



Regional
Development

Australia

PEEL WA

ANNUAL REPORT 2019-2020



An Australian Government Initiative

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1. COMMITTEE ROLES AND RESPONSIBILITIES

Regional Development Australia (RDA) is a national network of 52 committees made up of local leaders who work with all levels of government, business and community groups to support the development of their regions.

This Australian Government initiative brings together all levels of government to support the development of regional Australia. It is funded by the Australian Government and by state, territory and local governments in some jurisdictions. It is administered by the Department of Infrastructure, Regional Development and Cities.

Regional Development Australia (RDA) committee members are local people developing local solutions to local issues. They build partnerships to develop strategies and deliver sustainable infrastructure and services to their regions.

They also work with each other to identify issues that cross regions.

As the regional development voice of their communities, RDA committees:

- consult and engage with communities
- promote and participate in regional programs and initiatives
- provide information and advice on their region to all levels of government, and
- support informed regional planning.

Each RDA committee has developed a Regional Plan which outlines priorities for the region and guides them in strengthening their communities.

An Independent Review of the RDA program found that there was a strong recognition for the contributions of RDA Committees to their regions, but a different approach was required to regional development.

In 2017, the Australian Government determined that this objective could be achieved through a refocusing and strengthening of the current RDA program through the provision of a charter and a number of other key reforms to the RDA.

The charter outlines the roles for RDA Committees:

Working in close partnership with fellow RDA Committees, all levels of government, and the private sector, RDA Committees will:

1. Collaborate with relevant stakeholders to identify economic opportunities and leverage private and public sector investment to the regions;

2. Connect regional businesses, councils and industry sectors with international trade partners, financial markets and potential investors;
3. Promote and disseminate information on Australian Government policies and grant programs to state and local governments and industry, business and community sectors;
4. Support community stakeholders to develop project proposals to access funding;
5. Develop and maintain positive working relationships with the local government bodies in their regions;
6. Facilitate public and private sector decentralisation;
7. Assist in the delivery of Australian Government programs, where relevant and where requested by the Minister;
8. Engage with regional entrepreneurs and emerging business leaders to explore new opportunities to grow local jobs in their regions;
9. Provide information on their region's activities and competitive advantages to all levels of government, industry, business and community sectors; and
10. Provide evidence-based advice to the Australian Government on critical regional development issues positively and negatively affecting their regions.

Working to perform these roles will enable RDA Peel to achieve its goals:

1. To be a key facilitator of change and development in the region. This will be achieved by:
 - a. Working in partnership with other key agencies;
 - b. Identifying and resolving barriers to development;
 - c. Working with communities to enable new initiatives;
 - d. The committee actively addressing issues raised that are relevant to identified regional priorities.
2. To provide a direct link between the Australian Government, business and the community. This will be achieved by:
 - a. Informing the community of available Australian Government programs and services;
 - b. Informing the Australian Government of regional issues identified through consultation with key stakeholders and proposed solutions to these issues;
 - c. Working to improve sustainability of the community sector.

3. To ensure all processes and decisions are transparent and open to scrutiny. This will be achieved by:
 - a. Keeping the region informed of the activities of the organisation;
 - b. Complying with all contractual and legal obligations;

and to achieve its vision of “A thriving and prosperous Peel Region that is sensitive to the needs of residents, visitors, enterprise and the environment.”

RDA committees in Western Australia are community based incorporated associations. Committee members are dedicated volunteers drawn from the region and represent the community, business and local Government. Each RDA committee has a broad and diverse skills base and demonstrated networks and alliances.

RDA reduces duplication and overlap in regional activities. Committees are encouraged to work together on projects and other activities where they have common interests and common boundaries.

RDA committees report to their communities and Governments on their activities and provide advice to Governments on issues, solutions and priorities, as they arise or as needed.

2. KEY ACHIEVEMENTS 2019-20

The Peel region aims to significantly enhance its economic contribution to the Western Australian economy. This ambition will be realised through a number of transformational strategies including:

- broadening and diversifying the region's business and commercial sectors;
- enhancement of our agriculture and food sectors through innovation, investment and research;
- revitalisation and expansion of our regional city, towns and communities;
- industry partnerships between our schools, training organisations and universities to create rewarding careers that lead to jobs;
- consolidation and enhancement of existing tourism attractions and establishment of new visitor experiences;
- establishment of a major business and industrial park to attract mid-tier to large companies to the region; and
- creation of key infrastructure including:
 - non-climate dependent sources of water supply and innovative projects around energy; and
 - by-product management.

The Peel region was severely impacted by the COVID 19 pandemic and subject to State and Federal Government restrictions. Major economic impacts included:

- Closure of tourism, hospitality and retail businesses;
- Job losses associated with business closures;
- Disruptions to supply chains.

Government programs and interventions, including JobKeeper, JobSeeker (and the associated Coronavirus Supplement), Stimulus Payments, were welcomed and eased some of these impacts, however these impacts are expected to continue at least until well into 2021.

During the peak period of the pandemic RDA Peel played a pivotal role in reducing its impact by activities including:

- Dissemination of Australian Government stimulus measures and sources for detailed information to key stakeholders – Note that RDA did not directly distribute this information due to the very “crowded” social and other media space regarding these measures.
- Interviews with impacted businesses to ascertain impacts of the pandemic on their businesses and any issues with Australian Government stimulus – some of these were recorded and forwarded to Richard Hay.

- Collation of regional intelligence from surveys conducted with businesses and regular Response and Recovery Task Force meetings with key stakeholders to convey to the Australian Government through the weekly Teleconferences with the Department and Assistant Minister Marino.
- Working with stakeholders to develop the Peel region's Post COVID 19 Recovery Framework and associated initiatives.

Despite these challenges during 2019-20 RDA Peel conducted the following activities in furtherance of the strategic priorities established in the *Peel Regional Investment Blueprint to 2050* and *RDA Peel Business Plan 2019-20* and to support the economic development of the Peel region.

Peel Region Action Plan

RDA Peel originally developed the *Peel Region Action Plan* in 2018. Since the initial plan its structure and content have been amended based on feedback from Governments and stakeholders.

The *Peel Region Action Plan* is designed to support the implementation of the Peel Regional Investment Blueprint by:

- Prescribing key projects for the region identified from various sources (Community Strategic Plans and other stakeholder derived strategies and plans);
- Aligning these projects to Objectives and strategies in the Blueprint;
- Monitoring development and implementation of the individual initiatives and projects.

The plan was updated in July 2019 and March 2020.

The *Peel Region Action Plan* is available at <https://www.rdapeel.org.au/economic-development/>

Peel Priority Projects Plan

The *Peel Priority Projects Plan* will identify the Peel region's priority projects over the medium to long term.

It will inform stakeholders, communities and Governments of the projects the region has developed to respond to its issues and opportunities, setting out an achievable pathway to increase Gross Regional Product and raise the standard of living in the region.

The *Peel Priority Projects Plan* will form the basis for advocacy to State and Australian Governments for investment into these projects.

Priority projects are identified from the *Peel Region Action Plan*. Once a business case (or similar analysis) is developed RDA Peel conducts a comparative analysis using its *Priority Project Assessment Matrix* to rate projects and determine their priority for the region.

When a project is assessed as High Priority it is entered into the *Peel Priority Projects Plan*. An *Advocacy Plan* is then negotiated with the proponent and implemented.

Noting that the quality and content of business cases developed by proponents are variable RDA Peel developed a *Project Development and Business Case Template* to provide assistance to proponents.

All of this documentation is publicly available at <https://www.rdapeel.org.au/economic-development/>

Peel Region Investment Prospectus

To develop the Peel region's readiness to attract private investment RDA Peel commenced development of the *Peel Region Investment Prospectus*.

Following extensive desktop research and consultation with investment experts it was ascertained that almost every prospectus for cities and regions prescribes each location as world leading in a range of areas and seeks to attract private investment based on these statements as a competitive advantage.

To establish a point of difference the Peel Region Investment Prospectus will be centred on individual projects to be used as the basis for targeted campaigns, while still prescribing the region's competitive advantages across a number of industries.

The site will be developed further in 2020-21 and campaigns commenced should resources permit. These campaigns will be coordinated with project stakeholders and partners.

The Prospectus will be available at www.investpeel.com.au

Regional Employment Trials Program

Recognising that some regions face challenges in terms of employment opportunities and growth, the Australian Government has introduced the Regional Employment Trials (RET) program in 10 disadvantaged regions, starting 1 October 2018. Peel was selected as a trial region.

In the Peel region the Employment Facilitator worked closely with RDA Peel to enable local stakeholders to address employment issues by identifying, assessing and promoting RET projects that aligned with local needs.

The trial will deliver:

- stronger connections between regional stakeholders, including employment services providers
- tailored employment initiatives that meet local needs
- improved awareness of local labour markets
- the potential for improved regional employment outcomes

The trial was extended into 2020-21 to enable the completion of projects that had commenced prior to the COVID 19 pandemic but were unable to be completed due to imposed restrictions.

Ten applications were received, assessed, recommended and approved for funding under the program:

Project	Applicant	Participant #	Project Total	Grant
Dare Employment Bootcamp	Fredericks Corporation Pty Ltd	45	\$175,500	\$106,500
Life Without Barriers to Employment	Bridging the Gap Inc	12	\$75,557	\$54,557
PEEP Program 2.0	Inspire 4U Inc	48	\$190,185	\$142,639
ENVISION YOUR FUTURE (EVYF)	Peel Youth Services	30	\$137,134	\$105,239
Peel Better	WA Mum's Cottage Inc	20	\$11,758	\$8,358
Tools of Empowerment for Employment Program	Business Wanganhaa	12	\$86,183	\$65,027
Recycle Me	Peel Youth Services	80	\$165,719	\$121,814
Next Steps	Palmerston Assn Inc	12	\$141,000	\$105,500
Peel Youth Jobs in Automotive	MTAWA	30	\$181,880	\$136,380
Bindjareb Pathways to Employment	Shire of Murray	10	\$25,310	\$18,690
	TOTAL	299	\$1,190,226	\$864,704

Peel Bright Minds

RDA Peel resumed auspicing of the Peel Bright Minds program from November 2019.

Peel Bright Minds works with the community and partner organisations to communicate, coordinate and promote regional activities and events that:

- Promote ESTEAM (Engineering, Science, Technology, Engineering, Arts and Mathematics) and connect the community, especially young people, to activities and opportunities in the region, including citizen science opportunities.
- Encourage an aspirant culture among people of all backgrounds, ages and abilities in the Peel, celebrating our unique regional strengths through STEM and the arts.
- Work to facilitate collaboration among regional stakeholders, especially ESTEAM champions and researchers.

Due to the impacts of COVID 19 the activities of Peel Bright Minds were pivoted to achieve the vision of *Inspiring a Curious Community* through:

- Peel Bright Minds Podcast Series - Nine podcast episodes published during 2020-21. Each episode includes inspiring guest speakers from STEM related fields and comment from Peel Jobs & Skills Centre to provide career advice relevant to the episode;
- Virtual Industry Tours - Six virtual industry tours to innovative businesses in STEM (with a strong technology focus) during 2020-21 with the tour recorded and published to Peel Bright Minds YouTube channel. Includes career advice from Peel Jobs & Skills Centre appended to the video produced and followed after publication with an opportunity for people to interact (via video) with a panel comprising the event host business and a representative from Peel Jobs & Skills Centre

Advocacy by RDA Peel attracted partnership and sponsorship funding to the extent the program is financially sustainable and able to operate independently under the guidance of a steering group which is structured as a duly authorised RDA Peel sub-committee.

Media and Marketing

After analysing results from its Customer Survey conducted in 2019 RDA Peel reviewed its Communications Strategy.

The target markets of RDA Peel fall into distinct groups which will be targeted dependent on the messages to be communicated:

- Stakeholders includes Local and State Government Agency heads, Regional agencies, Members of Parliament (State & Federal – Upper and Lower House), State and Federal Ministers.
- Businesses and Industry includes all businesses operating in the Peel region.
- Community includes members of community groups, clubs, associations and stakeholder staff members.
- Investors includes private and public potential investors into Peel region initiatives and projects.

While membership of each group is not mutually exclusive every effort will be made to avoid duplication across groups to reduce the impact of their receipt of multiple instances of RDA Peel media.

Media to be used has been selected from analysis of user profiles of each form of media.

Target Group	Messaging Subjects	Media to be used
Stakeholders	<ul style="list-style-type: none"> • RDA roles, functions, services • Committee profiles & networks • Relevant Australian Government Information • RDA activities • RDA successes • Advocacy (project and issue) 	Facebook LinkedIn RDA Newsletter Media release Inside Peel
Businesses & Industry	<ul style="list-style-type: none"> • RDA roles, functions, services • Committee profiles & networks • Relevant Australian Government Information • RDA activities • RDA successes 	Facebook LinkedIn RDA Newsletter

Community	<ul style="list-style-type: none"> • RDA roles, functions, services • Committee profiles & networks • Australian Government Information • RDA activities • RDA successes 	Facebook
Investors	<ul style="list-style-type: none"> • General Investment opportunities • Specific investment opportunities 	LinkedIn Media release Inside Peel

Inside Peel was developed to support the advocacy efforts of RDA through the *Peel Priority Projects Plan* and *Investment Prospectus*. *Inside Peel* is a hard copy newsletter that provides information on regional priorities, current and emerging issues and RDA activities to recipients that include State and Australian Government upper and lower House Members, Ministers, State and Australian Government agency heads and other stakeholders.

Transmission of the first edition of *Inside Peel* was deferred to 2020-21 to avoid a lack of impact due to the COVID 19 pandemic.

Marketing results by media type were:

Facebook:

- Increased followers from 160 to 199
- Increased like from 155 to 194
- Average reach: 96
- Average engagement: 18

LinkedIn:

- Increased followers from 4 to 85
- Average number of likes per post: 3

Newsletters:

- 12 Newsletters to a total of 10,212 recipients

Newsletter business contacts:

- 26% open & click emails
- 19% moderately engaged
- 50% rarely engage
- 70% open rate from desktop vs 30% mobile

Newsletter community contacts:

- 27% open & click emails
- 11% moderately engaged
- 59% rarely engage
- 70% open rate from desktop vs 30% mobile

Media Item	Measure	Result
Facebook posts	# posts	115
Facebook reaction	# likes	Average 8 likes per post
Facebook share	# shares	Average 1 share per post
Facebook comment	# comments	Average 3 comments per post
LinkedIn posts	# posts	6
LinkedIn reaction	# likes	Average 6 likes per post
LinkedIn share	# shares	0 shares
LinkedIn comment	# comments	Average 1 comment per post
Newsletter campaigns	# campaigns	12
Newsletter subscribe	# new subscribers	0
Newsletter unsubscribe	# unsubscribing	71
Newsletter email response	# positive responses	0
Newsletter email response	# negative responses	0
Media releases	# releases	1
Media release comment	# positive responses	0
Media release comment	# negative responses	0
Comment via RDA website	# positive comments	0
Comment via RDA website	# negative comments	0

Programs promoted by media type were:

Media	Australian Govt	WA Govt	Other
Facebook	48	12	8
LinkedIn	4	0	2
Newsletter	10	12	8

Building Better Regions Fund Round 4

Round 4 of the *Building Better Regions Fund* was released to support projects which involved the construction, upgrade or extension of infrastructure in drought-affected areas.

No inquiries were received from proponents due to the Peel region not having been impacted by drought.

Other achievements

During 2019-20 RDA Peel:

- Relocated their office to a more central regional location in Pinjarra, the official opening of which was conducted by Assistant Minister Marino and Andrew Hastie MP;
- Met with private investors to provide advice and assistance in furtherance of their proposed projects:
 - Byford Solar Farm;
 - Giacci Global Waste to Energy;
 - Tatterang Springs Hospitality Development;
 - Oakford Wave Park;
 - Costa Group
 - Aigle Royal

- West Mundijong Industrial Area
- Byford Lifestyle Village
- Met with potential proponents for the Accelerating Commercialisation program:
 - Shark Alert International;
 - Coherent Spectral Technology Australia.
- Held meetings with Federal Ministers, State and Federal Members of Parliament and Senators to discuss regional issues and priorities;
- Participated in important regional initiatives:
 - Peel Regional Leaders Forum (trading as Peel Alliance)– A collaborative forum of Local Governments and other lead agencies to guide development of the region;
 - Peel Economic Development Network (developed and led by RDA Peel) – regular meetings at senior officer level to discuss progress on economic initiatives and encourage collaboration and cooperation;
 - Peel Capability Collaborative (formerly Peel Workforce Development Alliance) – The purpose of the Collaborative is to facilitate the availability of an educated and highly skilled community which has the capacity and capability to flexibly respond to current and future workforce requirements;
 - City of Mandurah COVID 19 Response and Recovery Taskforce;
 - Peel Regional Leaders Forum Response and Recovery Taskforce;
 - Teleconferences with Assistant Minister Marino to inform the impact of COVID 19;
 - Collation of regional intelligence on the impact of COVID 19;
 - Affiliate membership of the Transition in Mining Economies Cooperative Research Centre CRC TiME);
 - Provision of advice and guidance to project proponents on funding applications.
- RDA Peel Committee Members:
 - Reviewed and revised the organisation’s Strategic Objectives and Business Plan;
 - Engaged consultants to deliver reports showing the region’s demographic changes and demand to inform development of the *Investment Prospectus*;
 - Attended a number of events and launches to build the profile of RDA;
 - Improved the diversity of membership;
 - Participated in Advocacy and Influence training;
 - Attended the SEGRA Conference in Barooga NSW;
 - Attended the RDA National Forum in Canberra.
- Made submissions to the Australian Government in relation to:
 - Inquiry into Regional Australia;
 - Review of the Regional Employment Trials Program.
- Provided letters of support to:
 - Shire of Serpentine-Jarrahdale – Bushfire Centre of Excellence project;
 - Shire of Murray – Transwa bus service to Dwellingup;
 - Mandurah Music Club – application to City of Mandurah Community Grants;

- Peel Bright Minds – application to Foundation for Rural and Regional Renewal;
- Pinjarra Community Mens Shed – application to Lotterywest;
- Shire of Murray – BBRF application Dwellingup Regional Trails Centre.

External funding was received from:

- Regional stakeholders and the *Inspiring Australia Program* to deliver the Peel Bright Minds initiative;

During 2019-20 RDA Peel worked in partnership with:

- AusIndustry Regional Manager Southern WA to deliver the AusIndustry suite of programs;
- Mandurah Murray Employment Facilitator to deliver the Employment Facilitator Program;
- State and Local Governments and agencies to progress regional priorities;
- Other WA RDAs to identify cross regional opportunities.

Additional funding was provided by the Department of Infrastructure, Transport, Regional Development and Communications on two occasions during the year:

- One off funding to support the Director of Regional Development - \$1 499 was used to procure customised social media coaching;
- One off additional funding payment of \$4 875 which was used to procure Influence and Advocacy Training for Committee Members and staff.

As previously noted the Peel region was severely impacted by the COVID 19 pandemic and subject to State and Federal Government restrictions. Major economic impacts included:

- Closure of tourism, hospitality and retail businesses;
- Job losses associated with business closures;
- Disruptions to supply chains.

Organisational performance continued to be negatively impacted by a lack of awareness of the value RDA could provide to Australian Government activities by agencies and the ongoing low level of financial resources allocated by Government.

It is recommended that Government accept and implement the recommendations of the Expert Panel report to the Regions at the Ready: Investing in Australia's Future inquiry, noting that the time frame for implementation of Recommendation 6 has now passed, but that recommendation be implemented by January 2021.

The implementation of the recommendation of this Pre-Budget submission will provide direct assistance in:

- Supporting regions to achieve their economic potential;
- Develop a regional perspective in meeting the challenges of demographic, economic, technological and environmental change in Australia's regions;
- Helping align Australia's approach to regional development, encourage clarity around policy objectives and drive a consistent and coherent approach to policy development.
- Developing a clear Regional Development Framework that:
- promotes a collaborative approach that works to align the efforts of all three levels of government with business and regional communities,

- empowers and supports local leadership, including Local Government and RDA Committees, to ensure they have the capacity, resources, continuity and mandate to articulate local needs and priorities and drive outcomes, and
- coordinates a set of clearly defined economic development priorities for each region that are grounded in a region's own strengths and competitive advantages, based on available evidence and supported by all three levels of government, business and the community.
- Building the resilience of their economies and to maximise their economic potential based on their competitive strengths, advantages and opportunities;
- Ensuring regional communities have the services and amenity they need will contribute to regional Australians having access to good quality social, health and recreational opportunities.

Challenges for RDA and the Peel region in the coming year include:

- Facilitating and assisting the region's economic recovery from the COVID 19 pandemic;
- Addressing the continued high unemployment rate;
- Addressing the continuing decreasing Employment Self Sufficiency rates;
- Dealing with issues caused by continuing high population growth.

RDA will seek to alleviate these issues by continuing to work with key stakeholders and proponents to identify and develop economic development initiatives that create local jobs and diversify the region's industry.

3. THE REGIONAL DEVELOPMENT AUSTRALIA PEEL COMMITTEE

During 2019-20 the RDA Peel Inc. Committee membership comprised:

Chair:	Mr John Erren
Deputy Chair:	Mr David Napoli
Treasurer	Mr Robert Cooper
Secretary:	Mr Allan Oakes
Committee Member:	Mr Rhys Williams (resigned 5 th August 2019)
Committee Member:	Adj Professor Sue Fyfe
Committee Member:	Mr Andrew Ward (resigned 29 th June 2020)
Committee Member:	Mr Ian Hill (resigned 16 th September 2019)
Committee Member:	Ms Eleanor Britton
Committee Member:	Ms Jade Creevey

The Chair is appointed by the Minister for Infrastructure and Regional Development. An Expression of Interest process may be conducted to appoint new members or re-appoint existing members.

The RDA Peel committee held meetings on:

- 5th August 2019
- 21st October 2019 (AGM and General Meetings)
- 3rd February 2020
- 6th April 2020
- 8th June 2020

Informal Meetings were held on:

- 2nd September 2019
- 9th March 2020
- 4th May 2020

The Annual General Meeting of RDA Peel will be held in October 2020.

4. STAFFING & ADMINISTRATION

John Lambrecht filled the role of Director of Regional Development during 20-20.

The role of the Director of Regional Development is:

Connect Stakeholders and Facilitate Opportunities

- Facilitate the connection of business proponents to financial markets or other private and public sources of project funds
- Bring together key stakeholders to drive change by identifying key skills gaps and shortages hampering growth and facilitate local industry based solutions
- Develop, support and lead regional capacity building initiatives, including grant writing workshops and individual interventions focused on high priority projects
- Facilitate the connection of regional businesses and industry sectors with international trade partners and be an ongoing point of contact for advice
- Engage with regional entrepreneurs and emerging business leaders to create business forums and support networks to exchange ideas which lead to opportunities for job creation and growth
- Promote the region's activities to all governments, industry, business and community sectors to highlight competitive advantages and encourage decentralisation and relocation opportunities
- Understand and disseminate information to regional stakeholders about Australian Government policies and programs, particularly those relating to economic development
- Facilitate access to Australian Government grant programs.

Identify Needs and Facilitate Strategic Planning

- Identify local drivers of infrastructure investment to respond to key regional infrastructure needs and support business growth
- Communicate effectively with governments, business and regional communities to develop strategies to address service gaps to improve the liveability, viability and prosperity of regions
- Provide linkages to up-to-date and contemporary information on best practice regional development initiatives and support regional leaders to develop tailored local growth strategies.

Advise Government

- Provide evidence-based advice to governments on critical issues negatively affecting their region, or emerging or current opportunities that can be harnessed with strategic intervention.

Committee Governance

- Managing the day-to-day affairs of the RDA Committee and its personnel in a manner consistent with the Guide, the Committee's Regional Plan and Annual Business Plan and Budget, the Funding Agreement, and its constitution (for incorporated committees)
- Developing the RDA Committee's Regional Plan; Annual Business Plan and Budget; Annual Report on Outcomes and Annual Audited Accounts; and associated management delivery strategies.

Management

- Providing management advice and support to the RDA Committee consistent with the Funding Agreement and the Guide, including:
 - o Keeping the RDA Committee informed of the status and progress of its business
- Undertaking the accountable and transparent management of RDA Committee funds under the oversight of the Chair
- Ensuring that all RDA Committee reporting and compliance requirements are met
- Ensuring that the RDA Committee operates in accordance with the applicable state or territory incorporation legislation
- Ensuring that the RDA Committee meets its obligations under the Funding Agreement
- Implementing office policies and procedures
- Leading and developing RDA Committee personnel (where agreed by the Committee) and being involved in the recruitment of staff
- Implementing decisions and activities as determined by the RDA Committee Chair or Committee.

Jasmine Brierty filled the role of Communications Coordinator from 1st July until her resignation on 26th July 2019.

The role of the Communications Coordinator was to:

- Update, maintain and implement the RDA Peel Communications Plan
- Produce and distribute RDA Peel eNewsletters
- Post to RDA Peel administered Facebook and other social media
- Develop of media releases
- Maintain and expand RDA Peel client data bases
- Organise and arrange RDA Peel initiated events
- Design and distribute invitations
- Maintain invitee and attendance lists
- Book venues and catering
- Other duties as directed

Sally Pottinger was employed as Executive Assistant to the Director of Regional Development from 7th April 2020 under a Business Administration Traineeship (Level 4). This position is responsible for:

- Responding to customer inquiries in an effective manner;
- Using various software tools to assist with business operations;
- Booking and arranging meetings for the DRD and Committee Members;
- Processing day-to-day business activities;
- Organising and arranging RDA Peel initiated events;
- Other duties as directed by the DRD.

5. ORGANISATIONAL PERFORMANCE

Strategic Objective 1. Identification of critical investments needed to drive development of the region.				
What will we do?	RDA role (Lead or Support)	Timeframe	Expected Outcomes	Funding Agreement Outcome No.
1.1 Meet with State and Australian Government Senators , Ministers and Members having representational responsibility for the Peel region to ascertain their views on, and elicit support for, critical short, medium and long-term issues and opportunities	Lead	Ongoing	Members have input into identification of critical issues. Members have the opportunity to support critical issues and priority projects.	3) Cooperative effort with all levels of government, industry, community and other regional stakeholders leads to improved economic development outcomes.
1.2 In partnership with other key agencies in the region, undertake a series of round table discussions to establish critical issues, ensuring a deep evidence-based understanding of the issue is developed and understood.	Lead	Ongoing	Increased awareness and knowledge of critical issues	

What did we do?	Achievement against Priority Performance Measure
<p>Consulted with Government representatives and stakeholders to develop and implement a robust process for prioritisation of the region's identified priorities and means of raising awareness of these with Governments and decision makers. This process includes:</p> <ul style="list-style-type: none"> • Peel Region Action Plan (to identify initiatives and projects); • Project Development & Business Case Template (to guide proponents in developing business cases); • Peel Priority Project Prioritisation Matrix (to inform proponents and decision makers an accountable and open process is used to determine priority); • Peel Priority Project Plan (to specify the region's priority projects); • Peel Regional Investment Prospectus (to specify the region's priority projects); • Inside Peel (to advocate to decision makers for support and/or investment). <p>Maintained engagement with stakeholders for the purposes of:</p> <ul style="list-style-type: none"> • Identifying critical short, medium and long-term issues and opportunities; • Developing knowledge of stakeholders to ensure deeper understanding of the evidence-base required for projects; • Eliciting support for regional priorities. <p>Engaged Stakeholders included:</p> <ul style="list-style-type: none"> • Locally based State and Federal MPs, Senators and Ministers; • Local Governments; • State Government agencies (through Peel Development Commission: • Mandurah-Murray Employment Facilitator; • Peel-Harvey Catchment Council; • Peel Community Development Group; • Peel Economic Development Network; • Peel Chamber of Commerce and Industry; • Peel Capability Collaborative. <p>Restrictions and impacts imposed by the COVID 19 pandemic negatively influenced RDA activities designed to progress performance against this strategic objective.</p>	<p>Number and nature of collaborative working groups/projects/partnerships with governments and regional stakeholders and economic development outcomes resulting from this.</p> <p><u>Number and nature of collaborative working groups/projects/partnerships:</u> Peel Regional Leaders Forum (T/as Peel Alliance) – engages LGAs and regional level environmental and social development groups. (1); Regional Investment Forums – engaged private investors. (9); Local entrepreneurs and innovators (2) – engaged in partnership with AusIndustry; Local Governments (5) – engaged in priority project development; COVID 19 Impact Teleconferences – engaged with Asst Minister Marino & DIRDTC to advise impacts and proposed responses; Peel Region COVID 19 Response & Recovery Taskforce; City of Mandurah COVID 19 Response & Recovery Taskforce;</p> <p><u>Outcomes:</u> Priority projects identified. Robust process developed and being implemented to attract Government and private investment. Government advised of regional issues and impacts of COVID19;</p>

What will we do?	RDA role (Lead or Support)	Timeframe	Expected Outcomes	Funding Agreement Outcome No.
1.3 Assist proponents with the development of business cases for identified priority projects.	Lead	Ongoing	Increased economic development opportunities.	2) Increased trade and job creation.
What did we do?				Achievement against Priority Performance Measure
<p>Through consultation and engagement with stakeholders, business and communities Identified the region’s short, medium and long term priorities and developed a robust process to measure and report progress on the supporting evidence base for them.</p> <p>The Peel Region Action Plan (March 2020) prescribes 72 initiatives and projects to drive regional economic growth.</p> <p>The Peel Region Action Plan will be updated in October 2020 to ensure currency, accuracy and relevance.</p> <p>Development of the Project Development & Business Case Template provides guidance to proponents in developing business cases and the Peel Priority Project Prioritisation Matrix informs proponents and decision makers of the accountable and open process is used to determine the priority f projects.</p> <p>RDA Peel provides advice and guidance to (potential) proponents on project and business case development on demand.</p> <p>Restrictions and impacts imposed by the COVID 19 pandemic negatively influenced RDA activities designed to progress performance against this strategic objective.</p>				<p>Number of organisations assisted directly or indirectly including the number of potential and/or actual jobs created.</p> <p><u>Number of organisations assisted directly or indirectly</u> Peel Alliance Members (8); Peel Development Commission (1); Mandurah-Murray Employment Facilitator (1); Peel Economic Development Network members (8); Peel Capability Collaborative members (6); Community groups and NFPs (5); Businesses based in the region (13).</p> <p><u>Number of potential and/or actual jobs created.</u> Total number of jobs estimated to be generated from identified projects under development (est. >40,000).</p> <p><u>Outcomes:</u> Short, medium and long term priority projects with a strong evidence base and strong economic outcomes under development to ensure growth.</p>

Strategic Objective 2. Better Informing Governments of activities in the region.				
What will we do?	RDA role (Lead or Support)	Timeframe	Expected Outcomes	Funding Agreement Outcome No.
2.1 Development of a regular communications medium with Government Ministers, Senators, Members and other decision makers to inform on the progression of development of current and emerging initiatives, projects and critical issues.	Lead	Ongoing	Government representatives and decision makers are informed of regional issues and priorities.	1) Increased economic opportunities and investment in Your Region.
What did we do?				Achievement against Priority Performance Measure
<p>Development of the Peel Region Investment Prospectus continued in 2019-20. The Investment Prospectus will be used to:</p> <ul style="list-style-type: none"> • Provide information for potential investors; • Provide the basis for targeted marketing campaigns to attract investment. <p>To support prospectus based marketing and promotional activities Inside Peel was developed. Inside Peel is a regular (quarterly) hard copy newsletter sent to State and WA based Federal MPs, Senators and State and Federal Government agency heads to inform them on regional priorities, current and emerging issues and RDA activities to Government decision makers.</p> <p>The anticipated launch of the Prospectus is October 2020, supported by the first edition of Inside Peel.</p> <p>During the year RDA Peel met with potential private investors to provide assistance to fast track investment decisions and associated projects designed to stimulate the economic downturn caused by the COVID19 pandemic.</p> <p>RDA Peel continued its close working relationship with AusIndustry and attended joint meetings with innovators and entrepreneurs to facilitate their access to programs including Accelerating Commercialisation.</p> <p>Restrictions and impacts imposed by the COVID 19 pandemic negatively influenced RDA activities designed to progress performance against this strategic objective.</p>				<p>Number of organisations or potential investors engaged and/or assisted with, and investment opportunities created.</p> <p><u>Number of organisations or potential investors engaged:</u> Regional Investment Forums – engaged private investors. (9); Local entrepreneurs and innovators (2) – engaged in partnership with AusIndustry;</p> <p><u>Investment opportunities created:</u> Not known</p> <p><u>Outcomes:</u> Government is better informed of activities in the region.</p>

Strategic Objective 3 - Joint activities on priorities agreed with PDC

Following development of the Peel region's Action Plan key regional agencies RDA and the Peel Development Commission agreed on common activities of both agencies in relation to specific projects and initiatives cited in the Peel Region Action Plan 2019-21.

What will we do?	RDA role (Lead or Support)	Timeframe	Expected Outcomes	Funding Agreement Outcome No.
<p>3.1 Continue development and refinement of the Peel Region Investment Prospectus by:</p> <ul style="list-style-type: none"> • Conducting analysis to ascertain opportunities for the Peel region. • Advocacy and information provision at industry events and trade and investment shows. • Ongoing updating of the web site to maintain currency and relevance. • Ongoing development of web based resources. 	Lead	Ongoing	<p>Region is prepared for investment.</p> <p>Comparative advantages of the region are made aware to potential investors.</p>	1) Increased economic opportunities and investment in Your Region.
What did we do?				Achievement against Priority Performance Measure
<p>Development of the Peel Region Investment Prospectus continued in 2019-20. The Investment Prospectus will be used to:</p> <ul style="list-style-type: none"> • Provide information for potential investors; • Provide the basis for targeted marketing campaigns to attract investment. <p>Opportunities for the region were identified through analysis of regional data and work commissioned to establish population growth and demography for future years, as well as demand in growth industries. The data is available at https://www.rdapeel.org.au/economic-development/ and https://www.rdapeel.org.au/regional-data/</p> <p>The RDA Peel web site at https://www.rdapeel.org.au is regularly updated.</p> <p>The launch of the Investment Prospectus has been delayed due to the COVID19 pandemic. It is anticipated the launch will occur in October 2020.</p> <p>RDA's attendance at industry events and trade shows was not conducted due to the COVID19 pandemic.</p> <p>Restrictions and impacts imposed by the COVID 19 pandemic negatively influenced RDA activities designed to progress performance against this strategic objective.</p>				<p>Number of organisations or potential investors engaged and/or assisted with, and investment opportunities created.</p> <p><u>Number of organisations or potential investors engaged:</u> Regional Investment Forums – engaged private investors. (9); Local entrepreneurs and innovators (2) – engaged in partnership with AusIndustry;</p> <p><u>Investment opportunities created:</u> Not known</p> <p><u>Outcomes:</u> Government is better informed of activities in the region.</p>

3.2 Advocacy to State and Federal Governments for investment into identified priority projects.	Lead (Federal) & Support (State)	Ongoing	Public investment made into identified priority projects.	1) Increased economic opportunities and investment in Your Region.
3.3 Facilitate and assist with project and business planning for identified priority projects.	Support	Ongoing	Identified priority projects are investment ready.	
3.4 Identification of further priority projects for investment.	Support	Ongoing	The future of the region is planned.	
What did we do?				Achievement against Priority Performance Measure
<p>Through consultation and engagement with stakeholders, business and communities identified the region's short, medium and long term priorities and developed a robust process to measure and report progress on the supporting evidence base for them.</p> <p>The Peel Region Action Plan (March 2020) prescribes 72 initiatives and projects to drive regional economic growth.</p> <p>The Peel Region Action Plan will be updated in October 2020 to ensure currency, accuracy and relevance.</p> <p>Development of the Project Development & Business Case Template provides guidance to proponents in developing business cases and the Peel Priority Project Prioritisation Matrix informs proponents and decision makers of the accountable and open process is used to determine the priority f projects.</p> <p>RDA Peel provides advice and guidance to (potential) proponents on project and business case development on demand.</p> <p>Restrictions and impacts imposed by the COVID 19 pandemic negatively influenced RDA activities designed to progress performance against this strategic objective.</p>				<p><u>Number of organisations or potential investors engaged:</u> Regional Investment Forums – engaged private investors. (9); Local entrepreneurs and innovators (2) – engaged in partnership with AusIndustry;</p> <p><u>Investment opportunities created:</u> Not known</p> <p><u>Outcomes:</u> Government is better informed of activities in the region.</p>

Strategic Objective 4 - Build profile of RDA																																																													
What will we do?	RDA role (Lead or Support)	Timeframe	Expected Outcomes	Funding Agreement Outcome No.																																																									
4.1 Promote and disseminate information on Australian Government policies and grant programs.	Lead	Ongoing	Community and stakeholders are aware of opportunities.	5) Maximise access to Government programs and grants.																																																									
What did we do?				Achievement against Priority Performance Measure																																																									
<p>RDA Peel reviewed its Communications Strategy in May 2020.</p> <p>Learnings from RDA Peel's 2019 Customer Survey were considered and channels and modalities revised to best target RDAs messaging.</p> <p>Outcomes achieved were:</p> <table border="1"> <thead> <tr> <th>Media Item</th> <th>Measure</th> <th>Result</th> </tr> </thead> <tbody> <tr><td>Facebook posts</td><td># posts</td><td>115</td></tr> <tr><td>Facebook reaction</td><td># likes</td><td>Average 8 likes per post</td></tr> <tr><td>Facebook share</td><td># shares</td><td>Average 1 share per post</td></tr> <tr><td>Facebook comment</td><td># comments</td><td>Average 3 comments per post</td></tr> <tr><td>LinkedIn posts</td><td># posts</td><td>6</td></tr> <tr><td>LinkedIn reaction</td><td># likes</td><td>Average 6 likes per post</td></tr> <tr><td>LinkedIn share</td><td># shares</td><td>0 shares</td></tr> <tr><td>LinkedIn comment</td><td># comments</td><td>Average 1 comment per post</td></tr> <tr><td>Newsletter campaigns</td><td># campaigns</td><td>12</td></tr> <tr><td>Newsletter subscribe</td><td># new subscribers</td><td>0</td></tr> <tr><td>Newsletter unsubscribe</td><td># unsubscribing</td><td>71</td></tr> <tr><td>Newsletter email response</td><td># positive responses</td><td>0</td></tr> <tr><td>Newsletter email response</td><td># negative responses</td><td>0</td></tr> <tr><td>Media releases</td><td># releases</td><td>1</td></tr> <tr><td>Media release comment</td><td># positive responses</td><td>0</td></tr> <tr><td>Media release comment</td><td># negative responses</td><td>0</td></tr> <tr><td>Comment via RDA website</td><td># positive comments</td><td>0</td></tr> <tr><td>Comment via RDA website</td><td># negative comments</td><td>0</td></tr> </tbody> </table> <p>During the period March to April 2020 messaging centred on the Australian Government measures put in place to ameliorate the economic effects of the COVID 19 pandemic.</p>				Media Item	Measure	Result	Facebook posts	# posts	115	Facebook reaction	# likes	Average 8 likes per post	Facebook share	# shares	Average 1 share per post	Facebook comment	# comments	Average 3 comments per post	LinkedIn posts	# posts	6	LinkedIn reaction	# likes	Average 6 likes per post	LinkedIn share	# shares	0 shares	LinkedIn comment	# comments	Average 1 comment per post	Newsletter campaigns	# campaigns	12	Newsletter subscribe	# new subscribers	0	Newsletter unsubscribe	# unsubscribing	71	Newsletter email response	# positive responses	0	Newsletter email response	# negative responses	0	Media releases	# releases	1	Media release comment	# positive responses	0	Media release comment	# negative responses	0	Comment via RDA website	# positive comments	0	Comment via RDA website	# negative comments	0	<p><u>Number and nature of promotional channels/events.</u></p> <p><u>Facebook:</u> Increased followers from 160 to 199 Increased like from 155 to 194 Average reach: 96 Average engagement: 18</p> <p><u>LinkedIn:</u> Increased followers from 4 to 85 Average number of likes per post: 3</p> <p><u>Newsletters:</u> 12 Newsletters to a total of 10,212 recipients <u>Newsletter business contacts:</u> 26% open & click emails 19% moderately engaged 50% rarely engage 70% open rate from desktop vs 30% mobile <u>Newsletter community contacts:</u> 27% open & click emails 11% moderately engaged 59% rarely engage 70% open rate from desktop vs 30% mobile</p>
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Restrictions and impacts imposed by the COVID 19 pandemic negatively influenced RDA activities designed to progress performance against this strategic objective.				
4.2 Support community stakeholders to develop project proposals to access funding.	Lead	Ongoing	Capacity of community and stakeholders to successfully apply for funding is increased.	5) Maximise access to Government programs and grants.
What did we do?				Achievement against Priority Performance Measure
<p>Through development and review of the Peel Action Plan RDA assisted stakeholders in development of the identified initiatives and projects (by theme – as at March 2020):</p> <p><u>Environment</u> 9 initiatives, 1 project</p> <p><u>Thriving Industry</u> 22 initiatives</p> <p><u>Agriculture & Food Innovation</u> 3 initiatives, 3 projects</p> <p><u>Tourism Excellence</u> 15 initiatives</p> <p><u>Capable People</u> 2 initiatives</p> <p><u>Strong & Resilient Communities</u> 17 initiatives</p> <p>Initiatives are potential solutions to issues for which a business case has not yet been completed. Projects are potential solutions to issues for which a full business case has been completed and positively assessed by RDA Peel as a priority for the region.</p> <p>RDA continues to work with proponents to identify and develop initiatives and progress them to projects.</p> <p>Restrictions and impacts imposed by the COVID 19 pandemic negatively influenced RDA activities designed to progress performance against this strategic objective.</p> <p>Eligibility criteria attached to Building Better Regions Fund Round 4 negated proponents from the Peel region applying.</p>				<p><u>Number of enquiries received/generated</u> 72</p> <p><u>Number of proposals assisted with.</u> 72</p> <p><u>Number and value of successful proposals.</u> Pinjarra Heavy Haulage Deviation \$22m Mandurah City Centre Foreshore Precincts \$12m Agri-Innovation Precinct \$3million/5 years Peel Business Park Microgrid – funded by private investment.</p> <p><u>Number of organisations assisted to connect with government programs.</u> 16</p> <p><u>Outcomes</u> Access to Government programs and grants maximised.</p>

4.3 Maintain RDA Peel Web Site to enable improved dissemination of information and to reflect RDA roles under revised Charter.	Lead	Ongoing	Community and stakeholders are informed of regional activities and competitive advantages.	6) Advice supports development outcomes.
What did we do?				Achievement against Priority Performance Measure
<p>The RDA Peel web site was updated on a continual basis to ensure its currency, accuracy and relevance to RDAs roles under the Charter.</p> <p>Under the Economic Development page links to the following ensured stakeholders and the community are aware of regional priorities and that transparent and accountable processes are used to determine them:</p> <ul style="list-style-type: none"> • Peel Regional Investment Blueprint • Peel Region Action Plan • Project Development & Business Case Template (pdf and doc) • Priority Project Assessment Matrix <p>Additional information available includes regional demographic data and opportunity assessments.</p> <p>The Regional Data page displays graphical representation across a variety of areas. Data is presented on this page when it is used for analysis by RDA for its project work.</p>				<p><u>Number of enquiries received/generated</u> 72</p> <p><u>Number of proposals assisted with.</u> 72</p> <p><u>Number and value of successful proposals.</u> Pinjarra Heavy Haulage Deviation \$22m Mandurah City Centre Foreshore Precincts \$12m Agri-Innovation Precinct \$3million/5 years Peel Business Park Microgrid – funded by private investment.</p> <p><u>Number of organisations assisted to connect with government programs.</u> 16</p> <p><u>Outcomes</u> Access to Government programs and grants maximised.</p>

Strategic Objective 5 - Continue Regional Leadership Roles				
What will we do?	RDA role (Lead or Support)	Timeframe	Expected Outcomes	Funding Agreement Outcome No.
5.1 Continue involvement in Peel Regional Leaders Forum.	Support	Ongoing	Alignment with Australian Government policy is considered in regional decision making processes.	3) Cooperative effort with all levels of government, industry, community and other regional stakeholders leads to improved economic development outcomes.
5.2 Continue involvement in Peel Capability Alliance.	Support	Ongoing	Alignment with Australian Government policy is considered in regional decision making processes.	3) Cooperative effort with all levels of government, industry, community and other regional stakeholders leads to improved economic development outcomes.
What did we do?				Achievement against Priority Performance Measure
<p>RDA participated in 7 working groups/projects/partnerships with governments and regional stakeholders:</p> <p>RDA Peel established and leads the Peel Economic Development Network (PEDN). This group, which meets quarterly, comprises members from:</p> <ul style="list-style-type: none"> • 5 x Peel Local Governments • Peel-Harvey Catchment Council • Mandurah-Murray Employment Facilitator • AusIndustry • Peel Chamber of Commerce and Industry • Peel Alliance <p>An informal group, the PEDN was established to encourage collaboration and partnerships across member agencies.</p> <p>Restrictions and impacts imposed by the COVID 19 pandemic negatively influenced RDA activities designed to progress performance against this strategic objective.</p>				<p><u>Number and nature of collaborative working groups/projects/partnerships with governments and regional stakeholders</u></p> <ul style="list-style-type: none"> • Peel Regional Leaders Forum T/as Peel Alliance & CEO Group of same • Peel Economic Development Network • Peel Capability Collaborative (formerly Peel Workforce Development Alliance & Peel Capability Alliance) • City of Mandurah COVID-19 Response and Recovery Taskforce • Peel Alliance COVID-19 Response and Recovery Taskforce • CRC Transition in Mining Economies (TiME) • Shire of Murray Local Planning Strategy working group <p>Total: 7</p> <p><u>Economic development outcomes resulting from this.</u></p> <p>Regional responses are better informed, developed and coordinated.</p> <p><u>Outcomes</u></p> <p>RDA was recognised as a leader in the region.</p>

5.3 Provide submissions to Australian Government inquiries.	Lead	Ongoing	Australian Government is aware of regional development issues and these are considered in policy development.	6) Advice supports development outcomes.
What did we do?				Achievement against Priority Performance Measure
<p>During the year RDA Peel corresponded with the Australian Government in relation to:</p> <ul style="list-style-type: none"> • Extension of the Mandurah Murray Employment Facilitator position beyond the proposed finalisation date of 30th June 2020 – successful; • Extension of the Regional Employment Trials Program – successful; • Inquiry into Regional Australia – submission lodged and awaiting outcome; <p>RDA Peel raised an issue regarding local content in tenders which resulted in a change of procurement policy.</p> <p>During the COVID19 pandemic RDA provided an effective conduit between key regional stakeholders and the Australian Government to transmit information on the local impacts to Government and the stimulus and response measures from Government. This was achieved through RDA participating in:</p> <ul style="list-style-type: none"> • City of Mandurah COVID 19 Response and Recovery Taskforce; • Peel Regional Leaders Forum Response and Recovery Taskforce; • Teleconferences with Assistant Minister Marino to inform the impact of COVID 19; • Collation of regional intelligence on the impact of COVID 19; 				<p><u>Number of reports or submissions to the Australian Government about critical regional development issues.</u> 3</p> <p><u>Effectiveness of communication of regional activities and competitive advantages to regional stakeholders.</u></p> <p><u>Outcomes:</u> Government is informed of regional development issues.</p>

5.4 Provide information on regional activities and competitive advantages to all levels of government, industry, business and community sectors through effective communications.	Lead	Ongoing	Australian Government is aware of regional activities and competitive advantages and these are considered in policy development.	4) Achieve Government program objectives.																
What did we do?				Achievement against Priority Performance Measure																
<p>RDA Peel continued development of its <i>Regional Investment Prospectus</i>. The official launch has been deferred until 2020-21 to achieve maximum impact. The Prospectus prescribes the region's competitive advantages.</p> <p>The Prospectus and associated <i>investpeel</i> web site will be used to attract investment to the region and as the basis for targeted industry and investment attraction campaigns. RDA and the Peel Development Commission have introduced an <i>Investment Chaperone Service</i> to potential investors as part of the Investment Prospectus and the region's investment attraction strategy.</p> <p>This service is available to relocating businesses, capital investors (min. \$5 million investment value) and involves appointed chaperones assisting investors with strategy development, making appropriate introductions and meetings and accompanying the investors to those meetings to fast track investments.</p> <p>Restrictions and impacts imposed by the COVID 19 pandemic negatively influenced RDA activities designed to progress performance against this strategic objective.</p> <p>RDA Peel assisted the Department of Home Affairs with presenting a regional roadshow to businesses highlighting the then recent changes to visas.</p> <p>Australian Government programs were advised to stakeholders and the community through media channels including Facebook and LinkedIn.</p> <p>Programs promoted by media type were:</p> <table border="1" data-bbox="163 1047 1360 1169"> <thead> <tr> <th>Media</th> <th>Australian Govt</th> <th>WA Govt</th> <th>Other</th> </tr> </thead> <tbody> <tr> <td>Facebook</td> <td>48</td> <td>12</td> <td>8</td> </tr> <tr> <td>LinkedIn</td> <td>4</td> <td>0</td> <td>2</td> </tr> <tr> <td>Newsletter</td> <td>10</td> <td>12</td> <td>8</td> </tr> </tbody> </table>				Media	Australian Govt	WA Govt	Other	Facebook	48	12	8	LinkedIn	4	0	2	Newsletter	10	12	8	<p><u>Evidence of identification of decentralisation opportunities and facilitation undertaken to deliver these.</u> No activities undertaken.</p> <p><u>Number and description of initiatives to assist in the delivery of Australian Government programs</u> 1</p> <p><u>Outcomes:</u> RDAs expertise and leadership is recognised.</p>
Media	Australian Govt	WA Govt	Other																	
Facebook	48	12	8																	
LinkedIn	4	0	2																	
Newsletter	10	12	8																	



Regional Development *Australia*

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*Enabling a stronger economy
for the Peel region*



An Australian Government Initiative