



Regional  
Capitals  
Alliance

WESTERN AUSTRALIA



20/21

# RCAWA Annual Report

▲ Advocacy    ▲ Collaboration    ▲ Representation

## ACKNOWLEDGEMENTS

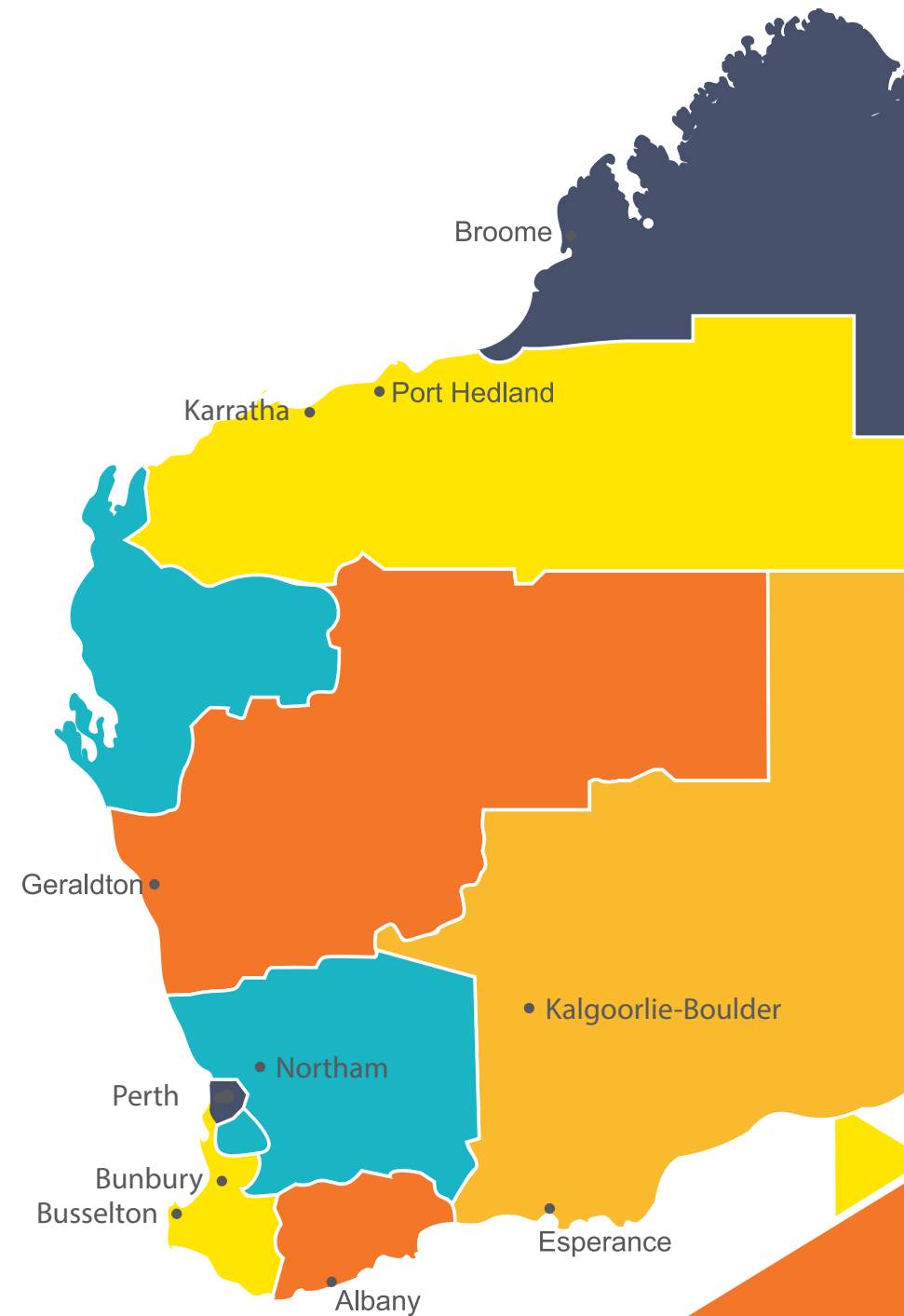
RCAWA members would like to acknowledge the Traditional Custodians of the land on which they work and live, and recognise their continuing connection to land, water and community. They pay respect to Elders past, present and emerging.

RCAWA members would like to acknowledge and extend their gratitude to the Premier of Western Australia, Ministers, Directors General, State and Local Government Departmental Officers, Industry Body members, and private sector representatives who have attended RCAWA meetings in the 2020-2021 year or who have assisted with, or provided a forum for challenges and opportunities facing the Alliance.



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## FOREWORD: DENNIS WELLINGTON - RCAWA CHAIR

**There is a certain sense of camaraderie that comes with living in a regional community that has to be experienced to be appreciated. Whether it's the farmer lending a hand to a neighbour, barista knowing their regular's coffee orders, business's promoting other local business or the school bus making an extra stop.**

Camaraderie is the strength of regional Western Australia, it's what bounds families, communities, businesses and neighbouring local governments together, especially when times get tough. And it has been the glue that has not only held our regions together over the past 12 months but has allowed us to emerge from the height of the Covid-19 pandemic stronger than ever.

Through the pandemic, RCAWA members came together to share experiences, offer support and advice as well as advocate for assistance from the State Government. This assistance has come through a generous stimulus provided by the State. The local rental market has been effected by these investments resulting in

pressure on the local housing market, particularly in the short term, which has resulted in worker shortages across all industries. Collaboration with the State Government has underpinned our regional response to these ongoing issues and will continue to be a priority for RCAWA until a resolution is found.

RCAWA continue to work on a detailed position in relation to the recent Local Government Structural Reform having met with Director General, Department of Local Government, Sports and Cultural Industries Duncan Ord. Working with the State Government to ensure that regions are being heard will be a priority for RCAWA across the Local Government Structural Reform as the recommendations and actions will impact regional areas.

The goal of RCAWA is to ensure regional issues are discussed with the State Government as early as possible in order to influence real change for future generations. This includes Climate Change, recognition of the persistence of socio-economic inequalities between Aboriginal and

Non-Aboriginal people, focus on renewable energy technologies, the challenge of long term and short term water regulation and the importance of social services and infrastructure.

We continue to advocate on these issues and many more.

With all regions working together we leverage each other's strengths and best position the State to reach more of it's potential, grow our capabilities and offer more to our communities.

As we move forward into what is an ever changing world, we will continue to harness the camaraderie of the regions, diversifying and guiding our economies into our next phase of growth.

**Dennis Wellington | Chair**





## OVERVIEW: PAUL ROSAIR – EXECUTIVE OFFICER

### Regional Western Australia again faced another very challenging year in 2020/2021 dealing with the global impact of the worldwide COVID-19 pandemic.

The Regional Capitals Alliance WA responded in an exceptional manner, collaborating with Governments, Industry and one another to minimise the impact of the pandemic on its staff and communities.

In 2020/2021 the Alliance and its members continued to make a major contribution to the nation in areas of economic, social and community development; building capacity and resilience amongst membership and the communities they represent. The Alliance membership contributed to over \$33bn in Gross Regional Product, 10% of WA's employment, \$71bn of port production, \$4bn of agricultural produce and \$2bn in Tourism.

Over the past 12 months the Alliance has continued its focus on providing an environment to attract investment and increase productivity

across its membership so as to encourage people to live, work and play in Regional WA.

One lesson we have all learnt from the pandemic is that technology has been a key element in allowing us to conduct business remotely and that regional localities provide clean, green and safe environments for attracting new citizens to regional localities. We are exploiting this unique opportunity to build our regional capacity by retaining existing, and attracting new, residents and growing our economies through creating communities which provide an environment for this transition to occur.

It once again has been my pleasure working individually and collectively with the ten Mayors and Presidents of each regional capital and their Chief Executives. I would particularly like to acknowledge Mayor's Dennis Wellington for his outstanding advice and Chairmanship of the Alliance, Mayor Shane Van Styn as Treasurer and CEO Andrew Sharpe and Jane Lewis for their Secretarial roles.

I would also like to thank our strategic partners. During 2020/2021 the Alliance engaged with Cabinet Ministers, politicians, public servants, community representatives and business executives, all interested in the views and advice of the Alliance and ready to offer their support.

The Alliance continues to be a trusted advisor to, and advocate of, Governments of all persuasions, a collaborator with regional communities and a developer of partnerships with Industry and Not for Profit sectors. It is also a key representative body, which is often sought after by the media and key industry organisations to speak on behalf of Regional WA.



**Paul Rosair | Executive  
Officer**







## WHO WE ARE

Home to over 250,000 people, the ten local government areas of the Regional Capitals Alliance Western Australia (RCAWA) make up half of the population of regional Western Australia.

RCAWA local governments represent the most significant concentrations of employment in regional Western Australia. With diverse economies and lifestyles, they offer exciting places to live, work, visit and invest.

Whilst they might encompass a large section of the regional population, they are overshadowed by the population of the Perth metropolitan area. The Alliance considers that significantly growing the regional population base, and strengthening the diverse regional economies, is critical to the future growth of our state.

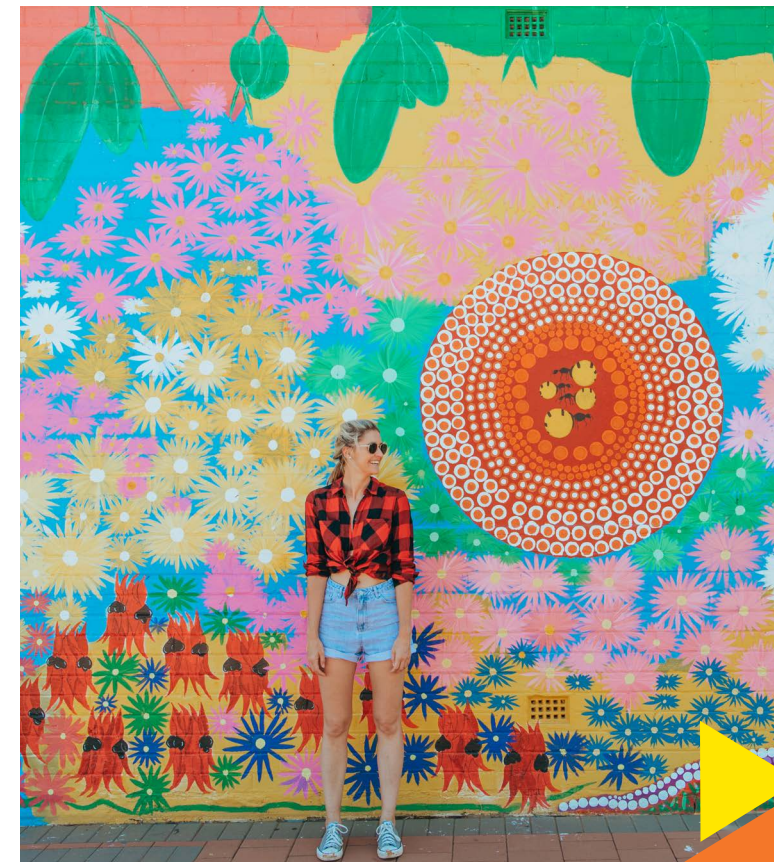
Trends show that these regional centres offer a genuine attraction, with a number experiencing very significant growth over the past five years. Leveraging this momentum and building communities that offer a real alternative to the metropolitan area requires a focused and tailored approach.

RCAWA advocates for strategic planning for growth and investment in Western Australia’s regional capitals. Regional capitals play a pivotal role in both strengthening the Western Australian economy, and supporting the growth of their region’s economy. Each of the capitals are considered to have high capability and prospects, positioning them as ideal locations in which to focus the attention of government and industry to grow both the population base and economy of the state.

*“Entire regions are likely to be successful if they are supported by a sustainable and resilient regional capital.”*

**Regional Capitals Australia**

RCAWA members do not reflect the stereotyped rural idea of a regional centre. Rather, each centre offers a unique, vibrant community with well-developed infrastructure, services and opportunities. Harnessing these assets and building the regions of Western Australia is at the core of The Alliance’s vision for the State.



## OUR VISION AND FOCUS

### OUR VISION

Vibrant, sustainable regional capitals across Western Australia that are attractive places to live, work, visit and invest.

### WHAT WE DO

We lead the sustainable, strategic growth of Western Australia's regional capitals, with a focus on excellence and opportunity creation.



### OUR FOCUS

#### Advocacy & Policy Influence

RCAWA provides strategic advice to government on the social and economic issues impacting on, and often unique to, regional locations. RCAWA advocates for fair consideration of these needs at a State and Federal level – that legislation, policy, planning, strategy and investment matches the growth needs of the regions and builds thriving regional communities.

#### Partnership & Collaboration

While RCAWA members may have diverse local contexts they also share much common ground. RCAWA members partner and collaborate on opportunities to innovate and develop new ways of working to accelerate the growth of regional communities.

#### Representation

The Alliance provides a unified voice as the peak body for the regional capitals of Western Australia.

## HOW WE WORK



### UNITY

Acting as a strong, cohesive alliance to lead change and implement projects aligned with the RCAWA mission.



### PARTICIPATION

Active engagement at national, state and regional level forums, providing strategic and considered contributions to the development of regional capitals across Australia.



### COMMUNICATION

Effectively communicating the value of RCAWA and its members with key stakeholders.



## OUR PRIORITIES

### ADVOCACY & POLICY INFLUENCE

Highly liveable, sustainable regional capitals offering a real alternative to the metropolitan area.

We will:

- Advocate for equitable access to quality services and infrastructure.
- Drive the development of a clear, consistent regional investment strategy based on capability and business prospects.
- Advocate for and enable decentralisation of the workforce across government and industry.
- Campaign for legislation and government policy that supports sustainable regional growth.

### PARTNERSHIP & COLLABORATION

Innovative and sustainable networked system of regional capitals that are good places to live, work, visit and invest.

We will:

- Share of best practice in community building, leadership development and place making.
- Partner to create environments that facilitate decentralisation of the workforce across government and industry.
- Highlight investment opportunities across the regions and foster an enabling approach.
- Collaborate to deliver Alliance-wide and niche group projects that leverage the network's capabilities and business prospects.
- Foster collaboration and entrepreneurialism within the business and education sectors.
- Maximise digital connectivity to accelerate the growth of existing and emerging industries.

### REPRESENTATION

Regional capitals are represented by a common voice.

We will:

- Collaborate with our members and our regional partners to understand, and communicate about, strategic issues and opportunities.
- Build brand awareness, and the reputation of, RCAWA.
- Exemplify excellence in stakeholder engagement and corporate communications.



## OVERVIEW OF KEY OUTCOMES FOR 2019/2021

RCAWA is committed to providing representation and outcomes that deliver value to all members and constituents of the Regional Capitals.

It delivers these benefits by:

- ▶ Providing Strong Advocacy and Policy Influence
- ▶ Creating opportunities for Partnerships and Collaboration
- ▶ Representation



In support of these objectives, significant achievements by RCAWA members during the past year are as follows:

## INVESTMENT FRAMEWORK

### Link to Strategic Directions:

- **Providing Strong Advocacy and Policy Influence**
- **Representation**

The Regional Capitals would like to leverage their collective capacities, comparative advantages and to maximise their impacts on WA and Australian economies. As such they have collaborated, as regional leaders, on the development and agreement of an Investment Framework that delivers common outcomes for all stakeholders.

An initial review of plans, projects and Forward Capital Works Plans from the ten Regional Capitals amounted to approximately \$3.6 billion.

Economic and community building projects are nearly half of the total projects and include:

- **\$1.25 billion of transport projects**
- **\$150 million of technology projects**
- **\$125 million of health projects**

The development of the Strategic Investment Framework positions Regional Capitals to take a key leadership role in bipartisan collaboration with Governments, support from industry, the community sector and their local residents to enable and facilitate the social and economic development of regional Western Australia. Focusing on delivering high order outcomes of people, place, business and economy, Regional Capitals will collaborate with all sectors to provide a conducive and supportive environment to encourage and attract investment from all stakeholders.



## INVESTMENT FRAMEWORK: STATS

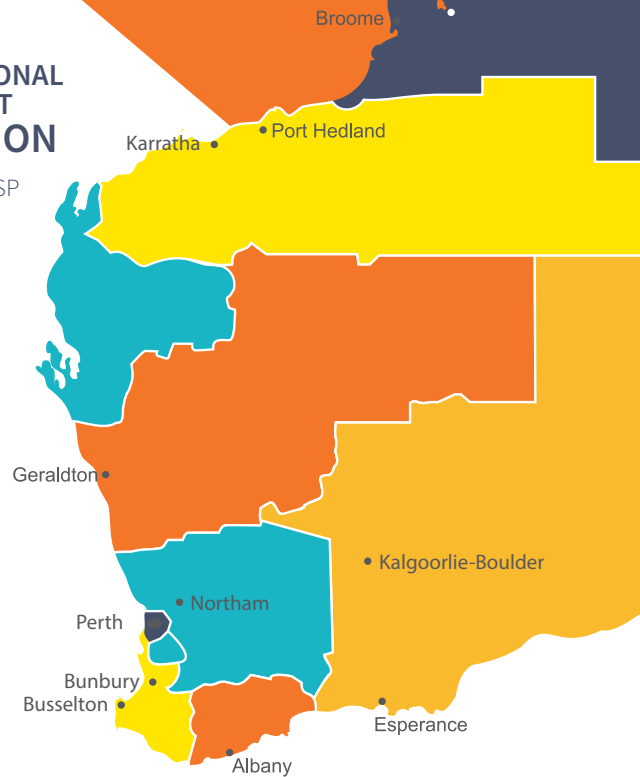
**PORT PRODUCTION**  
**\$71 BILLION**

74% of WA's total exports



**GROSS REGIONAL PRODUCT**  
**\$33 BILLION**

13% of WA's GSP



**EMPLOYMENT**  
11% of WA's employment



**TOURISM**  
**\$2+ BILLION**

18% of WA's economy



**“ We lead the sustainable strategic growth of Western Australia’s regional capitals, with a focus on excellence and opportunity creation.”**



“Western Australia’s ten regional capitals are home to over 250,000 people; that is half the population of regional Western Australia and the engine room of the nation.”



## \$365K AVERAGE HOUSE PRICE

Significantly below the national average house price of \$571k



## \$4 BILLION AGRICULTURE

14% of WA's economy

## INVESTMENT FRAMEWORK: WHY?

To seek a bipartisan commitment from State and/or Federal Governments, over a ten year period, beyond election cycles, so as to leverage the \$3.6b forward capital works programs of Alliance members.

▲ This commitment could be accessed by Alliance members, based on demonstrating a clear alignment with State and Federal Policy, Priorities, and Benefits to surrounding Local Government communities and providing a cogent business case.

### Why now?

The current global economic headwinds of COVID-19 pandemic, potential trade wars and the uncertainty of China’s position in the world requires a Western Australian paradigm shift.

Many layers of government and private enterprise, since COVID-19, have presented the requirement for Australia to quickly move from a ‘harvest’ mindset to an economy that is more reliant on secondary processing of our abundant natural resources.

It is the time to facilitate and fast track economic development opportunities through faster pre-feasibility studies, opportunity approvals and development beyond the current WA Government Recovery Plan.

Those actions need to clear a path for investment and create an appropriate regulatory environment for public and private capital to navigate the complexities and challenges of approvals, which will then give comfort to investors.

## REGIONAL CAPITAL INVESTMENT FRAMEWORK PRINCIPLES

- Deliver outcomes for WA and Australia
- Planned & strategic economic development
- Outcomes focused across People, Place, Business and Economy
- Provide regional leadership
- Collaborative approach
- Use our connections with industry and government
- Opportunities are business driven
- Active use of non-financial levers



## RCAWA PROPOSED APPROACH

Facilitate, coordinate and connect with businesses of all sizes and community groups to identify key projects for the Regional Capital and region.

Identify all relevant stakeholders for each project.

Workshop 'best-path' options with other Regional Capitals to use experience of RCAWA.

Consult locally with community, regional local governments, business and relevant State and Federal Government authorities to develop project rationale and 'why'.

Develop clear Regional Capitals economic development and social plan linked to the region.

Ensure projects are attractive for all funding options available from State Government, Federal Government, business and investment groups.

Identify non-financial levers that will accelerate achievement of the vision and projects.

Support and/or prepare strategic comprehensive and coherent business cases for each project with stakeholders.



### Regional Capitals Project Opportunities



**880** TOTAL REGIONAL CAPITALS PROJECTS  
Including ~10 aggregated projects



**\$3.6B** TOTAL VALUE  
**\$4M** AV. VALUE OF PROJECTS



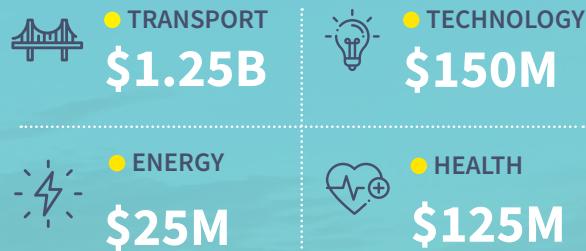
**36** AGGREGATED PROJECTS PER REGIONAL CAPITAL

### Megaprojects and Large Projects

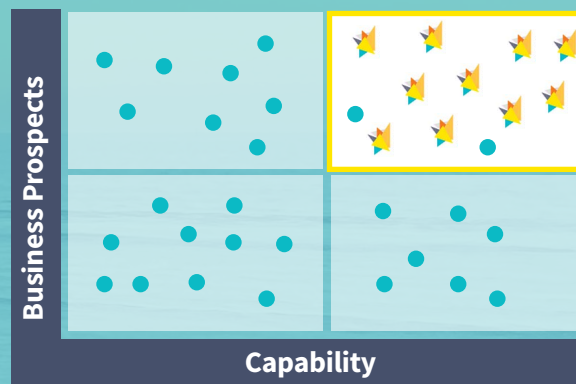
**\$50M+** PROJECT VALUE **15** PROJECTS

**\$5M+** PROJECT VALUE **88** PROJECTS

### Economic & Fundamental Infrastructure Projects



### A DELIVERY MODEL FOR INVESTMENT CAPABILITY / BUSINESS PROSPECTS MATRIX



○ Other Regional LG's     RCAWA Alliance Members

### Regional Capitals in the National Interest

RED TAPE	<ol style="list-style-type: none"> <li>1. Reform Local Government for better regional decision making.</li> <li>2. Streamline land tenure and native title processes.</li> <li>3. Integrate project approvals. A single integrated land, planning, environment and development system.</li> </ol>
EMPLOYMENT	<ol style="list-style-type: none"> <li>1. Support skilled migration into regional capitals to match skill-based needs.</li> <li>2. Reform FBT in remote regional Australia to incentivise work and living regionally.</li> <li>3. Develop a National settlement Strategy that focuses on regional capitals.</li> </ol>
TOURISM	<ol style="list-style-type: none"> <li>1. Provide more support to promote iconic attractions in regional capitals.</li> <li>2. Reduce cost of regional airfares.</li> <li>3. Build better collaboration between regional capitals and Tourism Australia.</li> <li>4. Build tourism related infrastructure and facilities.</li> </ol>
INFRASTRUCTURE	<ol style="list-style-type: none"> <li>1. Fast track regional capitals funding deals.</li> <li>2. Adopt the Regional Investment Framework approach.</li> <li>3. Include regional capitals in National Energy Policy discussions.</li> <li>4. Establish arts and cultural facilities funding program.</li> </ol>



## OTHER ACTIVITIES

### **Benchmarking Framework:**

With research proving that benchmarking with similar entities provides a sound basis for organisational learning and improvement, RCAWA developed a benchmarking framework in 2018/19. Now in its third year, the model has been refined, providing year on year data and showing the impacts of Covid-19 for each of the Alliance members over the past year.

### **Stronger Tomorrow State Infrastructure Strategy (STISIS) Discussion Paper:**

Infrastructure WA produced a discussion paper in June 2020, the results of which will inform the progression of the development of a 20-year plan including an outline of how Infrastructure WA proposes to develop the state-wide long-term infrastructure strategy. RCAWA members actively consulted with Infrastructure WA representatives before and after the WA-wide workshops and subsequent release of the STISIS Discussion paper.

### **Ministerial Expert committee on Electoral Reform:**

RCAWA made a submission advocating for a transparent, fair and equitable system that does not diminish current regional representation



### Housing:

In 2020, discussion was held with regards to the housing shortages and issues facing regional Western Australia in both the social and private housing sectors. It was resolved to develop a situational analysis from all members and, after meeting with Minister Carey, the RCAWA began the process of developing a Housing Solution and Action Plan which will be tabled to Government.



*“I had a fantastic meeting today with representatives of the RCAWA. I was deeply impressed by their leadership, cooperation and advocacy for people living in regional WA.*

*... I appreciate them taking the time to meet with me today, and discuss the important issues affecting regional WA. Housing was clearly an issue high on the agenda and I am acutely aware of the need to expand supply. Supported by measures put in place by the McGowan Government, we have seen the largest 12 month growth in new home building approvals on record, with around 25,000 new homes approved for construction, many of them in regional WA.*

*As these homes are built we will see some of the pressures in the rental market begin easing.”*

*- Minister Carey FB Page*

### Other Activities:

- **Regional Capitals of Australia collaboration**
- **Around-the-grounds – member collaboration**
- **WALGA and LGIS consultation**
- **RCAWA – Regional Meeting in Broome**



## 2021 WALGA ANNUAL GENERAL MEETING



The Most Accessible Communities WA (MACWA) Awards are a celebration of the work carried out by Local Governments to facilitate accessibility and inclusion in their community. The aim of the awards is to drive and recognise best practice, acknowledge relationships between LGs and people with disability and provide opportunities for collaboration and awareness-raising with decision makers in these sectors.

The Regional Capitals Alliance of WA (RCAWA) is proud to have co-sponsored the awards with WALGA, and have continued to provide background administration and support since

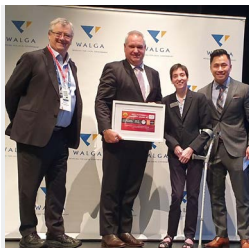
the inaugural awards in 2017- 2018. This year the awards were separated into the categories of: digital/technology; infrastructure and leadership.

Judging was carried out by an esteemed panel consisting of:

- Melissa Northcott; MACWA ambassador, Ability Centre Australasia Ltd Board Director,
- Julie Waylen; State Manager National Disability Services
- Bruce Langoulant AM; Chair Disability Services Commission Board

- Nic Sloan; CEO WALGA
- Mike Rowe; Director General, Department of Communities
- Amanda Mace; General Manager Web Key IT Pty Ltd

This year's nominations showed a growing commitment of LGs to offer services, facilities and opportunities for community members living with, or affected by, disability. They demonstrated an increase in employment and traineeship targets and recognition of employment as a contributor towards economic independence.



**Digital/Technology:**  
Sponsored by Alyka  
Winner: Narrogin



**Infrastructure:** Sponsored by IdeaToLife  
Winner: Mandurah



**Leadership:** Sponsored by NAJA Business Consulting Services



**Joint Winners:** Augusta Margaret River and Geraldton



**Commendation:**  
Wanneroo



**Overall Winner:**  
Sponsored by RCAWA and WALGA  
Mandurah





## STAKEHOLDER ENGAGEMENT

A total of six Alliance meetings were held over the 2020-2021 financial year. RCAWA would like to acknowledge Tourism WA, the City of Perth and the CEO Institute for the use of their Boardroom and hospitality for some of these meetings, the rest were held remotely due to COVID-19 restrictions on travel. The meetings were well attended by RCAWA members and visiting speakers including:

- Alannah MacTiernan; Minister for Regional Development; Agriculture and Food; Ports; Minister Assisting the Minister for State Development, Jobs and Trade
- Hon. Stephen Dawson; Minister for Environment; Disability Services; Electoral Affairs
- Louis Holding; Chief of Staff, Minister Dawson's office
- Richard Sellers; Director General, Department of Jobs, Tourism, Science and Innovation
- George McCullagh; Chair DevelopmentWA
- Frank Marra; Chief Executive DevelopmentWA
- Niegel Grazia; Deputy Director General Department of Primary Industries and Regional Development
- Tracey Roberts; Mayor City of Wanneroo, President WALGA
- Nic Sloan; Chief Executive Officer, WALGA
- Peter Forbes; Chairman LGIS
- Jennifer Matthews; Commissioner – Indonesia
- David McCulloch; Commissioner – Japan
- Peter Baldwin; Commissioner – India
- Stuart Crockett; Commissioner – China
- Kitty Prodonovich; CEO Regional Chambers of Commerce and Industry (WA)
- Liz Ritchie; CEO Regional Australia Institute
- Patrick Seares; Executive Director Strategy and Engagement, Department of Water and Environmental Regulation
- Rachael Sweeney; Executive Officer RCA
- Chris Mitchell; Kimberley Regional Group
- Debra Goostrey; Kimberley Regional Group
- Gerard Moody; MainSheet Capital
- Greg Cash; MainSheet Capital







In addition to attendances at RCAWA meetings, the following Government and industry representatives had meetings with the Alliance's Executive Officer regarding their portfolios and alignment with the Regional Capitals agendas.

- Hon. Mark McGowan: Premier, Western Australia
- Hon Mia Davies: Leader of the National Party Western Australia
- Minister Alannah MacTiernan: Minister for Primary Industries and Regional Development
- Hon Jessica Shaw MLA: MLA West Swan and Chair of the Economics and Industry Standing Committee
- Hon Nola Marino MP: Assistant Minister for Regional Development and Territories
- Dr Steve Thomas MLC: Shadow Minister for Finance; Agriculture & Food; Regional Development; Royalties for Regions
- Hon David Honey: Shadow Minister for Water; Industrial Development; Lands; LA Opposition Policy Co-ordinator
- Senator Dean Smith: Federal Senator WA
- Cole Thurley: Chief of Staff, Minister for Regional Development and Primary Industries
- David Edelman: Department of Premier and Cabinet
- Joshua Nyman: Policy Coordinator, National Party WA
- Adrian Duca: Director and Policy Officer, Land Enterprise and Economic Development Department of Premier and Cabinet Committee
- Richard Sellers: Director General, Department of Jobs, Tourism, Science and Innovation
- Jodi Cant: Director General Department of Finance/ COVID Response Team- Regions
- Duncan Ord: Director General Local Government, Sports and Cultural Industries
- Gail McGowan: Director General Department of Planning, Lands and Heritage
- Mike Rowe: Director General, Department of Water and Environmental Regulation
- Ralph Addis: Director General, Department of Primary Industries and Regional Development
- Brett Sabien: Director, Department of Primary Industries and Regional Development
- Chris Clark: Executive Director, Strategic Projects, Department of Jobs, Tourism, Science and Innovation
- Derryn Belford: Executive Director Destination Development Tourism WA
- Eamon McCabe: Executive Director, Department of Primary Industries and Regional Development
- Liam O'Connell: Executive Director (Open for Business), Department of Primary Industries and Regional Development
- Melissa Murphy: Former Executive Director Department of Primary Industries and Regional Development
- Brad Jolly: Former Executive Director Local Government and Communities
- Declan Morgan: Program Director, Department of Primary Industries and Regional Development
- Margaret Butcher: General Manager, Local Government, Sports and Cultural Industries – Perth Theatre Trust
- Wayne Nannup: CEO, South West Land and Sea Council (SWALSC)
- Tony Brown: General Manager, WALGA
- Tracey Roberts: President WALGA
- Nic Sloan: Chief Executive Officer, WALGA
- Mark Batty: Executive Manager, Policy and Reform, WALGA
- Vanessa Jackson: Manager, Policy and Reform, WALGA
- Kitty Prodonovich: CEO, Regional CCI Western Australia
- Michelle Reynolds: CEO City of Perth
- Colin Slattery: CEO, Indigenous Land and Sea Corporation ILSC
- Nicole Lockwood; Deputy Chair Infrastructure WA and Chair Freight Logistics Council
- Reece Waldock: Board Member Infrastructure WA and Chair, Kimberley Ports
- Philip Helberg: CEO, Infrastructure WA



- Lance Glare: Deputy CEO, Infrastructure WA
- Ryan Victa: Senior Policy, Infrastructure WA
- Chris Wade: CEO, Northern Australia Investment Fund (NAIF)
- Rebecca Cass: Executive Director, Northern Australia Investment Fund (NAIF), Stakeholder Relations Director, Northern Western Australia
- Candy Choo: CEO, Local Governments Professional Association (LGPRO)
- John Hartman: CFO FMG Tattarang Investments
- Pat Donovan: CEO Water Corporation
- Cara Kenyon: Membership Officer, CEO Institute of WA
- Hannah Beazley: Director, Hawker Britton, Government Relations Strategy
- Kym Francesconi: Partnership Manager, Tourism WA
- Daniel High: Manager, Economic Development, City of Perth
- Andrew Ward: Regional Development Council
- Jennifer Mathews: Trade Commissioner Indonesia
- Jessica Machin: Director Regions, Museums WA
- Katherine Savage: Government Relations Officer – Hancock Prospecting
- Gerard Moody: MainSheet Capital, Director
- Brian Sharp: Brian Sharp Consulting









## OUTLOOK

**Western Australia's recovery from the initial impacts of COVID-19 has been quicker and stronger than expected, with the State's economy now forecasted by State Treasury to grow by 3.5% in 2021-22 – potentially the fastest rate of growth since 2013-14.**

Having seemingly successfully mitigated the immediate health impacts of the pandemic, attention must now turn from a stimulus phase to an economic recovery phase.

Western Australia's strong economy, combined with the mining sector being able to operate safely throughout the pandemic, has significantly boosted the State's fiscal capacity. This has resulted in a record general government operating surplus estimated to be \$5.6 billion in 2020-21, a \$2.8 billion operating surplus is now forecasted for 2021-22.

The State Government is now planning to use this fiscal capacity to continue to respond to COVID-19 and address current and emerging priorities, with substantial investment in the State's health and mental health systems, climate action, social housing, digital capability, economic development and jobs creation, as well as \$30.7 billion towards an Asset Investment Program over the next four years.

The Alliance, mindful of these opportunities, is focusing on addressing impediments to realising this potential such as housing shortages in the social, residential and worker services accommodation sectors along with challenges in job creation and provision of government services to meet potential population growth scenarios.

Along with these challenges comes the task of building internal workforce capacity and capability in a tight employment market by attracting quality staff and ensuring strategic community, financial and asset management processes and principles are at the forefront of planning and decision making.

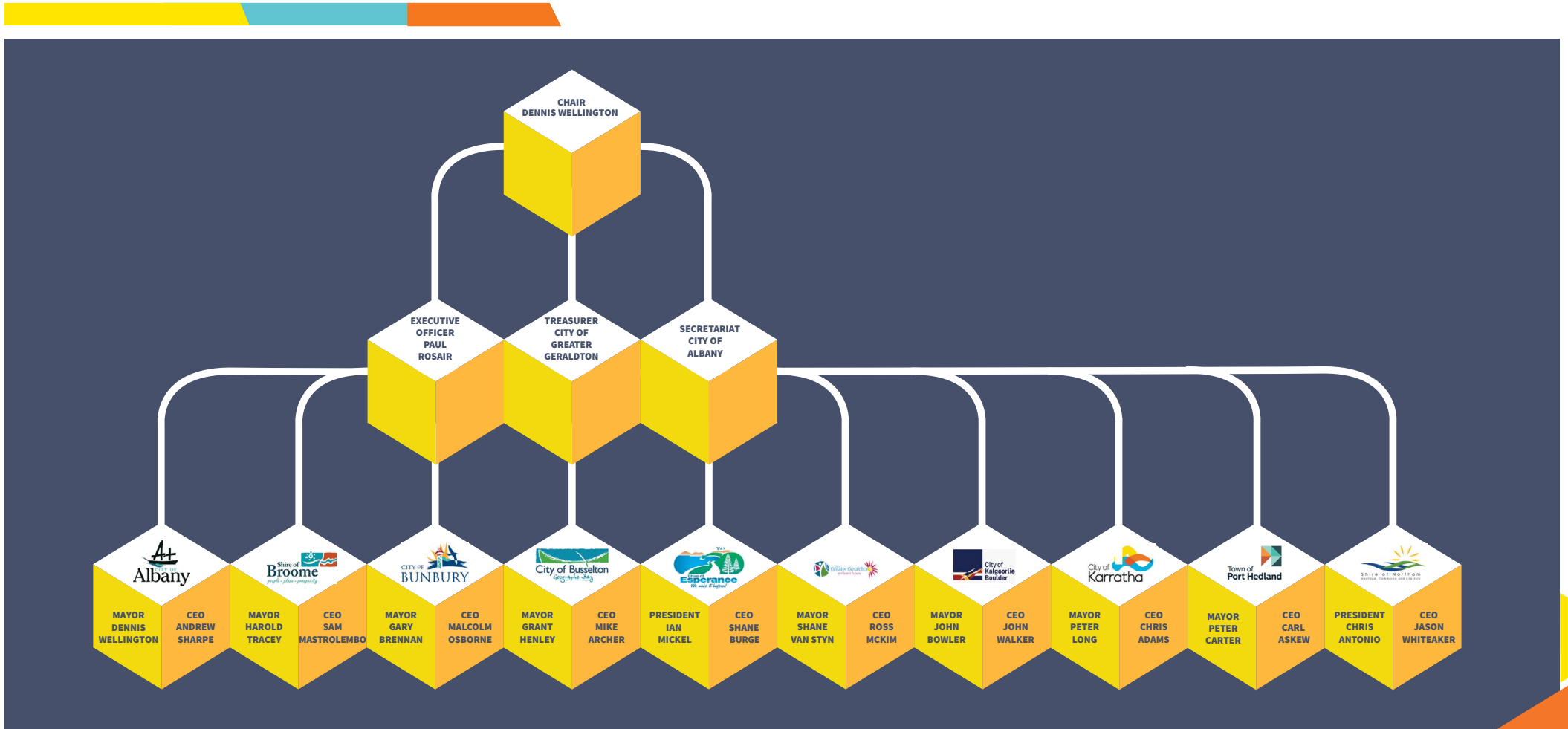
COVID-19 has also demonstrated that workers can successfully operate remotely or from home. This has now created the perfect storm of events for the Alliance to create the right business and liveability incentives and climate for Industry and the community to re locate to and prosper in regional WA.

The Alliance is uniquely placed, as a trusted advisor to and partner with all layers of Government, a collaborator within regional communities and developer of local entrepreneurs within the private sector to advise on how and when to harness the capacity of WA's regional capitals in achieving this recovery.



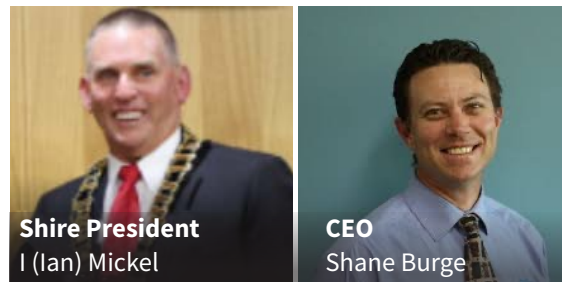
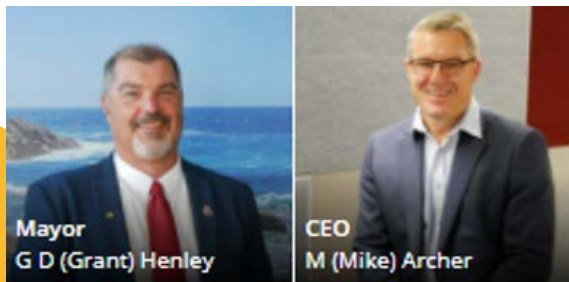
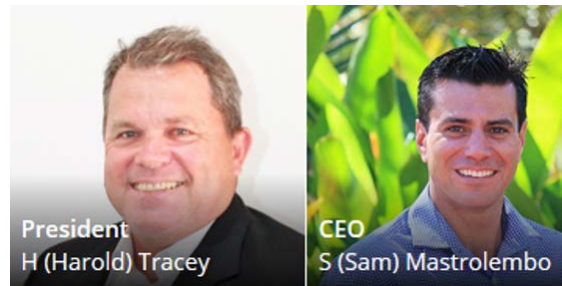


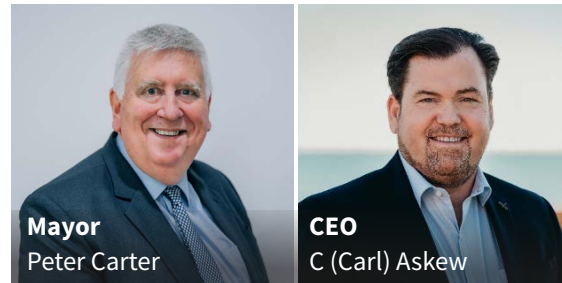
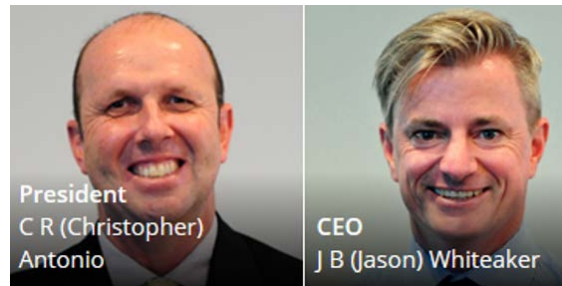
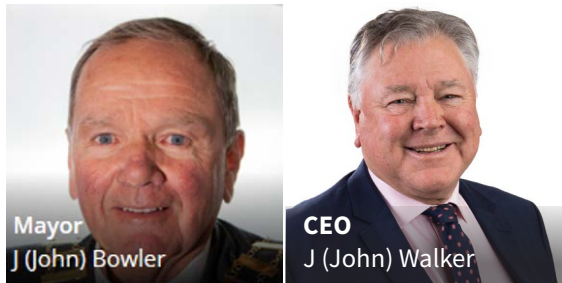
## BOARD STRUCTURE





## MEMBERS







# FINANCIALS

## RCAWA FINANCIALS FOR YEAR ENDED 30 JUNE 2020



**REGIONAL CAPITALS ALLIANCE  
WESTERN AUSTRALIA INCORPORATED**

**ABN 67 979 701 579**

**FINANCIAL REPORT**

**For the year ended 30 June 2021**

## PROFIT AND LOSS STATEMENT FOR THE YEAR ENDED 30 JUNE 2020

	Note	2021	2020
			\$
<b>INCOME</b>			
Interest Income		15	62
Memberships		150,000	150,000
		<b>150,015</b>	<b>150,062</b>
<b>LESS EXPENDITURE</b>			
Accountancy Fees		928	798
Administration Costs		18,150	-
Audit Fees		1,300	500
Bank Fees		144	135
Donations		-	1,520
Executive Support		77,273	89,984
Meetings and functions		2,727	1,268
Projects		38,397	32,194
Rent		6,449	-
Travelling expenses		1,958	698
		<b>147,326</b>	<b>127,097</b>
<b>NET OPERATING PROFIT (LOSS)</b>		<b>2,689</b>	<b>22,965</b>

## STATEMENT OF FINANCIAL POSITION AS AT 30 JUNE 2020

	Note	2021	2020 \$
<b>ASSETS</b>			
<b>BANK</b>			
Regional Capitals Alliance Western Australia Inc		34,657	41,296
Regional Capitals Alliance Saver		47,573	47,558
<b>TOTAL Bank</b>		<b>82,230</b>	<b>88,854</b>
<b>CURRENT ASSETS</b>			
Trade Receivables		1,292	
<b>TOTAL CURRENT ASSETS</b>		<b>1,292</b>	
<b>TOTAL ASSETS</b>		<b>83,522</b>	<b>88,854</b>
<b>LIABILITIES</b>			
<b>CURRENT LIABILITIES</b>			
Accounts Payable		11,969	9,328
Provision for audit fees		900	500
Provision for Mainsheet			12,000
Tax Payable		-3,935	-4,873
<b>TOTAL CURRENT LIABILITIES</b>		<b>8,934</b>	<b>16,955</b>
<b>TOTAL LIABILITIES</b>		<b>8,934</b>	<b>16,955</b>
<b>NET ASSETS</b>		<b>74,588</b>	<b>71,899</b>
<b>EQUITY</b>			
Opening Bal Equity		136,570	136,570
Retained Earnings		-64,671	-87,636
Net income		2,689	22,965
<b>TOTAL EQUITY</b>		<b>74,588</b>	<b>71,899</b>

## NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2020

### NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2021

#### 1. Summary of Significant Accounting Policies

This special purpose financial report has been prepared for distribution to the members to fulfil the Committee of Management's financial reporting requirements of the *Associations Incorporation Act 2015*. The accounting policies used in the preparation of this report, as described below, are consistent with the financial reporting requirements of the Group's constitution, and are, in the opinion of the Committee of Management, appropriate to meet the needs of members.

- The financial report has been prepared on a cash basis of accounting, including the historical cost convention and the going concern assumption.
- The requirements of Accounting Standards and other professional reporting requirements do not have mandatory applicability to Regional Capitals Alliance Western Australia Inc. because it is not a "reporting entity". The Committee of Management has, however, prepared the financial report in accordance with all the measurement but not disclosure requirements of Accounting Standards and other professional reporting requirements.

#### 2. Events after the reporting date

COVID-19 was declared a Pandemic by the World Health Organisation on 11 March 2020. The situation has been and continues to evolve very quickly. Significant economic damage has been seen globally and locally in Australia. The final financial impact of this Pandemic is unknown but maybe significant to the operation of the Organisation.



## INDEPENDENT AUDITOR'S REPORT



Accountants and Business Advisors

### INDEPENDENT AUDITOR'S REPORT

TO THE MEMBERS OF REGIONAL CAPITALS ALLIANCE  
WESTERN AUSTRALIA INCORPORATED

#### Report on the Audit of the Financial Report

##### Opinion

We have audited the financial report of Regional Capitals Alliance Western Australia Incorporated, which comprises the statement of financial position as at 30 June 2021 and the income statement, statement of changes in equity, statement of cash flows for the year then ended, notes to the financial statements, including a summary of significant accounting policies, and the declaration by those charged with governance.

In our opinion, the accompanying financial report has been prepared in accordance with the *Associations Incorporation Act (WA) 2015* including:

- i. Giving a true and fair view, in all material aspects, of the financial position of Access to Leisure and Sport Inc as at 30 June 2021, and of its financial performance for the year then ended; and
- ii. Complying with the accounting policies described in Note 1 and the *Associations Incorporation Act (WA) 2015*.

We conducted our audit in accordance with Australian Auditing Standards. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Report* section of our report. We are independent of Regional Capitals Alliance Western Australia Incorporated in accordance with the *Associations Incorporation Act (WA) 2015* and the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants* (the Code) that are relevant to our audit of the financial report in Australia. We have also fulfilled our other ethical responsibilities in accordance with the Code.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

##### Emphasis of Matter-Basis of Accounting

We draw attention to Note 1 to the financial report, which describes the basis of accounting. The financial report has been prepared to assist Access to Leisure and Sport Inc to meet the requirements of the *Associations Incorporation Act (WA) 2015*. As a result, then financial report may not be suitable for another purpose. Our opinion is not modified in respect of this matter.

A.B.N.: 16 112 842 994

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66 Chapman Road, Geraldton WA 6530

Phone: 08 9964 4700

reception@midwestfinancial.com.au

##### Responsibilities of Management and Those Charged with Governance for the Financial Report

Management is responsible for the preparation of the financial report that gives a true and fair view and have determined that the basis of preparation described in Note 1 to the financial report is appropriate to meet the requirements of the *Associations Incorporation Act (WA) 2015* and the need of the members. Management's responsibility also includes such internal control as determined necessary to enable the preparation of a financial report that gives a true and fair view and is free from material misstatement, whether due to fraud or error.

In preparing the financial report, management are responsible for assessing Access to Leisure and Sport Inc's ability to continue as a going concern, disclosing, as applicable, matters relating to going concern and using the going concern basis of accounting unless management either intend to liquidate Regional Capitals Alliance Western Australia or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing Access to Leisure and Sport Inc's financial reporting process.

##### Auditor's Responsibility for the Audit Review of the Financial Report

Our objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's review report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial report.

As part of an audit in accordance with Australian Auditing Standards, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentation, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit review in order to design audit review procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made.

- Conclude on the appropriateness of the use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the entity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the entity to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

JIM DILLON  
DIRECTOR  
MIDWEST FINANCIAL  
CPA AUSTRALIA: 699724

66 Chapman Road, Geraldton WA

Dated this 2nd day of August 2021





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# Regional Capitals Alliance

WESTERN AUSTRALIA

