



Contents

From the Premier of Western Australia	4
From the State Recovery Controller	6
A strong foundation	8
Immediate response	10
Towards Western Australia's recovery	12
About this plan	13
Priorities for recovery and focus areas	14-63

Acknowledgement of Country:

The Government of Western Australia acknowledges the traditional custodians throughout Western Australia and their continuing connection to the land, waters and community. We pay our respects to all members of Aboriginal communities and their cultures; and to Elders past, present and emerging.

© State of Western Australia 2020

There is no objection to this plan being copied in whole or part provided there is due acknowledgement of any material quoted or reproduced.

Published by the Department of the Premier and Cabinet, Western Australia, July 2020.

This report is available at WA.gov.au

ISBN: 978-0-7307-0286-3

Front cover photo: Alexandra Smith is a process operator trainee who is currently studying a Certificate III in Process Plant Operations at South Metropolitan TAFE.



Just a few months ago all the things we took for granted were no longer possible as we bunkered down and helped stop the spread of COVID-19. Through the WA Roadmap, we are now leading the nation in relaxing restrictions, allowing us to open up our local economy faster, and safely get more people back working. This has been the single most important element of our State's recovery so far.

The challenge of recovery is great, but so too is the tenacity and creativity of Western Australians. I witnessed these traits during the crisis of the pandemic – and they are evident as we step further into recovery from a position of strength. While the pandemic

isn't over, we are in a good position to fight COVID-19 if there are any surges.

We know that restoring business and consumer confidence is imperative. This will drive both economic and social recovery – the jobs and wellbeing of Western Australians.

We are doing everything possible to create the right environment for business and industry of all shapes and sizes to restart, or develop and grow.

We are stripping away barriers and constraints, fast-tracking programs and projects, investing heavily in capital works and maintenance, simplifying interactions for businesses and communities, and seeking out improvements and innovations.

We are focusing on those areas that will do most to lift our economy and generate jobs – because we know this will also lift the prosperity and wellbeing of all Western Australians.

Recovery is a collective challenge; Government cannot do it alone.

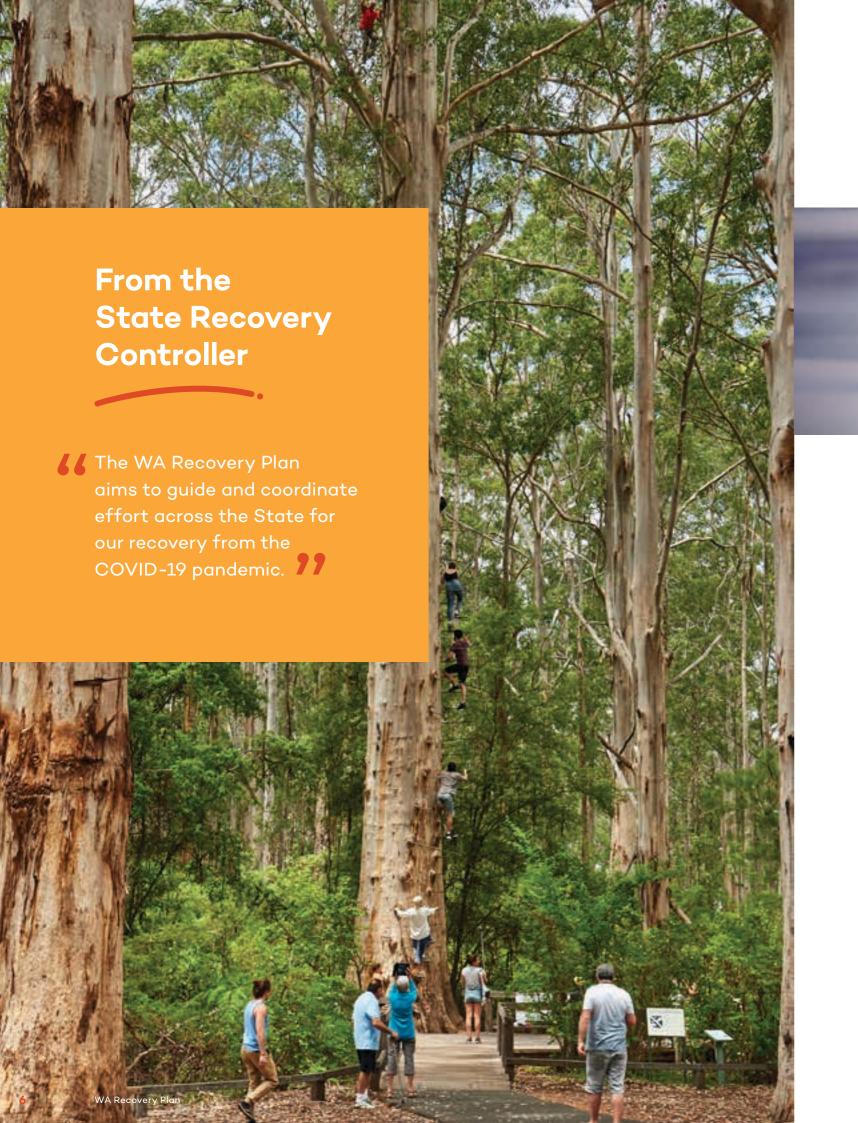
Together, as a community, we are managing the pandemic and we will get through this.

Mark McGoyan

apital Mark McGowan
Premier of Western Australia



Western Australia will emerge from this crisis and we will recover.





The plan has been developed following engagement with business, industry, local government, unions, the not-for-profit sector, public sector and community. It is based on known and emerging impacts tested through this engagement.

As we said in Setting the Scene, our recovery approach is necessarily iterative because we have never been in a situation like this before.

This plan is the basis for not only restarting and stimulating but also for reforming and transforming – two key phases of Western Australia's recovery. It takes into consideration the need to put in place now those actions that will have immediate effect. It also sets in motion those actions that will take longer to get off the ground but will deliver great benefit to Western Australians over time.

We will review the impacts of the pandemic and the actions in this plan as it is implemented over time, and adjust where necessary.

I believe we have the smarts and the will to deliver the recovery needed. This plan describes key priority areas of work and the focus required to deliver them. A coordinated effort from every single one of us who holds this State and its future close to our hearts will get us through the circumstances we are now facing. It will lead the important work of rebooting our economy, regrouping our community and rethinking our future.



Sharyn O'Neill State Recovery Controller

A strong foundation

Before the COVID-19 pandemic, the Government returned the budget to surplus and WA was the only state in Australia reducing debt. As a result, WA has the flexibility to respond decisively to an economic crisis.

Over the past few months and during uncertain times, Western Australians have worked together to save lives, proving themselves to be resilient and compassionate towards those who need assistance.

Businesses have diversified and their customers and communities are supporting their innovation.

With careful recovery planning and leadership by the State Government, the WA community will remain cohesive and survive the tough times on the journey back to economic growth.

5.2%

unemployment rate before COVID-19 – lowest in 5 years 72,000

jobs created since March 2017





Surplus

operating surplus in 2018–19 – first in 5 years



expansion of domestic economy – strongest growth in 7 years lower net debt than projected

Immediate response

\$2.77 billion

As the pandemic took hold, the McGowan Government was quick to announce relief and stimulus measures to protect Western Australians and support the economy.



\$942.8 million

Support for WA businesses



Reduce or freeze household fees and charges, and assist with energy payments



\$456 million

Boosting housing construction and Keystart



Health and frontline service delivery

\$159 million

CIII)

Relief for crisis care organisations, and notfor-profit sports, arts and community groups



\$91.2 million

Police resourcing package



\$14.4 million

Tourism industry grants



\$30 million

Residential rent support



\$30.6 million

Payments to maintain apprentices and trainees



Towards Western Australia's recovery

Vision:

Western Australia gets back on the road to becoming a thriving and innovative community to live, work, visit and do business in.

Goal:

Return Western Australia to a proper level of functioning following the COVID-19 pandemic, alongside opportunities for enhancement where they lead to increased resilience, efficiencies and effectiveness.

Objectives:

- Reboot our economy to get back onto the pre-pandemic growth trajectory as quickly as possible.
- Regroup our community at a personal, family and social level so people feel healthy and have the confidence to lead active lives.
- **Rethink** our future to lead us to the next normal.



About this plan

The \$5.5 billion WA Recovery Plan sets out the way to achieve the recovery vision for Western Australia to get back on the road to becoming a thriving and innovative community to live, work, visit and do business in.

Central to the plan is restoring business and consumer confidence and rebuilding the economy.

The most important element to recovery to date has been the Government's WA Roadmap of easing restrictions. Due to the success of minimising the spread of COVID-19, Western Australia has led the nation in easing restrictions. This has helped get businesses up and running and more people back in work.

The WA Recovery Plan will help create more jobs and open up training opportunities which will drive increased economic activity and continue to bring back hope, prosperity and wellbeing to Western Australians. It will provide a strong foundation so individuals and families can once again be active members of their communities.

The plan is set around 21 priority streams, each driven by a clear and direct commitment from the Government to create more WA jobs. Investment, resourcing and programs of work will be implemented over both the shorter and longer terms.

The priority streams range from new technologies, local manufacturing and training through to tourism, patient care and the environment.
Within each stream is a range of initiatives that may include capital works, grants, programs and projects.

This plan also consolidates the commitments in the priority streams for those areas and people most impacted by the pandemic – regional WA, Aboriginal communities, women and youth.

Some of the initiatives in this plan have been brought forward and already announced by the Government. Over time, other initiatives and more specific details will be announced and progress will be tracked.

As this plan is for the people of Western Australia, information will be updated regularly on WA.gov.au.



Central to the plan
is restoring business
and consumer confidence
and rebuilding the
Western Australian
economy.



Priority: Driving industry development

The McGowan Government is investing in industrial lands to ensure serviced land is available to support the growth and development of new and established industries.

This will help fast-track private sector investment and deliver new job opportunities around key industry hubs throughout WA.

Defence ready

The Government will accelerate infrastructure to expand WA's defence industry capability, increasing the State's already strong footprint in marine

repair, maintenance and construction.

This will further support WA's strong commitment to defence industry development and leverage our world-class skills and training.

Industry development initiatives complement the State's commitment to increasing regional suppliers through our Buy Local Policy and building a pipeline of long-term regional jobs.

Supporting our export sector

Regional ports are essential to the State's economy. By maintaining critical port infrastructure, new local jobs can be created and current and future trade can be facilitated throughout the regions — keeping our economy moving.

Investment by the Government in regional ports to increase the State's capacity for export and trade will include upgrades to improve safety, and make mooring of incoming and departing contract vessels more efficient.

Priority: Boosting local manufacturing

It's never been more important to build local and buy local.

The McGowan Government wants to see local businesses benefit from manufacturing work and continue to employ Western Australians.

That's why it will look at interruptions in supply chains and establish better ways for the work to be done in this State, like manufacturing METRONET trains.

This way local jobs are kept in WA.

More local manufacturing will broaden the State's economic base and activate new industries, laying a foundation for future jobs growth. Gearing up for more local manufacturing will also help businesses establish or expand their operations, keep local money in WA and build a pipeline of new jobs.

This also recognises that many of our local businesses are world-leading in what they do and can deliver more to the global economy.

Working with industry, the Government will support new initiatives to develop more opportunities for businesses to proactively seek investment from both local and international investors, leverage their existing strengths and reduce potential disruptions to supply chains.

Developing new industries creates pathways for skilled trainees and apprentices who have taken advantage of the WA Government's investment in retraining opportunities. The growth of new industries, combined with enhanced procurement and contracting activities, will provide a strong basis for businesses and keep money in this State.

Industry insight

Local contracts for autonomous trucks

Establishing manufacturing bases for new industries and replacing current imports will keep WA dollars in WA.

A case in point is BHP's autonomous trucks program across its Western Australian mines. BHP Newman Operations General Manager Marie Bourgoin says the program is creating 41 new jobs and putting millions of dollars in contracts with Western Australian businesses.

"We recognise how important it is for BHP to partner with local and small businesses, particularly as we move into the post-COVID economic recovery phase," she says.

"We are pleased to have been able to offer \$33 million in contracts to WA vendors for a range of work including autonomous conversion kits, trailers, training content development, and a number of engineering and construction packages."

The involvement of local businesses in this project shows the growing capability in the State for technologies and advanced manufacturing, so vital in future-proofing WA jobs and building a stronger economy.





The McGowan Government will invest in a pipeline of capital works to generate jobs, including for people impacted by the pandemic, and boost a range of industries over the short and longer terms as a vital part of economic recovery.

These works will also deliver valuable assets for individuals and families to use, learn in and enjoy.

From small and labourintensive projects being fast-tracked through to new schools and roads being built, significant funding will be invested to get these projects underway across the State.

This will be supported by reforms to ensure approvals and procurement are quicker and more effective.

The extensive capital investment will include upgrading utilities, redeveloping key Perth attractions, developing new and upgraded sports and community facilities, improving hospitals and health clinics, and extending facilities for young people. There will also be significant investment in tourism infrastructure.

Investment in regional WA to build and upgrade assets will support the development of job-creating industries. It will also include upgraded services to regional and remote Aboriginal communities as well as schools, TAFE colleges and community facilities.

Significant funding will focus on creating state-of-the-art

TAFE training centres and workshops, aligned with vocational education and training essential for existing and emerging workforce needs.

Industry development opportunities will include activating heavy industrial land, establishing common user infrastructure and expanding the State's defence and shipbuilding capabilities.

Better government contracting processes, reduced fees and a reinvigorated Buy Local Policy will all help local businesses.

The Government will also consider ways of encouraging private industry to support economic recovery efforts through new projects and developments.



Priority:

Investing in renewable energy and new technologies

As the world moves to a lower carbon future, the McGowan Government is taking advantage of the opportunities this brings by investing significantly in new energy technologies.

The focus will be on expanding Western Australia's footprint in the renewable hydrogen industry and generating opportunities to introduce new manufacturing capability in renewable technologies.

The Government will install more renewable energy and batteries on its networks and on State-owned assets, particularly for regional and remote communities, to improve reliability and help lower energy costs for residents and businesses. Innovation in the use of renewables will be through micro-grids, stand-alone power systems, virtual power plants and battery storage technology.

Priority will be to build the energy sector workforce, including in the regions, while supporting existing businesses and growing the State's renewable energy base.

The Government will also work with the private sector

to bring forward clean energy research, investment and deployment.

Developing the renewable energy sector will help set up other new industries and manufacturing, and broaden export markets.

These investments will encourage more contracting of local goods and services, increase regional and remote housing capacity. They will also reduce carbon emissions while providing ongoing jobs, business opportunities and improved supply chains for Western Australians.





More training and reskilling opportunities will allow
Western Australians to boost their job and career prospects, laying the foundation for sustainable recovery and delivering benefits over the short, medium and long terms.

A \$62 million McGowan
Government package will
help thousands of Western
Australians access TAFE
training courses. Massive cuts
to fees and many free short
courses will enable local people
to get straight into local jobs in
key sectors.

As the economy recovers, skilled workers across a range of occupations and industries will be in high demand, making training vital to developing a skilled workforce.

It is critical to recognise and leverage the existing skills of Western Australians, support their transition where necessary and provide opportunities for those about to enter the workforce.

This package includes \$25 million for Recovery Skillsets to provide free accredited short courses for people to extend transferable skills and tap into new job needs. And \$32 million is for Lower Fees, Local Skills to slash TAFE fees by up to 72 per cent for 39 priority courses and provide easier access to training in critical areas.

New and upgraded specialist facilities with state-of-the-art equipment will be constructed. This will be the largest ever capital funding for TAFE colleges in Western Australia. In line with the State's
Buy Local Policy and new
procurement legislation, this
investment will also support
Western Australian businesses
and create local jobs to
further contribute to economic
recovery.

It is equally important for apprentices and trainees, whose training was disrupted by the pandemic, to complete their qualifications as they are the basis of our future workforce. To this end, \$4.8 million of Government funding will allow employers to re-engage displaced workers through an Apprenticeship and Traineeship Re-engagement incentive by giving employers one-off payments of \$6,000 for apprentices and \$3,000 for trainees.











Priority: Maintenance blitz

The McGowan Government's \$60 million blitz to maintain State assets such as police and fire stations will create immediate jobs across Western Australia. It builds on the \$281.5 million maintenance packages already announced to fix schools and hospitals.

This funding will support a wide range of metropolitan

and regional projects that are ready to start, giving a much needed boost to skilled workers, and local construction and maintenance companies.

The blitz will also help local communities improve sports venues, and build and upgrade facilities to help vulnerable people. This will enhance accessibility and also generate minor building works.





Megan's story

Taking the leap and reskilling

With \$57 million being invested in our TAFE system and to support employers taking on apprentices and trainees, there's no better time for Western Australians to step up, reskill and contribute to rebuilding our economy.

Following a career change and studying at South Metropolitan TAFE seven years ago, Megan Feaver is now a qualified electrician.

She won Western Power's
Apprentice of the Year Award
in 2017 and was named WA
Apprentice of the Year in 2018.
Passionate about vocational
education and training, Megan
is proud to encourage people,
especially women, to leap into
practical skills-based training.

"The expansion of the Lower Fees, Local Skills program and incentives for employers will be a huge benefit for up and coming apprentices and trainees because it makes training more accessible to more people," she says.

"It'll be a great help for mature age students like me who might still have a mortgage to pay and a family to support."



The McGowan Government is continuing to invest in public schools in metropolitan and regional areas, transforming education facilities and communities.

In 2019-20, it allocated \$200 million to address high priority maintenance at all 789 public schools across the State, creating thousands of jobs for local workers.

Additional funding will deliver new and upgraded facilities in secondary schools as well as new early learning centres in population growth areas of the State. They complement the Government's commitment to build the skills pipeline for future strategic industries and ensure young people are ready for their future careers. For example, a new state-of-the-art \$60 million secondary school will be built in the growing suburb of Piara Waters, creating more than 1,600 jobs.

Other schools are being extended, for example the second stage of Bob Hawke College at \$57.6 million which will increase student capacity to 2,000. The college opened to Year 7 students at the beginning of 2020 in the first

stage of construction at a cost of \$70.6 million.

The Government also continues to invest heavily in regional schools and has committed \$15 million to upgrade Hedland Senior High School, creating 290 jobs.

Local small and medium enterprises will complete construction work, with the support of the State's revised Buy Local Policy and continued focus on enhanced government procurement practices.



jobs and the State's economic recovery. In 2020 alone, seven

METRONET projects will be under construction.

Australians. It is the largest single investment in public transport the State has ever seen.

WA Recovery Plan WA Recovery Plan

Morley-Ellenbrook Line

In addition to creating 3,000 local jobs, the Morley-Ellenbrook line will support Ellenbrook's growth as a centre, serve local communities and provide an efficient transport option. More than 11,700 passengers are expected on the first day of operation increasing to more than 18,000 passengers a day by 2031. Initial works have begun as part of the Bayswater Station upgrade.

Bayswater Station

The new Bayswater Station project includes a new station building, surrounding precinct works and new platforms and rail infrastructure to support the Forrestfield-Airport Link and future connection with the Morley-Ellenbrook Line. Early works commenced in late 2019.

Forrestfield-Airport Link

With the growth of Perth's eastern suburbs, the Forrestfield-Airport Link will provide the community with increased public transport options. It will also drive residential and commercial development around the three new stations to be built in Redcliffe, Airport Central and High Wycombe. Trains are set to be running on the line in late 2021.

Yanchep Rail Extension

This project will add an additional 14.5 kilometres of rail to the existing Joondalup Line along with new stations at Alkimos, Eglinton and Yanchep. When operating, it will create a 49-minute train journey between Yanchep and Perth CBD. Works commenced late in 2019, creating 1,370 jobs.

Thornlie-Cockburn Link

This 17.5 kilometre project will link the Armadale and Mandurah lines through the Thornlie and Cockburn Central train stations. Two new stations will be built at Ranford Road and Nicholson Road. Once completed, the link will be the first east-west connection between rail lines on Perth's rail network. More than 1,600 jobs are being created. Early works started in late 2019.

WA-made trains

New trains will be built locally, bringing railcar manufacturing jobs back to Western Australia for the first time since the industry was shut down in the 1990s. New METRONET and Australind railcars will be built, with a new railcar facility being constructed in Bellevue to build and maintain railcars.





Major road construction

Western Australia is embarking on the biggest road and rail building program the State has ever seen. As State and Australian Government funding has been brought forward, projects will be starting sooner, creating jobs and providing opportunities for local businesses.

Major road and METRONET projects are already underway across Western Australia, generating thousands of jobs.

Making our roads safer

Improved roads will reduce commute times for people living in the rapidly growing northern, eastern and southern suburbs of Perth by easing congestion and reducing the risk of serious crashes. Across regional WA, significant upgrades and new roads will improve road safety.

Green light for road projects and regional road safety

More than \$220 million in additional funding has been secured to bring forward major road projects and urgent road priorities.

Recognising the importance of regional road safety, \$100 million will be spent on improving 1,400 kilometres of roads in every region of WA. These treatments will reduce the number of 'run off road' crashes which are common in country areas.

Under our Buy Local Policy, these works will provide a much-needed uplift to local economies and create local job opportunities.

Mitchell Freeway extension

The \$215 million Mitchell Freeway extension to Romeo Road is expected to begin later this year, creating 1,200 jobs. The extension is one of the major projects fast-tracked in response to the COVID-19 pandemic.

Tonkin Gap

The \$400 million Tonkin Gap contract was recently awarded, unlocking thousands of local jobs. Works are set to get underway in September 2020 and will fix a major bottleneck on Tonkin Highway through Bayswater.

Cycling

While restrictions during the height of the pandemic prevented some activities, it also resulted in more people cycling and walking. Now, cyclists and pedestrians will benefit from a major investment by the Government in new cycling infrastructure. Already, an unprecedented \$146 million over four years has been invested to increase cycling infrastructure by 150 kilometres.

WA Recovery Plan

WA Recovery Plan

Priority:

Building community infrastructure





Sports and community facilities

The McGowan Government will upgrade sports and community facilities so they are more modern and attractive to a wider range of users and community groups to support health and wellbeing. The upgrades will ensure there are lasting grounds and buildings for generations to come.

Construction on new facilities along with maintenance and upgrades will support local jobs and boost the economy.

COVID-19 Relief Fund

The \$159 million Lotterywest COVID-19 Relief Fund will provide financial support to not-for-profit arts, sports, community and recreational organisations. The fund is already helping these organisations keep their staff employed, develop new ways of working and seek out innovations.

Fast-tracked community sport grants

Investing in sporting communities is critical for maintaining connectedness and promoting positive mental and physical health.

Fast-tracking the Government's \$12 million Community Sporting and Recreation Facilities Fund will enable not-for-profit sports, recreation and community groups to improve local facilities.

Annual and forward planning applications for grants of up to \$2 million opened in May and close in September 2020. Grants will allow groups to develop basic and sustainable infrastructure to increase participation in sports and recreation while also supporting the economy and creating jobs.

Successful projects will be announced in late 2020 allowing them to start sooner than otherwise possible.

Sports clubs and associations

Funding has been brought forward for State sports associations, with \$4.65 million to maintain and upgrade grounds and club buildings.



The mining sector is the backbone of the WA economy and has played an integral part in keeping Western Australia in a strong economic position throughout the pandemic.

The McGowan Government will continue to support mining exploration to build a pipeline of new activity to complement existing operations.

Initiatives will include building on the industry's understanding of the State's geoscience, encouraging exploration activities and ultimately kick-starting new projects across Western Australia.

Amendments to mining regulations will reduce

assessment timeframes for exploration applications, thereby fast-tracking new opportunities. Changes to regulations will also allow mining tenement holders to apply for expenditure exemptions if they are able to demonstrate that the COVID-19 pandemic affected their financial capacity to meet expenditure conditions of their leases.

An allocation of \$7 million will expand the Joe Lord Core Library's capacity. This world-class facility in Kalgoorlie stores core samples that contain valuable geoscientific information for exploration companies and others seeking new mineral discoveries.

for well targeted infrastructure projects to help stimulate employment and opportunities in local communities, and facilitate activity within the exploration industry.

We need to find ways to get our industry back to work as quickly as possible.

Keren Paterson, Managing Director and Chief Executive Officer, Trigg Mining

WA Recovery Plan

Water to the state of the



Restarting our housing industry

The McGowan Government's investment in housing related initiatives presents dual benefits of rebuilding business confidence and providing housing options for more Western Australians.

A comprehensive housing package will provide incentives to build new homes, and deliver more social and affordable housing options for Western Australians. Recently announced, it is already delivering a major boost to WA's economic recovery and supporting the building and construction sector.

Jobs for builders, suppliers and tradespeople (including bricklayers, plumbers, carpenters and painters) will be generated in the residential construction industry. This important initiative will also support some of our most vulnerable community members.







\$456 million

to support about 4,300 jobs across Western Australia

\$117 million

to provide homebuyers who build new houses with a \$20,000 grant

\$8.2 million

to expand the existing
75% off-the-plan transfer duty rebate,
up to \$25,000, for purchases in multitiered developments under construction

Supporting vulnerable communities

A \$319 million Social Housing Economic Recovery package will provide opportunities for work, especially in regional areas, as well as help people on low incomes or at risk of homelessness get into high quality homes.







\$319 million

social housing package to support and create about 1,700 jobs, with 780 in regional WA

\$80 million

for maintenance of 3,800 regional social housing properties including remote Aboriginal communities' stock and subsidised housing for regional government workers

1,500

existing social housing dwellings to be refurbished, and 250 new dwellings to be built and purchased

Keystart

increased income limits extended for homebuyers taking out Keystart loans until 30 June 2021 to help more families to own homes

Industry insight

Bright outlook for home builders

After a disappointing start to 2020, Cath Hart believes there's a bright outlook for the residential building sector.

The Housing Industry
Association WA Executive
Director was expecting nearly
20,000 homes would be built
this year, but this was slashed
to fewer than 10,000 when
COVID-19 struck. This was
a result of low international
migration and rising
unemployment.

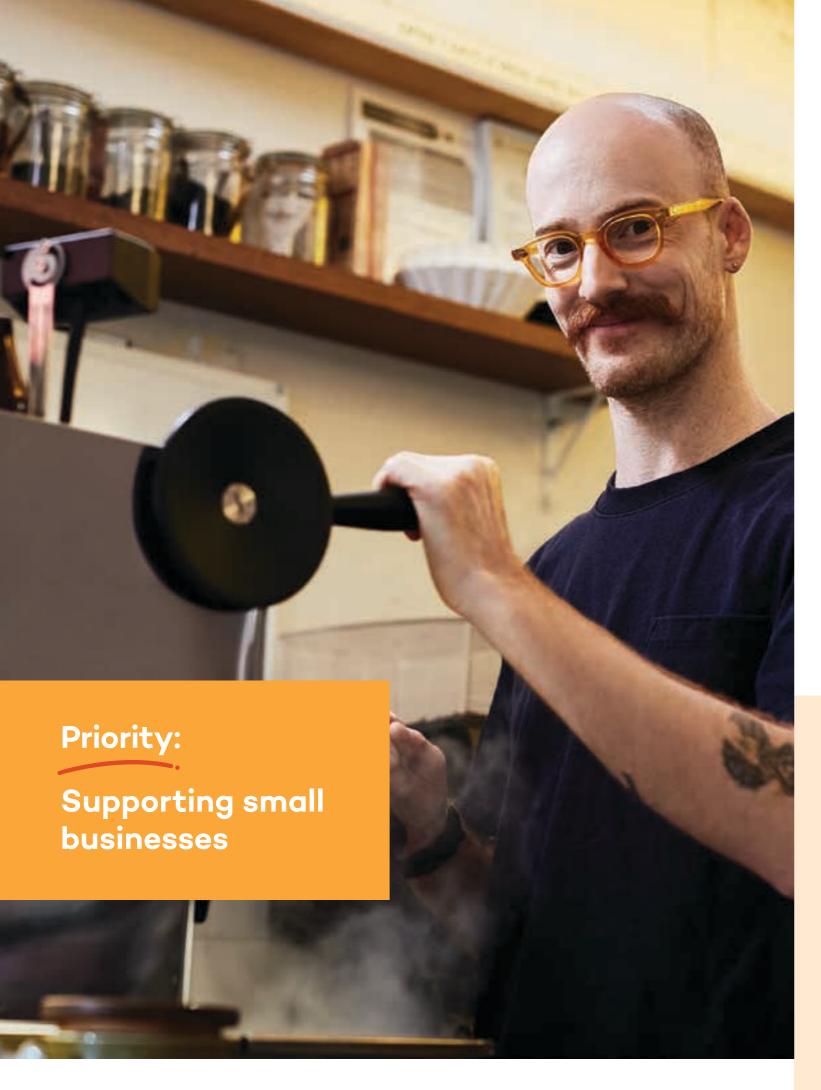
"Now, with the announcement of WA's Building Bonus, the Australian Government's Home Builder scheme, plans to cut red tape in building approvals and a campaign to encourage interstate FIFO workers and their families to permanently settle here, we expect 15,950 homes to start being built in Western Australia in 2020/21," she says.

"According to our latest industry-wide survey of WA's residential builders, news of the Building Bonus sparked a 132 per cent increase in groups visiting display homes, and a 73 per cent increase in qualified customer leads from just a week earlier."

News of the Building Bonus sparked a 132 per cent increase in groups visiting display homes, and a 73 per cent increase in qualified customer leads.







A \$942.8 million package is already giving much-needed support to small businesses and non-government organisations.

Financial breathing space for small businesses is critical as they get back on their feet, while investment in new industries will open up new opportunities for small business.

The package includes:

payroll tax waivers \$165 million

reduced payroll threshold \$7 million

payroll tax grants \$107 million

waivers for licence fees \$100 million

commercial rental relief \$25 million

business tariff offset \$204 million

land tax assistance \$100 million lower TAFE fees for industry support \$32 million

support for Lotterywest retailers \$17 million

relief for non-residential utility charges \$7 million

assistance for employers of displaced apprentices and trainees \$4.8 million

payroll tax exemption on JobKeeper payments \$172 million

In addition, more than \$6.8 million will expand financial counselling services to help individuals and small businesses get back on track.

The \$25 million commercial rental relief plan, for example, waives rental payments for six months for small businesses and not-for-profits in government-owned buildings. Convenience stores in train stations, cafés in government

buildings, and restaurants in tourism precincts will all benefit, as will caravan park and eco-tourism operators leasing land from the State.

About 7,400 WA businesses with Australia-wide payrolls between \$1 million and \$4 million are also benefitting from one-off grants of \$17,500 to help manage the impacts of the pandemic.



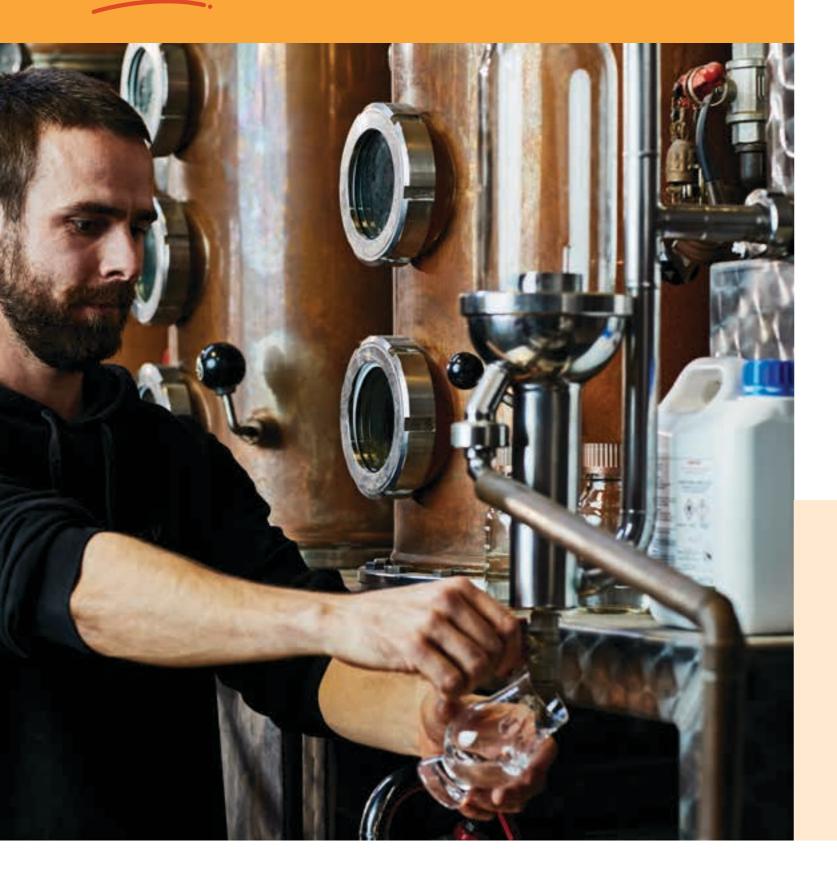
Relief for organisations

The \$159 million COVID-19
Relief Fund for organisations
is helping people experiencing
hardship. Hundreds of arts,
sports and community groups
are already being supported by
grants through the fund.

There are also reduced electricity costs for around 2,800 charities, with one-off \$2,500 offset for groups on community service and charitable accommodation electricity tariffs with Synergy and Horizon Power.



Priority: Buying local



The Buy Local Policy has been overhauled to maximise opportunities for regional businesses and create more work for people in country areas from the WA Government's \$27 billion spend on goods, services and works.

To achieve this, local businesses in regions where work is being delivered will be invited to bid for contracts. When bidding for contracts, the policy's revised regional price preference will give these businesses stronger weightings than businesses from other parts of the State.

Regional businesses will also have training to apply for contracts and given 'look-ahead' lists of upcoming tenders and projects. This will allow local contractors more time to prepare and develop their bids. This is in addition to

general improvements in the way the Government works with businesses to maximise contracting opportunities.

Reducing fees and improving government contracting procedures have also helped small and medium-sized businesses brace against the impacts of the pandemic. Following the introduction of restrictions, measures were introduced to assist industries such as hospitality, retail, tourism and residential construction.

In the short-term, immediate financial support is available to small businesses and not-for-profits facing financial difficulty, with rent relief for tenants of government facilities, commercial rent relief grants for landlords, and fee waivers for businesses and licence holders.



Supporting our regions

The Buy Local Policy complements the Western Australian Jobs Act 2017 and Western Australian Industry Participation Strategy which have created almost 6,000 jobs and 173 apprenticeship and traineeship places in the regions since March 2018.

The revised policy is expected to lead to a further 3,000 jobs and 200 apprenticeship and traineeship places over the next 12 months, critical for Statewide recovery from the economic impacts of the pandemic.

Industry insight

From whiskey and wine to sanitiser

When supply problems for sanitiser hit Western Australians who needed to increase their hygiene practices because of the pandemic, local company Whipper Snapper Distillery stepped in to help. "We teamed up with WA winemaker Ferngrove Wines and distilled their wine at our facility in East Perth to produce the ethanol needed for sanitiser," says Whipper Snapper Director Jimmy McKeown.

"It turned our humble distillery into a 24 hour operation to

produce as much ethanol as possible, as inexpensively as possible."

The finished product was sent to LabWest in Malaga which turned the ethanol into sanitiser and organised its distribution.



In focus: Investing in regional WA

Regional Western Australia makes a significant contribution to the State's economy.

An investment in hundreds of regional capital projects will be made by the WA Government to boost employment in the short term while also improving amenities and diversifying the economy.

Recovery initiatives include:

- upskilling and training opportunities
- · developing new industries
- investing in infrastructure
- supporting small businesses
- unlocking mining opportunities

- streamlining approval processes
- activating the Buy Local Policy.

In addition, protecting the mental and physical health of people in regional communities, especially the most vulnerable, remains critical. The Government will expand access to mental health care as well as improve digital connection so more people in regions can access telehealth services.

Tourism

As WA positions itself to restart the tourism sector, grants for local operators will help encourage people to holiday at home. Securing additional airfare services and discounted tickets to regional areas will also help maintain the viability of the industry.

Upgrading regional parks and attractions will add to the diversity of visitor experiences and create regional jobs.

Industry growth

The mining sector, which has played an integral part in keeping WA in a strong economic position, will benefit from the Government investing in exploration activities to complement existing operations in regional areas.

Investment in renewable energy and local manufacturing will not only reduce potential disruptions to supply chains but will also build a pipeline of regional jobs in new industries.

Growing the State's agribusiness footprint will support agriculture and aquaculture businesses, improving trade and creating new opportunities for job seekers.

Training and upskilling

More TAFE training and reskilling opportunities will increase job opportunities. Cuts to TAFE fees and the delivery of free courses will help people access jobs in the regions.

Regional jobs

New capital and infrastructure projects will support thousands of jobs.

An investment of \$100 million to improve the safety of 1,400 kilometres of roads in every region will deliver local jobs under our Buy Local Policy.

A comprehensive housing package will deliver a major boost across the State, with a comprehensive social housing package providing job opportunities, especially for those in regional areas and remote communities.

Investment in schools and TAFE colleges will transform country towns and create jobs Community connectedness is a cornerstone of life in regional WA. Initiatives for arts, recreation and sports clubs will keep the community active, support wellbeing and promote physical and mental health.



Priority: Growing WA's food industries

The McGowan Government will work with regional communities and primary industries across the food supply chain to create new jobs and help grow the State's agribusiness footprint. This will include investing in our developing aquaculture industry to further build investor confidence.

Business diversification and trade opportunities will generate hundreds of direct and indirect jobs in local communities across the supply chain.

Supporting the expansion of the premium food and beverage manufacturing industry will help businesses use the State's primary produce to develop new products for local consumption and export. This complements existing work to develop agribusiness through the WA Agrifood and Beverage Voucher Program.

Work with Food Alliance WA, a network of agrifood industry associations, will help address labour shortages across the industry.



Priority:

Green jobs and environmental protection

Industry insight

New finfish nursery in Geraldton

A Geraldton marine finfish nursery is being built to support investment in the Midwest Aquaculture Zone and create significant regional employment opportunities.

The nursery is expected to create 20 immediate construction jobs and hundreds

more jobs when it is operating at full capacity.

"We are excited at the opportunity to expand our operations into the Mid-West and the yellowtail kingfish (hiramasa) sashimi market. We welcome the WA Government's push to prioritise development of the Geraldton finfish

nursery," says Huon Aquaculture CEO Peter Bender.

Direct and indirect job opportunities will be generated for local businesses supplying raw materials, goods, services, trades, transport and, eventually, tourism. With a focus on sustainable jobs for the future, a suite of McGowan Government initiatives will activate new and strategically important industries to protect the natural environment and promote growth in green jobs.

Increased spending from environmental offset accounts will drive broad-scale biodiversity conservation outcomes such as more roadside vegetation and improved water quality. Focused investment will be made in existing sanctuaries.

The Government's Green
Jobs Plan will regenerate
native vegetation while also
providing employment and
skills development for workers
new to the sector, including in
the regions. The investment in
green jobs will support Aboriginal
employment on country, and

provide significant opportunities for young people and unskilled workers.

These new initiatives leverage the State's existing Natural Resource Management Program which helps to maintain and enhance the condition of the State's land, water and biodiversity assets.

WA Recovery Plan
WA Recovery Plan

Priority: Investing in our tourism sector

Grants and new facilities provided by the McGowan Government will support the tourism sector by encouraging new and returning visitors to the State when it's safe to travel.

The pandemic has had a significant impact on tourism due to international, domestic and regional travel restrictions. With restrictions being eased and regional borders lifted, Western Australia is able to position itself strongly to restart and support local tourism businesses.

In response to the easing of COVID-19 restrictions, the Government launched

the 'Wander out Yonder' campaign through Tourism Western Australia, encouraging Western Australians to holiday in the State.

Better facilities for tourists

Improved facilities and amenities in State parks will include upgraded roads for better vehicle access, and refurbished buildings and camps to enhance visitor experiences. This work will also support employment opportunities for Aboriginal people in tourism, land management and ranger programs.

Upgrades to parks and attractions will create immediate regional jobs, support small and medium sized businesses and promote economic prosperity in regional areas. They will add to the diversity of visitor experiences and infrastructure to support regional tourism.

Local contractors and suppliers will undertake construction where possible in line with the Government's commitment to supporting local small businesses and the revamped Buy Local Policy.

\$14.4 million for tourism industry and jobs

A \$14.4 million Government package will help small tourism operators across WA refocus their businesses in response to the pandemic.

One-off cash grants totalling \$10.4 million are for up to 1,600 accommodation, attraction, and tour and transport small businesses around the State. Each \$6,500 grant provides immediate support to eligible tourism operators with annual taxable wages of less than \$1 million.

A \$4 million Tourism Business Survival Grants program will provide grants of between \$25,000 and \$100,000 to tourism operators dealing with exceptionally difficult circumstances.

Increasing regional air services

The Government has partnered with airlines and secured additional and affordable services to Albany, Broome, Carnarvon, Esperance and Kununurra while also increasing access to discounted airfares.

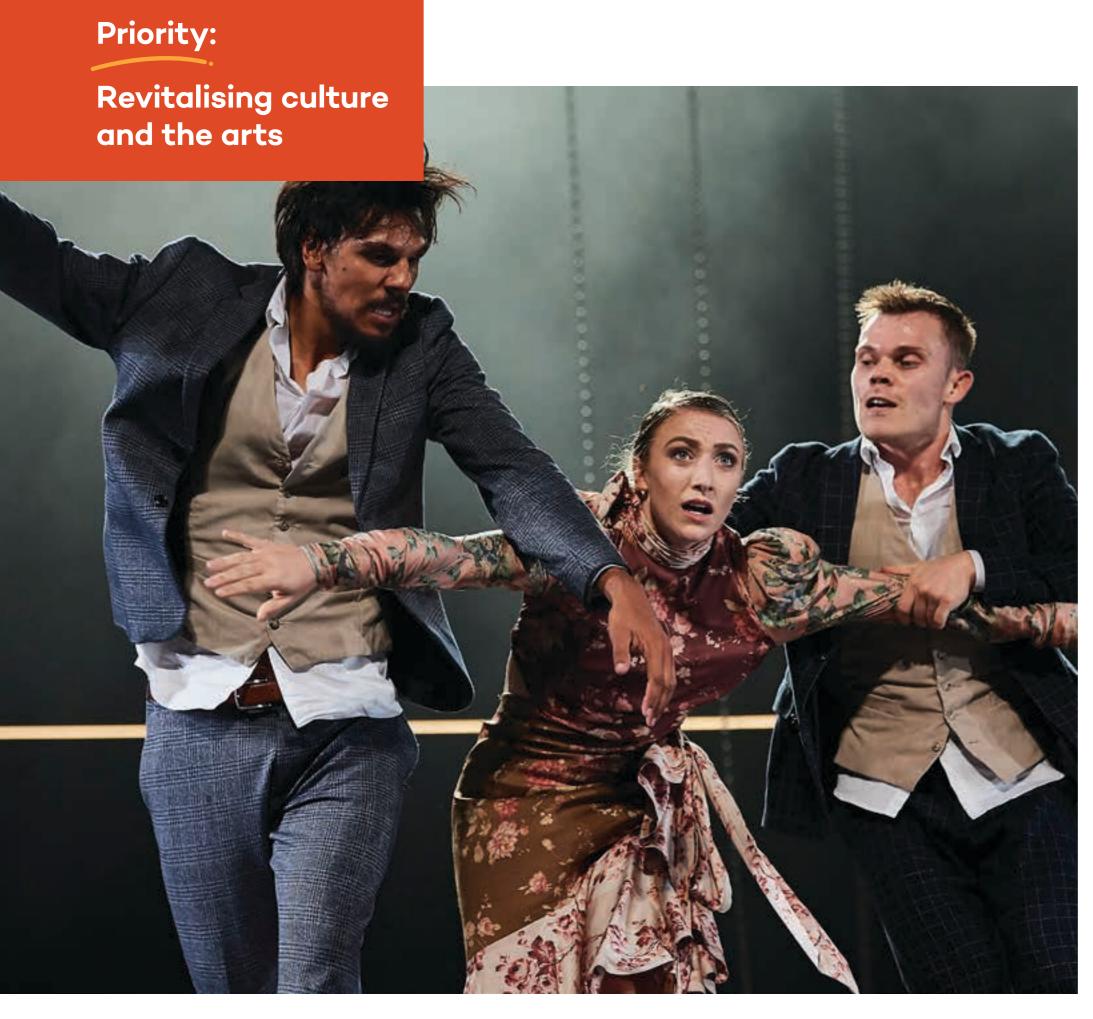
Access to affordable airfares is central to the liveability of WA's regional towns and plays a key role in supporting regional economic development and job creation. Discussions are underway with other airlines, local governments and industry about other opportunities.

Tourism is a major driver of the Kimberley economy and, provided we can help navigate our operators through a turbulent 2020, a COVID-safe Kimberley could see a tourism boom in the years ahead.

James Brown, Chair, Kimberley Development Commission







Re-establishing culture and the arts as an integral part of community life is vital for our recovery.

While arts and cultural facilities are now open, this industry will take some time to recover.

Recognising the importance of supporting communities and their resilience, early in the pandemic the WA Government set up a new \$159 million COVID-19 Relief Fund using Lotterywest profits. Hundreds of grants worth more than \$26 million have been provided to organisations and businesses experiencing financial hardship. These grants are enabling organisations to keep their staff, develop new ways of working and build resilience.

The Government will restore and upgrade iconic cultural institutions to enhance
Perth's presence as a cultural powerhouse. This work will increase the State's capacity to attract world-class performances and complement the brand new state-of-the-art Western Australian Museum.

Developing online marketplaces to promote Aboriginal arts and performances globally will preserve revenue streams, jobs and existing markets, at the same time as building new and diverse audiences.

Additional initiatives include:

reduced electricity costs
with a one-off \$2,500
WA Small Business Tariff
Offset for small and medium
businesses that consume
less than 50 megawatt
hours a year with Synergy
and Horizon Power

a \$195,000 fund for eligible regional art galleries that cancelled exhibitions and closed their doors due to the pandemic

a new \$1 million Regional
Arts Resilience Grants
Program through Regional
Arts WA for creative and
cultural activities in the
regions such as regional
artists, cultural practitioners,
and arts and cultural
organisations.

We are an island within a nation

- what better time to advertise Western
Australian talent to a Western
Australian audience.

Morgan Solomon, Chair, Perth Theatre Trust

WA Recovery Plan

Water to the state of the

Priority: Supporting our most vulnerable

The impact on the wellbeing of Western Australians is still emerging, with increases in family and domestic violence, homelessness and youth unemployment being reported. Ongoing unemployment will increase these concerns alongside mental health impacts and alcohol and drug use.

Support for victims of family and domestic violence

The McGowan Government will expand refuges, strengthen response teams, and increase outreach across metropolitan and regional areas. This includes mobile domestic violence outreach programs in metropolitan and regional areas.

People experiencing homelessness

Almost \$7 million will be targeted to support services for people experiencing homelessness and giving funding certainty to not-forprofit service providers.

This is in addition to the Government's investment in social housing and complements existing programs like housing services for vulnerable people.

Western Australia's first 'Common Ground' will be built near Perth CBD to provide a new supported housing facility for people experiencing homelessness. This is part of the Government's \$71.7 million commitment to homeless services.

Financial counselling

An increase in financial counsellors and support staff across metropolitan and regional areas will result in more services to help individuals, families and businesses cope with financial pressures.

Financial counselling can reduce household stress, help individuals better manage debt, and assist people to manage their finances more sustainably.

Additional funding for traineeships and scholarships will grow the financial counselling workforce.

WA Elder Abuse Helpline

The WA Elder Abuse Helpline, provided by Advocare, is being expanded with longer operating hours and a wider range of services such as advice on health matters and strategies to prevent social isolation.

Hardship support

A total of \$115.8 million will boost the Energy Assistance Payment by \$305.25 for customers eligible at 30 September 2020. Households experiencing financial hardship as a result of the pandemic will not have their power or water disconnected and no interest will be charged on deferred bill payments for

Synergy and Horizon Power customers.

Households directly or indirectly impacted by the pandemic may also apply for interest-free payment arrangements, and for late payment penalties to be waived for transfer duty, landholder duty, vehicle licence duty and land tax.

Independent living

A \$10 million initiative for essential equipment and home modifications will support Western Australians with disability and those with medical conditions, enhancing their independence and safety and helping carers in their roles.

Carers' support

The pandemic has resulted in additional financial pressures on carers, including increased costs due to children spending more time at home. In recognition of this, support will be provided to foster carers, special guardians and grandparent carers.

Aboriginal family-led decision making

A pilot program will be progressed to address the over-representation of Aboriginal children in out-of-home care and child protection.



\$171.4 million

to helping those in need



\$6.8 million

to further expand financial counselling services to get Western Australians back on track



More financial counsellors to help Western Australians

Demand for financial counselling is expected to rise dramatically as Western Australians grapple with the economic impact of the COVID-19 pandemic.

Diane Hayes from the Financial Counselling Association of Western Australia says they are expecting demand for services to increase particularly when some of the Australian Government's financial support and relief measures finish in September.

"The increased number of financial counsellors is a great initiative and we're thankful for this funding. This will be important in helping to get new trainees on board to assist with the anticipated influx of new clients," she says.





Priority: Putting patients first



Patients who have waited longer than clinically desirable are being prioritised. Specialty areas with the greatest demand are gastroenterology, ear nose and throat, urology, ophthalmology, and orthopaedic, plastic and general surgery.

Health facilities, research and innovation

New investments by the WA Government in patient care and research facilities in metropolitan and regional areas will help to meet public health and wellbeing needs.

Advances in digital healthcare delivery during the pandemic will continue to be capitalised on to improve patient outcomes and experiences.

Funding of \$8.1 million will initiate planning for a Statewide Electronic Medical Record system that will improve safety, efficiency and patient experience.

This will complement the focus on ensuring there is a strong supply and readiness of health professionals and ancillary support workers in the health system.

A \$5 million Government initiative for 34 university-led COVID-19 pandemic projects could see WA researchers play a leading role in the treatment and management of the disease.

Funding is for all five WA universities to work on developing new drugs, research into the effects of the pandemic on mental health, initiatives to upskill the health workforce, and innovations to support the resilience of businesses through economic recovery.

Mental health

The McGowan Government will expand services through a \$56 million commitment for mental health, and alcohol and other drugs support for at-risk and vulnerable groups.

A new emergency telehealth service has also been launched to support children and young people experiencing mental health crisis.

Included is \$24.4 million for an additional 20 mental health beds at Fremantle Hospital, transforming the hospital into a mental health hub with expert care and treatment for patients with mental illness.

Strengthening WA's health system remains crucial in keeping Western Australians safe.

More than \$487 million will be invested to reinforce the system's capability and capacity to support the community's physical and mental health, while remaining ready to respond to any COVID-19 surges.

With the McGowan Government doing all it can to make sure the State is COVID-19 ready, it's equally important for the WA community to continue to play its part in helping to stop the spread.

Western Australia is in a good position to fight COVID-19. Careful planning and ongoing measures are being taken to protect the community.

Response is planned and scalable. The health system is well-prepared for a range of scenarios and has surge capacity to manage different stages of the pandemic.

Clearing waitlists

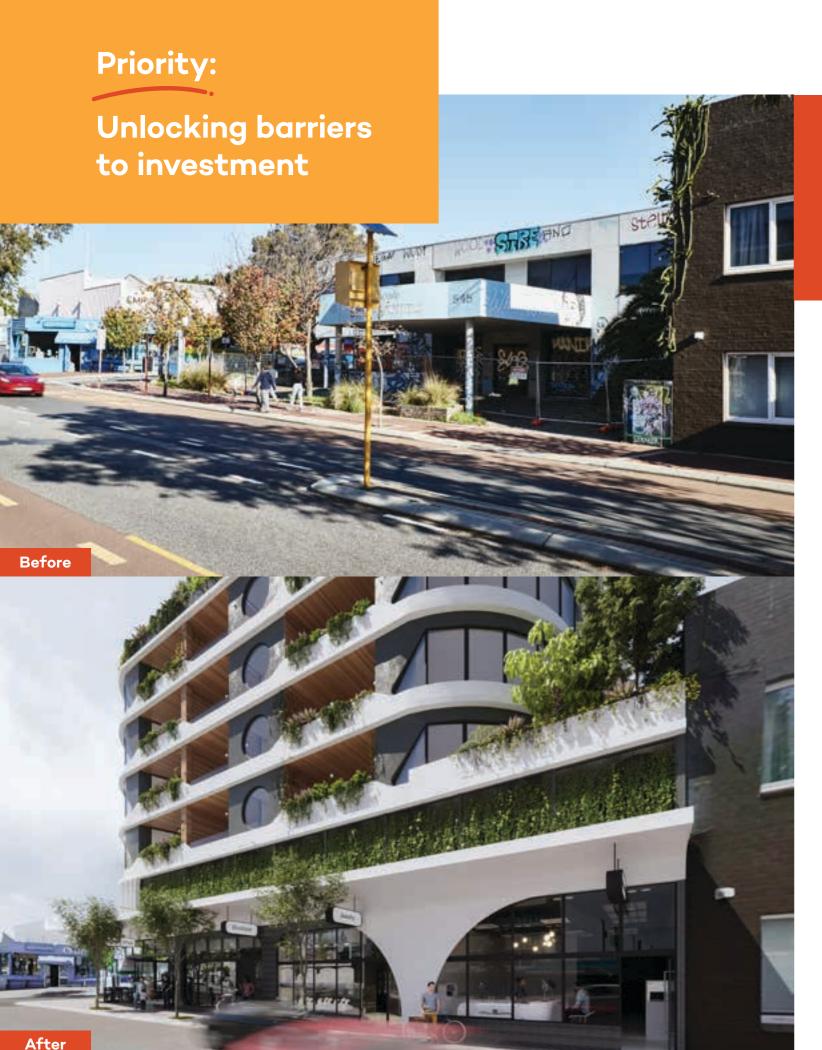
While urgent surgeries continued throughout the height of the pandemic, non-urgent procedures were suspended in late March 2020 to ensure beds were available for patients with COVID-19.

This also maintained sufficient stocks of personal protective equipment.

By June 2020, regular elective schedules had resumed and the backlog in waiting lists is being addressed with a \$36 million elective surgery blitz.

Approximately 5,800 more elective procedures will be able to be conducted by the end of 2020 than projected before the pandemic. The aim is to return elective waiting lists to prepandemic levels by 2021.





There is a lot of capital around the world looking for safe havens that provide long term security.

Sandra Brewer, WA Executive Director, Property Council (WA)

Removing regulatory
barriers and streamlining
administrative processes by
the McGowan Government will
help businesses restart and
expand operations quickly
and smoothly.

Once-in-a-lifetime reform of the State's planning system will drive economic activity, protect jobs and create new opportunities for Western Australians. The new process is responsive, transparent and easy to navigate.

Changes include:

- instituting a new development application process for significant, jobcreating projects to support economic recovery
- abolishing a number of local government change-of-use approvals required to start or adapt businesses

- exempting a wider range of small residential projects from planning approval such as patios, decks and extensions
- improving community outcomes by using consistent consultation processes across the State.

New laws will simplify approvals for mining, tourism and other developments, alongside changes to streamline planning and environmental protection requirements.

Further review of the State's planning policies will explore more efficient approval pathways, streamline processes for local governments and fast-track other major reforms.

Environmental approvals

A commitment of an additional \$20 million in State and Australian Government funding will deliver and implement Environment Online.

The new portal will reduce the time taken for major projects to navigate joint State and Australian Government approval processes by six to 12 months so new projects get underway sooner.

WA Recovery Plan

Water to the state of the

In focus: Investing in remote **Aboriginal communities**

Ensuring the future of remote Aboriginal communities involves support and ways of working to continue to enable Aboriginal leadership.

Essential services

The McGowan Government's investment in essential services and infrastructure will provide health, social and economic benefits including more employment opportunities for local residents.

A pilot land activation project will address land tenure matters to get communities investment-ready and enable home ownership and business development.

Major water and wastewater infrastructure upgrades will improve standards, while additional funding will provide low cost and reliable electricity to communities.

Health

Funding for regional health services and accommodation facilities will help residents access vital services – such as renal and optical health services – close to their communities.

A partnership between the WA Country Health Service and Kimberley Aboriginal Medical Services has already enabled patients in WA's largest remote Aboriginal community, Bidyadanga, to access healthcare almost instantly via videoconferencing.

With medical specialists on high-definition speed dial, patients can be diagnosed and treated while remaining in their communities with their family and support networks.

Safety

Safety is also a priority area. The Aboriginal Community Connectors Program will provide transport and personal support services to improve individual and community safety in 11 locations.

An Aboriginal family-led decision making pilot program has been funded to address the over-representation of Aboriginal children in out-ofhome care and child protection.

Continued investment in the Kimberley Juvenile Justice Strategy aims to provide place-based prevention and diversion initiatives for young people across the region.

Opportunities for Aboriginal communities

The Government has negotiated significant native title agreements to provide direct and lasting social and economic benefits.

The South West Settlement and Yamatji Nation Indigenous Land Use Agreements offer economic stimulus opportunities through land transfers, joint management of the conservation estate and active heritage management.

These agreements set a strong foundation for recovery which will include building the Aboriginal community-controlled sector and the skills of workers through training and employment.



Collaboration

A key factor in helping to stop the spread of the pandemic in remote Aboriginal communities has been the cooperation and collaboration between Aboriginal leaders, government and community groups.

Supporting local jobs

The Government's Green Jobs Plan provides pathways for young and unskilled workers to gain training in environmental rehabilitation and conservation on country. Food Alliance WA's 'Here for WA' helps connect casual, skilled and unskilled jobseekers under the age of 30 with employment in the agriculture, fisheries and food sectors.

In addition, significant parks and attractions upgrades will support new tourism operation opportunities, alongside Aboriginal business opportunities and the Aboriginal ranger program.

Investment in free and discounted training courses will support increased participation and employment in new industries including agribusiness, vegetation management and tourism.

An Aboriginal governance and leadership development program will be implemented to increase economic participation in the regional workforce and advance socioeconomic outcomes. This will build Aboriginal enterprises and

support Aboriginal leadership in the East and West Kimberley and Pilbara.

Projects across WA are also being fast-tracked with a focus on securing contracts for businesses. The Government will continue to use its Aboriginal Procurement Policy to increase the number and value of government contracts awarded to Aboriginal businesses. From July to December 2019, more than \$83 million worth of contracts were awarded to Aboriginal businesses under this policy.



Industry insight

New experience to camp with Aboriginal custodians

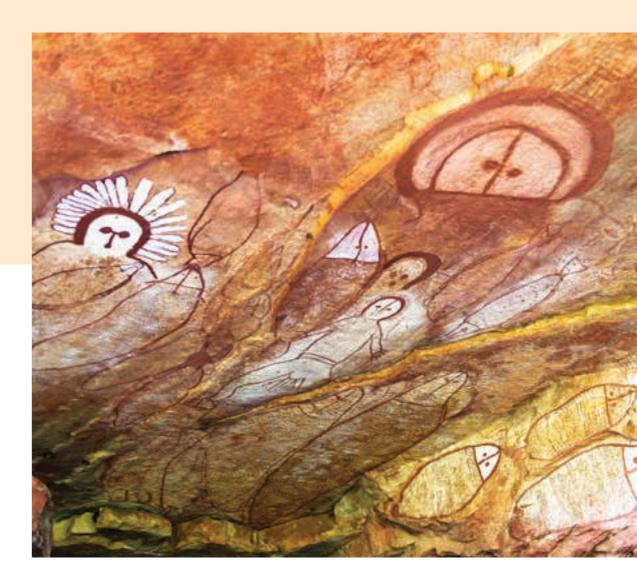
An Australia-first initiative,
Camping with Custodians,
gives campers the chance to
meet and mix with Aboriginal
custodians, with the proceeds
of their visit generating income
and jobs for local people.

This Tourism WA initiative involves developing high quality campgrounds on Aboriginal lands which are open to the public and operated by the community.

The Mimbi community
90 kilometres east of Fitzroy
Crossing operates one of the
campgrounds, which is popular
with people exploring the
nearby Mimbi Caves.

Chairperson Rosemary Nugget says the campground is the pride of the community.

"It gives us the chance to package up guided walks with an overnight stay," she says. "Community people have the opportunity to work on country and I am looking for new guides and campground maintenance workers to train up for the future."



In focus: Support for women

Australian women have experienced the greatest economic and social impacts from the COVID-19 pandemic. This is due to several factors, including female-dominated industries being harder hit by the crisis, and the higher proportion of women in casual and insecure work.

This is further compounded by the important roles women have played in supporting their families during the COVID-19 pandemic, balancing work and carer responsibilities. These impacts are even more severe for Aboriginal women, culturally and linguistically diverse women, and those women living in the regions.

Providing more jobs for women and opportunities to change industries and occupations is critical.

The McGowan Government's wider investment in skills and training, including retraining opportunities, will help support women's economic independence during recovery.



Employment

Providing more jobs
for women and
opportunities to change
industries and occupations
is critical

Training

The WA Government's wider investment in skills and training, including retraining opportunities, will help support women's economic independence in the recovery phase

Support

Investment in financial counselling will improve accessibility for women affected by job losses The \$62 million recovery package for TAFE has expanded the Lower Fees, Local Skills initiative to include female-dominated industry courses. Courses include mental health, disability services, early childhood education, and care and community services. This is alongside free TAFE short courses to give displaced workers new skills.

Investment in financial counselling will improve accessibility for women affected by job losses. Training opportunities for new counsellors to cater for increased demand will also provide new job opportunities for women seeking new career pathways.

A \$28.1 million investment in family and domestic violence support initiatives including expanding refuges, strengthening response teams and increasing mobile outreach - will also help women feel safe in their homes during a period of social disruption. A job retraining scheme for women in refuges and more financial support for family and domestic violence services will also increase employment opportunities for vulnerable women.

The Government has launched Stronger Together: WA's Plan for Gender Equality. The plan includes examining opportunities to use procurement to incentivise suppliers to support gender equality policy and practice; and targeting 50 per cent of the public sector's Senior Executive Service to be women.

These initiatives will also support industry to progress further opportunities for women, recognising that diversity is critical to good business practice.

Actions will be fast-tracked to ensure women in Western Australia do not fall further behind because of the impacts of the pandemic.

Anne's story

Protecting mothers and children experiencing family violence

Executive Officer at the Lucy Saw Centre, Anne Moore, is grateful for a \$110,000 COVID-19 Relief Fund grant which will help its two refuges to operate 24 hours a day, as well as supporting their Safe at Home program and a response team.

She says the centre will be able to continue to provide a safe, welcoming environment for women and children escaping family violence, if incidents increase later this year as predicted.

"The grant means that we can provide security as well as offering opportunities to women from non-English speaking backgrounds with no income," she says.



WA Recovery Plan
WA Recovery Plan



Social connectedness and mental health

New and existing youth support and community centres across the State will be built or expanded, providing safe spaces for young people to connect and access health support.

New grants will help organisations that provide services to support physical and mental health while updates to the online WA Youth Services Directory will improve awareness of, and access to, services. A \$25 million investment will create a 16-bed mental health, and alcohol and other drugs homelessness service in the metropolitan area for young people aged 16 to 24 years. This is the first time a youth residential mental health service will include alcohol and other drugs support and treatment, and will provide stable transitional supported accommodation.

Investing further in youth mental health services, with a particular focus on regional areas and Aboriginal youth, will complement existing efforts to support youth at risk. This builds on the \$266.7 million announced by the Government in March 2020 for Aboriginal youth wellbeing.

In focus: Pathways for young people

Young people are bearing the brunt of the pandemic's economic impacts, with restrictions significantly affecting areas that employ high numbers of youth such as cafés, restaurants and retail.

The most important element to recovery so far has been the Government's WA Roadmap of easing restrictions. Due to the success of minimising the spread of COVID-19, Western Australia has led the nation in easing restrictions. This has helped get businesses up and running and more young people back in work.

While many young people report being anxious about the future, long-term mental health impacts are unclear. The WA Government is acting to ensure young people in metropolitan and regional areas have clear pathways for employment and support for their health and wellbeing.

Jobs and employment

Opportunities are available for young people to extend their skills to new occupations and develop new skills through a range of free and discounted training courses. They include training in hospital and healthcare roles important for ensuring Western Australia's health workforce is COVID-19 ready.

The Government's Green Jobs
Plan will provide pathways for
young and unskilled workers
to train in environmental
rehabilitation and conservation,
particularly in regional areas.

Food Alliance WA's 'Here for WA', supported by the Government, will connect casual, skilled and unskilled jobseekers under the age of 30 with employment in the agriculture, fisheries and food sectors.

Employers are also eligible for up to \$6,000 to take on apprentices and trainees who had their employment terminated due to the pandemic. This incentive will ensure young people complete their qualifications and employers maintain a pipeline of skilled workers.

\$6,000

for employers to take on apprentices and \$3,000 to take on trainees who had their employment terminated due to the pandemic

\$25 million

for a 16-bed mental health, and alcohol and other drugs homelessness service

\$266.7 million

for Aboriginal youth wellbeing



For more information about the WA Recovery Plan please visit **inthistogether.wa.gov.au**