

Thursday, 20 July 2017
Tuckey Room, City of Mandurah Offices

Outcomes Report

Introduction

The aim of the meeting was to determine the strategic direction for the Peel Regional Leaders Forum to be pursued over the next three years.

By the end of the workshop, participants had:

- Recapped on each organisation's current goals and strategies;
- Clarified the purpose and focus of the PRLF;
- Agreed on the structure, principles and guidelines for PRLF;
- Identified core business areas;
- Identified initial regional priorities;
- Agreed on the next steps.

*Facilitation by Bevan Bessen, Thea Orr and Kim Horwood
of Tuna Blue Facilitation*



Participants

- Marina Vergone (Chair) Mayor, City of Mandurah
- Maree Reid (Deputy Chair) President, Shire of Murray

- John Allert President, Shire of Boddington
- Paddi Creevey Chair, Regional Development Australia Peel
- Ian Curley Chief Executive Officer, Shire of Waroona
- Noel Dew President, Shire of Waroona
- Kenn Donohoe Chief Executive Officer, Shire of Serpentine-Jarrahdale
- John Erren President, Shire of Serpentine-Jarrahdale
- Steve Fisher A/Chief Executive Officer, Peel Harvey Catchment Council
- Paul Fitzpatrick Chair, Peel Development Commission
- Andy Gulliver Chair, Peel-Harvey Catchment Council
- Chris Littlemore Chief Executive Officer, Shire of Boddington
- Mark Newman Chief Executive Officer, City of Mandurah
- Anne Sinclair Deputy Chair, Peel Community Development Group
- Liz Storr Chair, Peel Community Development Group
- Dean Unsworth Chief Executive Officer, Shire of Murray
- Andrew Ward Chief Executive Officer, Peel Development Commission
- Kim Wilson Program Manager, Peel-Harvey Catchment Council

Apology

- John Lambrecht Chief Executive Officer, Regional Development Australia Peel

Executive Summary

The current Reel Regional Leaders Forum needs to evolve from its current form. There is a need for a group that includes all of the Peel Region and can act on behalf of the Region.

Our **vision**

Our vision is that the Peel is worth fighting for and that as a region, it stands strong and firm.

It has a strong regional identity that attracts resources and support. Operating as a whole, the Peel Regional Leaders Forum is stronger than the sum of the individual groups.

The **purpose**

Our purpose is to be a regional group that is:

- representative;
- unifying;
- independent; and
- strategic;

acting through advocacy.

The **key principles** to guide us are:

- Holistic economic benefit as the focus;
- Evidence – based decision making;
- Equality of interest and equality of voice;
- Be outcome driven, not process driven;
- Be clear and focussed on who we are. (don't try to be everything to everyone);
- Avoid duplication and over-governing / over-administrating; and
- Avoid being a “cash cow” in a non-strategic sense.

Our **membership**

Membership remains as is, consisting of the peak groups (including PDC), with secondment of others as needed.

The Peel **Regional Blueprint**

It is agreed that the Peel Regional Blueprint should be used as a guiding source for regional planning and priorities, with the caveat that there is input to the upcoming review of the Regional Blueprint.

For **staffing**

- Need an empowered executive officer function in place:
 - operating as an Executive Director,
 - strategic, experienced and a voice for the PRLF;
- Elected Chair from the membership, in accordance with the constitution;
- Governance sub-committee established to recommend KPIs for the Executive Director, plus monitor Executive Director performance on a regular basis;
- Hosting of the Executive Director according to the successful applicant's situation (or taking advantage of in-kind offers from members).

To attract the type of Executive Director required, a package of \$175,000 per annum may be required:

- 3 year tenure;
- \$50,000 per annum for marketing;
- \$63,000 per annum for operational expenses;
- Leveraged project funding.

An **agreed process** for determining regional priorities and associated project or advocacy work needs to be further developed and documented.

As an **overall structure**, it is agreed to use the Peel Regional Blueprint themes as the starting point for identifying regional priorities according to the PRLF, ie:

- Thriving Industry;
- Community and Capable People;
- Agriculture and Food;
- Tourism;
- Environment (as an added theme).

A first cut of **regional priorities** identified:

- **Thriving Industry:**
 - Transform Peel;
 - State Government offices in Peel and the State Government Office Accommodation Master Plan;
 - Tonkin Highway Extension.
- **Community and Capable People:**
 - Education and training pathways for Peel's young people that lead to real local jobs;
 - Peel Rural Clinical School;
 - Estuary protection and project plan / program (based on State \$\$\$).
- **Agriculture and Food:**
 - Agri precinct, food processing / distribution;
 - Peel Harvey Estuary Science Strategy;
 - Supply chain production for new food and fibre processing industries;
 - Waterways Science Strategy;
 - Transform Peel.
- **Tourism:**
 - Develop Tourism brands around the Peel;
 - Promote the global significance / importance of our natural assets (eg: Peel-Yalgorup Ramsar site; Jarrah Forest; Dryandra Woodlands) and the rare and endangered species they support, eg: Migratory birds, Numbats in Nature' (WA's fauna emblem); more than 140 bird species.
 - Water based natural assets are valued, managed, protected and used wisely;
 - Dwellingup Trails Hub;
 - Dolphin Discovery Centre (MM Style);
 - Regional trails.

The **next steps** are:

- A formal motion from the PRLF to commit to the strategic directions including a full-time Executive Director position;
- A letter from the PRLF to all LGAs requesting a 3 year commitment to funding for PRLF operations, sent within one month;
- Feedback on the initial strategic directions developed by members;
- Scheduling of the regional priorities approach.

Outcome One: BURNING ISSUES FOR THE REGION

In the initial session, members worked in pairs to reflect on the current goals and objectives of each member organisation, as a way to build better understanding of the overall group.

The member pairs then worked to identify three key issues that they faced in their area,

The responses were grouped together.

Overall

The issues we need to address are based around:

- Planning, Leadership and Decision Making;
- Transport and Infrastructure;
- Aged Care;
- Agriculture and Mining;
- Community Engagement;
- Community Safety and Security;
- Employment;
- Environment;
- Economic Development;
- Health and Education Services;
- Tourism.

Detailed input

- **Planning, Leadership and Decision Making:**
 - There is a need for strategic/integrated planning;
 - Decision making needs to be evidence based, for example the SAPPR;
 - Collaboration is required to foster sustainability, economic and social development in the region;
 - There is difficulty with engaging Federal Government departments in the regions (not accessible or local);
 - The capacity for leadership needs to be developed across the region;
 - There is a need for a regional prospectus for investment and promotion; and
 - Regional identity needs to be determined.

- **Transport and Infrastructure:**
 - There are poor transport links to the region;
 - There are numerous transport methods and issues that require consideration – airports, drones, freight, Metronet, Tonkin Highway, etc; and
 - Adequate infrastructure must be provided to attract people to Mandurah (and the region).
- **Aged Care:**
 - The region has an ageing population; and
 - There are not enough aged care beds.
- **Agriculture and Mining:**
 - There is a need to expand agricultural opportunities; and
 - There are existing mining ventures to be taken into consideration including Alcoa, MZI and sand extraction.
- **Community Engagement:**
 - Creating a shared sense of place by building upon community understanding, valuing and respecting the region's natural resources; and
 - Informing and engaging the community.
- **Community Safety and Security:**
 - There is a prevalence of family and domestic violence in the region; and
 - Community safety and security needs to be ensured.
- **Employment:**
 - There is a region-wide unemployment issue;
 - Focus needs to be placed on providing local jobs and diversity of employment.
- **Environment:**
 - There are numerous pressures resulting in the declining health of the environment; and
 - Wetlands and waterways needs to be improved and maintained to be healthy and productive.
- **Economic Development:**
 - The region needs economic diversification and development.
- **Health and Education:**
 - There is a lack of services in both health and education within the region.
- **Tourism:**
 - There is a lack of tourism products within the region.

Outcome Two: **OUR STRATEGIC DIRECTION**

About the future

At the outset, members addressed the following questions:

Is the PRLF worth continuing in its current form?

If not, is the PRLF worth continuing in any form?

Our consensus

- **The PRLF needs to evolve:**
 - Its original format has achieved its purpose:
 - brought everyone together,
 - lobbied for the Peel,
 - projects completed;
 - It absolutely needs to continue, but not in the current form;
 - It needs changes to structures and resourcing.
 - As an organisation, it meets a critical need within the community; and
 - There is a need for a group that includes all of the Peel Region, which can act on behalf of the Peel Region.

Vision

Overall

Our vision is that the Peel is worth fighting for and that as a region, it stands strong and firm.

It has a strong regional identity that attracts resources and support. Operating as a whole, the Peel Regional Leaders Forum is stronger than the sum of the individual groups.

Detailed input

- **Our Vision for the PRLF is:**
 - Collaborative;
 - A promoter of Peel identity;
 - Independent and autonomous;
 - Apolitical;
 - A regional peak body;

- Resources for priority projects are attracted into the region;
- A thriving and prosperous region with an informed, engaged community proud of their achievements;
- A robust group working in collaboration to achieve united outcomes for the Peel region;
- A regional group of key stakeholders to foster collaboration and to advocate for regional issues;
- A collective group of Peel Regional identities that is working together to a common goal(s) across organisational boundaries;
- A single, strong strategic voice that is prioritizing the needs of the region, that is resourced to see and seize opportunities;
- A strong regional brand.

Purpose

Our purpose is to be a regional group that is:

- representative;
 - unifying;
 - independent; and
 - strategic;

acting through advocacy.

Detailed input from whole group discussion:

- Strategic and economic outcomes;
- Straddling across various groups (State government, community organisations, industry);
- Membership base is wide and representative;
- Lobbying and advocacy:
 - wide representative base,
 - independent;
- Unifying role as a group
- Independence;
- Resources for the region;
- Delivering for our community;
- Peak voice for the region;
- Co-ordinating body;
- Regional issues:
 - collaboration,
 - advocacy for the region;
- Apolitical – enter into dialogue with all parties to recognise new opportunities;
- Credible;
- Regional identity;

- Leadership in an aspirational sense:
 - promotion,
 - protect identity,
 - engagement.

Detailed input from small groups:

- Regional representative - public and private sector;
- Enabling our communities to realise the potential of the region;
- Provide an independent body to be the collective voice for regional priorities (**independent** is important);
- Unifying force to enable and implement common goals;
- Foster regional collaboration;
- A powerful voice for the region to promote and protect the identity of the region;
- Advocacy and lobbying for resources that are needed for priority regional projects;
- Improve opportunities for a stronger region;
- Voice for regional priorities - representative of the whole region;
- Better outcomes for the Peel Region;
- Regional ambassador;
- Regional strategic planning body;
- Regional voice;
- Regional advocacy;
- Resourced to achieve tangible outcomes;
- Coordinate specific roles for each organisation, eg: economic development, tourism
- Strategic voice;
- Help us get the things we need;
- Collective voice.

Values

Overall

The key principles are agreed as:

- Holistic economic benefit as the focus;
- Evidence – based decision making;
- Equality of interest and equality of voice;
- Be outcome driven, not process driven;
- Be clear and focussed on who we are. (don't try to be everything to everyone);
- Avoid duplication and over-governing / over-administrating; and
- Avoid being a “cash cow” in a non-strategic sense.

Detailed input from the group discussion:

- Economic benefit and lead group;
- Holistic thinking with regards to economy;
 - social / environmental / financial capital all contribute to the 'economy';
- Geographic catchment is unique:
 - natural capital,
 - identify and harness;
- Decision-making based on strong evidence;
- Equal voice into decision making is important:
 - funded and volunteer organisations are considered equal;
- Membership group:
 - varied,
 - revisiting this?,
 - do all members have the same voice?:
 - look at G-21 Model of core members and seconded groups (2 year basis), all with an equal vote;
 - PDC not actually a member currently but can observe,
 - ensure no conflict of interests exist (legislation, etc);
- Equality of interest, regardless of funding / opportunity:
 - not dual level,
 - although LGAs have put funding in, they do not have the overarching voice of the group;
- Participation and Equality:
 - regardless of funding / economic situation;
 - equity of interest regardless of size – all work together for the Peel Region.

Detailed input from small groups:

- Build on existing strategic directions of all member organisations;
- Team work;
- Utilise the Peel Regional Blueprint as the guiding regional document;
- Bringing a regional perspective;
- Good will and trust;
- Openness and honesty;
- Commitment from all;
- Equality of membership;
- Strong evidence based decision making.

Outcome Three:

STRUCTURAL MATTERS

Membership

Overall

Membership remains as is, consisting of the peak groups (including PDC), with secondment of others as needed.

Detailed input from the group discussion:

- Possible weakness – not having industry – need an industry voice:
 - industry type futures group?,
 - Chamber of Commerce and Industry?,
 - expand membership (or not)?;
- Needs to have understanding with decision-makers – critical to the support of the region on all levels;
- Membership core group governance model:
 - PDC as part of the core,
 - Associate members?,
 - seconded / part-time members?,
 - is the Peel CCI sufficiently representative for this group?,
 - be wary of too much expansion – lose group tightness / cohesiveness,
 - subcommittees / working groups / guest speakers for greater industry involvement, rather than increasing membership,
 - welcome observers?:
 - core plus a periphery of groups who come as observers with similar interests,
 - develop a mechanism for inclusion;
- Acknowledgement of competition within the group:
 - competing priorities amongst parties creates tension,
 - need to be able to have open and robust discussion;
- Look at the existing core (including PDC):
 - voting membership as determined in the constitution,
 - have others as observers or invited participants.

Regional Blueprint Document

Overall

It is agreed that the Peel Regional Blueprint should be used as a guiding source for regional planning and priorities, with the caveat that there is input to the upcoming review of the Regional Blueprint.

Detailed input from the group discussion:

- Should the Regional Peel Blueprint be on the table?:
 - guiding source?,
 - base document?;
- Blueprint should be a platform, but:
 - a review is needed with:
 - greater input / signoff,
 - ownership,
 - endorsement,
 - advocacy;
 - need flexibility to add into the document, based on needs;
- Guiding regional source, provided it is reviewed,
 - Plan can be made better (work in process, with review starting Q2 of 2018),
 - good that it is all one region – stronger together, restart the conversation;
- Members of the PRLF can adopt the document however the PDC will not push them to adopt, no mandate to support,
 - process is important,
 - acknowledge that each member will continue to pursue each area's charter as they have committed to do but will use the document as a guide;
- Acknowledgement:
 - a guide,
 - there are other opportunities / projects / investment opportunities,
 - this group needs to be part of the present day political environment,
 - ensure the principles of the document acknowledge the present day political environment,
 - in the review, emphasise capability in document to be able to seize opportunities as they come up,
- Other plans and documents will also influence the group's thinking;
- The Blueprint is already endorsed by PDA and RDA Peel.

Draw a line in the sand now as a group, and move forward.

Staffing

Consensus

- Need an empowered executive officer function in place:
 - operating as an Executive Director,
 - strategic, experienced and a voice for the PRLF;
- Elected Chair from the membership, in accordance with the constitution;

- Governance sub-committee established to recommend KPIs for the Executive Director, plus monitor Executive Director performance on a regular basis;
- Hosting of the Executive Director according to the successful applicant's situation (or taking advantage of in-kind offers from members).

Detailed input:

➤ **Executive Chair vs Executive Officer**

- Need a full-time position that is more than a minute taker / administrator:
 - Executive Officer with delegated authority,
 - be the voice of the PRLF;
- Should there be two roles offered – an Executive Chair and an Executive Officer, or should the roles be combined?;
- The perception of what an Executive Officer role entails is not what is wanted in this case:
 - other titles could be Chief Executive Officer or Director,
 - the preference is given to Executive Director.

➤ **The skills and personality requirements of the potential future Executive Director**

- Independent;
- Strategic (not administrative);
- Not aligned with any of the groups – so able to provide a strategic view of the groups combined, no conflict of interest or political alignments;
- Politically savvy;
- Good networker;
- Ability to make things happen;
- Diverse experience – involvement in Government and private sector;
- Good understanding of process (process background);
- Highly motivated;
- Good governance;
- Speaking role only as a deliberation of the group, not 'personal' interests;
- Can only speak on behalf of group rather than the area (legislation);
- Executive Officer – mouthpiece, battering ram, needs to report to someone (usually Chair);
- Chair role – chairs meetings and guides.

➤ **The Executive Director position details**

- Potentially \$140-\$150,000 salary on offer for the first eight months;
- The Paper presented to the members outlined:

\$70k City of Mandurah	\$35k fixed costs	\$35k operational
\$45k Shire of SJ	\$35k fixed costs	\$10k operational
\$45k Shire of Murray	\$35k fixed costs	\$10k operational
\$19k Shire of Boddington	\$15k fixed costs	\$ 4k operational
<u>\$19k</u> Shire of Waroona	<u>\$15k</u> fixed costs	<u>\$ 4k</u> operational
<u>\$198k</u>	<u>\$135k</u>	<u>\$63k</u>

- these figures are for an 8 month period from October / November 2017,
- would be looking at a package of \$150k for 12 months,
- negotiable on the FTE level?
- This may not provide the calibre of applicant required and the package may need to be increased to meet the list of requirements (increase to \$175,000 package, which means a shortfall of \$15,000 this year).
- **Tenure**
- Three year minimum;
- Councils will need to commit to three years of funding;
 - utilise a motion that requires Rescinding,
 - what if one Council doesn't join?
 - If the Council is already in, they will need to pay a withdrawal cost;
 - If they never agreed to be in, then the costs will need to be recalibrated.
 - in one month's time, there will be a formal requirement for a three year commitment (three years total).
- PDC can assist by leveraging project funding;
- \$50,000 can be allocated to the marketing budget;
- All LGAs are at the tick off point and draft budget stage now;
- There must be a formal motion from the PRLF, then a letter sent from the PRLF to all Councils for consideration within one month, for the 3 year commitment;
- Anything over budget, will require a Business Case for any extra funds needed.

Reporting

- After discussion of options such as the Executive Director reporting to the CEO of the CEO's group, it was agreed to work with collective governance to keep the Executive Director on track;
- The Executive Director will report to the membership through the Chair, who is elected at the AGM, according to the constitution;
- Recruitment and performance management for the Executive Director will be the responsibility of a Governance Sub-Committee.

Naming

To reflect the evolution of the PRLF, the following suggestions were offered:

- Change 'Forum' to 'Alliance'?
 - Peel Leaders' Alliance?
 - Peel Regional Alliance?
 - Peel Regional Leaders' Alliance?
 - Advance Peel?
 - Peel Regional Leaders Group?

Outcome Four:

PRLF PRIORITIES

In terms of the focus of the group's work, agreement was generated on:

- The process for PRLF priorities;
- The overall structure for regional priorities;
- An initial cut at the current regional priorities.

The Process for PRLF Priorities

1. Agree on the big picture in terms of the vision, purpose, principles and structure;
2. Within key themes, agree in the regional priorities;
3. Develop a robust system of criteria and ratings (evidence-based decision making) to select key projects or advocacy areas to progress each year;
4. Communicate this approach clearly to all members so that consistency is achieved in the focus of the group.

Overall Structure for Regional Priorities

- After discussion, it was agreed to use the architecture of the Peel Regional Blueprint as the starting point for identifying the regional priorities according to the PRLF;
- This structure incorporates 5 themes:
 - Thriving Industry,
 - Community and Capable People,
 - Agriculture and Food,
 - Tourism;
 - with the addition of Environment;
- As a first cut at regional priorities, the exercise was limited by using a system that allowed input into 4 areas only, hence Environmental was considered across all of the other 4 areas;
- As part of the ongoing process development, the five theme approach will be utilised.

Regional Priorities – A First Cut

Within the four areas, participants worked in pairs to generate their top 3 regional priorities for each theme.

Participants then formed a new pairing to select their top 4 – 6 priorities in each theme area, taking a regional perspective.

Overall

- **Thriving Industry**
 - Transform Peel; 6
 - State Government offices in Peel and the State Government Office Accommodation Master Plan; 4
 - Tonkin Highway Extension. 3

- **Community and Capable People**
 - Education and training pathways for Peel's young people that lead to real local jobs; 5
 - Peel Rural Clinical School; 3
 - Estuary protection and project plan / program (based on State \$\$\$). 3

- **Agriculture and Food**
 - Agri precinct, food processing / distribution; 5
 - Peel Harvey Estuary Science Strategy; 4
 - Supply chain production for new food and fibre processing industries; 4
 - Waterways Science Strategy; 3
 - Transform Peel. 3

- **Tourism**
 - Develop Tourism brands around the Peel; 5
 - Promote the global significance / importance of our natural assets (eg: Peel-Yalgorup Ramsar site; Jarrah Forest; Dryandra Woodlands) and the rare and endangered species they support, eg: Migratory birds, Numbats in Nature' (WA's fauna emblem); more than 140 bird species. 3
 - Water based natural assets are valued, managed, protected and used wisely; 3
 - Dwellingup Trails Hub; 3
 - Dolphin Discovery Centre (MM Style); 3
 - Regional trails. 3

Detailed input:**➤ Thriving Industry**

<i>Project</i>	<i>Likes</i>
• Transform Peel;	6
• State Government offices in Peel and the State Government Office Accommodation Master Plan;	4
• Tonkin Highway Extension;	3
• Support practices to achieve healthy waterways to sustain industries that rely on local healthy waterways such as boating, crabbing, house boats, irrigated vineyards and horticulture;	2
• Indigenous Tourism Strategy;	2
• Second metropolitan airport;	2
• Supply chain production for new food processing industries;	2
• Event attraction;	2
• Dwellingup Trails and Adventure Hub;	2
• Mandurah Murray Transit Corridor;	1
• World class knowledge and services industry to support innovative sustainable land management;	1
• Proactively facilitate and remove barriers to investment in the region;	1
• Research Innovation Hub;	1
• Peel ShortStay Caravan Parks;	1
• Nurture and develop West Mundijong and Nambeellup Industrial Parks allowing market forces to prevail;	1
• Peel Equine Strategy implementation;	1
• Northern Peel Integrated Development program;	1
• Whitby Drone Research Hub;	1
• Yalgorup Eco Park;	0
• East Mundijong Rail framework;	0
• MH East West Transport Link;	0
• District Offices to be located in Mandurah;	0
• Tonkin Highway to Southwest.	0

➤ Community and Capable People

<i>Project</i>	<i>Likes</i>
• Education and training pathways for Peel's young people that lead to real local jobs;	5
• Peel Rural Clinical School;	3
• Estuary protection and project plan / program (based on State \$\$\$);	3
• Revitalisation programs for towns;	2

- Support community's capacity to improve the health of our natural assets; 2
- Peel Youth Medical Service Health Hub; 2
- Promote knowledge and importance of our natural assets; 2
- Planning - land managers and planners to use best knowledge and technology for Regional outcomes; 1
- Influence decision making for better Regional outcomes; 1
- Ravenswood Regional Sporting Precinct; 0
- Junior Councillor Program. 0

➤ **Agriculture and Food**

<i>Project</i>	<i>Likes</i>
• Agri precinct, food processing / distribution;	5
• Peel Harvey Estuary Science Strategy;	4
• Supply chain production for new food and fibre processing industries;	4
• Waterways Science Strategy;	3
• Transform Peel;	3
• Agri Tourism (Cottage Industry) Farm to plate;	2
• Boxed Protein processing to be established in West Mundijong precinct;	2
• Improve soil health and productivity whilst reducing environmental decline;	2
• Common User Facility development;	2
• Support land managers to match practices to soil type;	1
• Eco industrial development;	1
• Land managers to use best knowledge and technology for improved Regional production outcomes.	0

➤ **Tourism**

<i>Project</i>	<i>Likes</i>
• Develop Tourism brands around the Peel;	5
• Promote the global significance / importance of our natural assets (eg: Peel-Yalgorup Ramsar site; Jarrah Forest; Dryandra Woodlands) and the rare and endangered species they support, eg: Migratory birds, Numbats in Nature' (WA's fauna emblem); more than 140 bird species.	3
• Water based natural assets are valued, managed, protected and used wisely;	3
• Dwellingup Trails Hub;	3
• Dolphin Discovery Centre (MM Style);	3
• Regional trails;	3
• Promote events like Orchestra in the Forest (Jarrah dale);	2

• Pinjarra Massacre Indigenous Interpretative Site;	2
• Jarrahdale Heritage precinct, Zip Line through the forest. Develop a brand;	2
• Maintain broad practices that support water quality to continue to have a sustainable crabbing, fishing, diving and boating activities both commercial and recreation;	1
• Yalgorup Eco Park;	1
• Support community's capacity to improve the health of our natural assets to support leisure, recreation and nature-based tourism;	1
• Mandurah Foreshore development (based on State \$\$);	1
• Product development / promotion;	1
• Research and understand market segmentation and opportunities;	1
• Pinjarra Massacre Interpretative Centre;	0
• Promote knowledge and importance of our natural assets.	0

Reflection

At the end of the workshop, participants provided the following word or phrase of reflection on the day.

- Resolution;
- Cohesion;
- Challenges;
- Encouraging;
- Some achievement;
- Encouraged;
- Collaboration;
- Need to compromise;
- Moving forward;
- Progress;
- Communication;
- Honest elephants;
- Finished;
- Phoenix.