Australian Government

Response to the

Independent Review

of the

Regional Development Australia Program

FREQUENTLY ASKED QUESTIONS
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OVERVIEW

What are the key changes to the RDA program?

- The RDA national network will operate under a new charter that takes Committees beyond their current planning role and into a more active and facilitative role, focusing on attracting investment for their regions, driving economic growth and creating local jobs.

- A strengthened, merit-based RDA Committee Chair and member appointment process will be implemented.

- New outcomes-based performance measures will be introduced to ensure RDA Committee activities are being effectively monitored and measured.

- The four Melbourne RDA Committees will be consolidated into one Committee, consistent with RDA Committee arrangements in Sydney, Brisbane, Adelaide and Perth. This will reduce the total number of RDA Committees in the national network to 52. No further RDA boundary changes are expected at this time.

- The RDA network will have its geographic coverage expanded to include the external territories of Christmas, Cocos (Keeling) and Norfolk Islands and the Jervis Bay Territory.

- Funding agreements for all RDA Committees will be extended to 31 December 2020.

- A new role of Director of Regional Development will be created for each RDA Committee, with direct responsibility for delivering the objectives and outcomes required under the RDA charter. The role will be a dedicated position, budgeted for from existing funding provided by the Australian Government.

Why are these changes being made?

- The 2016 Independent Review into the effectiveness of the RDA program (the Review) found that there is broad support for the Australian Government’s involvement in regional development. However, it also found that a new approach to regional development was required to enable the Government to heighten its focus on initiatives that grow and local economies, promote opportunities, attract investment and build capacity and confidence.

- The Australian Government has considered the Review recommendations, and agrees that there is scope for improvement in RDA Committee activities to advance economic development in their regions and provide stronger alignment with Australian Government policy objectives.

- RDA Committees will play an important role in delivering the Australian Government’s objective of growing strong and confident regions. To do this, Committees will operate under a new charter which clearly focuses their activities around these goals.

- In recent years RDA Committees have played an important role in establishing plans to grow the economic viability of their regions. It is now time for them to play a more active role in facilitating investment proposals and projects that create jobs, attract investment and stimulate economic growth in their regions.
Who conducted the RDA Independent Review?

- The Review was led by the Hon Warwick L Smith AM. Mr Smith has significant business experience, particularly in the telecommunications and financial services sectors, and experience working with volunteer and community organisations.
- The Review commenced on 15 September 2016 and Mr Smith accepted submissions until 4 November 2016.
- Orima Research, an independent research company, undertook an online survey of identified stakeholders and the results of this survey were used to inform the Review.
- Mr Smith conducted broad stakeholder consultations across Australia. Input was also provided via the RDA National Forum held on 25 October 2016 in Albany, Western Australia, which was attended by representatives from 50 of the 55 RDA Committees.
- Mr Smith submitted his report to the Minister for Regional Development in December 2016.

Will the Review be publicly released?

- The Minister for Regional Development has released Mr Smith’s Review, along with the Australian Government’s response to the Review. These can be found on the [www.regional.gov.au](http://www.regional.gov.au) website.

What did the Independent Review recommend?

- The Review made 11 recommendations to improve the effectiveness of the RDA program in advancing economic development in regional Australia.
- Overall, the Review found that although the Australian Government should continue to play a role in regional development, a new approach was required to enable the Government to heighten its focus on initiatives that grow and local economies, promote opportunities, attract investment and build capacity and confidence.
- The Review recommended the cessation of the RDA program, and the establishment of an Australian Regional Business Advisory Board and a network of Directors of Regional Development. It was recommended the Directors be embedded in established state based regional development bodies, and focus on fostering collaborations; encouraging and supporting entrepreneurship; promoting and disseminating information on government policy initiatives; and supporting community stakeholders to develop project proposals to access funding. The Review also proposed a Regional Collaboration Fund be established to enable investment in human capital, regional leadership and collaboration, and fund regional development activities.

What is the Australian Government’s response to the Review?

- Of the eleven recommendations made in the Independent Review, the Australian Government agrees or agrees in principle with two recommendations, six are noted and three are not agreed.
- The Australian Government’s response to the Review refocuses RDA Committees into a more active and facilitative role, effectively being brokers for regional investment. Working across the
three levels of government and with the private sector, future RDA Committees will attract investment for their regions to help drive economic growth and create local jobs.


### Why hasn’t the Government fully implemented the reforms recommended in the Independent Review?

- The Australian Government did not agree with the findings of the Independent Review that the current RDA program should be ceased and replaced with a new network of Directors of Regional Development.
- The overarching objective of the recommendations in the Independent Review was to introduce a new regional development model which moves away from planning and instead focusses on activities which will strengthen regional economies, promote economic opportunity, attract investment, and build capacity and confidence.
- The Australian Government believes that this objective, and the proposed activities of the Directors of Regional Development, can be achieved through a refocusing and strengthening of the current program.
- RDA Committees are a mature, well accepted and ‘ready-made’ network for the Australian Government to communicate, promote and disseminate information on government policy initiatives. Many RDA Committees are well recognised in supporting the Government’s implementation of policy and program initiatives and actively promote these throughout their communities.
- The Australian Government response to the Independent Review provides a clearer and stronger direction for RDAs going forward, and will enable both the Government and local communities to receive significantly more value from the program.

### How much funding will the RDA program receive?

- The RDA program’s funding allocation is as follows:

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### Will RDA Committees remain as independent incorporated bodies?

- Yes. With the exception of Victorian RDA Committees (which are non-incorporated advisory bodies of the Victorian State Government), all RDA Committees will remain as incorporated associations. They remain responsible for their own activities, including complying with the requirements and obligations of their relevant state or territory incorporated associations legislation and any funding agreements or contracts they choose to enter into with third parties.
RDA CHARTER

What is the RDA charter?

- The charter is a statement issued by the Minister of Regional Development to set the purpose, role and expectations of all RDA Committees, following the 2016 Review of the RDA program.
- The charter requires that RDA Committees have an active and facilitative role in their communities and a clear focus on growing strong and confident regional economies that harness their competitive advantages, seize on economic opportunity and attract investment.
- A copy of the charter is available at www.rda.gov.au.

What will RDA Committees do under the charter?

- All RDA Committees will move away from their current planning role and into a new role where they are actively working across the three levels of government, industry and their communities to create local jobs, attract investment and innovation and promote economic growth in their regions. Some RDA Committees are already undertaking activities in these key areas and this new focus will build on these efforts.
- Working in 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 programmes 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 programmes, 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 federal, state and local governments and industry, business and community sectors.
  10. Provide evidence-based advice to the Australian Government on critical regional development issues that are both positively and negatively affecting their regions.
Why is a charter needed?

- The charter brings greater clarity to the role of RDA Committees and focuses their activities and priorities on growing strong and confident regional economies.

- As a Ministerial charter, it provides certainty on the expectations of the Australian Government and helps RDA Committees to better promote their role and activities in their local communities.
How will RDA Committees leverage partnerships with governments, business, communities and industry to achieve outcomes?

- RDA Committees will have stronger collaborations with their key stakeholders and engage more closely with entrepreneurs, emerging business leaders, their communities and government agencies to explore new opportunities to create local jobs and grow economies.
- They will leverage off and partner with businesses across a diverse range of activities such as advanced manufacturing, innovation and technology to strengthen regional economic development.
- RDA Committees are expected to work collaboratively with fellow RDA Committees to pursue broader cross-regional priorities.

How will RDA Committees link with state or territory regional development arrangements?

- Linkages between state and territory regional development structures will vary due to the different regional development approaches across Australia’s jurisdictions. For instance, in South Australia (SA) and Victoria, RDA Committees are a key component of state structures due to the bipartisan (and tripartite in SA) support and funding for RDA Committees.
- RDA Committees in all jurisdictions will work to develop strong linkages and cooperation with their state and territory counterparts.

Will state and territory government contributions to the RDA program continue?

- That is a matter for consideration by state and territory governments.

How will RDA Committees contribute to the government’s decentralisation agenda?

- Under the decentralisation agenda, Ministers will undertake a structured process to investigate the potential to move additional Government jobs outside of Sydney, Melbourne and Canberra.
- All portfolio Ministers will be required to report to Cabinet in September 2017 outlining entities and/or functions that are suitable for decentralisation. Departments will need to actively justify why all or part of their operations are unsuitable for decentralisation.
- Final decisions on relocations will be taken in the 2018-19 Budget context.
- Once decisions have been taken on which entities will relocate and where they will relocate to, RDA Committees may play a role in facilitating that relocation, including through the provision of information and advice.
FUTURE FUNDING OF RDA COMMITTEES

How long will the RDA Committees be funded?
- Funding Agreements will be offered to RDA Committees for a three-year period to 31 December 2020.
- Further information on new Funding Agreements, will be provided by the Department of Infrastructure and Regional Development to each RDA Committee in due course.

When will the new Funding Agreements commence?
- The new Funding Agreements will commence on 1 January 2018.

Will the new Funding Agreement be different from the current Funding Agreement?
- Changes to the Funding Agreement will be made to reflect the new RDA charter.
- The Funding Agreement’s Schedule, which defines the Key Activities, Outcomes and Deliverables and other related matters, will be amended as required.
- The Department of Infrastructure and Regional Development will develop a range of performance indicators and benchmarks aligned with the charter. These will be embedded in the Funding Agreement.
- It is anticipated that major clauses in the body of the new Funding Agreement will remain largely unchanged from the current Funding Agreement.

Will any changes be required to RDA constitutions or Rules of Association?
- The Department of Infrastructure and Regional Development is seeking legal advice on this matter and information will be provided in due course.
RDA COMMITTEE APPOINTMENTS

Will the appointment process for RDA Committee Chairs and members change?

- Yes, changes will be made to strengthen and streamline the appointment processes for RDA Committees.

- The Minister for Regional Development (the Minister) will appoint RDA Committee Chairs, Deputy Chairs and members and where there is a partnership arrangement, the appointments will be made in consultation with the partners (i.e. state, territory and local government).

- Interested persons will be required to apply for RDA Committee Chair, Deputy Chair and member positions and a merit-based assessment of applications will be conducted. Applications will be required to address selection criteria based on the new charter. Selection criteria will be developed to ensure consistency in selection processes across the RDA network.

- A selection panel of government representatives and community leaders will assess applications for RDA Committee Chair positions and recommend preferred applicants to the Minister for consideration. Interviews may also be conducted by the selection panel to enable the best qualified candidates to be recommended to the Minister.

- A similar process will apply for RDA Deputy Chairs and Committee member positions with appointment processes to be led by Chairs. Final appointments will be made by the Minister and funding partners (where required). When assessing applications, RDA Committee Chairs will take into account the required skills and performance standards for their RDA Committee, as well as the relevant business experience and connectedness of applicants.

- Referee checks and, where appropriate, probity checks, will be conducted on preferred applicants for RDA Committee Chair, Deputy Chair and member positions prior to final appointments being made.

- The selection process ensures that the RDA Committee Chair, Deputy Chair and members have the necessary skills, experience and networks to deliver on the outcomes required under the new charter. RDA Committee representation will provide a mix of age, gender and experience in the business sectors that reflect the key industry or the areas of competitive advantage across the RDA Committee’s region.

- RDA Committees are encouraged to reflect the diversity of the population of their region, considering gender balance and participation by indigenous Australians, people with culturally and linguistically diverse backgrounds, and people with disability.

- Membership appointments need to be ratified by RDA Committees in accordance with their jurisdiction’s legislative requirements, such as those outlined in Incorporated Associations Acts.
What is the timeline for RDA Committee Chair and member appointments?

- All RDA Committee positions will be advertised prior to the expiry of the existing members’ terms. This is to provide all community members and existing RDA Committee Chairs, Deputy Chairs and members with an opportunity to apply for positions.

- The Department of Infrastructure and Regional Development will commence the recruitment process for RDA Committee Chairs in the near future. It is expected that appointments will be made by the end of 2017. Current RDA Committee Chairs will be encouraged to apply.

- RDA Deputy Chair and member positions will be advertised by RDA Committee Chairs in either late 2017 or early 2018, once the RDA Committee Chair appointments have been confirmed. This is to allow the Chair of each RDA Committee to lead the selection process for members.

- The term of appointment for RDA Committee Chairs, Deputy Chairs and members will be until 31 December 2020 to align with the next Funding Agreement.

What happens to current vacancies and to RDA Committee members whose terms expire before 31 December 2017?

- During the transition phase, membership vacancies will be filled on an interim basis where the current number of members is less than the legislated minimum requirement for that jurisdiction.

- The RDA Committee Chair will continue to consult with the Minister (and the Committee’s funding partners where appropriate) on prospective member appointments.

How do I become an RDA Committee member?

- RDA Chairs will advertise a call for applications for membership of their Committee either later this year or early next year. Details about how to apply will be provided at that time.
INCLUSION OF EXTERNAL TERRITORIES INTO THE RDA NETWORK

Why are the external territories of Christmas Island, Cocos (Keeling) Islands and Norfolk Island and the Jervis Bay Territory being included in the RDA network?

- The RDA network currently covers all metropolitan, rural and remote regions across the country, excluding the external territories.
- The expansion of the RDA program to include these territories addresses a historical discrepancy in the program and allows the program to benefit all Australians.
- Expanding the geographic reach of the program also provides an opportunity for these territories to attract investment, facilitate economic growth and innovation and create jobs in their communities.
- This approach aligns with the Joint Standing Committee on the National Capital and External Territories reports, which recognised that opportunities and strategies to strengthen and diversify the economy needed to be identified and implemented in these territories.

When will the external territories and the Jervis Bay Territory be formally included in the RDA program?

- Formal inclusion into the RDA program will commence on 1 January 2018.

Will this affect the overall funding of the RDA program?

- There will be a cost neutral impact on the RDA program. Efficiencies from the consolidation of the four Melbourne RDA Committees will be utilised to fund the extension of the program to the external territories and the Jervis Bay Territory.

How will the external territories be structured under the RDA program?

- Further information about these arrangements will be provided in due course.
**DIRECTORS OF REGIONAL DEVELOPMENT**

### Why is the new role of the Director of Regional Development being created?

- A Director of Regional Development role will be created in each RDA Committee to ensure there is a senior staff member with a focus on the outcomes required under the new charter.
- The Funding Agreement will specify that the Director of Regional Development must be engaged to assist the Committee to deliver the objectives and outcomes defined in the charter. The position will be a dedicated position, budgeted for from existing funding provided by the Australian Government.
- RDA Committees, as independent incorporated bodies (with the exception of Victorian RDA Committees), may choose to engage either an officer to fill a dual role of Director of Regional Development and Executive Officer, or individual officers to fill each role. Whatever option is chosen, the designated Director of Regional Development must be directly responsible for delivering the objectives and outcomes required under the RDA charter.
- The performance of Directors of Regional Development in their roles will be formally assessed annually by each RDA Committee. Regular on-going feedback on performance will also be provided.

### What will Directors of Regional Development do and how is this different from the current Executive Officer role?

- The functions of the Director of Regional Development will be defined in the Funding Agreement and in guidance material that is currently being prepared by the Department of Infrastructure and Regional Development. These documents will be provided to RDA Committees once they have been finalised.
- In brief, the Director of Regional Development will be required to focus on delivering the objectives and outcomes required under the charter, before focusing their attention on other contracts or services.

### Must the Director of Regional Development position be advertised?

- Yes, except for the positions in Victorian RDA Committees. The engagement of the Director of Regional Development must be through an open and transparent process based on the principles of merit and equal opportunity.
Why are Victorian RDA Committees not required to advertise their Director of Regional Development positions?

- The RDA Committee model in Victoria is different to other jurisdictions. The RDA Committees in Victoria are not incorporated bodies. The current Executive Officers are Victorian public servants and there is a single Funding Agreement in place with the Victorian Government that is different to the Funding Agreements in place with individual Committees.

When will the Director of Regional Development roles be advertised?

- It is intended that the roles will be advertised by each RDA Committee as soon as each Chair has been appointed.

Who will recruit the Director of Regional Development?

- The Chair of each RDA Committee will be responsible for the recruitment of that RDA Committee’s Director of Regional Development.

- The Department of Infrastructure and Regional Development will provide advice to each RDA Committee Chair on the recruitment process to be followed through relevant better practice guidance material. This will include the use of designated selection criteria to ensure consistency in the role across the RDA network.

Can existing Executive Officers apply for Director of Regional Development positions?

- Yes. Selection of suitable candidates will be based on an assessment of each applicant’s claims against a defined role description and selection criteria. The merit principles for staff recruitment will apply.

Can RDA Committees employ other staff?

- Yes. As independent incorporated bodies (with the exception of Victorian RDA Committees), employment decisions including the number and type of staff employed and their conditions are a matter for each RDA Committee.
RDA CHAIRS REFERENCE GROUP

Why and when is the RDA Chairs Reference Group being disbanded?
- The Independent Review recommended that the RDA Chairs Reference Group be disbanded.
- The RDA Chairs Reference Group is being disbanded immediately and will not have any further meetings.

What is replacing the Chairs Reference Group?
- The RDA Chairs Reference Group is not being replaced.

How will the Australian Government receive advice from business experts to support regional development?
- The Minister for Regional Development will seek advice from a range of business experts, including RDA Committee Chairs and members, on challenges and opportunities which support economic development in Australia’s regions.

Can RDA Committees choose to have alternative peak representation?
- Continuing RDA Committees may choose, as independent bodies, to form a peak representational body at either a state or national level.
- In South Australia, for example, there has been a peak representational and coordination group, RDA South Australia, in place, for many years.
Will there be future RDA National Forums and if so, where will they be held?

- The future of RDA National Forums is being considered by the Minister for Regional Development and the Department of Infrastructure and Regional Development, along with other engagement and information sharing methods.

- Further advice regarding future RDA National Forums will be provided to RDA Committees in due course.
AUSTRALIAN GOVERNMENT SUPPORT

How will RDA Committees engage with the Australian Government?

- RDA Committees are encouraged to engage with the Minister for Regional Development and other relevant Australian Government ministers, their offices and senior officials of Australian Government agencies.

- The Minister for Regional Development will have opportunities to meet with RDA Committees from time to time as part of electorate visits and Ministerial duties.

What support will the Government give to RDA Committees to help them do their job?

- The Government, through the Department of Infrastructure and Regional Development, will provide:
  - funding to enable RDA Committees to operate and streamlined contract management enabling them to focus on their core functions;
  - support and advice for RDA Committees to connect them with Australian Government ministers, agencies and programs;
  - support for the recruitment and ministerial appointment of Chairs and members;
  - engagement with Committees and Directors of Regional Development to understand their business, regional issues and where the Government might be able to assist;
  - induction support for incoming Chairs and governance advice and tools to assist Chairs and Committees manage their operations;
  - guidance and support to Chairs to assist with the recruitment of members and renewal of their appointments;
  - assistance in linking and promoting RDA Committees across governments and with other jurisdictions; and
  - support in promoting RDA Committee activities via a communications strategy which will include, but not be limited to, products such as media releases, websites, social media items and ministerial visits (where possible).

- A newly created position in the Department of Infrastructure and Regional Development will see the employment of an officer to be designated as RDA Coordinator. This person will support RDA Committees by providing and promoting information exchange, mentoring the Directors of Regional Development, and assisting in building the capacity and capability of the RDA network.
Are RDA Committees required to work cooperatively with other government agencies?

- RDA Committees are expected to establish strong links with the local or state offices of relevant Australian Government agencies, as well as with state and territory government agencies and local government bodies.
- Where Australian Government agencies do not have a regional presence, the Department of Infrastructure and Regional Development will assist RDA Committees, where necessary, with access to appropriate senior officials.

Will the rda.gov.au website continue?

- Yes, the RDA website will continue as a source of news, information and advice to Ministers, Australian, state, territory and local government agencies, peak bodies, industries, businesses and communities.
- It will continue to provide information for potential RDA Committee Chairs and members.
- In collaboration with RDA Committees, the Department of Infrastructure and Regional Development will make improvements to this site to better promote the work of RDA Committees to the broader community.

Will the RDA Better Practice Guide still apply?

- The RDA Better Practice Guide is an important source of governance and operational advice and guidance to RDA Committees.
- This document is being updated and proposed amendments will be circulated to RDA Committees for comment and feedback when appropriate.
- It is anticipated that the guide will be reissued to coincide with the commencement of new RDA Funding Agreements.
How do RDA Committees link with the Building Better Regions Fund?

- The $481.6 million Building Better Regions Fund (BBRF) supports the Australian Government’s commitment to create jobs, drive economic growth and build stronger regional communities into the future.
- The BBRF funds projects in regional Australia, outside the major capital cities of Sydney, Melbourne, Brisbane, Perth, Adelaide and Canberra.
- A key function of RDA Committees is to develop, support and lead regional capacity building initiatives and to support organisations seeking regional development funding. This could include facilitating grant writing workshops and providing grant writing support materials.
- As such, parties considering applying for BBRF grants are encouraged to seek the support of their local RDA Committee for assistance with identifying and developing strong project proposals that will contribute to the long term economic growth of their region.
- The most up to date information about the BBRF is available at www.business.gov.au/assistance/building-better-regions-fund.

How do RDA Committees link with the Regional Jobs and Investment Package?

- The $220 million Regional Jobs and Investment Packages (RJIP) supports the Australian Government’s commitment to stimulate economic growth in Australian regions.
- The program’s intended outcomes are to drive economic growth and create jobs in ten pilot regions by investing in projects that will diversify regional economies, stimulate long term growth, deliver sustainable employment, and enable applicants to enter new markets and sectors.
- The ten pilot regions are:
  - Bowen Basin (Queensland) will receive $30 million
  - North Coast (New South Wales) will receive $25 million
  - South Coast (New South Wales) will receive $20 million
  - Wide Bay Burnett (Queensland) will receive $20 million
  - Goulburn Valley (Victoria) will receive $20 million
  - Tropical North Queensland will receive $20 million
  - Geelong (Victoria) will receive $20 million
  - Regional Tasmania will receive $25 million
  - Upper Spencer Gulf (South Australia) will receive $20 million
- Latrobe Valley (Victoria) will receive $20 million.

- These ten packages enable each region to determine local priorities and growth industries to drive economic growth in their region and create jobs.

- A Local Planning Committee (LPC) has been established in each region to help communities assess their economic opportunities and competitive advantages, and to develop Local Investment Plans. This will create a community-driven, government investment partnership between the local communities, business and the Australian Government.

- A number of RDA Committee Chairs, Deputy Chairs, members and staff have been appointed to the RJIP LPCs which will help link the RJIP to RDA Committees and the previous planning work RDA Committees have undertaken.

- The most up-to-date information on RJIP is available at www.business.gov.au/assistance/regional-jobs-and-investment-packages.

Other regional programs

- RDA Committees are expected to maintain an up-to-date understanding of the range of Australian Government and state/territory programs and philanthropic funds available to assist their local communities and promote and support access to these locally.

What are the reporting requirements for the remainder of the current Funding Agreement?

- The Department of Infrastructure and Regional Development will not require RDA Committees to submit an annual business plan or budget for the period 1 July to 31 December 2017. However, RDA Committees should have these in place for their own planning and management purposes.

- RDA Committees are also not required to provide Annual Audited Accounts for the period 1 July to 31 December 2017. However, the Department of Infrastructure and Regional Development requires that RDA Committees provide an unaudited financial report covering this period by 31 January 2018.

- An Annual Report on Outcomes for 2016-17 and for the period 1 July to 31 December 2017 and Annual Audited Accounts for 2016-17 will still be required by the due dates specified in the current Funding Agreement.

- RDA Committees should immediately begin making arrangements for the implementation of the new charter with full implementation from 1 January 2018.