



Port Authority Statement of Corporate Intent and Strategic Development Plan - Process Guideline to seek Ministerial approval

This document is owned and authorised by the Executive Director, Department of Transport, Policy Planning and Investment division, Ports and Maritime branch (the Owner).

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1. Purpose

The purpose of the Port Authority (PA) Statement of Corporate Intent (SCI) and Strategic Development Plan (SDP) process guideline is to document the process for seeking the Minister for Transport's (MfT's) approval in order to meet the legislative requirement under the *Port Authorities Act 1999* (Act).

Under the Act PAs are required to draft and submit their annual SCI and SDP for agreement with the MfT and concurrence of the Treasurer. The MfT is responsible for ensuring that:

- the SCI is tabled in Parliament within 14 days of it being agreed, and on or before 1 July each year; and
- the SDP is to be agreed by 1 June each year.

Department of Transport (DoT) is to ensure the appropriateness and compliance of the PA SCI and SDP submissions and that they are in accordance with the Act and any other relevant State Government policies or procedures.

2. Scope

The SCI and SDP process guideline clearly sets out requirements for the DoT to coordinate and monitor the various stages of development, submission, review and approval.

This guideline applies to DoT's role in the SCI - SDP process but may also provide useful information for Port Authority staff.

The guideline does not cover the requirements for other parties in the process, but does provide some information about the role of Treasury for context and alignment.

The *Port Authorities Act 1999* (Act) is at all times the principal source document.

3. Definitions

Act – a formally drafted and written law adopted by both houses of a legislature (assembly and council), also called an act of parliament, or just act.

Coordinating – a synchronisation and integration of activities, responsibilities, and command and control structures to ensure that the resources of an organisation are used most efficiently in pursuit of the specified objectives.

Guidelines – a statement that is advisory or explanatory in nature and provides guidance on how departmental policies and procedures might best be implemented or applied.

Monitoring – a supervision of activities in progress to ensure they are on-course and on-schedule in meeting the objectives and performance targets.

Policy – a decision, course of action, or set of principles within which decisions can be made to address a problem or issue.

Procedures – an established method for progressing policy actions.

4. Guideline Requirements

The guideline describes the requirements for DoT to complete its role with respect to Port Authority SCI and SDP approvals including:

- How the review process is to be conducted – timelines, roles and responsibilities, collaboration.
- A structural framework for advice to be provided to the MfT.

This Guideline comprises a suite of documents as shown in the Table below.

	Purpose	Document
Review process	The stages and timelines for the SCI and SDP approvals process are diagrammatically presented including how that process aligns with the State Budget process	Appendix 1 - Flowchart
	Roles and responsibilities of DoT and Treasury are defined to ensure that the approvals process is effective, efficient and not duplicated	Appendix 2 – Roles and Responsibilities and Timeline*
	A series of stakeholder meetings is scheduled to ensure continuity/visibility of the process and facilitate early identification of any issues which might delay final concurrence	Appendix 5 – Schedule of Meetings
	The approvals process of SCIs and SDPs submissions (including redrafts) are monitored to ensure they are on-schedule to achieving legislative compliance due dates	Appendix 6 – Tracking Sheet
Advice framework	Checklist for compliance with the requirements under s51 (SDPs) and s60 (SCIs) of the Act	Appendix 4 – DOT Checklist
	DoT provide formal briefing for the Minister for Transport on the appropriateness and accuracy of the submissions.	Appendix 3 - template of DoT Report to the MfT

***In WA State Election Years e.g. 2017 note** - the timing of the SCI-SDP approvals process may vary given the elections are being held on 11 March 2017, subsequent to which post formation of a Government the Budget deliberations are expected to take place.

5. Roles and Responsibilities

Guideline owner - Executive Director, DoT

Responsibility – The guideline owner has responsibility for developing the SCI and SDP process guideline, and ensuring that the guideline is implemented, monitored and reviewed.

6. Legislative Requirements

Port Authorities Act 1999

7. Reference Links (standards, other policy)

State Salaries and Wages Policy

Financial Management Act 2006

Environmental Protection Act 1986

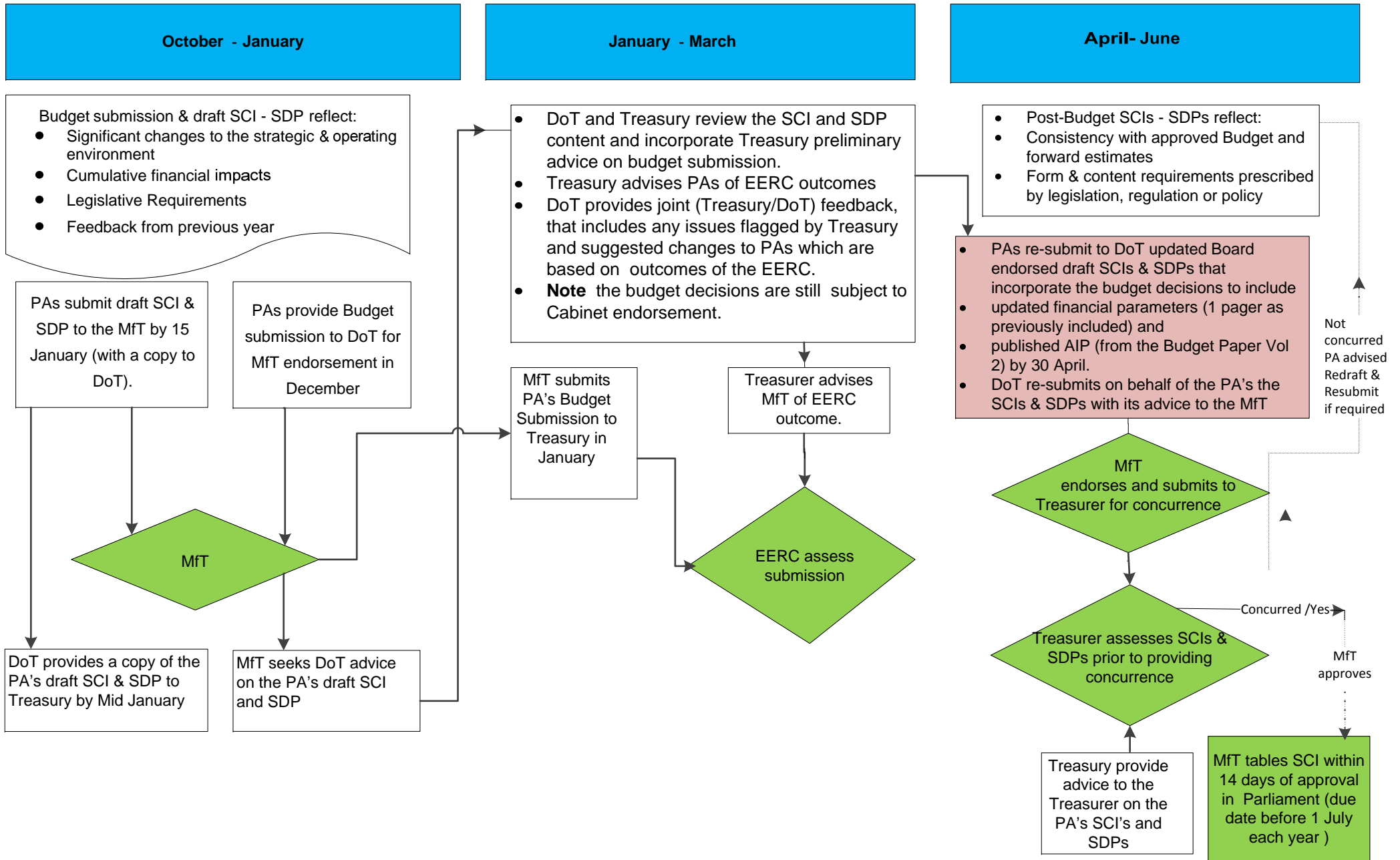
8. Supporting information

Document Control

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PORT AUTHORITY STATEMENT OF CORPORATE INTENT AND STRATEGIC DEVELOPMENT PLAN
Interaction with Budget cycle for financial year 2017-18

Appendix 1



Appendix 2

Roles for DoT and Treasury in Port Authority SCI-SDP review process		
Component	DoT review role	Treasury review role
Admin and Facilitation	<p>Work collaboratively with PA's to ensure all submission and approval deadlines are met and that documents are provided to all parties (MfT, Treasury) in a timely manner.</p> <ul style="list-style-type: none"> • facilitate PA responses to questions from review parties • monitor and intervene to ensure all PA actions and DoT review functions are completed in a timely manner 	<p>Treasury Department officers provide a facilitation role for questions from Treasury Executive and the office of the Minister, back to the Ports and to DoT.</p> <ul style="list-style-type: none"> • Facilitate timely feedback to ensure SCI is tabled in accordance with legislative requirements. • Respond to the OAG on timelines of SCI tabling.
Compliance with Legislation	Content complies with the <i>Port Authorities Act 1999</i>	Treasury advises the Treasurer as input to his concurrence which is required under the legislation.
Consistency	Consistency within the plans, and across SCI/SDP, and previous SCIs / SDPs, if there are significant variances these will need to be adequately explained by PA's.	
Alignment with other documents	<p>Alignment with Strategic Planning Process and budget submissions:</p> <ul style="list-style-type: none"> • Strategic Asset Plans (SAPs), • Capital Funding Requests in the Transport Portfolio budget submission and associated business cases • Mid-Year Review submissions • EERC /Cabinet decisions including report backs • Updated financial parameters (1 pager as previously included) and published AIP (from the Budget Paper Vol 2) when resubmitting to DoT post budget (normally late April). 	<p>Alignment with the Strategic Planning Process and Treasury records:</p> <ul style="list-style-type: none"> • Government approved budget settings: SIMS and IMM • Strategic Asset Plans (SAPs) • EERC decisions including report backs • Treasury forecasts (include CPI, trade volume, port users)
Economic Objectives	Review PA trade forecasts and how proposed port development (infrastructure and services) will impact on current and future growth / development of the port	<p>Review economic outlook and alignment with Treasury's Economic Division forecasts</p> <p>Trade forecasts - especially extractive industries.</p>
Government policy objectives	Review content and identify any potential sensitive issues that are likely to cause policy concern to the Minister/Government. Ensure appropriate engagement with other Government Agencies, if necessary.	Review against government policy objectives and for issues of concern to the Premier, Treasurer, or other Ministers and their offices (e.g. DSD, DMP, DRD).

Appendix 2

Financial Objectives	<p>Review financial performance indicators that contribute to the Rate of Return.</p> <ul style="list-style-type: none"> • Variances (current vs. budget year) (budget year vs. SDP period); • Revenue and expenditure • Operating profit (before tax) • Tax and dividend contributions • Approved and unapproved capital expenditure • Rate of Return forecasts 	<p>Review against government financial policy objectives e.g. Salary Cap</p> <ul style="list-style-type: none"> • Capital and Operating expenditure conformance to approved State budget • Impact these on the state net debt, and Net Operating Balance • Review tax and dividend calculations, if correct. • Minor works program is adequate and being adequately managed. • Financial analysis in accordance with description in outlook etc. • PA return on assets is justified
Operational Targets	<p>Are quality, efficiency, infrastructure maintenance and other KPIs being met by PAs Compare forecast trade volumes with previous year's actual trade volumes and where necessary an explanation of the reason for variances is provided. .</p>	<p>Compare forecast trade volumes with previous year's actual trade volumes and together with forecast profit assess any impact on Port revenues to government and to other revenue streams such as royalties.</p>
Environmental Management	<p>Review the Environment Management Plan to see if the plan demonstrates how safety and compliance requirements are being met and what contingences are in place to mitigate such risk.</p> <ul style="list-style-type: none"> • Inform the MfT of any ongoing environmental issues 	<p>Treasury would rarely consider but may read from a risk mitigation perspective</p>
Customer Service Fees and Charges	<p>Review the annual increase in Tariffs, Fees and Charges against forecast CPI and check that adequate justification is provided for variances above CPI.</p>	<p>Review proposed changes to fees and charges and advise EERC, Cabinet, if necessary.</p>
Risk Management:	<p>Review plans for sensitive issues which may raise port user, community, or stakeholder concern.</p>	<p>Advise EERC, Cabinet of any risks facing the Port Authorities. It is important to advise, protect the Treasurer from any Reputation risk.</p>
Output	<p>Advise the MfT to seek concurrence from the Treasurer and provide a report:</p> <ul style="list-style-type: none"> • How the PA proposes to achieve key objectives and performance targets • financial impact table analysis • confirmation that issues identified in the review have been addressed 	<p>Advise the Treasurer on the SCI/SDP including financial impacts, returns to Government and risks.</p> <ul style="list-style-type: none"> • Highlight issues and recommend strategies. • If satisfied request Treasurer consider concurrence.

Appendix 2

Roles, Timeframes and Responsibilities in the development of SCI/SDP documents (Not in an Election year)														
Roles and timeframes					Stakeholder responsibilities									
Type	Task	Start time	Work Days	Due	Port Authority CEO	Port Authority Board	Department of Transport (DoT)	Minister for Transport's office (MfTO)	Minister for Transport (MfT)	Department of Treasury (TR)	Treasurer's Office (TO)	Treasurer (T)	EERC	
Preparation & Document Development	Develop	Port Capital proposals submitted for budget consideration	15-Apr	68	19-Jul	I	R							
	Develop	Mid Year Review port submissions to DOT	1-Aug	35	16-Sep	I	R							
	Approve	MfT approves in-principle capital budget submissions and development of business cases	30-Aug	34	15-Oct			I	I	R				
	Develop	SAP submitted to DOT and Treasury	31-Aug	44	31-Oct	I	R							
	Approve	Interim advice on Treasury recommendations with respect to Mid Year Review submission	30-Sep	40	24-Nov			I			R			
	Develop	Draft SCI - SDP submitted to DOT and Treasury	1-Dec	34	15-Jan	I	R							
	Develop	Annual budget adjustments submitted to DOT E-copies due by 5 Dec and Originals due by 9 Dec	24-Nov	12	9-Dec	I	R							
	Approve	Mid Year Review budget settings approved	30-Sep	61	24-Dec								I	R
	Admin	Transport Portfolio Annual budget submitted to Treasury	9-Dec	21	8-Jan			I	I	R				
Review	Review / Evaluate	Review Draft SCI - SDP for criteria that DOT consider and brief MfT for his approval	15-Jan	336	29-Apr			R						
	Review / Evaluate	Review Draft SCI - SDP for criteria that Treasury consider and brief Treasurer for his concurrence	15-May	23	5-Jun					I	I	R		
	Revise	Request board consider matters raised by Transport and the Treasurer to amend the SCI - SDP	20-Mar	23	20-Apr			I	I	R	I			
Approvals	Approve	Interim advice on Treasury recommendations with respect to budget submission	8-Mar	17	30-Mar					R	I			
	Approve	State Government Budget settings announced (on around Mid May each year)	15-May	0	15-May							I	R	
	Revise	Request board consider amendments to the SCI - SDP to agree with budget settings	20-Mar	23	20-Apr			I	I	R	I			
	Approve	PA Board Revise, approve and resubmit Final SCI - SDP	20-Apr	8	30-Apr	I	R							
	Approve	Treasurer's concurrence	15-May	15	5-Jun						I	I	R	
	Approve	Mft Approve Final SCI - SDP after Treasurer's concurrence	10-Jun	4	15-Jun			I	I	R				
	Publish	Table SCI in parliament - within 14 days of Minister's approval and by 1 July	15-Jun	15	1-Jul			I	I	R				
	R=Responsible													
	I=Input													



Government of **Western Australia**
Department of **Transport**

Department of Transport Report on XXX Ports Authority

2017 - 18 Statement of Corporate Intent and
2017 - 18 to 2021- 22 Strategic Development Plan

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Appendix 4

Check list for Annual Review of the Port Authority Statement of Corporate Intent (SCI) and Strategic Development Plan (SDP)

Under the *Port Authorities Act 1999* (PAA) each Port Authority (PA) is required to submit their SDP and SCI annually for agreement by the Minister for Transport with the Concurrence of the Treasurer (s49 and s58 of the PAA).

<p>Matters to be included in the PA's Strategic Development Plan under s51 of the PAA</p> <p>A SDP must set out;-</p>	<p>Tick to confirm check and/or insert comment if required</p>
<ul style="list-style-type: none"> • The port authority's medium (1-3 years) to long term (3-5 years) objectives (including economic and financial objectives); and operational targets and how those objectives and targets will be achieved. • Key Functions of the Port Authority are to: <ul style="list-style-type: none"> ○ Provide efficient and reliable services that meet the needs of Port users. ○ Provide and maintain infrastructure and facilities to meet the needs of Port users and sustain the Port's operations and the environment. This includes the wharves, jetties maritime structures, buildings, railway lines, machinery, equipment, vessels, vehicles and any other associated infrastructure. ○ Facilitate trade within and through the port and plan for the future growth and development of the port. ○ Be responsible for the safe and efficient operation of the port ○ Protect the environment of the port and minimise the impact of port activities on that environment. ○ Act in accordance with prudent commercial principles and endeavour to make a profit. 	<p style="text-align: center;"><input type="checkbox"/></p>
<ul style="list-style-type: none"> • To submit an Environmental Management Plan (EMP) – the EMP should define <ul style="list-style-type: none"> ○ The role and responsibility of the PA. ○ Identify environmental risks associated with Port activities. ○ Provide how best these risks can be managed or mitigated by PAs with minimal impact to the surrounding port environment. ○ Underline the PA's environmental objectives and targets for the current financial year and subsequent years. ○ Provide a framework for ensuring environmental performance is continuously and systematically monitored and where necessary changes are made to improve performance. ○ Provide an overview of how the EMP facilitates or ensures compliance and meets the requirements under the <i>Environmental Protection Act 1986</i>. 	<p style="text-align: center;"><input type="checkbox"/></p>
<ul style="list-style-type: none"> • Competitive strategies – PAs to provide comment in their SDP on the long-term action plans devised to help them gain a competitive advantage and retain port customers. Such strategies include, for example investing in new technology, research and development (R&D) in an effort to stay ahead of the competition or other corporate strategies that consists of actively trying to pursue changes within the industry. • Pricing – PAs to determine port pricing in accordance with prudent commercial principles, to allow for the making of a profit and taking into account the depreciation of 	<p style="text-align: center;"><input type="checkbox"/></p>

assets. For example, whilst considering setting the price PA's may opt to do a review of port prices based on, an estimation and evaluation of its costs, or a comparative analysis that takes into account current market situation and price.

- Service efficiency and effectiveness – PAs measure their efficiency through their defined Key Performance Indicators (KPIs), which indicate whether port services are performed at a desired level, when measured specifically to established targets or goals. KPI examples include berth occupancy, turnaround times and volume of trade KPI, which are key indicators of PA's proficiency in performing its functions.
- Participation of potential suppliers – PAs where applicable, are to provide local industry with full, fair and reasonable opportunity to participate in the projects earmarked for development. PA's to facilitate the participation of potential suppliers in the provision of port services or, if no arrangements are proposed, the reason and justification for their absence.
- Strategies for land use and infrastructure maintenance – PAs to identify strategies that will protect infrastructure corridors of economic significance and maintain their ability to operate at maximum efficiency. PAs to identify infrastructure maintenance programs that will insure and protect the continued and long term safety and operations of their port infrastructure.
- Financial requirements – As per the **Financial Management Act 2006**, PAs must include estimates of revenue and expenditure, borrowings and dividends. Financial KPI's to include return on assets (RoA) or rate of return (RoR), operating profit (before tax) and dividends to be paid to Government.
- Capital expenditure – the approved and unapproved capital expenditure, indicating money being spent by PAs on acquiring or maintaining fixed assets, such as land, buildings, and equipment.
- Investment strategy - PAs have their own set of rules or procedures which are designed to guide them in mapping out different strategies to meet their requirements. PA's to consider circumstances for the need to change their strategy or have an alternative strategy or plan in place, if required.
- Customer service arrangements – PAs are to articulate the type of customer services being provided to port customers. What measures are being taken to ensure the product or service being offered meets the port customer's satisfaction.
- Relevant government policy – For example, the Government's Salaries and Wages Policy, should be a benchmark for future salary and wage negotiations. PA's should try and adhere to the Government's salaries and wages policy, or any subsequent new Government policy.
- Personnel requirements - PAs need to ensure that they have programs in place to support the development of their personnel. Opportunities for training, improving professionalism and experience, should be given to motivate personnel to achieve the PA's vision and goals.
- Trade projections – PAs to provide indicators and forecasts to cover trade based on port customer feedback of future exports and imports, that take into account the 5-year SDP period.
- Trade facilitation – PAs to incorporate in their SDP the procedures and controls they will/have put in place to govern the efficiency and delivery of their trade facilitation function. This will assist PA's to safeguard the future interest and development opportunities identified in their business model.
- The environmental management of the port – in line with the EMP and under the **Environmental Protection Act 1986**.

- any other matters that the Minister and the board agree should be considered.



<p>Matters to be included in the PAs Statement of Corporate Intent under s60 of the PAA</p> <p>A SCI must be consistent with the SDP under Division 1 for the port authority and any subsidiary and must specify;-</p>	<p>Tick to confirm check</p>
<ul style="list-style-type: none"> • an outline of the port authority's objectives (same as the SDP but for the Budget Year) 	<input type="checkbox"/>
<ul style="list-style-type: none"> • an outline of major planned achievements, <ul style="list-style-type: none"> ◦ all plans or issues relating to current and future growth and development of the port to be included in the submission (same as the SDP but for the Budget Year) 	<input type="checkbox"/>
<ul style="list-style-type: none"> • proposed arrangements to facilitate trade, (same as the SDP but for the Budget Year) 	<input type="checkbox"/>
<ul style="list-style-type: none"> • estimates of operating revenue and expenditure, (same as the SDP but for the Budget Year) 	<input type="checkbox"/>
<ul style="list-style-type: none"> • an outline of capital expenditure and borrowing requirements, • Note: PAs to provide a clear, itemised list of the capital expenditure projects as <u>approved</u> by Government in the budget; and • PAs to provide a separate list of <u>proposed unapproved</u> capital expenditure projects, providing a brief summary for each project. 	<input type="checkbox"/>
<ul style="list-style-type: none"> • proposed pricing arrangements, • Note: PAs to provide comments, giving reasons for an increase or decrease in its proposed pricing arrangements and what impact will this have on its port customers (same as the SDP but for the Budget Year). 	<input type="checkbox"/>
<ul style="list-style-type: none"> • proposed provisions for dividends – provide for a reasonable return or dividend on the Governments investment in PA's assets. 	<input type="checkbox"/>
<ul style="list-style-type: none"> • performance targets and other measures by which performances may be judged and related to objectives, • Note: DoT provides advice to the MfT on the PAs Financial performance indicators that contribute to the Rate of Return (RoR) on PAs assets, in this regard: <ul style="list-style-type: none"> ◦ PAs to submit to DoT a summary of the actual RoR achieved by the PA in the immediate past financial year ended 30 June. PAs to include comments on any variation from its earlier forecast target RoR. ◦ PAs to submit a calculation to DoT of how it arrived at the final RoR calculation in the Draft SCI. ◦ PAs to submit to DoT a summary of the latest asset valuation conducted, providing important information as how the valuation was conducted. Indicating if there was any significant exclusion from the final asset base. 	<input type="checkbox"/>
<ul style="list-style-type: none"> • accounting policies that apply to the preparation of accounts, • Note: In conjunction with PAs accounting policies in the SCI, PAs to provide any relevant comments on their proposed: revenue, expense, profit, loss, tax, dividend and 	<input type="checkbox"/>

any other matters that may impact its preparation of accounts.	<input type="checkbox"/>
<ul style="list-style-type: none"> • type of information to be given to the Minister, including information to be given in half yearly and annual reports, that includes; - <ul style="list-style-type: none"> ○ information required by the Minister to enable an informed assessment to be made on the operations of the port authority or the subsidiary; and ○ include a commentary on any significant issues relating to the performance of the port authority or the subsidiary that were raised in any relevant statement of corporate intent; and ○ include particulars of any directions given by the Minister ○ include particulars of the impact on the financial position, profits and losses and prospects of the port authority or the subsidiary of any directions that were given by the Minister during the relevant financial year; and ○ total value of payments and details of remuneration made to directors of the board of the port authority; and ○ a summary of the performance of the port authority in relation to its functions to protect the environment of the port and minimise the impact of port operations on that environment. 	<input type="checkbox"/>
<ul style="list-style-type: none"> • Proposed arrangements to facilitate the participation of potential suppliers in the provision of port services or, if no arrangements are proposed, the reason and justification for their absence (same as the SDP but for the Budget Year). 	<input type="checkbox"/>
<ul style="list-style-type: none"> • Nature and extent of community service obligations (CSO) that are to be performed – PA's to provide details where Government specifically requests PAs as a CSO to carry out activities that the PA would not elect to do on commercial grounds, or would only undertake commercially at higher prices. (Or other term being used by Treasury – "Operating Subsidy" instead of CSO) to be performed. PA's must also indicate if they are receiving any funding or subsidy from Government to perform this CSO. • Note: The CSO does not include activities PA' are involved in such as, providing donations to charities, sporting clubs in the form of sponsorships etc. that PAs conduct or undertake on their own initiative without Government direction. 	<input type="checkbox"/>
<ul style="list-style-type: none"> • Costings of, funding for, or other arrangements to make adjustments relating to, community service obligations. PAs to provide a breakdown of funding in the SCI period. 	<input type="checkbox"/>
<ul style="list-style-type: none"> • Ways in which, and the extent to which, compensation will be made for performing community service obligations; and 	<input type="checkbox"/>
<ul style="list-style-type: none"> • Any other matters as may be agreed on by the Minister and the board of the port authority 	<input type="checkbox"/>
The Minister may exempt a PA from including any matter, or any aspect of a matter, mentioned in subsection (2) in the SCI and any such exemptions are to be noted in the SCI of the relevant PA.	<input type="checkbox"/>

Checked by:

Name:

Signature:

Date:



Port Authority Statement of Corporate Intent and Strategic Development Plan 2017-18 to 2021-22 Schedule of Planned Meetings in 2016-17

<u>Date</u>	<u>Time</u>	<u>Meeting Details</u>	<u>Location</u>
1. Early Oct 2016	AM/ PM	W/Treasury - discuss learning of 2016-17 process and future requirements for the 2017-18 submission process.	140 William Street
2. Mid Oct 2016	AM/ PM	W/Kimberley Ports Authority -discuss learning of 2016-17 process and future requirements for the 2017-18 draft submission process.	140 William Street or via teleconference
3. Mid Oct 2016	AM/ PM	W/Pilbara Ports Authority-discuss learning of 2016-17 process and future requirements for the 2017-18 draft submission process.	140 William Street or via teleconference
4. Mid Oct 2016	AM/ PM	W/Mid w West Ports Authority -discuss learning of 2016-17 process and future requirements for the 2017-18 draft submission process.	140 William Street or via teleconference
5. Mid Oct 2016	AM/ PM	W/Fremantle Port Authority -discuss learning of 2016-17 process and future requirements for the 2017-18 draft submission process.	140 William Street or via teleconference
6. Mid Oct 2016	AM/ PM	W/Southern Ports Authority -discuss learning of 2016-17 process and future requirements for the 2017-18 draft submission process.	140 William Street or via teleconference
7. End Jan /Early Feb 2017	AM/ PM	W/Treasury - discuss any issues with drafts submitted by PAs for their 2017-18 to 2022-23 draft SCI - SDP submissions.	140 William Street
8. End Feb /Early March 2017	AM/ PM	W/Treasury – finalise all comments and issues to be amended by PAs on their drafts submitted for their 2017-18 to 2022-23 draft SCI - SDP submissions.	140 William Street
9. End March 2017	AM/ PM	W/Treasury – Post Budget EERC/Cabinet Meetings, to discuss any issues on PAs 2017-18 to 2022-23 draft SCI - SDP submissions	140 William Street

