



Regional Capitals Alliance

WESTERN AUSTRALIA

Western Australian Regional Capitals Alliance
Meeting

MINUTES

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MINUTES

1. OFFICIAL OPENING

11.35am

2. RECORD OF ATTENDANCE

Members:

Peter Long	Mayor City of Karratha (Chair)
Chris Adams	CEO City of Karratha
Dennis Wellington	Mayor City of Albany
Harold Tracey	Mayor Shire of Broome
Sam Mastrolembro	CEO Shire of Broome
Victoria Brown	Shire President Shire of Esperance
Matthew Scott	CEO Shire of Esperance
Ross McKim	CEO City of Greater Geraldton
John Walker	CEO City of Kalgoorlie-Boulder
Chris Antonio	Shire President Shire of Northam
Jason Whiteaker	CEO Shire of Northam
Paul Rosair	Executive Officer WARCA

Dial in:

Shane van Styn	Mayor City of Greater-Geraldton
David Pentz	CEO Town of Port Hedland
Camilo Blanco	Mayor Town of Port Hedland

Guests:

Graham Gammie	CEO Heritage Council
Candy Choo	CEO LG Professionals WA

Apologies:

Andrew Sharpe	CEO City of Albany
Gary Brennan	Mayor City of Bunbury
Malcolm Osbourne	CEO City of Bunbury
Grant Henley	Mayor City of Busselton
Mike Archer	CEO City of Busselton
John Bowler	Mayor City of Kalgoorlie-Boulder

3. DECLARATIONS OF INTEREST

Nil

4. CONFIRMATION OF MINUTES AND BUSINESS ARISING FROM MINUTES OF PREVIOUS MEETINGS

RCAWA Resolution

That the Minutes of the Western Australian Regional Capitals Alliance Meeting held on Thursday, 8 February 2018, be confirmed as a true and correct record of proceedings.

MOVED: Sam Mastrolembo - CEO Shire of Broome

SECONDED: Dennis Wellington - Mayor City of Albany

CARRIED

5. TREASURER’S REPORT MARCH 2018

Date of Report:	31 March 2018
Report Author:	Mayor – City of Greater Geraldton
Disclosure of Interest:	Nil
Attachment(s)	1. Balance Sheet as at 31 March 2018 2. Budgeted Profit and Loss for the period ending 31 03 2018

Purpose

The following notes are provided as an explanation to the attached statements:

1. Membership Fees: All membership paid up at Balance Sheet date;
2. Executive Support: NAJA invoices received and processed up till February 2018.

RCAWA Resolution

- 1) That the Board receive and note the Treasurer’s Report for the period ending 31 March 2018 and accompanying financial statements.
- 2) That the Treasurer prepare a 2018/19 RCAWA Budget on the premise of “Business as usual” with expenditure noting and membership numbers being similar to 2017/18, noting that the membership fees are likely to be \$12-15K per member.

MOVED: Harold Tracey - Shire President Shire of Broome

SECONDED: Shane van Styn - Mayor City of Greater-Geraldton

CARRIED

WARCA Inc
Balance Sheet
As of March 31, 2018

	<u>Mar 31, 18</u>
ASSETS	
Current Assets	
Chequing/Savings	
WARCA Cheque Account	21.97
WARCA Savings Account	53,411.76
Total Chequing/Savings	<u>53,433.73</u>
Total Current Assets	<u>53,433.73</u>
TOTAL ASSETS	<u>53,433.73</u>
LIABILITIES	
Current Liabilities	
Other Current Liabilities	
Tax Payable	-1,613.97
Total Other Current Liabilities	<u>-1,613.97</u>
Total Current Liabilities	<u>-1,613.97</u>
TOTAL LIABILITIES	<u>-1,613.97</u>
NET ASSETS	<u>55,047.70</u>
EQUITY	
Opening Bal Equity	136,570.00
Retained Earnings	-101,968.85
Net Income	20,446.55
TOTAL EQUITY	<u>55,047.70</u>

WARCA Inc
Profit & Loss Budget vs. Actual
 July 2017 through March 2018

	<u>Jul 17 - Mar 18</u>	<u>Budget</u>	<u>\$ Over Budget</u>
Ordinary Income/Expense			
Income			
Interest received	47.04	100.00	-52.96
Memberships 2017/2018	85,000.00	68,000.00	17,000.00
Total Income	<u>85,047.04</u>	<u>68,100.00</u>	<u>16,947.04</u>
Gross Profit	85,047.04	68,100.00	16,947.04
Expense			
Accountancy fees	400.00	1,100.00	-700.00
Executive Support	51,136.36	90,000.00	-38,863.64
General expenses	70.00		
Meetings & Functions	958.55	2,000.00	-1,041.45
Miscellaneous/ Sundry	166.03		
Supplies			
Marketing	11,869.55	0.00	11,869.55
Total Supplies	<u>11,869.55</u>	<u>0.00</u>	<u>11,869.55</u>
Travelling expenses	0.00	3,000.00	-3,000.00
Total Expense	<u>64,600.49</u>	<u>96,100.00</u>	<u>-31,499.51</u>
Net Ordinary Income	<u>20,446.55</u>	<u>-28,000.00</u>	<u>48,446.55</u>
Net Income	<u><u>20,446.55</u></u>	<u><u>-28,000.00</u></u>	<u><u>48,446.55</u></u>

6. EXECUTIVE OFFICER BI MONTHLY REPORT (FEBRUARY -MARCH 2018)

Date of Report:	12 April 2018
Report Author:	EO – Paul Rosair
Disclosure of Interest:	Nil
Attachment(s):	Executive Officer Bi-Monthly Report – February-March 2018

Purpose

To update RCAWA on the Executive Officer services provided for the period February-March 2018

Background

I have been performing the Executive Officer role for over a year and have had further meetings with alliance members (one-on-one and as a group) and key government, industry and political stakeholders. This report provides information about the services provided under the following main headings:

- Summary of bi-monthly actions
- Stakeholder engagement
- Issues and Opportunities
- Time Allocation

Discussion

As required.

Link to Strategic Directions

Providing engagement at national and state level

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

Budget Implications

As per 2017/18 approved RCAWA budget.

RCAWA Resolution

That the information be received.

Noted

Bi-Monthly Update

WARCA Executive Officer Services

Prepared for WA Regional Capitals Alliance

February-March 2018



Business Consulting Services

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1. Summary of Bi-Monthly Actions

I have been performing the Executive Officer role for over a year and have had further meetings with alliance members (one-on-one and as a group) and key government, industry and political stakeholders. On behalf of the group, I am working on the following submissions:

- Review of Local Government Act 1995 – continuing to develop input into the Department’s consultation paper in particular identifying areas of difference between RCAWA’s and the Department’s position (Refer Item in this agenda).
- Service Priority Review – continuing consultation with the Department of Premier and Cabinet - Reform Unit (Refer Item in this agenda).
- Investment Framework Strategy – preparation of letter to the Premier and other relevant Ministers, promoting the Alliance’s stance on regional investment (Refer Item in this agenda).
- Strategic Plan Implementation Strategy – continuing to work with Alliance CEOs on Action Plan 2018, adopted at the meeting in February 2018.
- Communications Plan – continuing to work on progressing actions from the plan, which was tabled at the meeting in December 2017.
- Innovation Fund to Drive Regional Jobs (*a \$16.7 million fund over four years that will support and accelerate new and emerging businesses to diversify the Western Australian economy and create new WA jobs and industries*):
 - \$4.5 million regional New Industries Fund to supercharge innovation across regional Western Australia
 - Up to \$300,000 available for projects in each region to drive job creation and innovation
 - \$1.4 million available for inter-regional innovation projects
- Senate Economics References Committee - Invitation to submit to an inquiry into the indicators of, and impact of, regional inequality in Australia (Refer Item in this agenda).



KEY OBJECTIVES		OVERVIEW OF MONTHLY ACTIONS
ADVOCACY & POLICY INFLUENCE	Engagement with Relevant Political Leaders and Senior Government Executive	Refer Section 2
	Preparation of Submissions and Delegations	<p>Currently working on:</p> <ul style="list-style-type: none"> • Heritage Act Review • LG Professionals Benchmarking Project • Most Accessible Community in Western Australia (MACWA) • Review of Public Libraries • Service Priority Review • Investment Framework • Local Government Act – comparing RCAWA submission to WALGA with the Phase 1 Consultation Paper from the Department of Local Government, Sport and Cultural Industries
	Advocacy on Key Issues	<p>Continuing to contact relevant stakeholders to further the work being done by RCAWA on all key issues.</p> <p>Secured the attendance of:</p> <ul style="list-style-type: none"> • Candy Choo (CEO LG Professionals WA) at the RCAWA meeting on 12 April 2018 • Graeme Gammie (CEO Heritage Council) at the RCAWA meeting on 12 April 2018 • Rita Saffioti (Minister for Transport, Planning and Lands) at the RCAWA meeting on 14 June 2018 (to be confirmed if Kalgoorlie venue is suitable). • Grahame Searle (DG Department of Communities) at the RCAWA meeting on 14 June 2018 (to be confirmed if Kalgoorlie venue is suitable).
	Development of Policy Position Papers	<ul style="list-style-type: none"> • Completed position paper on an investment framework strategy for possible submission to the State Government after feedback from Alliance members, outlining the Alliance’s stance in relation to investment in regional capitals on growth planning and economic development. Preparing a letter to the Premier and relevant Ministers. • Combined position on NDIS Review of ACROD Parking provided on behalf of Alliance (<i>Note: this was outside the scope of my EO role and no resources were allocated</i>)



KEY OBJECTIVES		OVERVIEW OF MONTHLY ACTIONS
PARTNERSHIP & COLLABORATION	Insurance Services	No further action at this stage.
	Development of <i>WA Regional Capitals Platform</i>	Regional Investment Framework / Growth Planning paper now complete after feedback from Alliance members, incorporating suggested funding allocations from within the State Budget's regional development planning and innovation funding sources.
	Development of Bids	Innovation Fund to Drive Regional Jobs (<i>a \$16.7 million fund over four years that will support and accelerate new and emerging businesses to diversify the Western Australian economy and create new WA jobs and industries</i>):
	Engagement with Federal Government – City Deals and Smart Cities	Response to survey on Regional Growth Fund guidelines (email sent to Alliance members encouraging participation) – received responses from: <ul style="list-style-type: none"> • Kalgoorlie Boulder • Greater Geraldton • Busselton • Bunbury
GOVERNANCE	Establishment of Not-For-Profit Inc. Association	Election of new office bearers was held at the meeting on 8 February 2018.
	Communications Support	The RCAWA members have received and endorsed the Communications Plan at the December 2017 meeting. EO, Secretary and EA are now implementing actions contained within.
	Meetings and Reporting	<ul style="list-style-type: none"> • RCAWA CEO teleconference – 28 March 2018 • RCAWA Alliance Meeting (Perth) – 8 February 2017 • Discussed with Gerard Deegan (AICD) on the use of their premises to hold Perth-based Alliance meetings. (Refer item in this agenda)
	Development of Strategic Plan	<ul style="list-style-type: none"> • Strategic Plan completed – copies are being distributed to nearly all Alliance members. • An Action Plan 2018 for implementing the Strategic Plan was tabled at the meeting on 6 December 2017. EO, Secretary and EA are now implementing actions contained within.



2. Stakeholder Engagement

Stakeholder representatives	Meeting Date	Key Meeting Outcomes
Gary Brennan <i>Mayor</i> <i>City of Bunbury</i>	2 February 2018	Discussed Alliance Strategic Plan and priorities and MACWA Awards
Cr Brendan Kelly <i>Councillor City of Bunbury</i> Mal Osborn <i>CEO City of Bunbury</i> Stephanie Addison-Brown <i>Director Corporate & Community Services – City of Bunbury</i> Ryan Campbell <i>Community Development Officer</i> Adam Johnston <i>Research Officer – City of Bunbury</i>	2 February 2018	Discussed the way forward for the MACWA Awards
Chris Adams <i>CEO – City of Karratha</i>	7 February 2018	Discussed agenda items, the RCAWA Website & Comms Plan, Actions from the Strategic Plan RCAWA meeting venues and other actions.
Gerard Deegan <i>Members & Directors Manager</i> <i>Australian Institute of Company Directors</i>	14 February 2018	Discussed use of AICD meeting rooms for RCAWA meetings
Richard Muirhead <i>Chair - Metropolitan Regional Development Authority</i>	16 February 2018	Discussed general RCAWA matters.
Ryan Campbell <i>Community Development Officer</i> Cr Brendan Kelly <i>Councillor City of Bunbury</i> Sharon Chapman <i>Manager Libraries & Community Development</i>	7 March 2018	Further discussions on administering the MACWA Awards
Nina Hewson <i>Senior Policy Advisor - Community - WALGA</i> Vanessa Jackson <i>Policy Manager Planning & Improvement - WALGA</i>	13 March 2018	Discussed the review of: <ul style="list-style-type: none"> Public Libraries Heritage Bill 2017
Wayne Nannup <i>CEO – South West Aboriginal Land & Sea Council (SWALSC)</i> Malcolm Firth <i>CFO – SWALSC</i>	13 March 2018	Provided a brief overview of RCAWA.
Graeme Gammie <i>Asst. Director General, Heritage Services Department of Planning</i>	14 March 2018	Discussed the review of the Heritage Act of Western Australia 1990.
Fiona Hunt James Hay Hendry <i>Service Priority Review Implementation Unit</i> <i>Department of Premier and Cabinet</i>	23 March 2018	Discussed Service Priority Review implementation and established possible Alliance involvement in this process (Refer Item in this Agenda)
Kerry White <i>President - Shire of Ashburton</i>	28 March 2018	Provided a brief overview of RCAWA in response to her telephone inquiry.



3. Issues and Opportunities

Overview of Issue/Opportunity	Recommendations
Regionalising Government Services	<p>Premier Mark McGowan has commenced the process for establishing Infrastructure WA, an independent advisory body that will provide expert advice to Government on the infrastructure needs and priorities to support WA's growth. EO will closely monitor this initiative to ensure the Alliance is informed about any processes and opportunities to pursue their infrastructure needs.</p> <p>Continuing to participate in State Government's Service Priority review by regular contact with Michelle Andrews (Deputy DG – DPC) to keep abreast of the review and monitor opportunities to participate further.</p>
Marketing and Communications	<p>Website maintenance arrangements, set up of new domain and redirection of old website and email addresses were completed.</p> <p>The EO is working with the Secretary and EA on ways to commence implementation of the Communications plan endorsed at the meeting on 6 December 2018.</p>
Strategic Planning	<p>The final Strategic Plan has been distributed to nearly all Alliance members.</p> <p>An Action Plan 2018 for implementing the Strategic Plan was tabled at the meeting on 6 December 2017. EO, Secretary and EA are now implementing actions contained within.</p>

4. Time allocation summary

Allocated total annual hours	Total hours for 2 months	YTD hours
400	70	365

7. LOCAL GOVT ACT REVIEW – UPDATE

Date of Report:	6 April 2018
Report Author:	EO – Paul Rosair
Disclosure of Interest:	Nil
Attachment(s):	Nil

Purpose

To note the submission of the Alliance position on WALGA’s discussion paper on the review of the Local Government Act 1995.

Background

At the RCAWA meeting held on 6 December 2017, it was resolved that:

“The Executive Officer undertakes a “cross checking” exercise to ensure that the RCAWA’s submission to WALGA/DLGC appropriately addresses all issues that are canvassed in the recently released DLGC discussion paper.”

Due to the scope of the review the Minister has decided that the work will be undertaken in two phases.

The first will focus on modernising Local Government, with the policy work and consultation to be completed in late 2017/early 2018 with a Bill in mid to late 2018.

The theme for the second phase is delivering for the community, with the policy work and consultation to be completed in mid to late 2018 with a Bill in mid-2019.

The following are the issues that the Minister’s office has put forward:

Phase 1: ‘Modernising Local Government’ - 2017

- Making information available online
- Improving behaviour and relationships
- Restoring public confidence (includes the gift provisions)
- Regional Subsidiaries
- Reducing red tape

Phase 2: ‘Services for the community’ - 2018

- Increasing participation in Local Government elections
- Strengthening public confidence in Local Government elections
- Increasing community participation
- Improving financial management
- Reducing red tape

The Minister also expressed the Review's Principles and Vision:

Vision

The vision for Local Government in Western Australia is: Agile, Smart, Inclusive.

Principles

The review will deliver on this through application of the following principles:

- Transparent – providing easy access to meaningful, timely and accurate information about Local Governments
- Participatory – strengthening local democracy through increased community engagement
- Accountable – holding Local Governments accountable by strengthening integrity and good governance
- Efficient – providing a framework for Local Governments to be more efficient by removing impediments to good practice), and
- Modern – embracing contemporary models for governance and public sector management.

The Minister has invited WALGA and Local Government Professionals WA to participate in a reference group on the review. The Minister's office has advised that there may be some flexibility as to what issues are to be considered in Phase 1 or Phase 2.

Sector Response

The Local Government sector was keen to have its own agenda and not just respond to the State Governments positions. Based on this, WALGA distributed a discussion paper in July 2017, with the aim of obtaining the sectors issues for the *Local Government Act* review process. The final collated feedback was considered during the November/December 2017 round of Zone meetings and a decision made on sector positions at the 6 December 2017 WALGA State Council meeting.

Local Government Principles.

The Local Government sector has endorsed the following key principles that are considered fundamental to the sector's response to the review of the *Local Government Act*:

1. Uphold the General Competence Principle currently embodied in the Local Government Act
2. Provide for a flexible, principles-based legislative framework; and
3. Promote a size and scale compliance regime.

Local Government Priorities

The following key issues have been brought to the attention of WALGA and identified as priorities and will form part of the consultation process with the sector on Act amendments:

a) Gifts

The gift provisions urgently require a complete review to make them simple and modern.

Amendments need to consider the following:

- exempt gifts received in a genuinely personal capacity
- gift declarations threshold to commence at \$500.00 with no upper limit, and
- gift provisions to apply to Elected Members and CEO only.

b) Regional Subsidiaries

WALGA and the Local Government sector have been advocating for many years for Local Governments to be able to establish Regional Subsidiaries in Western Australia. The *Local Government Act 1995* was amended late in 2016 to enable Local Governments to establish Regional Subsidiaries.

The burden of accountability oversight for a Regional Subsidiary should primarily be contained in the Regional Subsidiary's charter and not in Regulations. The charter is well-placed to address accountability matters such as procurement, financial and reporting requirements and other important matters. This approach would ensure that the Regional Subsidiary model benefits – flexibility and the ability to establish a subsidiary that is fit-for-purpose – are realised.

The Local Government (Regional Subsidiaries) Regulations 2017, which were enacted in January 2017, contain significant restrictions on regional subsidiaries.

The regulations require a complete review in order to achieve the simplified model Local Government was expecting. A specific review is required of the financial reporting requirements, the power to borrow money, and the ability to conduct commercial activities.

c) Rating

- charitable purposes provisions
- rate equivalency payments of government trading entities, and
- differential rating process.

d) Financial Management Issues:

- borrowings
- investments
- fees and charges, and
- financial ratios.

e) Administration:

- electors' general meetings to be optional
- designated senior officer section to be reviewed, and
- public notices (modernisation of the Act to acknowledge electronic means).

f) Functions of Local Governments:

- tender thresholds
- establish Council controlled organisations (Local Government enterprises), and
- regional Council provisions (review of compliance requirements).

A thorough consultation process was carried out in September/October 2017 with the sector and an item presenting sector issues was considered as part of the November/December 2017 Zone process.

At the December 2017 State Council meeting, a range of policy positions were endorsed. You can view these here - [State Council resolution - Local Government Act 1995 Review](#).

Further to this process, the Department of Local Government, Sport and Cultural Industries released a consultation paper in November 2017 seeking views on the future of Local Government as public consultation for phase one of the review of the Local Government Act commenced.

The Department's paper sought public comment on a range of issues including Councillor conduct, training, Local Government transparency and accountability and accessibility of public information through the use of technology.

WALGA requested Local Governments to provide feedback on the Department's consultation paper by Thursday, 1 February.

The Minister for Local Government granted WALGA an extension to Friday, 9 March to submit a response to allow for consideration during the February/March round of Zone and State Council meetings.

WALGA will keep the sector informed on developments as they take place in respect to the review process.

Discussion

As required.

Link to Strategic Directions

Providing a platform for Alliance members to participate in formulating contemporary legislation that modernises the relationship between the state and local government to better reflect essential roles and responsibilities and which provides clear guidance to those who work in the sector, and the community, about those roles and responsibilities.

Budget Implications

Nil at this stage

RCAWA Resolution

That the EO continue to advocate on behalf of the Alliance regarding the Local Government Act review noting that the four key principals as previously agreed by the group be strongly reiterated:

1. IPR forms the framework
2. Consistent and Easy to Read
3. “General Competence” Principle based – Detail in subsidiary legislation
4. Local Government requirements are comparable to State Government requirements

MOVED: John Walker - CEO City of Kalgoorlie-Boulder

SECONDED: Harold Tracey - Shire President Shire of Broome

CARRIED

8. MOST ACCESSIBLE COMMUNITY IN WESTERN AUSTRALIA AWARDS (MACWA)

Date of Report:	6 April 2018
Report Author:	EO – Paul Rosair
Disclosure of Interest:	Nil
Attachment(s):	Award Advertisement Nomination Form Advertisement Spiel

Purpose

The Alliance note the current status of the MACWA Awards development and the **attached** Nomination Form, Advertisement and Spiel.

Background

On the 7th of March, the EO met with the following members of the City of Bunbury:

- **Cr Brendan Kelly** - *Councillor City of Bunbury*
- **Sharon Chapman** - *Manager Libraries & Community Development*
- **Ryan Campbell** - *Community Development Officer*

At this meeting, the following actions towards administering this award were discussed and finalised:

- Finalisation of criteria, nomination forms and categories Mid-March 2018
- Award advertised on WALGA, RCAWA and 10 Regional Capital Websites. It will also be advertised in the WALGA newsletter (date to be determined).
- Nominations open 1st May 2018
- Nominations close 1st July 2018
- Judging Mid July 2018 – a letter will be drafted inviting the following judges:
 - a. Bruce Langoulant – Chairperson Disability Services Board
 - b. Grahame Searle – Director General Department of Communities
 - c. Julie Waylen – Chairperson National Disability Service
- Award presentation 1 August 2018

Discussion

At the meeting on 8 February 2018, it was resolved that RCAWA would contribute a sum of \$1000.

Link to Strategic Directions

Providing engagement at national and state level

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

Budget Implications

\$1000 - Nil to date.

RCAWA Resolution

That the information be received.

MOVED: John Walker - CEO City of Kalgoorlie-Boulder

SECONDED: Ross McKim - CEO City of Greater-Geraldton

CARRIED

The MACWA Awards

**MOST ACCESSIBLE
COMMUNITY IN
WESTERN AUSTRALIA**

Nominations considered under the categories of:

- **Metro Council**
- **Regional City**
- **Regional Shire/Town**

Nomination forms available at:

Contact:

- Criteria:**
- **Improve the accessibility of Council infrastructure and public open spaces**
 - **Inclusive communication technology and information initiatives**
 - **Accessible and inclusive Council services, programs and events**
 - **Exercises leadership and influences community attitudes and perceptions**

Nomination Form

Most Accessible Community in Western Australia (MACWA) Awards



Closing date: 5pm Sunday, 1 July 2018

Nominations must be emailed to info@naja.com.au

CRITERIA

Local Government involvement in the promotion of the rights of people with a disability and advance access and inclusion for all.

Specifically, the Judging Panel will consider the following criteria:

1. Improve the accessibility of Council infrastructure and public open space;
2. Inclusive communication technology and information initiatives;
3. Accessible and inclusive Council services, programs and events;
4. Exercises leadership and influences community attitudes and perceptions.

Photographs and/or other evidence of your initiative as well as testimonials from people with a disability, their carers and family are encouraged.

Initiatives that go above and beyond the statutory obligations (DAIP, BCA etc.) will be highly regarded.

Local Government Nominated	City / Town / Shire of:
-----------------------------------	--------------------------------

Contact Details	Title & Name:		
	Organisation:		
	Address:		
		Postcode:	
	Telephone:	Facsimile:	
Mobile:	Email:		

Category (please mark 'X' to select category)	Metro Council	
	Regional City	
	Regional Shire / Town	

CONTACTS

T: 0403 325 976 E: info@naja.com.au

Nomination Form 2018 RCAWA MACWA Award



(If insufficient space, please attach additional information on a separate sheet).

Photographs and/or other evidence of your initiative as well as testimonials from people with a disability, their carers and family are encouraged. Please attach separately along with this form.

Name (s)	Signature	Date
	

PLEASE RETURN by MAIL, EMAIL info@naja.com.au
UNSIGNED AND/OR UNDATED NOMINATIONS WILL NOT BE ACCEPTED.
EMAILED NOMINATIONS MUST BE DIGITALLY SIGNED

MOST ACCESSIBLE COMMUNITY IN WESTERN AUSTRALIA (MACWA)

The Regional Capitals Alliance WA (RCAWA) is proud to sponsor the inaugural West Australian community awards for the Most Accessible Community in WA. These awards are for the Local Governments who best demonstrate their awareness of creating a universal-access environment.

The Judging Panel will consider the following criteria:

- Improve the accessibility of Council infrastructure and public open space;
- Inclusive communication technology and information initiatives;
- Accessible and inclusive Council services, programs and events;
- Exercises leadership and influences community attitudes and perceptions.

Nominations considered under the categories of:

- Metro Council
- Regional City
- Regional Shire/Town

Photographs and/or other evidence of your initiative as well as testimonials from people with a disability, their carers and family are encouraged.

Initiatives that go above and beyond the statutory obligations (Disability Access and Inclusion Plans, Business Council of Australia etc.) will be highly regarded.

Nominations open on the **1st of May 2018** and close on the **1st of July 2018**.

These awards will be presented at the WALGA AGM on 1st August 2018.

To be sent to WALGA, RCAWA and Ten capital websites

9. EXECUTIVE OFFICER – REGIONAL INVESTMENT FRAMEWORK

Date of Report:	6 April 2018
Report Author:	EO – Paul Rosair
Disclosure of Interest:	Nil
Attachment(s):	Covering letter to the Premier or Western Australia

Purpose

To discuss covering letter to the Premier enclosing the RCAWA Regional Investment Framework.

Background

The Alliance endorsed the Regional Investment Framework. It was also resolved that:

“A covering letter (to be signed by the Chair) is sent to the Premier of Western Australia with a copy to the Treasurer and Ministers of Planning, Local Government and Regional Development briefly explaining the framework and linkages to the 2017 State Budget.”

Discussion

To discuss and approve the **attached** covering letter to the Premier

Link to Strategic Directions

Providing engagement at national and state level
Effectively communicating the value of WARCA and its members with key stakeholders.

Budget Implications

Nil

RCAWA Resolution

1. That the attached covering letter (to be signed by the Chair) be approved with minor modifications for submission to the Premier of Western Australia with a copy to the Treasurer and Ministers of Planning, Local Government and Regional Development.
2. EO to pursue follow up meetings to progress advocacy on this matter
3. That a copy of the letter be sent to opposition party spokes people on Regional Development

MOVED: John Walker - CEO City of Kalgoorlie-Boulder

SECONDED: Sam Mastrolembo - CEO Shire of Broome

CARRIED

LETTER TO BE SENT ON RCAWA LETTERHEAD AND SIGNED BY PETER LONG

Dear Premier

REGIONAL INVESTMENT FRAMEWORK

I am contacting you on behalf of the Regional Capitals Alliance of Western Australia (RACWA). As you are aware, this Alliance consists of ten local government authorities:

- Cities of Albany, Bunbury, Greater Geraldton, Kalgoorlie-Boulder, Busselton and Karratha
- Shires of Northam and Broome and
- Towns of Esperance and Port Hedland.

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

The Alliance has been considering for some time now about developing a better way to invest in regional western Australia both in Infrastructure and services.

RCAWA proposes a new approach to investment in the regions. Development of Perth as a modern capital is important, but to achieve real growth as a State, a network of sophisticated, well serviced regional capitals is vital. The 2017 State Budget allocates the following investments with particular relevance to RCAWA interests (in addition to region specific investments):

- \$4.5 regional component of the New Industries Fund; and
- Regional Reform Fund.

The new approach is based on investing in those local governments that demonstrate significant business opportunities and prospects and have the capacity to deliver successful outcomes. The former Country Local Government Fund (CLGF) distributed investment on a fairly simplistic formula-based approach, which although had some effect in addressing a long-term infrastructure backlog in regional local governments, was probably not a strategic model for encouraging state-wide growth. This was highlighted in a review into the CLGF conducted by Andrew Murray (Chair of the West Australian Regional Development Trust) in 2012, which identified a new way of strategically investing in regional WA.

Specifically, the Alliance supports criteria for funding including:

- closer alignment between the intended outcomes of the fund and the Royalties for Regions Act;
- being based on the local governments' actual infrastructure and development needs;
- including a factor for remoteness and the vast size of some local governments;
- taking into account DIDO and FIFO effects;
- taking into account transient population pressures such as by tourists; and
- taking into account economic and population growth prospects and patterns

Unfortunately, the recommendations coming out of the CLGF review were never adopted or implemented by the former government and the Alliance believes that reconsideration of that approach should be undertaken.

The **attached** Regional Investment Framework details this new approach and provides some substance as to the benefits and reasons for doing so. Please also find **attached** the Alliance's Strategic Plan for your information.

We look forward to working with your government and relevant agencies in bringing this initiative to fruition.

Yours sincerely

PETER LONG
Mayor

**Attachments: RCAWA Strategic Plan
Regional Investment Framework**

*cc: Treasurer
Minister for Planning
Minister for Regional Development
Minister for Local Government*

10. REVIEW OF THE HERITAGE OF WESTERN AUSTRALIA ACT 1990

Date of Report:	6 April 2018
Report Author:	EO – Paul Rosair
Disclosure of Interest:	Nil
Attachment(s):	Nil

Purpose

To involve RCAWA in formulation of the Heritage Bill (and Regulations) which replaces the 27-year-old Heritage of Western Australia Act.

Background

At the meeting on 8 February 2018, it was resolved that:

“The EO continue to liaise with the Assistant Director General, Heritage Services at Department of Planning, Lands and Heritage to identify opportunities to reflect Alliance member concerns in the drafting of regulations and procedures.”

It was also noted at the meeting that the EO should not duplicate the work done by WALGA to date.

Discussion

The EO has had further discussions with the Assistant Director General Heritage Services (who will be attending this meeting) and with WALGA. At these meetings, several concerns of Local Government authorities were highlighted:

- How is ownership determined with regard to repair orders especially in terms of structures on reserves when ownership is not always clear on the Certificate of Title;
- The Bill outlines that repair orders will be subject to review by SAT to protect against undue hardship, and there will be opportunity for owners to have a right of appeal. The Association would appreciate clarity on whether this right of appeal applies to the Local Government sector, as the current provision only refers to a 'person' (refer to Part 4, Div. 2 s.66);
- How will financial hardship be determined, especially when Local Governments are involved?
- What are the consequences for Local Government should a community group with a listed building surrender them to Local Government for management?

- What will be the State Government contribution to a building/structure's preservation, when the State Government has determined that a structure is of value to the State?

Additionally, the prospect of repair orders was not mentioned in the previous briefing paper issued by the Heritage Council, 'Local Governments and the Heritage Bill 2015 (Exposure Draft)', which could have the potential to significantly affect Local Governments.

Areas for consideration in submission revolve around:

- Hardship definitions and requirements
- Assessment processes
- Improvement orders
- Regulations in the Act
- Increased obligation and costs associated with asset management plans
- Municipal inventory lists

Link to Strategic Directions

- Advocacy and Policy Influence
- Partnership and Collaboration
- Representation

Budget Implications

Nil at this stage.

RCAWA Resolution

That:

1. This information and presentation from the Assistant Director General, Heritage Services at Department of Planning, Lands and Heritage be noted and discussed.
2. The EO provides a brief submission from the Alliance to the Heritage Services division, reflecting the concerns of the Alliance, to influence the framing of regulations under the Act (cognisant of the fact that WALGA is also submitting on behalf of Local Government as a whole).
3. That the EO continues to liaise with the Assistant Director General, Heritage Services at Department of Planning, Lands and Heritage on the framing of the new regulations under the Act.

MOVED: Victoria Brown - Shire President Shire of Esperance
SECONDED: Harold Tracey - Shire President Shire of Broome

CARRIED

11. REVIEW OF PUBLIC LIBRARIES SYSTEM

Date of Report:	6 April 2018
Report Author:	EO – Paul Rosair
Disclosure of Interest:	Nil
Attachment(s):	Summary of Combined Responses Matrix of Individual Alliance Responses

Purpose

To finalise the submission of a written response from the Alliance to the invitation for feedback on the Public Library Strategy from library members, local governments, community organisations and the Western Australian community.

Background

A questionnaire was sent to Alliance members on 19 February 2018, and responses were received from Albany, Bunbury, Busselton, Esperance, Greater Geraldton and Karratha against the following criteria:

1. What do you most value about WA public libraries?
2. How could WA public libraries change to better meet current community needs?
3. What do you think will be the main challenge for WA public libraries and their services in the future?
4. We welcome your comments on the broad strategy above and background paper:
5. Are there any other comments about WA public libraries that you would like to make?
6. Do you think that a single library card, which provides access to all 231 WA public libraries as well as the ability to locate, reserve and borrow an item from any public library through that card, would be beneficial to you as a public library member?
7. What do you most value about WA public libraries?
8. How could WA public libraries change to better meet current community needs?
9. What do you think will be the challenges for WA public libraries and their services in the future?

These responses have been combined into the attached document for submission.

Discussion

The attached draft submission.

Link to Strategic Directions

Providing engagement at national and state level

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

Budget Implications

Nil

RCAWA Resolution

1. That the four remaining councils send in responses as soon as possible
2. EO to modify the submissions as necessary to reflect additional comments
3. EO to send submissions to the review team

MOVED: Chris Adams - CEO City of Karratha

SECONDED: Ross McKim - CEO City of Greater-Geraldton

CARRIED

Public Libraries Survey – Summary

Introduction

The state of regional public libraries is being investigated in order to identify the vital improvements necessary to support libraries in providing services, facilities and information to their local community. The ability of local public libraries to perform such functions in Western Australia is impacted by a range of fiscal, geographical and community issues which require assessment as a whole and a collaborative effort to address in order to improve service delivery across the board. Consultation with key stakeholders is a critical factor in obtaining an accurate reflection of the current state, and generating innovative ideas in order to develop effective and realistic solutions to the identified issues.

Detailed below is a summary of responses and particularly common themes which were identified in the results of the survey put to public library representatives from several regions of Western Australia.

Survey Response

What does your community most value about WA public libraries?

Accessibility to information

It was widely recognised that free and equitable access to traditional library products including books, magazines, journals, DVDs and CDs is a priority for a large proportion of library users. There remains a strong interest across the regions in the accessibility of these products which form the basis of the library service provision.

Further to this, there has been an aggressive expansion in library demand for information via electronic formats. This includes items such as Audiobooks and electronic learning and reference materials. Access via public-use computers to information and content such as streaming of movies and television, use of platforms such as Kanopy, news media and access to electronic or web-based databases has become an essential service provision where great levels of public value are being realised in the free access to such vast amounts of information.

Accessibility to technology and associated services

The use of technology, particularly newer technologies which many patrons may not have access to at home, was also identified as a service provided which was of significant value. The ability to access computers and the internet (and Wi-Fi) in a safe and secure environment was a common theme amongst all regional libraries.

There was also value recognised in the provision of printing, scanning and copying services, whilst some regions go further in offering support and education programs in the use of newer technology such as iPads and cyber security.

Community and social centre for the local community

Public libraries are widely recognised to have become figuratively central to their local communities, acting as an integral part of the social infrastructure in their region. Public libraries act as a forum for social interaction and engagement in a safe, non-discriminatory and equitable environment. Many public libraries are valued by their community for the availability of meeting space for various community groups and local businesses.

Public libraries engage a wide range of members of their community through the provision of programs and events that cater to a variety of demographics. Programs such as book clubs, special interest groups, babies and children's development groups and activities are some of the commonly mentioned value realising services provided by libraries across the state.

Libraries have also been commonly utilised by tourists as a source of information about the region including local services and events, and serve as a meeting place for tourists as well.

Hub for learning and sharing skills and knowledge

The other identified key value provided to the community by public libraries is the facilitation of learning and sharing of skills and knowledge. Libraries act as a quiet and safe environment for members of the community to read and study. Public libraries also provide services to diverse members of the community (in particular school aged children) in development of literacy, numeracy and STEM (science, technology, engineering and mathematics) skills to complement their fledgling academic careers.

The public library system also facilitates learning at any stage of life, hosting a range of community learning events and groups from classes in computing and technology to macramé and knitting.

Other local benefits

It was also identified that public libraries provide value to their community in other aspects such as the economic benefits including employment and engagement of local businesses which enhances the local culture and invests government expenditure back into the local community.

How could WA public libraries change to better meet current community needs?

Public libraries in Western Australia were widely recognised in the survey as needing to undergo change to effectively meet the needs of their community. This however, will require an openness to change in order to better respond to community needs in areas such as the technology space.

Public libraries would benefit from more effective regionalisation and the associated shared delivery of services that would result from this. There is potential to leverage the shared library management system of the Great Southern, South West and Midwest regions to achieve this outcome. Further to regionalisation, the support that public libraries receive from the state government and the State Library of Western Australia should be improved to offer flexible and adequate support based on regional/local needs. Such a new governance model focussing on collaboration, partnership and networking would result a realisation of greater economies of scale, however, maintenance of local presence and cognisance of local culture would be critical to ensure service continuity and customer satisfaction is maintained.

It was recognised that better coordination in program development and implementation from a central authority is critical to reflect the commonality of literacy and numeracy outcomes regardless of location or demographic and to improve efficiency. Another consideration to improve in program coordination and efficiency is the collocation of library facilities with other strategically aligned community infrastructure.

Service delivery and service improvement was a common theme in response to the survey. Diversification of services delivered outside of traditional library services was one suggestion made in order to affect a new approach to service delivery for community use and participation. Libraries need to work closely with their community to remain abreast of community perceptions and needs in order to remain malleable, relevant and attuned to the community, and foster an internal culture of continuous improvement. One such avenue to pursue continuous improvement would be an expansion in opportunities for professional development of library staff in technology, program delivery and community engagement from a service perspective, and grant writing, project delivery and the acquittals process from an administrative perspective.

Investment in programs leveraging technology to foster an educated and innovative community (such as early literacy or STEAM programs) are critical in generating improvements in the libraries ability to positively influence the community and provide assistance in becoming resilient and improving the local workforce. Greater support and acknowledgement of the role libraries play in the community and as local history custodians would also assist in fostering community interest and support in library events and activities.

Another identified improvement was the reduction in physical collections to enable more effective use of available space, including the need for a strategic reassessment of space accessibility for use by community members.

What do you think will be the challenges for WA public libraries and their services in the future? (We would be particularly keen to hear about challenges for communities in regional and remote areas)

Consistent service standards

A common theme identified in the response to the survey was the ability to maintain consistent levels of service and standards with restricted financial resourcing, particularly in regional locations with difficulty achieving economies of scale, a less accessible support base and often vast distances between locations. This has become particularly difficult due to limitations of reliable and sustainable funding sources and the trending increase in negative disparity between state supplied funding and increasing level and cost of provision of services.

Meeting customer expectations and needs

In the modern world, information at the fingertips has become an engrained community expectation. Library environments need to cater for this expectation and be able to provide technology and infrastructure that allows customers to have this expectation met. This sees a dramatic increase in demand for digital resources which often exceeds libraries' ability to supply.

The ability to address the differing expectations and needs of a wide ranging and vastly spread community become even more difficult when needing to account for the mobility of customers, which could potentially be better accommodated by the successful implementation of the single library card. Also included in this are factors such as changes to the library membership base demographic like people with mental and physical health issues and the requirements of customers who are without a home or a job.

Operational issues

Continually evolving technologies affect the ability of libraries to keep up with demand (such as service delivery of electronic resources, self-service delivery and community expectations of available technology). Shifting from a material repository to a platform for electronic recreation, learning and participation has the potential to assist in prioritisation of investment in such services.

Addressing necessary changes to service delivery model, where more effective and diversified use of available space, volunteer use, 24/7 services and partnerships with other local authorities are leveraged to optimally enhance services for a minimal cost. These changes are necessary to meet the demand of a growing knowledge economy.

Further identified operational issues included:

- Unsustainable costs associated with internet access, infrastructure, technology and collection upkeep and maintaining equitable availability of resources across the state in the face of decreasing funding availability;
- The upskilling of staff and improving attraction and retention to enable better service continuity and knowledge retention; and
- Remaining relevant in the local community by re-evaluating service delivery (one size fits all doesn't work).

Do you think that a single library card, that provides access to all 231 WA public libraries as well as the ability to locate, reserve and borrow an item from any public library, would be beneficial to public library members?

All respondents to the survey agree that a single library card initiative would be an optimal scenario, however a range of observations and issues were raised in relation to such an endeavour.

The South west consortium already operating under such a model with 11 libraries operating on a single card basis across its user base. There is a strong opportunity to leverage the experience and lessons learned throughout the process to optimise a state-wide initiative should it be further pursued.

There are a range of logistical obstacles and financial limitations that would need to be considered and addressed prior to any implementation including:

- Returning of items to other jurisdictions;
- How existing consortiums would be included in the change;
- Government of library principals and service delivery standards;
- Stock purchase and ownership; and
- Monitoring and tracking of inventory.

An options paper released by Department of Culture and the Arts in October 2016 was supportive of such an initiative and identified an array of benefits to such an arrangement. Success would be dependent on the state government's willingness to commit investment of funding and assign adequate resourcing to this project. This has been successfully achieved in other states including South Australia and Queensland. Existing administrative processes are in place in some jurisdictions to allow inter-regional customers to use their library card with a (relatively) small amount of administrative processing.

It is noted that a number of jurisdictions have recently adopted a new Library Management System which could potentially complicate a state-wide move to one system and process.

Do you support the development of new legislation that is reflective of contemporary public library services in WA to replace the existing Library Board Act and Library Board (Registered Public Libraries) Regulations?

All respondents to the survey agree that updated legislation is necessary to reflect the existing environment. There is general acceptance that the existing legislation is outdated with a focus on management of traditional library collections and requires review to reflect contemporary library environments and to address the full range of library services delivered. A proposal to establish a governance sub-committee for this purpose requires appropriate resourcing and representation of local governments in order to be effective, however is largely supported.

Proposed adoption of industry tested ALIA standards and guidelines will set a baseline for service delivery and measuring of public value, however consideration is needed to ensure the range of regional and demographic needs are met within this framework. A proposal from one respondent questioned the need for a board-type framework and suggest reassessment of the model with view to a more appropriate contemporary model. Flexibility and the delivery of broad principles which accommodate the rapid expansion of technology services in the industry was identified as a key component of any new legislation of adoption of industry practices.

Do you support the implementation of a multi-tiered support model determined by the ability to meet agreed criteria for service provision and population size?

Most respondents to the survey agree a multi-tiered support model in some form is the most appropriate support format to establish. One suggestion specified a grant-based funding model which would allow for state level funding to be in line with growth forecasts for population and service demand. Given the diverse characteristics of the state, local communities and the needs placed on libraries, a multi-tiered system similar to that adopted by Queensland public libraries is supported.

Moving forward, recognition that support must be appropriate to the available resources and requirements of the local area, noting that a one-size-fits-all approach is inappropriate to equitably provide support given disparity between resourcing levels in various regions.

There is support for the adoption of a new process for application and acquittal to create efficiencies and minimise administrative work, and one which allows funding to procure other priority library infrastructure and services than is currently specified. This will allow for flexibility and targeted delivery of services improving efficiency and effectiveness given the different requirements of metropolitan, regional and remote customers and acceptance of this as a recognised critical factor in the determination of support requirements.

One respondent noted:

Some local governments struggle to deliver basic library services. This may be due to the fact of their locality, skills shortages, conflicting priorities, available space, etc. At present, State Library of WA struggles to provide any significant support regional and remote libraries to ensure quality outcomes. In many cases have allocated this responsibility to the Regional Librarians. The Regional Libraries may have the ability to share knowledge, but do not have the funding or resources to delivery anything substantial or meaningful. Some Local Governments also contribute to this model as part of their own local budgets.

A vital requirement moving forward that was recognised is the importance that should be placed on equitable availability of support regardless of locality, and in particular, that remotely based consumers should not be (effectively) financially penalised due to not living in a regional centre.

[Do you support a new support model and an accountable reporting framework for regional and remote public libraries, to ensure equity of service and consistency of support across regions?](#)

All respondents agree such a model would be welcomed in some form. It was noted however that public libraries are already accountable through existing reporting frameworks; any changes to the framework (or adoption of a new framework) should make reporting a more efficient process and not more onerous. The adoption of a new support model cannot be one-size-fits-all; different localities and demographics in customer base mean libraries will require different types and levels of support. A revision of the existing model will not work with consideration of regional needs being critical in addressing the requirement for a new support and reporting model.

It was recognised that a new model would allow libraries to represent and disseminate qualitative data about service delivery. Improvements in reporting quality could result in the ability to identify inefficiencies and improvement opportunities by minimising duplications, offering better access to professional expertise and refinement of service delivery priorities. A reporting framework should also be established in consideration of quality outcomes with commensurate state funding. A suggestion from one respondent identified the Culture Counts program as a potential mechanism for data analysis

In relation to this issue, Bunbury identified that the Library Board Act provides authority for the State Library to enter into Local Level Agreements with any WA local government authority for the provision of library services. An Addendum to the Local Level Agreement was developed which specifically covers the provision of regional library services. It sets out the agreed responsibilities of the Library Authority and the funding commitments made by the Board. This is the official basis of current arrangements between the State Library and regional local governments.

A report was prepared by *Libraries Alive* in 2010 for the State Library of Western Australia entitled 'Review of the Effectiveness of the Current Regional Model for the Delivery of Public Library Services to small local governments in Western Australia' which found that most stakeholders preferred to enhance rather than replace the current regional model which would be effected by ensuring follow-through on commitments of the agreement. It has been consensually agreed that this has not occurred.

Regional Librarians would welcome a thorough review of this model to ensure their support is continued which could include:

- Funding for the delivery of agreed quality outcomes and support innovation;
- Ability for Regional Libraries to provide variable levels of support to each of the libraries in their region;
- Advocacy for technology improvements in the regions; and
- Further investigation of other successful models.

Do you support the realignment of public library regional boundaries with WA Regional Development boundaries to foster better integrated planning at a local level and collaboration within regions, and for administrative efficiency?

Many respondents were unsure of the improvement in value such a change to the structure of public libraries in WA would accomplish. Under an improved regional support model and considering existing collaboration, such a change may cost more than it adds value.

Some jurisdictions were supportive if this aligns with specific funding increases for priority areas of investment, however the initial impression left respondents unclear as to how this would affect funding allocation and levels in general (would there be possible disadvantages to regional libraries?).

It was recognised that such a change could provide an opportunity for better planning and collaboration in the Pilbara given the existing environment, however a significant risk for consideration is the capability of jurisdictions to provide adequate support to a large number of libraries spread over a vast area.

Do you support a strategy to strengthen partnerships and collaborations between libraries, local government and the Western Australian Community Resource Network, business and non-for-profit organisations in the regions to enable a better coordinated approach to service delivery, responding to local needs?

All respondents agree that effective implementation of such a strategy would achieve efficient use of resources and assist in avoiding duplication of tasks/services, providing the opportunity to identify and implement further value-add services. Partnerships and interlibrary and interjurisdictional collaboration were identified as important strategic initiatives to maintain relevance and sustainability, with the challenge being to ensure partnerships result in a net gain in service delivery.

A strategic framework should be developed to ensure adequate support and collaboration is maintained across all key stakeholders which will encourage collaboration resulting in a strong and sustainable approach to service delivery, increasing the effectiveness of the available resources and infrastructure. Further, public libraries need to be considered as stakeholder in changes to other public services which can have a flow-on effect (such as MyGov, creating an increase in the demand for public library computer access).

A closer alignment with community resource networks will ensure more effective use of available resources. The focus should include improving local community resolve and resilience, cultural identity, good governance and customer satisfaction whilst maintaining equitable access to services.

It was also recognised that there is a need to address systemic problems with digital literacy in the communities whilst essential services are widely transitioning to an online service environment. Availability of infrastructure and strategic integration with organisations offering such services should be pursued to ensure members of the community are capable and self-reliant to access such essential services.

There currently exists disparate and unequal service levels. Standardisation of formalised service level agreements to set expectations across the board for service delivery should be implemented to ensure services and service levels are consistent across the state.

Other considerations noted include:

- A future model needs to eliminate unnecessary duplication of service provision and conflict between library and CRC profiteering model; and
- Primary responsibility should remain with LGAs and appropriate partners in the regions.

PUBLIC LIBRARIES SURVEY – RCAWA JOINT RESPONSE

	Albany	Karratha	Greater Geraldton	Busselton	Bunbury	Esperance
1. What does your community most value about WA public libraries?	Modern libraries are thriving community hubs, an essential part of the social infrastructure of any community. Their role is increasingly important as the last community/civic space that is free and open to all. The Great Southern and Albany as its regional capital (as with most regional areas) face a number of challenges in terms of disadvantage, particularly in regard to socioeconomic factors including income, occupation and education.	Our last customer survey tells us there is a growing interest in our electronic resources, such as audio books, movie streaming, reference and learning resources. Our libraries are increasingly being used as community hubs, with parents/carers arranging to meet there for children’s activities over coffee, adults meeting to share skills (knitting/macramé etc.) and used as a general meeting space for community group meetings and learning centres.	Our community values accessibility to a safe, friendly and welcoming public space. The community is embracing the free access provided by Libraries to the online world. All socio-economic groups use the Library and programs offered are well-utilised. Tourists also use the Library as a community hub and as an extra place to gain local information.	A City of Busselton library survey conducted in 2017 found that most people visit the library for a varied number of reasons other than to borrow material. Public libraries are uniquely positioned to serve as a hub of civic engagement, whilst also supporting literacy, education and skills development.	A number of different frameworks have been used in the past to determine the value of public libraries on our communities. The most commonly used in the past has been a cost benefit type analysis. It is considered that no single method of evaluation may be employed to capture the extent of the impact that a public library creates.	Free, equitable, inclusive, trusted and welcoming places that enthuse, educate, support and inspire. Customer focused staff who are enthusiastic about their work and the needs of their customers.
2. How could WA public libraries change to better meet current community needs?	Realistic and flexible support from State Govt/State Library. Scope for libraries to work together better on an independent basis, but at the same time within an overall framework that maximises the scale and potential of the entire network of libraries. Proper regionalisation and associated shared service delivery..	The five key result areas as identified in the draft Strategy are largely supported as mechanisms to better reflect current community needs. There could be better coordination with, say, technological or literacy/numeracy programs that could be developed centrally and offered to all libraries in the state as the fundamental learning and development outcomes are the same regardless of location.	A strategic response is needed by SLWA to address the increasing use of the Library space by community members. Libraries need to change to better assist communities to be resilient and have strong workforces. Libraries need to continue to play an integrated and responsive part in providing access to alternative and quality information for students, schools and other educational institutions. The role that Libraries also play as custodians of local history.	A new relationship and governance model is required that focusses on collaboration, partnerships and networks which promote economies of scale and broaden the library’s resource reach whilst retaining local presence, priorities and identity. A focus on physical collections could be reduced to repurpose space and rethink service delivery modes for broader community use and participation.	They must remain malleable, relevant and attuned to satisfy a wide range of needs from their diverse communities. This means that library staff must advance their own skills and knowledge in the areas of technology, program delivery and community engagement.	All new libraries should be co-located with other facilities and capital finance options should be made available to enable construction of more co-located facilities in rural towns. Cost-sharing is preferable to cost-cutting.
3. What do you think will be the challenges for WA public libraries and their services in the future? (We would be particularly keen to hear about challenges for communities in regional and remote areas)	Breaking down internal (local, regional, state, sector) boundaries to sustain real change and improved cooperation. Balancing perceptions of ‘winners’ and ‘losers’ in any significant change (Funding, status). Lack of overall budget funding (eg statewide resources allocation well below minimum standard level and not indexed. Associated lack of increase in spending on digital and ‘e’ resources – demand way ahead of supply)	The mobility of customers across the state could be better accommodated and the single library card proposal could do this if implemented well. communities. The need to provide and maintain these services within ever-tightening resources remains a challenge for all public libraries, but more so in the regions, where economies of scale often don’t exist and general levels of support are less accessible than in metro areas.	The cost of delivery of service will be a major challenge in the future. As population sizes in regional areas fluctuate, it will become increasingly difficult to justify the high cost of service versus the reduced demand. Libraries must work hard to remain relevant and must be constantly re-evaluating their delivery of service. The one-size-fits all model does not work.	One of the greatest challenges facing public libraries today is to transform their service model to meet the demands of the growing knowledge economy, whilst securing a sustainable funding base for the future.	Key challenges for WA public libraries and their services in the future include: <ul style="list-style-type: none"> • Budget Reductions • Evolving technology • Meeting community expectation • Changes to service delivery model • Changes to library membership base and the up-skilling of staff 	Digital literacy. Equity of resource sharing in environments. Digital literacy - effective access to the internet is becoming absolutely essential to the well-being of rural communities and individuals. Equity of resource sharing in environments
4. Do you think that a single library card, that provides access to all 231 WA public libraries as well as the ability to locate, reserve and borrow an item from any public library, would be beneficial to public library members?	Yes	Absolutely. The notion of giving library users a same or similar user experience wherever they travel throughout the state is supported.	Most certainly. However, there will be many logistical issues and costs to overcome.	Agree. The City of Busselton is already part of the SW Consortia of 11 Local Governments operating a one card library system.	This initiative has been recognised by the State Government as a requirement of the Structural Reform of Public Library Services in Western Australia since 2007. It was again acknowledged as a priority in 2015.	A single card access system would need a shared Library Management System (LMS) by all public libraries throughout the state
5. Do you support the development of new legislation that is reflective of contemporary public library services in WA to replace the existing Library Board Act and Library Board (Registered Public Libraries) Regulations?	Yes	It is generally accepted that the current legislation is dated and needs updating to reflect contemporary library services.	The old legislation contains much dated, irrelevant information, which is not in line with modern community expectations or current service delivery models.	Agree. The Act and Regulations do not reflect the services being delivered by today’s Public Libraries.	The current legislation in which libraries operate is out of date.	Yes, as long as it retains the equity of access for all West Australians in this vast state and does not impose a fee-for-service on the core aspects of a library service.
6. Do you support the implementation of a multi-tiered support model determined by the ability to meet agreed criteria for service provision and population size?	Yes	Yes - the vast differences across our state necessitates a range of support approaches depending on need – one size does not fit all.	While online services have increased equity of access to services, a multi-tiered support model is possibly the only way forward.	Agree A Grant based funding solution is required.	Public Libraries across the state should deliver their services according to community need and expectation.	This initiative could have extremely detrimental effects on many regional/remote areas that are already feeling disconnected.
7. Do you support a new support model and an accountable reporting framework for regional and remote public libraries, to ensure equity of service and consistency of support across regions?	Yes	A support model that assists regional and remote libraries with consistency and equity across the state is welcomed.	A new support model and reporting framework would better allow libraries to represent and disseminate qualitative data.	A new model for regional and remote services is definitely required but it cannot be a “one size fits all” model.	It is agreed that more investigation is required of other Australian and overseas models to ensure equity of service.	Yes – and it should not just be confined to the public library environment
8. Do you support the realignment of public library regional boundaries with WA Regional Development boundaries to foster better integrated planning at a local level and collaboration within regions, and for administrative efficiency?	Yes – absolute baseline	This proposal could provide opportunity for better planning - however the risk is actually being able to provide the necessary support across a vast geographical area.	Not sure if this would change much for the Mid-West region as our boundaries are already quite closely aligned to WA Regional Development boundaries.	Unsure. It is unclear what benefits this will bring in addition to an improved Regional Support model and the collaboration we already experience in the SW.	Unsure. This realignment may affect other regions, dependant on their present Regional Model areas	Yes – although there needs to be more work done in realigning WA Regional Development boundaries at the same time
9. Do you support a strategy to strengthen partnerships and collaborations between libraries, local government and the Western Australian Community Resource Network, business and non-for-profit organisations in the regions to enable a better coordinated approach to service delivery, responding to local needs?	Yes – critical.	Yes. Partnerships are becoming a necessity to ensure we use our resources the best way we can and also to avoid duplication etc.	Closer alignment with the Community Resource Network will make better use of finite resources going into the future.	Agree – Greater collaboration is required to better leverage existing assets and resources.	For libraries to remain relevant and sustainable into the future, a collaborative approach between state and local government is imperative	Agree. Libraries in medium-size towns in rural WA should be encouraged and funded to offer CRC services, where necessary

12. SENATE ECONOMICS REFERENCES COMMITTEE - INVITATION TO SUBMIT TO AN INQUIRY INTO THE INDICATORS OF, AND IMPACT OF, REGIONAL INEQUALITY IN AUSTRALIA

Date of Report:	6 April 2018
Report Author:	EO – Paul Rosair
Disclosure of Interest:	Nil
Attachment(s):	Hyperlink to Terms of Reference embedded in this report

Purpose

To discuss the Terms of Reference of the inquiry and the possible participation of the Alliance in the above inquiry.

Background

On 14 February 2018, the Senate referred an inquiry into the indicators of, and impact of, regional inequality in Australia to the Senate Economics References Committee for inquiry and report by the last day of sitting in June 2019.

The indicators of, and impact of, regional inequality in Australia, with particular reference to government policies and programs in the following areas:

- a. fiscal policies at federal, state and local government levels;
- b. improved co-ordination of federal, state and local government policies;
- c. regional development policies;
- d. infrastructure;
- e. education;
- f. building human capital;
- g. enhancing local workforce skills;
- h. employment arrangements;
- i. decentralisation policies;
- j. innovation;
- k. manufacturing; and
- l. any other related matters.

The Committee is seeking written submissions from interested individuals and organisations in an electronic form submitted online. Submissions should address the inquiry's [terms of reference](#). In particular, the Committee would like to hear about:

- experiences of individuals and localities of unequal access to opportunities and unequal outcomes in non-metropolitan areas
- views on the causes of inequality between regions, especially between capital cities and other areas
- analysis of the economics of regional inequality, including wider impacts
- examples of solutions: what has caused some regions or towns to prosper?
- policy settings which could help address inequality between regions.

Submissions may choose to comment only on the terms of reference that are of interest or relevance to you.

The closing date for submissions is 30 April 2018.

Discussion

The Alliance needs to determine whether a submission is warranted. If it is then it should also determine if the EO could do a short submission out-of-session by the closing date of 30 April 2018 or seek an extension for a more considered submission

Link to Strategic Directions

Providing engagement at national and state level

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

Budget Implications

Nil

RCAWA Resolution

That the EO work with member CEO's and RCA to develop and submit a response to the Senate Inquiry into the Indicators of, and Impact of, Regional Inequality in Australia

MOVED: Harold Tracey - Shire President Shire of Broome
SECONDED: Chris Adams - CEO City of Karratha

CARRIED

13. SERVICE PRIORITY REVIEW – UPDATE

Date of Report:	6 April 2018
Report Author:	EO – Paul Rosair
Disclosure of Interest:	Nil
Attachment(s):	Direction 1 of the Service Priority Review – Building a Public Sector Focused on Community Needs

Purpose

To update members on EO liaison with Service Priority Review custodians. The EO will provide an update on the status of the review at this meeting and in doing so will identify opportunities whereby the Alliance can best influence the implementation phase of the review.

Background

At the RCAWA meeting on 8 February, links to the website and the final report were provided. ([Service Priority Review](#), [final report](#)). This item focuses on Chapter 2 (**Building a public sector focused on community needs**) Pages 27 – 48.

At this meeting, it was resolved that:

“The EO continue to liaise with the review custodians to look for opportunities for the Alliance to influence implementation.”

On 23 March 2018, the EO met with Fiona Hunt and James Hay Hendry (members of the implementation unit) from the Department of Premier and Cabinet. At this meeting, the following was discussed:

Following on from the Service Priority Review Final Report, the Department of Premier and Cabinet has established a Public-Sector Reform Unit, the intention being that the following reports be considered jointly and an integrated implementation plan be developed by the unit:

- **Service Priority Review**
- **Inquiry into Government Programs and Projects**
- **Sustainable Health Review**

The Service Priority Review had five themes of 17 recommendations, with 32 actions. The Inquiry into Government Programs and Projects had over 150 recommendations. All these reports contain over 300 recommendations, for consolidation into a clear and concise approach, coalescing them all into one Implementation Plan. This will enable the Government to approach reform in a sector-wide way.

The below link connects to the Department of the Premier and Cabinet's Public Sector Reform which includes links to several review reports, including:

- Service Priority Review
- Special Inquiry into Government Programs and Projects
- Sustainable Health Review (interim report)
- CEO Working Groups

The recommendations from these reviews are now being considered as part of the Government's broader program of Public Sector Reform. This will be considered by Cabinet on 8 April 2018, together with a funding submission for the Reform Unit consisting of ten officers. After the cabinet meeting, the EO will contact Fiona Hunt and provide an update at this meeting.

<https://www.dpc.wa.gov.au/ProjectsandSpecialEvents/Public-sector-reform/Pages/default.aspx>

This website has the latest public information regarding implementation of the reform and will be updated as further developments arise. This is likely to occur in the second half of the year.

The reform program is currently still in the mobilisation phase with an implementation plan currently in development. Once this plan has been endorsed, there will be further communication and engagement with Industry, NGO's and other external stakeholders. As a consequence of the EO's meeting, the Alliance has now been included in the Public Sector Reform Unit Stakeholder database for future engagement.

During this meeting, the EO also took the opportunity to update the Reform Unit on the Alliance's Strategic Plan and Investment Framework.

It is recommended that the EO (being conscious of his resource capability) will look for opportunities to influence the Implementation Plan by targeting specific areas whereby the Alliance could have most effect. The submission of a formal letter to the Review Unit should be considered.

Discussion

RCAWA's continued involvement in this exercise.

Link to Strategic Directions

Providing engagement at national and state level

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

Budget Implications

Nil

RCAWA Resolution

That:

1. The information be received.
2. A workshop be run at the meeting Kalgoorlie re:
 - a. Best practice examples of government service delivery
 - b. Specific initiatives that should/could be implemented in RCAWA locations re State government services

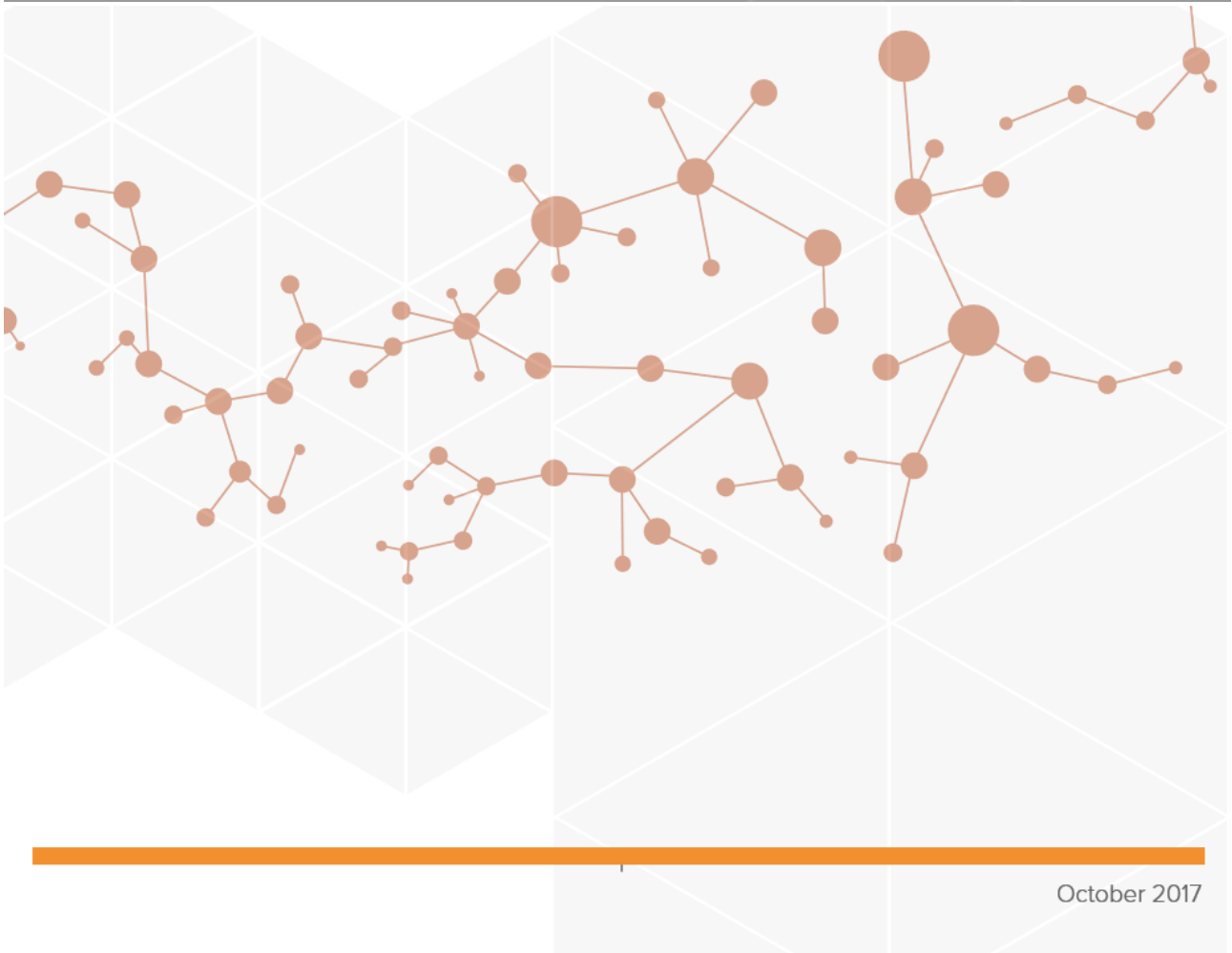
MOVED: Dennis Wellington - Mayor City of Albany

SECONDED: John Walker - CEO City of Kalgoorlie-Boulder

CARRIED



SERVICE PRIORITY REVIEW BLUEPRINT FOR REFORM



October 2017

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Building a public sector focused on community needs

Recommendation 1	Suggested Lead
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<i>Introduce whole-of-government targets that will improve outcomes for the community</i>	DPC
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Action	Responsibility
<ul style="list-style-type: none"> i Agree targets for a short list of community priorities that need cross-agency collaboration 	Decision of Government
<ul style="list-style-type: none"> ii Lead the implementation of a whole of government targets approach, support agencies to deliver well against the targets, integrate and align the CEO performance arrangements and Treasury's Outcome Based Management framework, and regularly public sector-wide performance data 	DPC supported by all agencies

Recommendation 2	Suggested Lead
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<i>Improve the quality of engagement with the community to enable a sharper focus on its needs</i>	DPC
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Action	Responsibility
<ul style="list-style-type: none"> i Develop a whole-of-government strategy for community engagement including consideration of new approaches to program design and implementation. 	DPC supported by all agencies



Recommendation 3	Suggested Lead
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<i>Drive regulatory approaches that are risk-based and outcomes-focused</i>	Treasury
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Action	Responsibility
<ul style="list-style-type: none"> i Develop best practice principles for making and applying regulation that include evaluation of policy objectives, involvement of end users, and transparency of data and decisions. 	Treasury supported by regulatory agencies
<ul style="list-style-type: none"> ii Redesign the Regulatory Impact Assessment process from assessment of regulatory burden to consideration of policy options, of which regulation is one option. 	Treasury
<ul style="list-style-type: none"> iii Develop a regulatory reform program for the whole-of-government that prioritises areas that have a significant impact on business, consumers and/or the community, and public a progress report annually. 	Treasury
<ul style="list-style-type: none"> iv Make all heads of regulatory agencies responsible for regulation stewardship, including reducing regulatory overlap and duplication within and between agencies and between levels of government 	DPC

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Building a public sector focused on community needs

Recommendation 4		Suggested Lead
<i>Increase online service delivery to provide multiple channels for delivering transactional services</i>		DPC
Action	Responsibility	
 Undertake a feasibility study for implementation of a whole-of-government multi-channel transactional service delivery model.	DPC	
Recommendation 5		Suggested Lead
<i>Improve the coordination of service delivery in the regions</i>		DPC
Action	Responsibility	
 Allocate system-wide coordination and reporting responsibility for public sector operations in the regions to the regional development portfolio	Decision of Government	

14. PERTH-BASED ALLIANCE MEETING VENUES

Date of Report:	6 April 2018
Report Author:	EO – Paul Rosair
Disclosure of Interest:	Nil
Attachment(s):	Nil

Purpose

To discuss the use of meeting rooms on the premises of the Australian Institute of Company Directors (AICD) to hold Perth-based Alliance meetings.

Background

The Alliance has been considering the use of a centrally located venue. The EO has met with Gerard Deegan (Members & Directors Manager – AICD). The main points for noting are:

- Centrally located at Level 1, Allendale Square, 77 St Georges Terrace
- An offer of 50% discount on room rates (the room will cost \$250)
- Mobile coverage 4 bars
- Gerard is working on a teleconference phone option
- The lunch will be \$20 per head - not too dissimilar from library
- Free tea coffee making facilities etc and a plush break out lounge
- Opposite London court on St. George's Terrace so very accessible

Discussion

As required.

Link to Strategic Directions

Partnership and Collaboration: This will provide a good relationship with AICD to better reflect essential roles and responsibilities.

Budget Implications

Nil at this stage

RCAWA Resolution

That the information be received and discussed.

15. REGIONAL CAPITALS AUSTRALIA UPDATE

General update from Shane van Styn:

- Regional Growth Fund
- BBRF – June Announcement
- Regional Cities Deals
- Economic Inquiry into the indicators of, and impact of, Regional Inequality in Australia
- RAI census data update

After discussion re “City Deals” being promoted by the Federal Government the following motion was put.

RCAWA Resolution

That:

The EO devise a process whereby RCAWA members can “pitch” to other members re why they should be selected as the first WA location for a City deal with the aim of RCAWA nominating which location it supports and advocating on that basis.

MOVED: Sam Mastrolembo - CEO Shire of Broome

SECONDED: Chris Adams - CEO City of Karratha

CARRIED

16. OTHER BUSINESS

Dennis Wellington outlined a proposal for Albany to become self-sustaining from an Energy perspective and indicated that there may be significant opportunities for RCAWA members in this area.

Action: EO to invite Energy Proponents working on the Albany project to present to the RCAWA members at the Kalgoorlie meeting.

17. CLOSURE & DATE OF NEXT MEETING

The meeting closed at 1pm.