meeting. Watching brief.
ABORIGINAL CULTURAL HERITAGE BILL				
16/6/22	Item 10 - Aboriginal Cultural Heritage Bill <ul style="list-style-type: none"> Department will maintain contact with RCAWA and have agreed to attend a future meeting of the Alliance to discuss the draft regulations and management code. Members of the Alliance are encouraged to send officers to the consultation workshops. The Executive Officer will continue to review guidance material and draft regulations as they become available. 	In Progress	Medium	EO met with Anthony Kannis Director General DPLH 31/10/2022 and discussed status of the Bill's progress. Watching brief
REGIONAL PERFORMING ARTS AND ENTERTAINMENT CENTRES REVIEW				
15/12/22	ITEM 8 - Performing Arts and Entertainment Centres Review <ul style="list-style-type: none"> EO to have the document printed for circulation to Ministers, Departments, Arts Groups, RCAWA members and the media EO and CEO working group to develop an implementation plan 	In Progress	Medium	120 copies printed. EO met with Hon. Samantha Rowe, Parliamentary secretary to the Minister for Culture and the Arts; Caroline O'Neill Senior Policy Adviser Dept culture and the Arts and Tarnya Widdicombe, Senior Policy Advisor - Department of the Premier and Cabinet of WA. Given 2 embargoed copies of RPAEC report. See Item 8

Date	Item and Resolution / Action	Status	Priority:	Comments *= will be archived
RCAWA HOUSING SOLUTIONS AND ACTION PLAN				
20/10/22	<p>Item 12 - RCAWA Housing Solutions and Action Plan</p> <ul style="list-style-type: none"> That the EO meet with Mike Rowe, Director General of Communities and Emma Colombera, Principal Policy Adviser (Office of the Hon. John Carey MLA Minister for Housing; Lands; Homelessness; Local Government) regarding the Housing Solution and Action Plan. Members appoint a CEO subcommittee to work with the EO to finalise a scope of works and oversee the procurement and management of the project. 	Complete	High	<p style="text-align: center;">*</p> <p>EO met with Mike Rowe 3/11/2022. Email recieved from Emma Colombera 8/12/22 – attendance at Residential Lands and Housing Delivery Ministerial Oversight Committte to be arranged with Julian Wright.</p>
15/12/22	<p>Item 9 RCASWA Housing Solutions and Action Plan</p> <ul style="list-style-type: none"> Workshopped Scope of works to be presented to the Alliance at the February meeting for discussion and ratification and subsequent EOI process. 	In progress	High	Tabled Item 9
MACWA				
15/12/22	<p>Item 4 Correspondence</p> <ul style="list-style-type: none"> EO / EA to contact Christine Smart, Manager Office of Disability in the new year regarding Departmental support of MACWA 	In Progress	Medium	EO and EA met with Christine Smart. Actions to follow – awaiting contact.
BENCHMARKING				
17/2/22	<p>Item 15 – Other Business</p> <ul style="list-style-type: none"> EO to include provision of benchmarking data collection and initial high- level reporting within his new 2022/2024 contract proposal. 	Ongoing	Low	See Item 10
STRATEGIC PLANNING				
20/10/22	<p>Item 13 – RCAWA Strategic Planning</p> <ul style="list-style-type: none"> The EO to work with Redit Research and Kelly Hick to progress the development and publication of the 2023-2028 Strategic Plan. 	In Progress	Medium	Draft presented, see Item 11

4 CORRESPONDENCE

Date of Report: 24th February 2023
Report Author: Executive Officer – Paul Rosair
Disclosure of Interest: Nil
Attachment(s) Attachment 2: Correspondence In: Shane Love MLC
 Attachment 3: Correspondence In: Total Web Solutions

Note, there has been numerous email correspondence between the Executive Officer, Executive Assistant and Ministerial offices, departmental staff and industry bodies which do not form part of this formal correspondence item as they are considered administrative in nature.

Correspondence In:

Date: 7/2/2023
From: Shane Love MLA
Re: Changes to the Shadow Ministry

Date: 13/2/2023
From: Total Web Solutions
Re: Website updates invoice

Link to Strategic Directions:		Budget Implications	
Advocacy and policy Influence Partnership and collaboration Representation		Nil	
Resolution(s)		Action(s)	
That the correspondence be received			
Moved:	Mal Osborne	Responsible:	
Seconded:	Carl Askew	Due date:	

Attachment 2: Correspondence In: Shane Love MLC



Shane Love MLA

Leader of the Opposition | Leader of The Nationals WA

Our ref: 230209/DG

DENNIS WELLINGTON
PRESIDENT
REGIONAL CAPITALS ALLIANCE
459 ALBANY HIGHWAY
VICTORIA WA 6100

Via email: jane@redtresearch

Dear Mr Wellington

CHANGES TO THE SHADOW MINISTRY

I write to advise of changes to the State Shadow Ministry effective 7 February 2023 that are of relevance to your organisation.

The new Shadow Minister for Local Government is Member for Northwest Central Merome Beard MLA, who has also retained the portfolios of Shadow Minister for Commerce, Tourism and Women's Interests. The new Shadow Minister for Mines and Petroleum, Electoral Affairs and Aboriginal Affairs is Hon Mia Davies MLA.

Hon Colin de Grussa MLC has added Shadow Minister for Regional Communications to his list of portfolios, while Hon Martin Aldridge MLC has retained Emergency Services, Regional Health, Road Safety and Volunteering and has added Regional Cities.

These Shadow Ministers are committed to holding the McGowan Government to account and to focusing on our regional communities. We look forward to continuing our excellent working relationship with the Regional Capitals Alliance in 2023 and beyond.

Yours sincerely

SHANE LOVE MLA

Cc: Hon Colin de Grussa MLC
Ms Merome Beard MLA
Hon Martin Aldridge MLC
Hon Mia Davies MLA

Encl. Shadow Ministry list as at 7 February 2023



WESTERN AUSTRALIA

**National & Liberal Alliance
Shadow Ministry
As at 7 February 2023**

THE NATIONALS WA

SHANE LOVE MLA

Leader of the Opposition;
Leader of The Nationals WA;
Regional Development; Transport; Jobs & Trade;
Climate Action; Finance; Federal-State Relations;
Public Sector Management; Government
Accountability

PETER RUNDLE MLA

Deputy Leader of the Opposition;
Deputy Leader of The Nationals WA;
Education; Training; International Education;
Sport & Recreation; Racing & Gaming;
Manager of Opposition Business

HON COLIN DE GRUSSA MLC

Deputy Leader of the Opposition in the Legislative
Council; Agriculture & Food; Fisheries; Ports;
Veterans Issues; Regional Communications;
Opposition Whip in the Legislative Council

MEROME BEARD MLA

Opposition Whip in the Legislative Assembly;
Local Government; Tourism;
Commerce; Women's Interests

HON MARTIN ALDRIDGE MLC

Emergency Services; Regional Health;
Road Safety; Volunteering; Regional Cities

HON MIA DAVIES MLA

Mines & Petroleum; Electoral Affairs;
Aboriginal Affairs

LIBERAL PARTY

LIBBY METTAM MLA

Leader of the WA Liberal Party;
Health; Mental Health; Disability Services;
Prevention of Family & Domestic Violence;
Child Protection

HON STEVE THOMAS MLC

Deputy Leader of the WA Liberal Party;
Leader of the Opposition in the Legislative
Council; Energy; Treasury; Industrial Relations

HON TJORN SIBMA MLC

Deputy Leader of the WA Liberal Party in the
Legislative Council; Justice; Defence Industry;
Metronet; Citizenship & Multicultural Affairs

HON DONNA FARAGHER MLC

Community Services; Early Childhood
Education; Youth; Seniors & Ageing

HON PETER COLLIER MLC

Police; Corrective Services; Culture & the Arts

Dr DAVID HONEY MLA

State Development; Water; Hydrogen; Small
Business; Science; Innovation & ICT

NEIL THOMSON MLC

Planning; Environment; Lands; Heritage

STEVE MARTIN MLC

Housing; Forestry

Attachment 3: Correspondence In: Total Web Solutions

INVOICE



Total Web Solutions Perth
 1/24 Frederick Street, Belmont, WA 6104
 Phone: 0433 408 644
 E: matthew@totalwebsolutions.com.au
 ABN 61 875 228 730

Bill to:

Name RCAWA via Jane Lewis
Address 459 Albany Hwy, Victoria Park, WA 6100
Email jane@reditresearch.com.au

Date 13 February, 2023
Invoice # 206446

RCAWA Website

Website: waregionalcapitals.com.au	Amount
Details: Website work as per approved quotation 106192: Twice-yearly updates and backups - \$260.00 payable up-front per year	\$260.00

Payment Details:

Company name Total Web Solutions Perth
Payment details: Direct Deposit
Bank: Commonwealth Bank of Australia
BSB: 066-118
Account Number: 1021 5807

Subtotal	\$260.00
TOTAL DUE	\$260.00

Payment Terms: 7 days from invoice date

5 TREASURER'S REPORT NOVEMBER 2022

Date of Report:	24th February 2023
Author	CEO City of Bunbury
Disclosure of Interests:	Nil
Attachments:	4. RCAWA January Profit and Loss Statement 5. RCAWA January Balance Sheet 6. RCAWA January Accounts Payable 7. RCAWA January Accounts Receivable

Purpose:

To inform the Alliance members of the RCAWA financial situation.

Discussion:

The new Treasurer, Mal Osborne from City of Bunbury, is now a signatory for payments.

To simplify and expediate the approval of payments, it is recommended that the following is process for payment approvals is adopted:

1. If under \$500: two people from the Chair, Secretariat, Treasurer or Executive Officer to approve and authorise payment of invoice and two people including the Chair, Treasurer or the Book keeper to act as signatories to release the payment.
2. If over \$500, but included in an already approved project budget or the annual budget: as above.
3. If over \$500, but not included in an approved project budget or the annual budget: members to vote at either an in-session or out-of-session meeting to allocate funds – after which item 2 becomes enforced.

Link to Strategic Directions:	Budget Implications
Partnership and collaboration	Nil
Resolution(s)	Action(s)
<p>That the members receive and note the Treasurer's Report for the period ending 31st January 2023 and the accompanying financial documents.</p> <p>Members endorse the process for approvals.</p>	Inform book keeper of payment approval protocols

Members acknowledge and thank Mayor Van Styn for his work as Treasurer over the past 6 years.			
Moved:	Mal Osborne	Responsible:	Executive Officer/ Treasurer
Seconded:	Andrew Sharpe	Due date:	As appropriate

Attachment 4: RCAWA January Profit and Loss Statement

11:48 AM

12/02/23

Accrual Basis

**WA Regional Capitals Alliance Inc
Profit & Loss Budget vs. Actual
July 2022 through January 2023**

	<u>Jul 22 - Jan 23</u>	<u>Budget</u>	<u>\$ Over Budget</u>
Income			
Interest Received	166.87	50.00	116.87
Membership Fee 2022/23	150,000.00	150,000.00	0.00
Total Income	<u>150,166.87</u>	<u>150,050.00</u>	<u>116.87</u>
Expense			
Accountancy Fees	580.00	1,100.00	-520.00
Audit Fees	0.00	1,100.00	-1,100.00
Bank Charges	80.07	150.00	-69.93
Donations	954.55	1,000.00	-45.45
Executive Support	54,545.44	100,000.00	-45,454.56
Meetings and Functions	674.85	2,200.00	-1,525.15
Projects	38,179.76	47,100.00	-8,920.24
Rent	1,895.81	3,500.00	-1,604.19
Travelling Expenses	809.30	3,000.00	-2,190.70
Total Expense	<u>97,719.78</u>	<u>159,150.00</u>	<u>-61,430.22</u>
Net Income	<u><u>52,447.09</u></u>	<u><u>-9,100.00</u></u>	<u><u>61,547.09</u></u>

Attachment 5: January Balance Sheet

11:49 AM

12/02/23

Accrual Basis

WA Regional Capitals Alliance Inc
Balance Sheet
As of January 31, 2023

	<u>Jan 31, 23</u>
ASSETS	
Current Assets	
Chequing/Savings	
WARCA Cheque Account	114,553.17
WARCA Savings Account	<u>47,744.75</u>
Total Chequing/Savings	162,297.92
Accounts Receivable	
Trade Receivables	<u>16,500.00</u>
Total Accounts Receivable	<u>16,500.00</u>
Total Current Assets	<u>178,797.92</u>
TOTAL ASSETS	<u>178,797.92</u>
LIABILITIES	
Current Liabilities	
Accounts Payable	
Trade Creditors	<u>10,440.91</u>
Total Accounts Payable	10,440.91
Other Current Liabilities	
Tax Payable	<u>8,478.27</u>
Total Other Current Liabilities	<u>8,478.27</u>
Total Current Liabilities	<u>18,919.18</u>
TOTAL LIABILITIES	<u>18,919.18</u>
NET ASSETS	<u>159,878.74</u>
EQUITY	
Opening Bal Equity	136,570.00
Retained Earnings	-29,138.35
Net Income	<u>52,447.09</u>
TOTAL EQUITY	<u>159,878.74</u>

Attachment 6: November Accounts Payable

11:50 AM

12/02/23

**WA Regional Capitals Alliance Inc
A/P Ageing Summary
As of January 31, 2023**

	<u>Current</u>	<u>1 - 30</u>	<u>31 - 60</u>	<u>61 - 90</u>	<u>> 90</u>	<u>TOTAL</u>
NAJA Business Consulting Services	5,000.00	5,297.91	0.00	0.00	0.00	10,297.91
Pam Weston's Bookkeeping	143.00	0.00	0.00	0.00	0.00	143.00
TOTAL	<u>5,143.00</u>	<u>5,297.91</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>10,440.91</u>

Attachment 7: January Accounts Receivable

11:49 AM

12/02/23

**WA Regional Capitals Alliance Inc
A/R Ageing Summary
As of January 31, 2023**

	<u>Current</u>	<u>1 - 30</u>	<u>31 - 60</u>	<u>61 - 90</u>	<u>> 90</u>	<u>TOTAL</u>
Town of Port Hedland	0.00	0.00	0.00	0.00	16,500.00	16,500.00
TOTAL	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>16,500.00</u>	<u>16,500.00</u>

6 EXECUTIVE OFFICER BI-MONTHLY REPORT (DEC 2022 – JAN 2023)

Date of Report: 24th February 2023
Report Author: Executive Officer – Paul Rosair
Disclosure of Interest: Nil
Attachment(s): 7. Executive Officer Bi-Monthly Report – December 2022 January 2023

Purpose:

To update RCAWA on the Executive Officer services provided for the period December 2022 - January 2023 inclusive.

Background:

The attached report provides information about the services provided, activities undertaken and time allocation over the past two months.

Discussion:

As required.

Link to Strategic Directions:		Budget Implications	
Advocacy and policy Influence Partnership and collaboration Representation		As per 2022/23 approved RCAWA budget.	
Resolution/s		Action(s)	
That the Executive Officer report be received.		As per Outstanding Actions	
Moved:	Mal Osborne	Responsible:	Executive Officer
Seconded:	Peter Long	Due date:	As required

Attachment 8: Executive Officer Bi-Monthly Report – December 2022 - January 2023

Overview

Following the extension of the Executive Officer’s contract, and the subsequent review of agenda formatting, a decision has been made to streamline this report in order to avoid information duplication: 1. All project work / activity to be listed and referenced to the appropriate Item number; 2. Stakeholders to be listed; 3. Time allocation to be tabled.

1. Project Work / Activity

Project / Activity	Status	Item
Performing Arts and Entertainment Centres Review	Report printed, stakeholder engagement commenced. Awaiting decision on report release and distribution	Item 8
Housing Solutions and Action Plan	EOI tabled	Item 9
Benchmarking	Report tabled	Item 10
Strategic Plan	2023 – 2028 Draft presented	Item 11
Business Service Delivery	Consultations with Andrew Sharpe, Sam Mastrolembo and BMAC	Item 12
MACWA	Discussions held re 2023 Awards	Item 13

2. Stakeholder Engagement

Stakeholders	Date	Purpose
Dennis Wellington and Andrew Sharpe, RCAWA Chair and Secretariat	1-12-2022	Updates and planning
Virginia Miltrup, CEO Karratha	2-12-2022	Introduction to RCAWA
Tony Nottle, CEO Busselton	5-12-2022	Introduction to RCAWA
Premier Mark McGowan, Hon. Roger Cook, Hon. Don Punch	8-12-2022	Attended State Government Christmas sundowner
Peter Long, Mayor Karratha	9-12-2023	Housing and other RCAWA matters
Andrew Sharpe, CEO Albany	12-12-2022	CEO Ringaround items, including Local Government Reform
Rebecca Stephens MLA; Parliamentary Service	27-12-2022	Update on RCAWA matters
Virginia Miltrup, Andrew Brien, Mal Osborne, Jo Swan	25-01-2023	Housing EOI
Hon. Samantha Rowe, Parliamentary secretary to the Minister for Culture and the Arts, Caroline O'Neill Senior Policy Officer DLGSC and Tarnya Widdicombe, Senior Policy Advisor - Department of the Premier and Cabinet of WA	30-01-2023	Regional Performing Arts and Entertainment Centres
Bronte MacMillan, BMAC	31-01-2023	Business review discussion

3. Time Allocation

Historic Contract: May 2018 – April 2022

Name	Billed Hrs.	Actual Hrs.
Paul Rosair	1,600	1,630.00
Jane Lewis	660	660.25

Current Contract: May 2022 – April 2024

	Paul Rosair		Jane Lewis		Josh Turner	
	Contract	Actual	Contract	Actual	Contract	Actual
May 22	35	40	30	23	12	1
June 22	35	34.5	30	31.5	12	30
July 22	35	32	30	51.5	12	2
Aug 22	35	55	30	33.5	12	2
Sept 22	35	12.5	30	22.5	12	2
Oct 22	35	48.5	30	56	12	15
Nov 22	35	19	30	20	12	6
Dec 22	25	29.5	15	18.5	10	32.5
Jan 23	25	23	15	17	10	45
Feb 23	35		30		12	
Mar 23	35		30		12	
Apr 23	35		30		12	
May 23	35		30		12	
June 23	35		30		12	
July 23	35		30		12	
Aug 23	35		30		12	
Sept 23	35		30		12	
Oct 23	35		30		12	
Nov 23	35		30		12	
Dec 23	25		15		10	
Jan 24	25		15		10	
Feb 24	35		30		12	
Mar 24	35		30		12	
Apr 24	35		30		12	
TOTALs	295	294	240	273.5	104	135.5
Overall	Contract: 639 Actual: 703					

7 FORMAL PRESENTATIONS

Date of Report: 24th February 2023
Report Author: Executive Officer, Paul Rosair
Disclosure of Interest: Nil
Attachment(s) Nil

Purpose:

The Alliance to receive presentations from key stakeholders.

Background:

Leading up to this meeting, Alliance members were canvassed about issues pertinent to the portfolios of the presenters: a consolidated list is provided in the discussion and has been forwarded to the relevant presenters as appropriate.

Discussion:

Time	Name	Position	Topics for discussion
Did not attend	Christine Comer	Assistant Director WA and SA Engagement Branch National Emergency Management Agency	Emergency Management and NEMA priorities
10:30 – 10:50	Karen Chappel Nic Sloan	President WALGA CEO WLAGA	WALGA update
10:50 – 11:05	Rachael Sweeney	Executive Officer RCA	RCAWA update
Did not attend	Ashley Randell	Director Regional Planning Policy Coordination, DPLH	Presentation on DPLH regional planning workshops

Link to Strategic Directions:		Budget Implications	
Advocacy and policy Influence Partnership and collaboration Representation		Nil	
Resolution(s)		Action(s)	
For information only			
Moved:	N/A	Responsible:	
Seconded:	N/A	Due date:	

8 REGIONAL PERFORMING ARTS AND ENTERTAINMENT CENTRE REVIEW (RPAEC)

Date of Report:	24th February 2023
Report Author:	Paul Rosair, Executive Officer
Disclosure of Interest:	Nil
Attachment(s)	Nil

Purpose:

To update the Alliance on the review of the operational performance and future direction of Regional Cities Performing Arts and Entertainment Centres.

Background:

The Regional cities Performing arts centres play a critical role in supporting the vibrancy of the community, those who live within the city and those for whom the city is a services centre. The COVID pandemic has significantly impacted the Arts sector and placed significant financial pressure on the viability of Performing arts infrastructure throughout Australia.

The Alliance appointed Greensted Services to undertake a review of the operating model of these centres and to make recommendations to assist COVID impact recovery, identify potential operational improvements and options for potential negotiations with the State Government for increased financial support as part of ongoing Regional Arts funding arrangements.

The Draft report was presented to RCAWA members at the October meeting. It included 54 recommendations in the body of the report, and 5 overarching recommendations that RCAWA can take collectively to improve the outcomes from their RPAECs. Feedback was invited to be submitted by 5th November 2022 and the report was ratified at the December 2022 meeting – with members requesting that 120 copies of the report be printed – 10 for each member and 20 for general distribution.

Discussion:

Since the completion of the RPAEC Review, the Australian Government have released a National Cultural Policy — *Revive: a place for every story, a story for every place*. This strategy, released on 30 January 2023, will be supported with \$200m of additional arts funding in the 2023/24 budget alongside the creation of a new agency Creative Australia to replace the Australia Council.

Revive is structured around 5 interconnected pillars which set out the Government's strategic objectives:

- First Nations First: Recognising and respecting the crucial place of First Nations stories at the centre of Australia's arts and culture.
- A Place for Every Story: Reflecting the breadth of our stories and the contribution of all Australians as the creators of culture.
- Centrality of the Artist: Supporting the artist as worker and celebrating artists as creators.
- Strong Cultural Infrastructure: Providing support across the spectrum of institutions which sustain our arts, culture and heritage.
- Engaging the Audience: Making sure our stories connect with people at home and abroad.

All these objectives are consistent with recommendations coming out of the RAEC review.

Revive establishes as a key principle.

- All Australians, regardless of language, literacy, geography, age or education, have the opportunity to access and participate in arts and culture.

And as key measures for funding:

- Increasing support for regional arts and culture through an increase to the Regional Arts Fund.
- Developing an Arts and Disability Associated Plan, under Australia's Disability Strategy 2021-31, to enable people with disability to access and participate fully in the cultural and creative life of Australia.
- Supporting specialist in-school arts education programs that directly draw from cultural and creative sector expertise, focusing on areas of identified disadvantage.
- Recognizing creative sector workers as vital contributors to our national culture and economy, Revive will establish a Centre for Arts and Entertainment Workplaces within Creative Australia. It will provide advice on issues of pay, safety, codes of conduct and welfare across the sector.
- Creative Australia will also establish Music Australia, to support the Australian music industry to grow, including through strategic initiatives and industry partnerships, research, skills development and export promotion.

The recent release of the National cultural policy provides the perfect platform to bring to Government, State and Federal a partnership approach with Regional Local Government in Western Australia to address recognised disadvantage and to implement recommendations that align to State Federal and local policy priorities.

It is proposed, therefore that RCAWA progress the engagement with the State and through the State with the Australian Government on the strategic capital funding recommendations and the recommended reforms to touring and regional arts development funding programs contained within the review.

An initial approach was made by the Executive Officer to the Minister for Culture and Arts via a meeting with:

- Hon. Samantha Rowe, Parliamentary secretary to the Minister for Culture and the Arts
- Caroline O'Neill, Senior Policy Officer DLGSC and
- Tarnya Widdicombe, Senior Policy Advisor Department of the Premier and Cabinet of WA

During this meeting, the report's Executive Summary was shared, and discussions were held about the Minister's and Department's potential involvement with either support or a joint launch of the full report. Consequently, 2 printed embargoed copies of the full report were delivered to Hon. Samantha Rowe for review by the Minister. This is to be followed up within the next month, with the outcome likely to affect the way information is disseminated. The possibility of support for convening the proposed high level industry sector forum will also be explored.

It is also recommended that an RCAWA workgroup be formed to prioritise the recommendations to align with State budget parameters and draw on arts sector expertise as required to pursue specific funding commitments.

To progress implementation of the report at an operational level, it is proposed that a Regional Arts Center's Review Managers Committee is formed. It has been recommended, by Greensted Consulting that Ms Fiona DeGaris, manager of BREC, chair the group consisting of at least 5 of the managers. Duncan Ord who led the review is available to present on his findings and support the group in developing implementation strategies if required. The managers group would engage with Circuit west and Regional Arts Australia to seek alignment on touring program reforms, the creation of viable touring circuits and cooperative marketing.

Members to decide if they wish to support the operational recommendations as part of the Alliance work, and if so to what extent.

Link to Strategic Directions:		Budget Implications	
Advocacy and Policy Influence Partnership and collaboration		Consideration for future budget allocation to be discussed.	
Resolution(s)		Action(s)	
<ul style="list-style-type: none"> • EO to follow up with the Minister for Arts and Culture regarding potential joint launch at Regions Rising in Bunbury and / or media support for the release of the RPAEC Review • RCAWA working group be formed to prioritise the recommendations to align with State budget timelines and draw on arts sector expertise as required to pursue specific funding commitments. • Members (through a working group) consider and prioritise strategic and operational actions as recommended in the report. • Members approved an initial budget of up to \$10k for the Executive Officer to use in engaging external services to implement priority recommendations as prioritised above 		As per resolution.	
Moved:	Mal Osborne	Responsible:	EO
Seconded:	Virginia Miltrup	Due date:	As appropriate

9 RCAWA HOUSING SOLUTIONS AND ACTION PLAN

Date of Report:	24th February 2023
Report Author:	Executive Officer, Paul Rosair and Jo Swan, Swan Professional Services
Disclosure of Interest:	Nil
Attachment(s)	9: Draft Scope of Works for the RCAWA Housing and Actions Plan

Purpose:

To approve the release of the Expression of Interest for a Consultant to assist RCAWA in progressing key initial activities aimed at increasing housing investment and supply consistent with the Housing Solutions and Action Plan.

Background:

During 2021, the Alliance commissioned the development of a Housing Solutions and Action Plan to identify options and actions that could be taken by Regional Capitals Alliance members to address housing availability issues across regional WA.

The Plan identified a practical approach to how the Alliance could work with Governments and others to implement short- and longer-term actions to improve housing availability in regional WA. The Plan was endorsed by the Alliance in late 2021.

In addition, the Alliance committed funds to progress initial actions, to create momentum and to commence implementation of the Plan during 2022.

At the August 2022 meeting, Alliance members agreed a proposed scope of works would be developed for consultancy support to undertake key initial activities to progress the RCAWA Housing Solutions and Action Plan. A draft Scope of Works was developed and distributed to Members.

Current Situation

Members were invited to a round table discussion to provide feedback on the draft Scope of Works. Feedback from the discussion has been incorporated into a draft Expression of Interest (EOI) with three separable components:

- Part 1 – Opportunity Identification
- Part 2 – Encouraging Investment
- Part 3 – Regional Housing Market Engagement Activities.

EOI Respondents will be requested to quote on each part separately.

Procurement Approach

It is proposed three consultants be invited to provide a response to the EOI including Greg Cash, Elysian Consulting; Urbis and one other.

Responses will be assessed by a CEO sub-committee with the EO overseeing the procurement and management of the project. Currently the sub-committee membership comprises of:

- Sam Mastrolembo, CEO Shire of Broome
- Virginia Miltrup, CEO City of Karratha
- Andrew Brien, City of Kalgoorlie-Boulder
- Mal Osborne, CEO City of Bunbury.

Pending approval from the Alliance, the EOI will be released in March 2023, assessed in April 2023 to commence 1 May 2023. The expected completion date is August 2023.

Proposed Discussion:

The attached draft Expression of Interest has been developed for consideration of Alliance Members.

Link to Strategic Directions:		Budget Implications	
<ul style="list-style-type: none"> • Advocacy and policy Influence • Partnership and collaboration • Representation 		<p>██████████ (Excl. GST. plus travel and accommodation allowances) has been allocated from the 2022/23 approved RCAWA projects budget.</p> <p>Funds for Jo Swan’s involvement have already been approved.</p>	
Resolution(s)		Action(s)	
<ul style="list-style-type: none"> • The Draft Expression of Interest is approved for release, noting the continued involvement of Jo Swan to assist in the management of the tendering process, evaluation and reporting. 		<p>EO to release EOI to three external consultancy firms.</p>	
Moved:	Sam Mastrolembo	Responsible:	EO
Seconded:	Mal Osborne	Due date:	As appropriate

Attachment 9: Draft Scope of Works for the RCAWA Housing and Actions Plan



Expression of Interest

Consultancy to Identify Regional Land and Housing Investment and Supply Opportunities and Encourage Investment

DOCUMENT ID NUMBER:	RCAWA 2023-001
EXPRESSION OF INTEREST:	RCAWA – Identify Regional Land and Housing Investment and Supply Opportunities and Encourage Investment
CLOSING DATE FOR SUBMISSIONS:	5pm - TBC
DELIVERY METHOD:	Post to: RCAWA 459 Albany Highway Victoria Park WA 6100 Or Email to : jane@reditresearch.com.au
CONTACT PERSON(S):	Paul Rosair – Executive Officer Andrew Sharpe – Secretary

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1 CONDITIONS OF RESPONDING

The Regional Capitals Alliance Western Australia (RCAWA) (the Principal) will not be liable for payment to the Respondent for any costs, losses or expenses incurred by the Respondent in preparing their Response to this Expression of Interest, regardless of the outcome.

The Respondent shall have satisfied themselves as to the correctness and sufficiency of their Response, including prices which will be deemed to cover the cost of complying with all the Conditions of Responding and of all matters and things necessary for the due and proper performance and completion of the work described in this Expression of Interest.

2 SPECIFICATION

2.1 Introduction to RCAWA

The Regional Capitals Alliance of WA is comprised of the major regional local governments of Western Australia. Membership consists of the City of Albany, Shire of Broome, City of Bunbury, City of Busselton, Shire of Esperance, City of Greater Geraldton, City of Kalgoorlie-Boulder, City of Karratha, Shire of Northam and Town of Port Hedland.

Collectively, they represent the most significant concentrations of employment in regional Western Australia. With diverse economies and lifestyles, they offer exciting places to live, work, visit and invest.

RCAWA advocates for coordinated and aligned strategic planning for growth and investment in Western Australia's regional capitals. Through the Alliance members seek to leverage their capacities and experiences to enable, advocate and facilitate investment in the social, economic, and physical development of a network of functional, sustainable and growing regional capitals throughout Western Australia. Importantly, their focus is on ensuring that the development of their regional centres is focused on enabling and unlocking greater access and potential to the broader development of WA's regional communities.

2.2 Background and Context

In the post Covid 19 environment, Western Australia's regional areas have seen a resurgence in economic activity, population growth and housing demand driven by a number of interrelated and independent global, national and local factors. Western Australia's major regional locations are struggling to respond to significant shifts in demand and are now suffering a housing availability crisis.

The lack of access to appropriate housing options is limiting access to workers, increasing business and living costs, discouraging investment, and constraining business activity across regional WA. This is hindering the social and economic development of WA, constraining the State's economic growth and harming Australia's long term international competitiveness.

This problem is not isolated to individual Regional Capitals and is significantly affecting the effective functioning of the communities of Alliance members. In response to this issue, in 2021 the Alliance commissioned the development of a *Housing Solutions and Action Plan* to identify options and actions that could be taken by Regional Capitals Alliance members to address housing availability issues across regional WA.

The Plan identifies rather than simply being a short-term issue, there are structural issues that impact the supply and availability of housing in regional WA.

Recognising that regional housing supply is a critical enabler of Western Australia's future growth, and for the effective development of their communities, the Alliance is keen to provide leadership on addressing the housing crisis impacting their communities.

The Plan proposed a number of strategies and actions focused improving the availability and supply of housing in regional WA by targeting three Objectives:

- Objective 1: Increase awareness of Housing Issues, Challenges and Opportunities in Regional WA
- Objective 2: Removing Barriers to Investment in new Housing supply in Regional WA
- Objective 3: Increasing Housing Investment in Regional WA

The Alliance is currently looking to progress its collective efforts associated with the Plan and has identified a number priority actions that it is looking to undertake. The proposed actions are contextual to the current housing, economic and Government policy environment and as priority actions, they will aim to address some but not all of the issues identified in the Plan.

2.3 Scope of Works

To support its efforts to implement actions under the Housing Solutions and Action Plan the Alliance is seeking consultancy services to help Alliance members increase Land and Housing Investment and Supply in Regional WA through delivery of the following services:

Part 1: Opportunity Identification

Works Required:

Engagement with key staff of Alliance Members to identify critical Land and Housing Supply Opportunities within their Local Government boundaries that have the potential to meaningfully increase land and housing supply in their communities. This should include identification of:

1. Priority DevelopmentWA or Department of Communities project opportunities;
2. Underutilised State Government or Local Government controlled land suitable for residential development;
3. Private Sector projects in need of support and assistance.
4. Strategic Urban Renewal Project opportunities focused on revitalisation of State Social Housing stock for diversified needs including GROH, Key worker and /or affordable housing.
5. Priority projects which minimise the impacts of GROH on the local private rental market
6. Regional Capitals Staff Housing project opportunities.
7. Priority Regional Infrastructure requirements to enable developments to progress

Deliverable:

A final report that details the critical land and housing supply opportunities identified for each of the ten RCAWA Alliance members local government boundaries. The report should include opportunities identified in each of the areas outlined in the Scope of Works.

Part 2: Encouraging investment

Works Required:

Strategic Advice, support and guidance in the development of mechanisms and approaches to encourage increased investment in land and housing supply in Regional Capitals. This should include:

1. State Government Engagement

Strategic advice and support to assist the Alliance in its efforts to encourage State Government increased investment in regional housing by:

- a. Developing collective advocacy proposals and providing strategic advice and support to assist the Alliance in its efforts to advocate for:
 - a. DevelopmentWA to give consideration to projects that focus on market failure;
 - b. Reduce the impact of the Department of Communities GROH program on local rental markets;
 - c. Inclusion of identified underutilised land in future Housing Pipeline Proposals; and
 - d. State and Federal Government Major projects funding to give consideration to social impact assessments and associated strategies to de-risk projects and support local economies where the project workforce is to be located.
- b. Developing a collective proposal for investment in land development projects under the Regional Development Assistance Program;
- c. Developing a Government Regional Officers Housing/WA Country Health Service Housing Business Case Template for use by Alliance Members seeking to invest in housing for Government employees.

2. Engagement with Non-Government Housing Providers

- a. Designing and Facilitating a Housing Partnerships Expression of Interest for Alliance Members looking to partner with the Community Housing Sector, local Indigenous Organisations or other providers to deliver affordable or key worker housing within their communities.

3. Deliverables:

- Collective proposals as per Part 2, item 1.1 and 1.2 in the Scope of Works
- A Government Regional Officers Housing/WA Country Health Service Housing Business Case Template
- Expression of Interest as per Part 2 item 2 in the Scope of Works

Part 3: Regional Housing Market Engagement Activities

Works Required:

Working with the Alliance and its members to undertake regionally appropriate housing market engagement activities to encourage local housing investment including:

1. Supporting the Alliance to engage with Housing Industry Bodies to Jointly Host/Sponsor a Regional Housing Industry Breakfast or Lunch Event early in 2023.
2. Working with Alliance Members to develop locally appropriate Housing Supply Roadshow events across Regional WA.

Key Messaging to include providing Developers with an understanding of the local government approvals process.

Deliverable:

A proposed Event Plan for each event listed in the scope of works detailing

- Purpose/objectives
- Target audience
- Formal agenda/content
- Key messages
- Number of events to be held and location
- Suggested Marketing/promotion methods
- Estimate costs

Supporting Documentation

- RCAWA – Regional Investment Framework
- RCAWA - 2023-28 Strategic Plan
- RCAWA - 2021-22 Annual Report
- RCAWA – Housing Solutions and Action Plan (November 2021)

Contract award is currently estimated to be from the **1st May 2023 with completion by 11th August 2023.**

Contract award will include an agreed Tasks and Deliverables plan documenting key milestones and a payment schedule.

3 CONTRACTORS RESPONSIBILITIES

The appointed Consultant will be required to nominate a Lead, who will assemble and coordinate a team (as necessary) to complete the requirements of the brief, and act as the key liaison and sole point of contact for the duration of the project.

The project lead is to be of Director/Associate level, capable of decision making on the team's behalf. The Consultant is to provide a proposal, methodology and timelines to undertake the work for each Part as per the scope of works and responsibilities as detailed in this Expression of Interest.

4 RCAWA'S RESPONSIBILITIES

The RCAWA will provide:

- An inception teleconference with the Preferred Consultant to discuss the Proposal and Refine the Proposal/Brief of the Project.
- On final appointment:
 - Assign a designated single contact point (Project Manager) to have oversight of the project from Appointment to Final Delivery.
 - Establish and assemble a Housing Working Group consisting of the Consultant's Project Manager and at least three CEO's of relevant RCAWA Local Government Authorities.
 - Liaison with the Contractor regarding required Client Liaison Activities.
 - Relevant background documentation and contacts to the appointed Consultant to assist undertaking the required works. Note: the Consultant should allow for a thorough investigation of the region capitals and subject matter necessary to achieve the stated outcomes. It must not solely rely on the information provided above from the RCAWA. The Consultant will be required to fill any information gaps.

The RCAWA contact person for the quotation period is Paul Rosair, Executive Officer (email: jane@reditresearch.com.au). All initial enquiries should be in writing via email.

The RCAWA will manage financial payments on an agreed Milestone basis for the contract. Payment will be in accordance with the RCAWA's standard thirty (30) day terms.

5 GENERAL CONDITIONS OF CONTACT

The General Conditions of Contract will be in accordance with Standards Australia AS4122.

This Request for Quotation does not contain a copy of any Australian Standards. It is the responsibility of the Respondent to obtain a copy if required.

5.1 Contract Duration

The Contract will be complete on supply of the goods and/or services as negotiated and agreed with RCAWA. However, in the event of the successful Contractor failing in any manner to carry out the Contract to the RCAWA's satisfaction, the RCAWA may forthwith terminate the Contract by written notice to the Contractor.

The RCAWA reserves the right to claim cost/time penalties should the Contract not be completed on time, if it can be shown that the RCAWA has made every reasonable effort to maintain the schedule agreed by both parties at the commencement of the Contract.

5.2 Insurances

The Contractor is required to maintain the following insurance and minimum level of cover for the Contract duration:

Type	Insured Amount
Public Liability	\$20,000,000 any one occurrence
Workers Compensation or Personal Accident Insurance	If applicable, the Contractor shall insure against liability for death of or injury to persons employed by the Contractor including liability by statute and at common law to a limit of not less than \$20,000,000. Cover extended to include Principals Indemnity Clause.
Professional indemnity	\$1,000,000 any one claim and in the aggregate

6 EVALUATION CRITERIA

The RCAWA has adopted a best value for money approach and will assess each Response to determine the most advantageous outcome. The RCAWA is not bound to accept the lowest Response and may reject any or all Responses submitted. Failure to address any of the Compliance and Qualitative criteria may eliminate the submission from consideration.

6.1 Compliance Criteria

In order to submit a compliant quotation, the following requirements need to be addressed:

DESCRIPTION	SELECT	
a. Compliance with the Conditions of Responding as per Section 1 of this Request.	Yes <input type="checkbox"/>	No <input type="checkbox"/>
b. Compliance with the Specification contained in the Request.	Yes <input type="checkbox"/>	No <input type="checkbox"/>
c. Completion of the Offer Form, including the signature of the Authorised Signatory	Yes <input type="checkbox"/>	No <input type="checkbox"/>
d. Pricing schedules submitted in the format requested by the Principal.	Yes <input type="checkbox"/>	No <input type="checkbox"/>

6.2 Qualitative Criteria

In determining the most advantageous Response, the following qualitative criteria will be point scored:

A. Relevant Experience & Capacity	Weighting 40%
<p>1. Provide the information regarding proposed personnel to be allocated to this project, including:</p> <p>(a) Role; and</p> <p>(b) Current commitment and availability.</p> <p>2. Outline the Company/Practice expertise, skills and capacity to undertake this work including experience on other projects of a similar nature and understanding of the Local Government Sector and State Government's Land and Housing sectors</p>	<p>Tick if attached</p> <input type="checkbox"/>
B. Methodology & Timeline	Weighting 30%
<p>Quotation submissions are to provide the following information with regard to the project approach, methodology and proposed timeline:</p> <p>a) Acknowledgement of Scope of Services and demonstrated understanding of the key elements. Identify the key opportunities/risks particular to this project and how these will be managed;</p> <p>b) Outline your approach to the scope of services; and</p> <p>c) A proposed timeline for completion.</p>	<p>Tick if attached</p> <input type="checkbox"/>

C. Fees and Value for Money	Weighting 30%
<p>Submissions are to provide the following information with regard to professional Development Consultant fees that are aligned with the Scope of Service's nominated within the RFQ. The Consultant fees are to be GST inclusive.</p> <p>Personnel fees and project disbursements are to be listed within separate tables and GST inclusive.</p>	<p>Tick if attached <input type="checkbox"/></p>

7 PRICE INFORMATION

7.1 Price

Prices quoted are to be on a lump sum basis. All prices for goods and/or services offered are to be fixed for the term of the Contract. Quoted prices must include Goods and Services Tax (GST). Any charge not stated in the Quotation as being additional will not be allowed as a charge for any transaction under any resultant Contract.

Prices required for each component of the EOI (i.e. Part 1, Part 2 and Part 3) of the EOI.

7.2 Price Schedule

Respondents are requested to provide a breakdown of the costs to deliver the work. The following price schedule may be used, or a separate document should be attached to your response:

Part 1: Opportunity Identification

No	Item Description	Unit	Price \$ (ex GST)	Price \$ (inc GST)
TOTAL				

Expected Completion of Services as detailed above	Weeks	Days

Part 2: Encouraging investment

No	Item Description	Unit	Price \$ (ex GST)	Price \$ (inc GST)
TOTAL				

Expected Completion of Services as detailed above	Weeks	Days

Part 3: Regional Housing Market Engagement Activities

No	Item Description	Unit	Price \$ (ex GST)	Price \$ (inc GST)
TOTAL				

Expected Completion of Services as detailed above	Weeks	Days

Price Summary

EOI Component	Price \$ (ex GST)	Price \$ (inc GST)
Part 1: Opportunity Identification		
Part 2: Encouraging investment		
Part 3: Regional Housing Market Engagement Activities		
TOTAL		

8 RESPONDENTS OFFER

I/We (Registered Entity Name): _____

Registered Entity Street Address: _____

Registered Entity Postal Address: _____

ABN: _____

ACN (if any): _____

Telephone No: _____

Facsimile No: _____

Email: _____

I/We agree that there will be no cost payable by the Principal towards the preparation or submission of my/our Response to this Request for Quotation irrespective of its outcome. I/We confirm that I/we will comply with this Request for Quotation and my/our Response and the Response consideration is provided in the prescribed format and is submitted with this Response. I/We agree that by submitting this Response I/we authorise the Principal to disclose my/our identity and the lump sum consideration to any person/organisation requesting such information, but only if my/our Response is successful.

Dated this: _____

Day of: _____

Year: _____

Name of Authorised Signatory: _____

10 RCAWA BENCHMARKING REPORT

Date of Report:	24 February 2023
Report Author:	Executive Officer and Benchmarking Officer
Disclosure of Interest:	Nil
Attachment(s)	10: Corporate Benchmarking Report 2021-2022 (Separately attached)

Purpose:

To update the Alliance on the Benchmarking Report that has been developed, in order to provide meaningful information that can be used to inform and improve the performance of all participants.

Background:

Josh Turner was engaged as Benchmarking Officer until May 2024 to continue the work previously completed by Brian Sharp:

- Update benchmarking indicators to include the 2021-2022 financial year Actuals and 2022-23 Budgeted figures where applicable;
- Look for opportunities to value add to the model and align it with members' needs;
- Analyse the data and provide key insights into the results;
- Focus on opportunities to improve service delivery based on learnings from others.

Throughout the reporting process the Benchmarking Officer has been in consultation with Brian Sharp (who has peer reviewed the report) and the Executive Officer to ensure the validity of results.

Discussion

The 2022 Benchmarking Report (the Report) is attached for members to read and review. The report builds on the previous three years' reports, areas of note include:

1. **Visitor Centres and Government Services**
2. **Financial Ratios**
3. **Service Delivery Reviews**

The Report contains continued discussion on Capital Expenditure by members comparing actual versus budgeted capital expenditure for the 2019, 2020, 2021 and 2022 financial years. In addition, the Report compares Development Applications and Building Applications for 2019, 2020, 2021 and 2022 and provides a link to the Alliance's Housing Solutions and Action Plan. Discussions surrounding these areas have been continued in this report due to the minimal change in results from previous years.

Visitor Centres and Government Services:

After initial collation of data surrounding each members Visitor Centres and Government Services in the 2020-21 report, these areas have not been updated for the 2021-22 report. The information from the 2020-21 report has been retained as a reference. Due to the inconsistency of information in Government Services reporting, it is recommended that the number of wider services reported each year be reduced.

Financial Ratios:

Due to the changing requirements for the reporting of Financial Ratios within Local Governments, a comprehensive update of Section 7: Financial Ratios has not been provided. Upon request, five members provided ratios for 2022, and three for 2023.

This may be an area for discussion by members on whether the Benchmarking Officer should proceed with calculating the missing Ratios for each member, and whether to continue reporting in future reports.

Service Delivery Reviews:

In association with the proposal for undertaking Service Delivery reviews (see item 13) the opportunity to expand the scope of the benchmarking report for future iterations is available. This would align well with, and provide further insight into, the current FTE data that is already being reported.

Link to Strategic Directions:		Budget Implications	
Partnership and collaboration		Nil	
Resolution(s)		Action(s)	
<ul style="list-style-type: none"> • That the Draft Corporate Benchmarking Report 2021-2022 be received and • The reporting of financial ratios is to be included in the final version of the Benchmarking Report. 		Benchmarking officer to include financial ratios in the final report	
Moved:	Virginia Miltrup	Responsible:	Benchmarking Officer
Seconded:	Ian Mickel	Due date:	For presentation at the April meeting

11 STRATEGIC PLANNING

Date of Report:	24th February 2023
Report Author:	Executive Officer, Paul Rosair and Redit Research
Disclosure of Interest:	Nil
Attachment(s)	11. Draft Strategic Plan (separately attached)

Background:

In 2017 a high-level Strategic Plan was developed to guide the Alliance actions from 2017/18 -2021/22. It outlined the vision, focus and priorities and explained “what we do” and “how we work”. This Strategic Plan has been circulated to nearly every Minister and Director General in WA, a number of Federal Ministers and Politicians and has been discussed with a myriad of Government Agencies, industry bodies and associations. Following on from this, a Strategic Planning workshop was held on 7th August 2020 in which members made decisions regarding key stakeholders and focus areas going forward. Subsequently, another workshop was held in February 2021 at the City of Perth to refine priorities.

A Strategic Planning Workshop, facilitated by Kelly Hick was conducted on 18th August 2022. The purpose of this was to reassess the strategic direction of the Alliance for the Strategic Plan for the next five years, make commentary on the content of the new Strategic Plan, and to prioritise strategic topics and stakeholders going forward.

Given that the Executive Officer and Executive Assistant’s time, under contract, has been fully committed to other tasks and activities, including the annual report (which is now incorporated into the new contractual arrangements), the Alliance passed a resolution at the August meeting to engage suitable external resources to assist in the development of the 2023 – 2028 RCAWA Strategic Plan. The estimated budget was \$8-\$10k including production.

Discussion:

The high-level draft Strategic Plan has been completed and is attached for Alliance member review. Methodology and reasoning for the Plan’s structure and headings has been supplied by Redit Research as follows:

The Strategic Plan - Considerations from the Workshop

The original document was 16 pages and included a table of contents, introduction, vision, what we do, our focus, how we work, our priorities, description of each of the members LG region, members directory, and a WA map. There were lots of fillers, and a bit of repetition.

At the workshop it was decided that a shorter version would suffice, and that it was to be designed for internal and external use. (i.e., high level, not operational). The original document contained high level priorities, which (with some duplication and one outlying action being removed), the members generally agreed with.

Members felt that page 5 in particular needed rework – with a new column of What success will look like.

The design of the new SP incorporates suggestions from the workshop, while reducing the repetition and updating some of the wording to better represent the intent of the Alliance.

It is felt that all information can be accommodated in an 8 page document.
The following pages give the background and reasoning for the proposed document text.

**Regional Capitals Alliance Western Australia (RCAWA)
Strategic Plan 2023-2028**

Section	What should be included in the section	What was in the Original Plan	What the Members said about the original content	Proposed solution
Introduction	Who are we and who do we represent	<p>The Alliance A full page of high-level hopes for the future growth of the regional capitals</p>	<p>Maybe don't need it. smaller. demographic of each members capital? Maybe more Alliance stats.</p> <p>Comment: demographics of each members capital deemed to be divisive for an alliance, therefore not included</p>	<p>Our Alliance: An Alliance of 10 Regional Capitals represented by the Mayor / President and the CEO of each of the following local governments:</p> <ul style="list-style-type: none"> • City of Albany • Shire of Broome • City of Bunbury • City of Busselton • Shire of Esperance • City of Greater Geraldton • City of Kalgoorlie Boulder • City of Karratha • Shire of Northam • Town of Port Hedland <p>The Alliance represents over half of the population of regional Western Australia, offers the most significant concentrations of employment outside the metropolitan area and significantly contributes to the state's economic outputs.</p> <p>Each capital is considered to have a high level of capability and prospects.</p> <p>This ideally positions them as ideal partners in which to focus government and industry attention and investment so as to grow the social capital, economy and population of regional WA, in an environmentally prudent manner</p> <p>Stats included from Investment Framework</p>

Section	What should be included in the section	What was in the Original Plan	What the Members said about the original content	Proposed solution
Purpose (Mission)	<p>What is RCAWA, what is it trying to achieve and why does it exist?</p>	<p>What we do We lead the sustainable, strategic growth of Western Australia's regional capitals, with a focus on excellence and opportunity creation</p>	<p>Didn't like the heading "what we do" Changed to purpose statement is the word excellence appropriate. deleted too long difficult to capture the essence in too fewer words our role - get our fair share. what we do is attract equitable growth. not on a level playing field advocate for equitable included equitable investment. in regional capitals power of the collective, lobby our positioning. back each other in through collaboration and lobbying. show leadership on behalf of the capitals. Included collaboration We are being a unified voice... but haven't led the growth deleted growth voice of our magnificent regions. internal trusted, anti-competitive group. Added "magnificent" for flair</p>	<p>An Alliance to facilitate the collaboration and advocacy to enable equitable investment and positive outcomes for WA's magnificent Regional Capitals</p>

Section	What should be included in the section	What was in the Original Plan	What the Members said about the original content	Proposed solution
Vision Statement:	<p>The vision is the highest-ordered statement of the desired future or state of what RCAWA wants to achieve.</p>	<p>Our Vision Vibrant, sustainable regional capitals across Western Australia that are attractive places to live, work, visit and invest.</p>	<p>Question? Are we the voice for regional WA?</p> <p>Vibrant, sustainable regional capitals across WA will help our satellites</p> <p>Too long, what is the true purpose of this group? collaboration? we can't speak on behalf of all regional WA</p> <p>Not inspiring Graphic jigsaw pieces all fitting together. Want to be seen to be the voice for the regional capitals</p>	<p style="text-align: center;">RCAWA to be the sought after voice, key stakeholder and collaborator on matters that impact on the vibrancy and sustainability of Regional Western Australia</p> <p style="text-align: center;">Or should it be:</p> <p style="text-align: center;">RCAWA to be the sought after voice, key stakeholder and collaborator on matters that impact on the vibrancy and sustainability of Regional Western Australia's Capitals</p>

Section	What should be included in the section	What was in the Original Plan	What the Members said about the original content	Proposed solution
Culture	<p>Why add this into the doc? It captures the uniqueness of the Alliance and its members</p>	<p>Diverse communities, yet common ground</p>	<p>Comments in the workshop about the Alliances point of difference from other groups such as WALGA, regional groups, Zones etc. Some commentary from the original strategic plan has been incorporated</p>	<p>Our members are:</p> <ul style="list-style-type: none"> • From diverse communities, yet they have much common ground • Aligned in their quest to work with Government and industry for the betterment of Regional Western Australia • Resolute in their belief that entire regions are likely to be successful if they are supported by sustainable and resilient Regional Capitals.

Section	What should be included in the section	What was in the Original Plan	What the Members said about the original content	Proposed solution
What we do and how we do it	Clear strategic pillars		Lack of clarity about what and how, and no acknowledgement of what success looks like	<p>Clear Pillars, actions, themes, across a centre spread. These were obtained from the results of the workshop, and the top rated themes have been included in the Plan</p> <p>Way of working and what success looks like highlighted on the next page</p>

Section	What should be included in the section	What was in the Original Plan	What the Members said about the original content	Proposed solution
Individual Regional Capitals		An outline of each of the regional capitals	Felt to be more divisive instead of an Alliance	Map showing all capitals, and a simple list of contact details.

In order to progress further with the Action Plan and the Communications Plan, Redit Research is requesting that the Strategic Plan be reviewed to ensure that the members are aligned with the content and layout of the Plan: in particular the Pillars, actions and themes – as they will inform both additional documents.

Link to Strategic Directions:		Budget Implications	
Advocacy and policy Influence Partnership and collaboration Representation		Budget allocated \$8-\$10K.	
Resolution(s)		Action(s)	
<ul style="list-style-type: none"> That feedback on the Draft strategic Plan be provided by 10th March to allow for the Action Plan and Communication Plan to be developed ahead of the April meeting 		EO to collate feedback and present to Redit Research by 10 th March	
Moved:	John Bowler	Responsible:	Executive Officer
Seconded:	Chris Antonio	Due date:	10 th March

12 MACWA

Date of Report:	24th February 2023
Report Author:	Executive Officer, Paul Rosair
Disclosure of Interest:	Nil
Attachment(s)	Nil

Purpose:

To update the Alliance on the progress of the 2022 MACWA Awards.

Background:

The Most Accessible Communities WA (MACWA) Awards are a celebration of the work carried out by Local Governments to facilitate accessibility and inclusion in their community. The aim of the awards is to drive and recognise best practice, acknowledge relationships between LGs and people with disability and provide opportunities for collaboration and awareness-raising with decision makers in these sectors.

The Regional Capitals Alliance of WA (RCAWA) is proud to have provided background administration and support since the inaugural awards in 2017- 2018. In 2019, the decision was made to postpone the awards, so as not to add extra pressure to LGs already under duress dealing with the pandemic.

This gave time for a revamp of the structure, with the nomination format being simplified into three categories: digital/technology; infrastructure and leadership and then an overall winner. In 2021 there were 26 nominations across the categories; the best response since the inception of the awards. A report was provided to Richard Struik from the Department of Communities at his request, to be included in the Minister's DAIP Report to Parliament.

In 2022, despite all local governments in Western Australia being contacted three times via email by RCAWA support, and the ambassador, Melissa Northcott contacting many councils separately, only 13 entries were received. This prompted discussion by the judges on the future of the Awards and its roll-out for the future.

Discussion

The Executive Officer met with Hon. Don Punch MLA; Minister for Disabilities, who expressed his support for the continuation of the awards and offered assistance with promotion and raising the profile of MACWA.

The Executive Officer also met with Mike Rowe, DG of Department of Communities who reiterated the importance of the Awards and offered assistance through Christine Smart, Office of Disability, Department of communities and MACWA judge in 2022.

A meeting was held with Christine Smart, the RCAWA Executive Officer, Executive Assistant and the MACWA ambassador with the express intent to discuss more solid commitment and buy in for the Awards in 2023.

Christine has offered to facilitate a workshop involving the Department, WALGA, and RCAWA to assign tasks and relaunch the awards with media releases from the Minister and potentially aligning the award presentation at the International Disability Day Lunch in early December. This would also allow an extra push for nominations at the WALGA AGM.

It is recognised that this Award is important, but that unless more interest is shown, the effort to run the awards (and the associated cost to RCAWA) outweighs the benefits.

Link to Strategic Directions:		Budget Implications	
Advocacy and Policy Influence		\$500 Award prize from overall winner \$500 payment to Melissa Northcott, Ambassador as per budget.	
Resolution(s)		Action(s)	
For information only		EO and EA to continue liaising with Christine Smart	
Moved:	N/A	Responsible:	EO
Seconded:	N/A	Due date:	As appropriate

13 BUSINESS SERVICE REVIEWS

Date of Report:	24th February 2023
Report Author:	Executive Officer, Paul Rosair and BMAC Consulting
Disclosure of Interest:	Nil
Attachment(s)	Nil

Purpose:

To advise the Alliance of an opportunity to share learnings, increase collaboration and potentially enhance benchmarking data, following the Shire of Broome's completion of Service Delivery Reviews.

Background:

In 2019, the Shire of Broome engaged an external provider to assist with the creation of Service Delivery Plans across the organisation. They were engaged to examine service provision and resource allocations to ensure they were appropriate, effective and efficient with a clear and measurable alignment to the Strategic Community Plan and Corporate Business Plan. Those plans were then used as the starting point for Service Delivery Reviews (SDR's) to be undertaken annually from that point forward. Staff turnover and organisational pressures meant that the plans/reviews weren't prioritised as hoped in the following years until 2022. Over the last 4 months, the Shire has successfully completed SDR's for all service areas within the organisation. The three review focus points were:

1. Clarify the needs of the community and assess how efficiently and effectively those needs were being met.
2. Drive more efficient use of resources across the organisation and decrease duplication of tasks.
3. Identify and assess opportunities for change to improve service delivery levels.

The reviews investigated several components, including service relationships, outputs, outcomes (and how they are measured), stakeholders, mode of delivery, strategic links, existing constraints, risks and opportunities. The reviews have resulted in many opportunities for improvement relating to improving processes, investigating new systems, ownership of tasks and reducing duplication of tasks across the organisation.

The Alliance has previously looked at incorporating service delivery assessments in to the current benchmarking tool to enhance the product and provide meaningful data for members to access and utilise.

Discussion

RCAWA has an opportunity to share learnings from the Shire of Broome's work (templates, methodology, opportunities) and in doing so, create a repository of business improvement for their Local Governments. Through some adjustments to the template, this process could be used to gather information to enhance the RCAWA benchmarking tool in areas relating to service delivery. This potentially could be expanded to also include external services that may be delivered by contractors (childcare, aged care etc.).

There is also an opportunity for RCAWA to engage the services of Bronte Macmillan (who has undertaken the work to date in the capacity of her role with the Shire of Broome) to support alliance members in developing and implementing meaningful review documents to improve service delivery, as well as develop useful data to enhance benchmarking tools.

A preliminary project scope of works could be:

1. Coordinate formation of a subcommittee with a representative from each Local Government.
2. Assessment of current service delivery data tools from each Local Government (where applicable).
3. Collation of gathered information and creation of revised template/tool.
4. Alignment of template with the benchmarking tool.
5. Present to Alliance.

The Executive Officer has spoken to the Alliance Secretary as well as the CEOs of Broome and Karratha who are supportive of this approach.

As a result, it is recommended these three CEO's form a project reference group to allow consultation and advice throughout the engagement.

Link to Strategic Directions:		Budget Implications	
Partnership and collaboration		It is suggested that a provisional budget of between \$20,000 to \$25,000, over a six month period, be allocated for this work (which includes 5-6 hrs a week for the project Officer and 1 hr a week for the Executive Officer).	
Resolution(s)		Action(s)	
The Alliance supports this initiative and approves the Executive Officer to finalise a scope of works and engage Ms MacMillan on a contract for services to commence the project.		EO to work with the Secretariat and Sam Mastrolemba to finalise a scope of works and engage Ms MacMillan	
Moved:	John Bowler	Responsible:	EO, Secretariat and Sam Mastrolemba
Seconded:	Shane Burge	Due date:	As appropriate

14 AROUND-THE-GROUNDS

Date of Report: 24th February 2023
Report Author: Executive Officer, Paul Rosair
Disclosure of Interest: Nil
Attachment(s) Nil

Purpose:

For Alliance members to share information that may have an impact on other regional capitals either in the form of a collaborative opportunity, a win or a warning.

Background:

At the 18th February 2021, Alliance members showed an interest in incorporating an around-the-grounds item into future meetings. A Recommendation was passed at the April meeting that the format of the around-the-grounds item will be 2-3 minutes per capital per meeting for a maximum total of 30 minutes. If members wish to pursue a topic in more detail, they can pursue it out of session or raise it as an agenda item for the next meeting.

Discussion:

As required.

Link to Strategic Directions:		Budget Implications	
Partnership and collaboration		Nil	
Resolution(s)		Action(s)	
For information only		Nil	
Moved:	N/A	Moved:	-
Seconded:	N/A	Seconded:	-

15 OTHER BUSINESS

ITEM	INFORMATION	ACTIONS REQUIRED
<p>Regions Rising Conference in Bunbury</p>	<p>Potential RCAWA attendance and sponsorship</p> <p>Liz Ritchie has invited Paul to speak (on behalf of RCAWA) on the Liveability panel at the upcoming RAI Regions Rising WA event in Bunbury on 10th March</p> <p>RAI have also offered RCAWA a half price sponsorship package – to be discussed. \$5,000 discounted from \$10,000 (See below)</p>	<p>EO to follow up</p>
<p>Port Hedland April RCAWA Meeting and regional tour</p>	<p>Survey Monkey sent regarding accommodation</p>	<p>EA to coordinate</p>



COMMERCIAL IN CONFIDENCE



ABOUT THE REGIONAL AUSTRALIA INSTITUTE

Our purpose is to empower regions to thrive.

The Regional Australia Institute (RAI) is the nation's first and only independent think tank dedicated to building robust regional economies and a better quality of life in our regional towns and cities.

We are a non-partisan, not-for-profit organisation that undertakes research to stimulate and activate our rural and regional communities.

The Institute was founded in 2011. The RAI exists so that decision-makers at all levels of government, industry and community have the information they need to ensure the best outcomes for regional Australia.

By replacing myth and stereotype with facts and knowledge, the RAI builds bridges between city and country Australians.

We care about the regions, because when our regions are strong, Australia is strong.

OUR MEMBERS

The work of the RAI is shaped by our members the Regional Australia Council and the Regional Activators Alliance.

The **Regional Australia Council** is a cohort of the most influential organisations and leaders committed to elevating regional Australia. The Council provides corporate Australia a powerful vehicle to support the development, investment and prosperity of the regions in a collaborative way – that will enhance the lives of one-third of our population.

Local government authorities; Regional Development Australia organisations; and small to medium grassroots business, make up RAI's powerful, **Regional Activator Alliance**. The Alliance is at the forefront of a movement that is helping to change the public perception of the value of living, working, and investing in regional Australia



NATIONAL EVENTS SERIES: REGIONS RISING 2023-2024

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REGIONALISATION AMBITION 2032

In September 2022, the RAI launched the *Regionalisation Ambition 2032 – A Framework to Rebalance the Nation*.

For many years, regional people have told the RAI that they wanted a long-term plan, to collectively build a stronger Australia. The Regionalisation Ambition 2032 delivers on this.

The unpinning framework translates the critical matters most important to regional Australia into a call for real, collaborative action which will shape the nation for generations to come. The Framework addresses regionalisation through five pillars: **Population**; **Jobs & Skills**; **Liveability**; **Productivity & Innovation**; and **Sustainability & Resilience**.

The Regionalisation Ambition 2032 was **co-developed** Regional Australia Council and the Regional Activators Alliance, to ensure the ambition and targets ring true to those we are calling on to help us achieve it. The Framework is a product of RAI's 11 years of research and extensive consultation and engagement with everyday regional Australians.

RAI members show their commitment to activating the Regionalisation Ambition by **pledging to take action** within their organisations to advance the goals of one or more pillars. See our members pledges [here](#).



NATIONAL EVENTS SERIES: REGIONS RISING 2023-2024

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REGIONS RISING WESTERN AUSTRALIA EVENT

The Regional Australia Institute (RAI) is proud to present our Western Australia Regions Rising event in Bunbury on **Friday 10 March 2023**.

RAI CEO, **Liz Ritchie** and the **Minister for Regional Development, the Hon Don Punch MLA**, will both deliver keynote addresses and will be joined by panellists to discuss issues focussed on the key pillars affecting regional communities in Western Australia.

The future of regional Australia is bright, with more people than ever before looking to make the move. While this brings many opportunities to regional communities, it also presents some challenges.

We invite you to take a seat at the table in Bunbury as we work towards our Regionalisation Ambition 2032 in Australia.

Embracing a hybrid event style, Regions Rising WA will host over 200 attendees and support unlimited virtual attendance opening the event to a national audience.

REGIONS RISING WA PROGRAM OVERVIEW

Date: Friday 10 March 2023

Time: 8.30am – 4pm

Venue: Bunbury Regional Entertainment Centre

Time	Duration	Item
8.30 am	30 mins	Registration opens
9.00 am	10 mins	Welcome, housekeeping and acknowledgement to country – MC
9.10 am	20 mins	Keynote Address – The Hon Don Punch MLA, Minister for Regional Development
9.30 am	10 mins	Q&A
9.40 am	20 mins	RAI Address - Liz Ritchie, CEO – Regionalisation Ambition 2032
10.00 am	10 mins	Q&A
10.10 am	40 mins	Panel 1 – Liveability
10.50 am	30 mins	MORNING TEA
11.20 am	20 mins	Keynote Address
11.40 am	10 mins	Q&A
11.50 am	40 mins	Panel 2 – Jobs and Skills

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Time	Duration	Item
12.30 pm	20 mins	Keynote Address
12.50 pm	10 mins	Q&A
1.00 pm	50 mins	LUNCH
1.50 pm	40 mins	Panel 3 – Sustainability and Resilience
2.30 pm	40 mins	Panel 4 – Productivity and Innovation
3.10 pm	50 mins	Move to More Podcast Launch
4.00 pm	10 mins	Q&A
4.10 pm	5 mins	Closing Remarks – MC
4.15 pm		Sundowner

REGIONS RISING WA SPONSORSHIP

Event Sponsorship

Sponsorship investment: \$10,000 +GST

INCLUSIONS:

- Opportunity for a representative of your business to be involved with one of the panel sessions either as a facilitator or panellist
- 10 x complimentary RR WA event registrations
- Acknowledgement by the event MC of business sponsorship
- Business logo displayed as a sponsor on all collateral material produced for RR WA
- Business logo displayed on the RRWA webpage
- Acknowledgement in RR WA EDMs distributed by the RAI
- Opportunity for your business logo to be included on the event holding slides
- Opportunity to provide a corporate promotional item at the event for attendees
- Opportunity to showcase your brand and enhance reputation through alignment with RAI's commitment to elevating discussion and debate on Regional Australia
- Brand awareness and profiling to RAI's target market of federal and state politicians, senior representatives from business, government, academia, peak bodies and community organisations.
- Opportunity to display two (2) corporate banners at the RR WA event
- Acknowledgement on RAI social media platforms
- Priority on any additional promotional or branding opportunities that may arise in relation to the RR WA event.

AGREED 2023 MEETING DATES	LOCATION	NOTES
Friday 17 Feb 9-9.30am	Zoom	CEO Ringaround
Friday 24 Feb 9-12am	Zoom	RCAWA meeting
Friday 14 April 9-9.30am	Zoom	CEO Ringaround
Thursday 20 April 1-5pm and Friday 21 April 9-12am	Regional Visit Port Hedland	RCAWA meeting
Friday 16 June 9-9.30am	Zoom	CEO Ringaround
Friday 23 June 9-12am	Zoom	RCAWA meeting
Friday 18 August 9-9.30am	Zoom	CEO Ringaround
Thursday 24 August 1-5pm (and Dinner)	Perth	RCAWA meeting
Tuesday 26 September 9-9.30am	Zoom	CEO Ringaround
Tuesday 3 October 1-5	Perth	RCAWA meeting coinciding with WALGA AGM
Friday 8 December 9-9.30 am	Zoom	CEO Ringaround
15 December 9-12 am	Zoom	RCAWA meeting

Link to Strategic Directions:		Budget Implications	
Advocacy and policy Influence Partnership and collaboration Representation		Meeting Costs as per 2022/23 budget	
Resolution(s)		Action(s)	
RCAWA to pay \$5,000 for Regions Rising sponsorship package.		EO to organise payment and material	
Moved:	Grant Henley	Responsible:	EO
Seconded:	Jaysen de San Miguel	Due date:	As appropriate

MEETING CLOSED: 11:43