



# Regional Capitals Alliance

WESTERN AUSTRALIA

Western Australian Regional Capitals Alliance  
Meeting

**MINUTES**

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# MINUTES

## 1 OFFICIAL OPENING

10.35am

## 2 RECORD OF ATTENDANCE

### Members:

Peter Long	Mayor City of Karratha (Chair)
Chris Adams	CEO City of Karratha
Anthony Moir	Councillor City of Albany
Andrew Sharpe	CEO City of Albany
Harold Tracey	Mayor Shire of Broome
Sam Mastroleambo	CEO Shire of Broome
Malcolm Osbourne	CEO City of Bunbury
Grant Henley	Mayor City of Busselton
Victoria Brown	Shire President Shire of Esperance
Matthew Scott	CEO Shire of Esperance
Shane van Styn	Mayor City of Greater-Geraldton
John Bowler	Mayor City of Kalgoorlie-Boulder
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:

Gary Brennan	Mayor City of Bunbury
Camilo Blanco	Mayor Town of Port Hedland

### Guests:

Matthew Canavan	Fed Minister for Resources and Office of Northern Australia
Rick Wilson	Fed Member for O'Connor
Brendan Bourke	Mgr Stakeholder Relations Horizon Power
Matt Keogh	Govt Relations Mgr Horizon Power
Sami Zouad	Manager Strategy Horizon Power
Peter Kerr	Exec. Mgr Growth Western Power
James Giblin	New Energy Lead Synergy
Geoff Roberts	GM Retail Synergy
Jason Waters	CEO Synergy
Guy Chalkley	CEO Western Power

**Apologies:**

Dennis Wellington	Mayor City of Albany
Ross McKim	CEO City of Greater Geraldton
Mike Archer	CEO City of Busselton
David Pentz	CEO Town of Port Hedland
Minister Ben Wyatt	Treasurer; Minister for Finance; Energy; Aboriginal Affairs
Frank Tudor	CEO Horizon Power
Zaen Khan	Public Utilities Office

### 3 DECLARATIONS OF INTEREST

Nil

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

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**RCAWA Resolution**

**That the Minutes of the Western Australian Regional Capitals Alliance Meeting held on Thursday, 12 April 2018, be confirmed as a true and correct record of proceedings.**

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

**CARRIED**

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## 5 TREASURER'S REPORT MAY 2018

<b>Date of Report:</b>	<b>31 May 2018</b>
<b>Report Author:</b>	<b>Mayor – City of Greater Geraldton</b>
<b>Disclosure of Interest:</b>	<b>Nil</b>
<b>Attachment(s)</b>	<b>1. Balance Sheet as at 31 May 2018</b> <b>2. Budgeted Profit and Loss for the period ending 31 05 2018</b>

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### **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 April 2018.

### **RCAWA Resolution**

**That the Board receive and note the Treasurer's Report for the period ending 31 May 2018 and the accompanying financial statements.**

**MOVED: Grant Henley - Mayor City of Busselton**  
**SECONDED: Harold Tracey - Shire President Shire of Broome**

**CARRIED**

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**WARCA Inc**  
**Balance Sheet**  
As of May 31, 2018

	<b>May 31, 18</b>
<b>ASSETS</b>	
<b>Current Assets</b>	
<b>Chequing/Savings</b>	
WARCA Cheque Account	187.27
WARCA Savings Account	38,354.62
<b>Total Chequing/Savings</b>	38,541.89
<b>Total Current Assets</b>	38,541.89
<b>TOTAL ASSETS</b>	<b>38,541.89</b>
<b>LIABILITIES</b>	
<b>Current Liabilities</b>	
<b>Other Current Liabilities</b>	
Tax Payable	-1,493.52
<b>Total Other Current Liabilities</b>	-1,493.52
<b>Total Current Liabilities</b>	-1,493.52
<b>TOTAL LIABILITIES</b>	-1,493.52
<b>NET ASSETS</b>	<b>40,035.41</b>
<b>EQUITY</b>	
Opening Bal Equity	136,570.00
Retained Earnings	-101,968.85
Net Income	5,434.26
<b>TOTAL EQUITY</b>	<b>40,035.41</b>

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

	<u>Jul 17 - May 18</u>	<u>Budget</u>	<u>\$ Over Budget</u>
<b>Ordinary Income/Expense</b>			
<b>Income</b>			
Interest received	89.90	100.00	-10.10
Memberships 2017/2018	85,000.00	68,000.00	17,000.00
<b>Total Income</b>	<u>85,089.90</u>	<u>68,100.00</u>	<u>16,989.90</u>
<b>Gross Profit</b>	85,089.90	68,100.00	16,989.90
<b>Expense</b>			
Accountancy fees	400.00	1,100.00	-700.00
Executive Support	65,454.54	90,000.00	-24,545.46
General expenses	70.00		
Interest expense	66.05		
Meetings & Functions	1,585.82	2,000.00	-414.18
Miscellaneous/ Sundry	209.68		
<b>Supplies</b>			
Marketing	11,869.55	0.00	11,869.55
<b>Total Supplies</b>	<u>11,869.55</u>	<u>0.00</u>	<u>11,869.55</u>
Travelling expenses	0.00	3,000.00	-3,000.00
<b>Total Expense</b>	<u>79,655.64</u>	<u>96,100.00</u>	<u>-16,444.36</u>
<b>Net Ordinary Income</b>	<u>5,434.26</u>	<u>-28,000.00</u>	<u>33,434.26</u>
<b>Net Income</b>	<u><u>5,434.26</u></u>	<u><u>-28,000.00</u></u>	<u><u>33,434.26</u></u>

## 6 EXECUTIVE OFFICER BI MONTHLY REPORT (APRIL - MAY 2018)

<b>Date of Report:</b>	<b>14 June 2018</b>
<b>Report Author:</b>	<b>EO – Paul Rosair</b>
<b>Disclosure of Interest:</b>	<b>Nil</b>
<b>Attachment(s):</b>	<b>Executive Officer Bi-Monthly Report – April - May 2018</b>

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### **Purpose**

To update RCAWA on the Executive Officer services provided for the period April - May 2018

### **Background**

I have been performing the Executive Officer role for over 15 months 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**

Advocacy and policy Influence  
Partnership and collaboration  
Representation

### **Budget Implications**

As per 2017/18 approved RCAWA budget.



**RCAWA Resolution**

- 1. That the report be noted**
- 2. Executive officer to seek a meeting with the Minister for Regional Development to discuss the following:**
  - **Regional Centres Development Plan**
  - **Innovation Fund**
  - **Investment Framework**

**MOVED: Andrew Sharpe - CEO City of Albany**

**SECONDED: John Walker - CEO City of Kalgoorlie-Boulder**

**CARRIED**

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# Bi-Monthly Update

## WARCA Executive Officer Services

Prepared for WA Regional Capitals Alliance

April - May 2018



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## 1. Summary of Bi-Monthly Actions

I have been performing the Executive Officer role for over 15 months 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 have been working on the following submissions:

- Submission on behalf of Alliance to the Senate Economics References Committee - Inquiry into the Indicators of, and Impact of Regional Inequality in Australia (Refer Item in this agenda)
- Developed a process and documentation for the selection of one RCAWA member to be nominated for the Federal Government Cities Deal program (to be selected at June 2018 meeting – Refer Item in this Agenda.)
- Review of Local Government Act 1995 – continuing to develop a coordinated response advocating for a position on any Local Government Act Review Reference Panel and for a review that is less prescriptive and regulatory
- Service Priority Review – continuing to prepare a submission focusing on Recommendation 5 (Improve the coordination of service delivery in the regions) Theme 1 - Building a public sector on community needs
- Investment Framework Strategy – prepared letter to the Premier and other relevant Ministers and stakeholders, promoting the Alliance’s stance on regional investment. EO has spoken to WALGA President and staff and they are keen to understand and support the approach.
- Strategic Plan Implementation Strategy – continuing to work 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 and adopted at the meeting in December 2017.
- Endeavoring to align the RCAWA Investment Framework with the State’s 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



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"> <li>• Heritage Act Review</li> <li>• LG Professionals Benchmarking Project</li> <li>• Most Accessible Community in Western Australia (MACWA)</li> <li>• Review of Public Libraries</li> <li>• Service Priority Review</li> <li>• Investment Framework</li> <li>• Local Government Act – comparing RCAWA submission to WALGA with the Phase 1 Consultation Paper from the Department of Local Government, Sport and Cultural Industries</li> </ul>
	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 the following at upcoming meetings:</p> <ul style="list-style-type: none"> <li>• <b>Rita Saffioti (Minister for Transport, Planning and Lands)</b> at the RCAWA meeting on 1 August 2018</li> <li>• <b>Grahame Searle (DG Department of Communities)</b> via teleconference at the RCAWA meeting on 14 June 2018</li> <li>• <b>Hon. Ben Wyatt (Treasurer; Minister for Finance; Energy; Aboriginal Affairs)</b> to attend meeting in November. Might attend meeting in June.</li> <li>• <b>Senator Matt Canavan (Minister for Resources and Northern Australia)</b> to attend meeting in June.</li> <li>• <b>Rick Wilson MP (Member for O'Connor)</b> to attend meeting in June</li> <li>• <b>Lynn Craigie (President WALGA)</b> date to be confirmed.</li> <li>• <b>Mike Rowe (DG Department of Water)</b> date to be confirmed.</li> <li>• <b>Hon. Michael (Mick) Philip Murray MLA (Minister for Seniors and Ageing; Volunteering; Sport and Recreation)</b> date to be confirmed</li> </ul>



KEY OBJECTIVES		OVERVIEW OF MONTHLY ACTIONS
ADVOCACY & POLICY INFLUENCE	Development of Policy Position Papers	<p>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. Prepared a letter to the Premier and relevant Ministers and stakeholders:</p> <ul style="list-style-type: none"> <li>• Mark McGowan, Premier</li> <li>• Hon Ben Wyatt, Treasurer</li> <li>• Hon Rita Saffioti, Minister for Minister for Transport; Planning; Lands</li> <li>• Hon Alannah MacTiernan, Minister for Regional Development; Agriculture and Food;</li> <li>• Hon. David Templeman, Minister for Local Government; Heritage;</li> <li>• Hon Bill Johnston MLA; Minister for Mines and Petroleum; Commerce and Industrial Relations; Electoral Affairs; Asian Engagement</li> <li>• Hon. Dean Nalder, Shadow Treasurer; Shadow Minister for Finance; Energy</li> <li>• Hon. James (Jim) Edward Chown Shadow Minister for Regional Development; Royalties for Regions</li> <li>• Hon. Liza Mary Harvey MLA, Shadow Minister for Transport; Planning; Lands, Deputy Leader of the Opposition</li> <li>• Hon. Antonio (Tony) Krsticevic, Shadow Minister for Local Government; Heritage; Culture and the Arts;</li> <li>• Lynne Craigie, President of WALGA</li> </ul>
PARTNERSHIP & COLLABORATION	Insurance Services	No further action at this stage.
	Development of WA Regional Capitals Platform	In the 2018-19 Stage Budget (Page 189) there is a budget allocation of \$4.5m for Regional Centres Development Plans – Stage 2. This was carried forward from the 2017-18 budget. There is little clarity around the purpose of this fund and the process for applying. With the Regional Investment Framework / Growth Planning paper now complete. The EO is looking at how this budget allocation may be best applied in light of the RCAWA adopted investment framework.
	Development of Bids	Similarly, the EO is looking at opportunities to develop bids for accessing the 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> ):
	Federal Government – City Deals and Smart Cities	Developing an assessment model and selection process (Refer to Item in this Agenda)
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"> <li>• RCAWA CEO teleconference – 30 May 2018</li> <li>• RCAWA Alliance Meeting (Perth) – 12 April 2018</li> </ul>
	Development of Strategic Plan	<ul style="list-style-type: none"> <li>• Strategic Plan completed – copies have been distributed to all Alliance members (except Broome).</li> <li>• An Action Plan 2018 for implementing the Strategic Plan was tabled at the meeting on 6 December 2017. EO, Secretary and EA are continuing to implement actions contained within.</li> </ul>



## 2. Stakeholder Engagement

Stakeholder representatives	Meeting Date	Key Meeting Outcomes
<b>Tony Brown</b> <i>Executive Manager Governance &amp; Strategy - WALGA</i>	19 April 2018	Discussion and update on MACWA Award
<b>Rachel Sweeney</b> <i>Executive Officer, Regional Capitals Australia</i>	30 April 2018	Discussed Senate Economics References Committee - Inquiry into the Indicators of, and Impact of Regional Inequality in Australia. Also discussed the Federal City Deals.
<b>Hon. Ben Wyatt</b> <i>Treasurer; Minister for Finance; Energy; Aboriginal Affairs</i>	4 May 2018	Update on RCAWA. Discussed the RCAWA Investment Framework. He advised that a copy should be sent to Bill Johnston who has an interest in these matters. Also discussed RCAWA Strategic Plan and current activities. Requested his attendance at a meeting, preferably 14 June or otherwise in November.
<b>Anne Banks-McAllister</b> <i>Regional Capacity Building Manager – WALGA</i> <b>Dana Mason</b> <i>Policy Manager and Economist – WALGA</i>	4 May 2018	Discussed: <ul style="list-style-type: none"> <li>• RCAWA Overview &amp; Strategic Plan</li> <li>• Local Government Act - Update</li> <li>• RCAWA Investment Framework</li> <li>• State Heritage Act</li> <li>• MACWA Awards</li> <li>• MOU WALGA/RCAWA</li> <li>• WALGA Economic Development Strategy</li> </ul>
<b>Kate Stephens</b> <i>Reporter ABC Southwest</i>	5 May 2018	Provided overview and briefing on MACWA Awards on the ABC Southwest Drive Show.
<b>James Birkmanis</b> <i>Change and Innovation Partner - Western Power</i>	8 May 2018	Discussed upcoming Energy Workshop
<b>Ron Alexander</b> <i>DG Sport and Recreation</i>	9 May 2018	Overview of RCAWA and discussed related issues and initiatives
<b>Mike Rowe</b> <i>DG Water</i>	9 May 2018	Update on RCAWA and discussed related issues and initiatives
<b>Grahame Searle</b> <i>DG Communities</i>	10 May 2018	Update on RCAWA and invitation to attend meeting in June 2018.
<b>Mal Wauchope</b> <i>Public Sector Commissioner</i>	10 May 2018	Overview of RCAWA and discussion around Service Delivery Review being overseen by Public Sector Commission.
<b>Nicky Fleming</b> <i>Rick Wilson's Kalgoorlie Office</i>	15 May 2018	Discussed Matt Canavan's and Rick Wilson's attendance at RCAWA meeting.
<b>James Giblin</b> Synergy <b>James Birkmanis</b> Western Power <b>Annabel Keogh</b> Western Power	16 May 2018	Overview of RCAWA and general discussion around possible engagement in developing an energy strategy for Regional WA.



Stakeholder representatives	Meeting Date	Key Meeting Outcomes
<b>Chris Adams</b> <i>CEO City of Karratha</i> <b>Peter Long</b> <i>Mayor City of Karratha</i>	28 May 2018	Discussion around and preparation of agenda for 14 June meeting.
<b>Mal Osborn</b> <i>CEO City of Bunbury</i>	30 May 2018	Discussed general RCAWA matters.
<b>Lynne Craigie</b> <i>President of WALGA</i>	31 May 2018	Update on RCAWA. Discussed the RCAWA Investment Framework. Also discussed RCAWA Strategic Plan and current activities. Requested her attendance at a future meeting.
<b>RCAWA Members</b>	Regularly	General discussions around RCAWA issues

### 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 hrs	Total hrs billed	YTD hrs
2017-18 400 hrs	Total hrs for April 2018 35 hrs	2017-18 400 hrs
2018-19 400 hrs	Total hrs for May 2018 35 hrs (actual 43 hours)	2018-19 35 hrs

## 7 LG PROFESSIONALS – GROUP DISCOUNT FOR RCAWA MEMBERS

<b>Date of Report:</b>	<b>14 June 2018</b>
<b>Report Author:</b>	<b>EO – Paul Rosair</b>
<b>Disclosure of Interest:</b>	<b>Nil</b>
<b>Attachment(s):</b>	<b>LG Professionals – Benefits of Membership LG Professionals – Group Discount for RCAWA Members</b>

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### **Purpose**

To brief members on the process of securing a group discount for RCAWA Capitals.

### **Background**

At the meeting on 12 April 2018, it was decided that the EO would approach the CEO of LG Professionals to secure a group discount for Alliance members.

The EO has negotiated with the CEO and obtained approval for all 10 councils to have the Early Bird discount (all four years) as well as the 5% discount for FY19 to 21 if they all sign up to the 4-year contract and the Window - particularly as they were in discussions prior to 30 April 2018 (the Early Bird cut off).

Only councils that signed-up to the Program from inception ever receive Foundation Pricing and that is across the board. Those 4 councils in the group who chose to sign up from the beginning of the Program and have remained in the program already receive a savings of \$10,650.00 between them.

The Early Bird discount for all 10 councils will give the group a savings of \$20,000 per year for the 4-year term - plus from FY19 to FY21, they will all receive the additional 5% discount as well.

The table at Attachment 2 outlines this arrangement in detail.

### **Discussion**

Discuss the benefits and opportunities for the all Alliance members to enter into an agreement with LG Professionals to avail themselves of the discounted pricing which will provide a total saving of \$20,000 per annum for the Alliance as a group. This includes an additional opportunity to achieve a further 5% discount from 2019 to 2021.

### **Link to Strategic Directions**

Partnership and collaboration.

### **Budget Implications**

Nil



**RCAWA Resolution**

**That:**

- 1. Budget to be supported**
- 2. New increase in fees/membership to \$11,700 per annum in 2018/19**

**MOVED: John Walker - CEO City of Kalgoorlie-Boulder**

**SECONDED: Grant Henley - Mayor City of Busselton**

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**CARRIED**

### LG Professionals – Benefits of Membership

Local Government Professionals Australia WA Individual Membership provides:

#### **Advocacy, Representation and Policy Development**

A respected and influential voice taking up the cause of the people who work in local government.

- Strong representation for Members
- Advocating for legislative & regulatory change, on issues important to members.
- Clear advice on legislation and policy issues for members
- Opportunity to provide input into representative submissions on all legislation, regulation and policies affecting Members and the sector.
- Entitled to vote in LG Professionals WA elections and at the LG Professionals WA Annual General Meeting
- Eligibility to nominate for position and serve on LG Professionals WA Board (Full Members only).

#### **Professional Development, Conferences and Events**

- Access and significant member discount to all Local Government Professionals Australia WA events and activities, such as professional development and training, conferences and networking events (e.g \$250 discount to attend our Annual State Conference)
- Eligible to apply for the LO-GO Appointments overseas scholarships t
- Receive invitations to all Local Government Professionals Australia WA events.

#### **Professional Networking**

- Access to a broad professional network through LG Professionals WA Branches and Networks, Activities and Events (Free to Members or at a substantially discounted rate)
- Invitation and opportunity to attend a wide range of LG Professionals WA events and activities, including special networking events.
- Eligible to nominate and become members of the Branch and Network Executive Committees with your colleagues from across the sector.

#### **Member and Peer Support**

- Access to career advice and support
- Eligibility to participate in LG Professionals WA's Local Government Mentoring Program
- Entitled to legal and employment / industrial law service (Full Members only)
- Access to Personal, Professional Support & Counselling Service (Full Members only)
- Receive Statewide Magazine (our exclusive Members only publication) and all regular member communications, including newsletters and information circulars.

## **Awards and Recognition**

- Promotion of LG Professionals WA members through print and digital publications to raise their profile in the sector.
- Increase your professional visibility through involvement with our Branches and Networks
- Acknowledgement of Members on the LG Professionals WA website and at events and programs
- Eligibility to nominate for a wide range of LG Professionals WA Individual Awards, presented at our Annual State Conference Dinner and other Major events
- Member is entitled to use the initials MLGPA (Full Members only) and FLGPA (Fellows Only) after their name.

## **LG Professionals WA Branches and Networks**

- Metropolitan Branch
- Avon Branch
- Central Wheatbelt Branch
- Coastal Midlands
- Goldfields Branch
- Great Southern Branch
- Midwest Branch
- North West Branch
- South West Branch
- Wheatbelt South Branch

## **Networks**

- Governance Network
- Integrated Planners Network
- Finance Professionals Network
- Community Development Network
- Age Friendly Communities Network
- Human Resources and Workforce Development Network
- Young Professionals Network

**LG PROFESSIONALS  
GROUP DISCOUNT FOR RCAWA MEMBERS**

Name of council	Status	Size	2018 Base Price	<i>less foundation (where applicable)</i>	<i>less early bird</i>	Regional window	TOTAL COST
City of Albany	Foundation	Medium	\$ 11,750.00	\$2,000.00	\$ 2,000.00	\$ 1,000.00	<b>\$ 8,750.00</b>
City of Bunbury	Foundation	Medium	\$ 11,750.00	\$2,000.00	\$ 2,000.00	\$ 1,000.00	<b>\$ 8,750.00</b>
City of Busselton	Non-Foundation	Medium	\$ 11,973.00	-	\$ 2,000.00	\$ 1,000.00	<b>\$ 10,973.00</b>
Shire of Broome	Foundation	Low-Medium	\$9,500.00	\$ 1,550.00	\$ 2,000.00	\$ 1,000.00	<b>\$ 6,950.00</b>
Shire of Esperance	Non-Foundation	Low-Medium	\$9,681.00	-	\$ 2,000.00	\$ 1,000.00	<b>\$ 8,681.00</b>
City of Greater Geraldton	Non-Foundation	Medium	\$ 11,973.00	-	\$ 2,000.00	\$ 1,000.00	<b>\$ 10,973.00</b>
Town of Port Hedland	Foundation	Low-Medium	\$9,500.00	\$ 1,550.00	\$ 2,000.00	\$ 1,000.00	<b>\$ 6,950.00</b>
Shire of Northam	Foundation	Low-Medium	\$9,500.00	\$ 1,550.00	\$ 2,000.00	\$ 1,000.00	<b>\$ 6,950.00</b>
City of Kalgoorlie Boulder	Foundation	Medium	\$ 11,750.00	\$ 2,000.00	\$ 2,000.00	\$ 1,000.00	<b>\$ 8,750.00</b>
City of Karratha	Non-Foundation	Medium	\$ 11,973.00	-	\$ 2,000.00	\$ 1,000.00	<b>\$ 10,973.00</b>
			\$ 109,350.00	\$ 10,650.00	\$ 20,000.00	\$ 10,000.00	<b>\$ 88,700.00</b>

**TOTAL SAVINGS FOR GROUP**

**\$ 30,650.00**

*\*all councils will also receive an additional 5% discount for FY19 to FY21*

## 8 REVIEW OF PUBLIC LIBRARIES SYSTEM

<b>Date of Report:</b>	<b>14 June 2018</b>
<b>Report Author:</b>	<b>EO – Paul Rosair</b>
<b>Disclosure of Interest:</b>	<b>Nil</b>
<b>Attachment(s):</b>	<b>Public Libraries - Final Submission of Combined Responses</b> <b>Public Libraries - Matrix of Individual Alliance Responses</b>

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### **Purpose**

To update members on the RCAWA Submission to the Review of the Public Libraries System.

### **Background**

A questionnaire was sent to Alliance members on 19 February 2018, and responses were received from the following members:

- Albany
- Karratha
- Greater Geraldton
- Busselton
- Bunbury
- Esperance
- Kalgoorlie Boulder
- Broome
- Northam

These responses have been combined into the **attached** final submission and matrix of Alliance responses.

### **Discussion**

The **attached** final submission.

### **Link to Strategic Directions**

Advocacy and policy Influence.  
Representation.

### **Budget Implications**

Nil

**RCAWA Resolution**

**That the Alliance note the final joint response for submission review on the Public Library Strategy.**

**MOVED: Grant Henley - Mayor City of Busselton**

**SECONDED: Matthew Scott - CEO Shire of Esperance**

**CARRIED**

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# 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 nine members of the Regional Capitals Alliance of WA (RCAWA).

## 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. Further to this, public libraries offer appropriate environments for students to conduct research and undertake invigilated examinations in locations where they are unable to attend their institution's exam venue.

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 colocation 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 - *science, technology, engineering, arts, and mathematics*) 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. This challenge is compounded when considering the development of technological communication formats which library resources are now primarily used for, particularly engagement between the community and the government.

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?

Most 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;
- Cost of initial required infrastructure
- 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.

Some concerns were raised with regard to the impact of potential legislative changes, dependent on what changes would be passed. It is clear that strategically and operationally restrictive amendments (or inclusions in a superseding piece of legislation) would not be supported by the libraries or communities.

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. Further consideration of this issue should be undertaken when support model options are clarified.

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. However, it was identified within one response that libraries should not be operationally responsible for business grants, which could impact services on other patron groups.

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	Kalgoorlie Boulder	Broome	Northam
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.	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 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.	Our community values accessibility to a safe, friendly and welcoming public space which supports a wide range of information and recreational needs. The space at the Geraldton Regional Library is activated and dynamic.	Our public libraries are much-loved and much-used facilities. Across Western Australia's 231 public libraries, there are more than one million active library members who borrowed more than 16 million physical items and some 600,000 e-books and audio books in 2015-16.	Libraries serve their communities as educational, entertainment, technological and meeting hubs. The Shire of Northam residents value their library service for the opportunities it offers them in children's education, free entertainment, access to technology, meeting venue etc.
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	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.	I think we need to improve our technology and the way that we interact with our clients. Being remote it is difficult for our clients to get access to new releases through the library system if we do not have them in stock, it is vital to us to be able to continue to have state wide access to library materials. Subscriptions to online resources is costly and some platforms do not provide access to new releases.	The Shire acknowledges that to implement reform will require a revised funding model, which may or may not be in addition to the current budget. The Shire would like to see further consultation with local governments regarding alternate funding models to facilitate change and innovation while maintaining current levels of service delivery.	Access to and training in technology is a key area for the public library service and continuation of the interlibrary loans service throughout the state. For rural libraries, the free interlibrary loans network is a vital part of their service. Restricting it to the extent that the current trial has done is already having an impact on service levels.
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"> <li>Budget Reductions</li> <li>Evolving technology</li> <li>Meeting community expectation</li> <li>Changes to service delivery model</li> <li>Changes to library membership base and the up-skilling of staff</li> </ul>	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	Technology, I don't think the infrastructure is in place across WA for Libraries to be ahead of the back when it comes to the current trends in technology. Libraries will need strong telecommunications, to keep up with the needs of the clients.	The beginning of the reform process may prove challenging should service levels be expected to continue while funding is reallocated to transformational or innovative initiatives. The Shire also suggests that equitable spread of funding for innovation trials will be a challenge and would call for adequate support and distribution to the regions.	Again, technology and access to resources are key for the rural libraries. Access to physical resources is also a challenge to those libraries in rural areas.
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	A consolidated system would benefit all Western Australian library members and enable better collaboration between libraries	Agree with the single library card concept.	This would depend on how such a system was structured. An answer to this question can only be given if more information is provided on how such a single library card system would function.
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.	Yes	Yes	This is a question that cannot be answered unless further information is provided as to what the new legislation might cover.



	Albany	Karratha	Greater Geraldton	Busselton	Bunbury	Esperance	Kalgoorlie Boulder	Broome	Northam
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.	Yes	Yes	Again, further information would need to be provided before an answer to that can be provided.
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	Yes	Yes	Certainly, accountable reporting frameworks should be part of any enterprise. A new support model should be investigated and then the proposed new model/s be presented for comment.
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	Yes	Yes	Yes
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	Yes	Yes	Yes, with the caveat that while working collaboratively with business for programs or projects is always welcome, business grants cannot form part of a library’s operational budget. Depending upon businesses’ largess could skew the services the library system provides away from several patron groups.

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

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Date of Report:	14 June 2018
Report Author:	EO – Paul Rosair
Disclosure of Interest:	Nil
Attachment(s):	Senate Enquiry into Regional Inequality – RCAWA Submission

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### **Purpose**

To note the submission prepared by the EO and forwarded to the Senate Economics Reference Committee on behalf of the Alliance (**attached**).

### **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 requested written submissions from interested individuals and organisations in an electronic form submitted online.

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

The closing date for submissions was **30 April 2018**. The EO sought and was granted extension till the 28 May 2018.

**Discussion**

The attached submission prepared by the EO.

**Link to Strategic Directions**

Advocacy and policy Influence

Partnership and collaboration

Representation

Providing engagement at national and state level

**Budget Implications**

Nil

**RCAWA Resolution****That:**

- 1) The information and attached submission be received.**
- 2) The EO (on behalf of the Alliance) follow up with the Senate Economics Reference Committee for an opportunity to attend a hearing**

**MOVED: Harold Tracey - Shire President Shire of Broome**

**SECONDED: Malcolm Osborne - CEO City of Bunbury**

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**CARRIED**



**SENATE ECONOMICS REFERENCES COMMITTEE**

**Inquiry into the Indicators of, and Impact  
of Regional Inequality in Australia**

**Submission from Regional Capitals  
Alliance of Western Australia  
(RCAWA)**

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# THE INDICATORS OF, AND IMPACT OF REGIONAL INEQUALITY IN AUSTRALIA

## Introduction

The prosperity of regional Australian towns and communities (as a whole) has undergone a significant slowdown over the last decade. There are a range of economic, political, geographic and societal factors that have contributed to the success or failure of regional Australian areas which should be reviewed with intent for action to address identified inequalities.

Australia is undergoing substantial growth in population and the societal and economic impacts of this growth are profound in regional Australia; as a larger proportion of population growth focuses around metropolitan areas, improvements in infrastructure and support in the regions become proportionally neglected. Areas which are reliant on primary production are significantly negatively impacted by these changes.

Having said that, a significant portion of the Australian population still continues to live in regional areas of the country. Primary industries such as agriculture and resources are large contributors to the local economies of many regions. Technological advancement has led to significant industry growth, which is misleading as this does not necessarily equate to economic improvement for the individuals or the region at large (given the multinational investment in such industries).

Regional livelihood is a founding characteristic of Australia, the cultural and economic importance of supporting their investment, in ensuring these communities have the opportunity to thrive, is as important now than ever. This makes it incumbent upon Governments to ensure there are strategies in place to support regionally based populations and leverage the vast resources and land that is available to safeguard the contributions which the population of regional towns and cities make to the Australian economy.

A survey of Regional Capital Alliance WA (RCAWA) members of regional Western Australia has been conducted to gain perspective on some of the issues in relation to regional inequality which are captured further in this brief.

## Inequality in Access to Opportunities

People living in regional and remote communities have limitations (for a range of reasons) in accessing equivalent levels of service provision or personal/communal opportunities that

are available to those living in and around major metropolitan areas. There are a range of identified areas in which this occurs.

## Education Services

The availability of education opportunities in regional locations is a widely recognised issue, particularly the ease of access to tertiary education opportunities for young adult Australians. Whilst students are afforded a minimum standard of schooling across the regions, schools in regional areas perform comparatively worse than metropolitan schools and consistently maintain lower rankings.

Tertiary education is the primary issue recognised by regional representatives, with significant issues being raised in relation to a range of accessibility concerns:

- Ability to go straight to university, given situational environment;
- Cost of relocating and living to accommodate studying away from home;
- Availability of options for tertiary education;
- Associated travel costs;
- Youth sports, culture and arts and specialised callings (eg aeronautical) , opportunities, particularly for high level talent; and,
- Mental and emotional health of students forced to relocate to the metropolitan areas in order to access educational opportunities (as a result of separation, financial or personal stresses etc.).

Further to tertiary education, the comparatively low rate of trade qualified mentors or availability of other avenues for professional development in regional areas, particularly low-population areas, leads to either:

- Permanent loss of future skilled trade qualified individuals or qualified operators in other industries; or
- Excessive costs to the local region for access to the skillsets of qualified individuals who choose to remain in the region (lack of competition).

## Health Services

Regional areas have suffered comparatively to metropolitan areas in the local provision of healthcare. Particularly inequitable are the provision of (or access to) specialist services, mental health support and carer functions (such as rehabilitation, palliative care etc.). Other issues relating to regional health service provision include:

- A genuine lack of choice in service providers; and
- The exorbitant costs of transport in conjunction with excessive accommodation costs for rurally or remotely located people to access health care facilities which metropolitan based patients take for granted as nearby.

Regional Capitals Australia (RCA) noted in their submission to the Federal Inquiry, that:

- Where a regional capital city has a better health access rank, then the rural town will also have a comparatively better rank;
- The poorer the level of access the regional capital city's has, the poorer the rural town's access to health services;
- The smaller the regional capital cities (population) is, the lower the health access rank is, which also affects the rural towns' ranks;
- The more remote a regional capital city is, the poorer access it has to health access which also affects the rural towns' access.

The correlation between level of health service access and regional locality for individuals is widely accepted, and action is required to redistribute functional health services to ensure more Australians have equitable access to a higher level baseline service.

## Community Based Economic Opportunities

Regional communities often rely on investment from metropolitan based or international companies to support the local economy. Unfortunately, particularly in some volatile industries, this foundation is unsustainable. Resource based organisations act on global commodity prices and the bottom line is of primary concern. Agricultural economic contributions are seasonal at best and heavily reliant on prevailing climatic conditions. A strategy and support mechanism to ensure regional economic stability which correlates with the metropolitan capitals is necessary to ensure regional areas are sustainably managed.

There is a range of economic impacts that affect regional areas and communities. These include, but are not limited to:

- With the exception of a small number of high performing resource production regions, income inequality between metropolitan areas and regional areas is significant. People living in regional, and particularly rural and remote areas, are substantially disadvantaged in comparative income, with a lower average weekly wage. This has a twofold impact on individuals in that there is a decrease in disposable income, yet goods and services in regional areas cost the consumer more due to a range of commercial cost of production factors.
- The unemployment rate in regional Australia is traditionally significantly higher than in metropolitan areas. This is due to a range of causal factors including skills shortages as a result of migration/relocation, limited education and/or skills training, erratic seasonal employment requirements and in particular, (given the common regional industries) technological advancement in high production volume machinery and equipment.
- The economic downturn in the retail and other related industries for example has meant cost cutting measures have lead to reduced support from companies to regional centres with less emphasis and investment on dedicated regional staff support. For example, retail area manager numbers have been reduced with the consequence of further isolating regional staff. This has also meant that flow on economic benefits from these regular visitors has been lost.



- Attracting investment and development is difficult given the significant outlays required for a business to undergo relocation and development with appropriate infrastructure.
- Distances from major metropolitan regions plays a significant role in the ability of regional towns and cities to attract major investments and or developments.
- Costs of production in non-resource/agricultural industries in a regional environment are invariably going to be significantly higher due to a range of factors. The cost of increased skilled labour when it is unavailable locally, transport costs for labour, delivery of materials or delivery to market, and depending on region, reliance on volatile natural climatic or geographic conditions to ensure productivity is not impacted.

## Individual Career Advancement Opportunities

For professionals located in regional areas, continued career development can be difficult given centralised structures of modern large-scale corporations. For continued advancement, there is an expectation that individuals relocate to pursue higher level work in their chosen field (if they are not already centrally located). Of course, this is not always the case, particularly in some of the more common regionally based industries, but it still represents an issue of skill and knowledge displacement from the regions.

The ability to attract and retain professional people due to cost of relocation is also an affecting factor. Relocation to regional areas can be viewed as a potential career disadvantage. This impacts on the ability of regions to replace skills that leaves for career advancement with other adequately skilled, experienced and qualified staff.

## Views on the Causes of Inequality Between Regions

There is a wide range of potential causes that have been identified as sources of inequality between metropolitan and regional areas. Several factor are outlined as follows:

- Small population and dispersion of population which limits economies of scale in the provision of services and negatively influences corporate/industrial investment in the region due to cost and risk against value;
- Diminished regional opportunities for youth and professionals given accessibility to education institutions, (relative) limited employment opportunities, professional development opportunities and access to other social and community benefits (organised sports, libraries, social groups etc.);
- The proximity of a regional area to a state capital or major metropolitan area is significant in migration, tourism and the ability of a region to attract investment;
- A lack of investment in infrastructure projects in regional areas which would generate local jobs and provide long term infrastructure to leverage regional economic development;
- A lack of specialised industries due to economies of scale and accessibility to infrastructure and support;

- Reaching and maintaining a sustainable population size and maintaining the support, infrastructure and economic opportunities to ensure continued viability for industry investment;
- Particularly in Western Australia, the large-scale distances between regions and communities which makes equal provision of services and support a difficult proposition;
- Transport costs, both for the delivery of essential items and for industry related transport to and from source, and transport costs for individuals such as airfares (often more expensive than travel between coasts), fuel and appropriate vehicles for the region.

Over many years Governments have implemented policy which has effectively reduced essential government services (or replacing them with call centres or online services) from the regions and centralised to the metropolitan areas. This has resulted in diminished government service delivery to the regions. This has impacted negatively on the regions, both in terms of ensuring effective regional service delivery and in maintaining regional identities.

The new State Government is recognising this by recently completing a service delivery review to meet community expectations and needs including Regional WA and is implementing a series of recommendations and actions to address this.

Since 2008 this issue has been significantly countered by state government initiatives using direct intervention policies to redress this situation such as the Western Australian “Royalties for Regions program” whereby some \$6bn was directly invested into regional WA via 4500 projects above and beyond core government service delivery and infrastructure investments.

## Economics of Regional Inequality and Wider Impacts

There is a range of economic issues related to regional and metropolitan inequality which can result in significant detrimental consequences to regional Australian areas (and communities) if not appropriately managed. These issues include:

- The cost of providing equivalent services is generally higher in the regions, often due to an inability to maintain economies of scale;
- The cost of living in general is higher, however social support is not adequately accounted for; and,
- Transport costs (commercial, industrial and personal) are excessive due to a range of factors which impacts on both regional investment and on individual disposable income levels – which in turn effects regional economic performance when analyse on a macro level.

A ‘Hub and Spoke’ network is a suggested potential mechanism to ensure that all regional areas are adequately supported. The hub and spoke is comprised of both infrastructure aspects and functional aspects where the larger town (regional capitals) act as support centres and centres of commerce for all the towns in the region. Smaller regional towns form the ‘spokes’ located around the larger regional town (the ‘hub’). This model ensure greater ease of accessibility to economic infrastructure, technology and support by making these aspects much more geographically accessible.

The strength of a regional area becomes intrinsically linked with the economic performance of the regional capital. Government investment in the regional capital then effectively has a twofold effect as the investment benefits both the town/regional city and the 'spoke' towns that rely on the economic success of the hub. Such a model can drastically improve the access to essential social services and infrastructure which regionally based people can experience such as employment opportunities, health services, education opportunities, financial services and national and international transport.

## Solutions to Inequality Between Regional Areas

Inequality between regional and metropolitan Australia requires a range of policy and regional investment activity to be effectively managed long term. The identification of such solution strategies is critical in ensuring adequate planning, preparation and funding needs are established to guarantee the success of the overall objective (regional equality). Strategies suggested to alleviate the disparate level of opportunities and access include:

- Facilitating collaboration and developing partnerships between key regional stakeholders and government agencies;
- Investing in regional tertiary and vocational education to establish greater support, accessibility and retention for regional and remote students;
- Retirement trends and associated health care requirements and opportunities.
- Leveraging the natural resources of the state to enhance tourism across the regions whilst investing in tourism initiatives which will offer excellent return on investment whilst setting the state apart from other destinations;
- Continued investment in the resources sector and partnership with industry leaders to enhance the sustainable economic development of regional centres and towns;
- Identification of and investment in other industrial initiatives which will support regional areas in improving accessibility and sustainable economic growth;
- Regional areas are an important part of investigating non-standard or infant technologies so that Australia can lead in fields such as renewable energy and waste management;
- Decentralisation of critical government support mechanisms and other government functions to ensure both upstream (such as employment opportunities and development) and downstream (support mechanisms) aspects of government are accessible across the regions; and
- Creating regional environments that are a liveable, investable and affordable alternative to the metropolitan regions to entice both commercial and residential investment, by promoting the regional resources and culture.

A key solution to this problem (regional inequality) which was identified by Regional Capitals Australia is the establishment of the Federal government's City Deals initiative which aims to invest in the development of regional capital cities to act as a hub for their corresponding region. This has been established as recognition of the need for development of a network of socially and economically thriving regional capital cities and its importance to the nation's growth. The Western Australian Government should ensure it is strategically positioned to 'piggyback' off the federal initiative throughout development of the strategy.

## Policy Settings to Address Regional Inequality

The Government needs to take a proactive approach to strategic policy setting in order to increase the investment in and role of Australia's regional capital cities and towns. The policies laid down in the near future will support the expansion of regional communities and with it, improve:

- The standard of living for many regionally based Australians;
- Economies of scale for a wide range of projects and operations, in providing support, infrastructure and investment in regional areas;
- Capitalisation and promotion of technological solutions in the regions to support a variety of industries and community support mechanisms;

Through conducting the survey of regional representatives, a range of policy suggestions were put forward which would assist in the development of regional capitals as hubs for their region, or policies to support regional towns to more adequately sustain their presence and improve the economic outlook for these regions.

- Incentivise industry investment in the regions with strategic tax and business policy;
- Incentivise locally sourced workforce strategies by organisations with operations in regional areas, including incentivising fly-in/fly-out and drive-in/drive-out workers to live in their respective region of employment;
- Tax incentives for remote living dependent on distance to metropolitan zones;
- Investment in the development of regional centres as hubs for regional areas rather than centralisation to the single primary metropolitan zone;
- Modification of financial assistance grants formulas to promote development of regional centres rather than 'equalising' services through grant payment;
- Policies to incentivise higher education and financial assistance to cover the costs associated regional based tertiary education; institutions could also be incentivised to provide greater access to education opportunities, particularly in remote areas;
- Access to government representative in regional centres or a return of regional state service delivery models to the regions (e.g. Water Corp, DFES); and
- Further investigation of the "City deals" initiative to ensure avenues of leveraging the Federal Government's commitment to regional equality are being explored resulting in planned and coordinated investment.
- Adoption of regional "buy local" policies and incentives.

Further to these policy improvement suggestions, a number of recommendations by the RCA submission to the Federal Inquiry in relation to the previously mentioned “City Deals” are relevant to policy-based strategies that the State Government should investigate. This would enhance the initiatives of the federal government and facilitate a transition to a model which realigns the accessibility to services and opportunities for regional Australians with metropolitan based Australians. These recommendations are:

- Further investigate the mapping of the service ‘hub’ role of all regional capital cities as a matter of priority.
- Use this information to plan and prioritise investments identified in the Government’s development Regions 2030: Unlocking Opportunity Program and the Smart Cities – City Deals program.
- Highlight the importance of prioritising the delivery of the Government’s regional city stream of City Deals to Regional Capital Cities.
- Increase the number of regional cities to be measured under the National Cities Performance Framework to 51 – to align with the objectives of the Smart Cities Plan and to enable regional city deals to be measured
- Develop a specific dataset measuring performance in all regional capital cities (of varying populations).

(Source: Regional Capitals Australia, “**Inquiry into: Indicators of, and impact of, regional inequality in Australia SUBMISSION BY REGIONAL CAPITALS AUSTRALIA**”, April 2018)

The Regional Capitals Alliance of WA have developed an Investment Framework (**attached**) for improving services and infrastructure throughout regional Western Australia. Given that the ten alliance members represent more than half of the regional population of our State, it seems prudent to direct investment through these capitals in a “hub and spoke” manner to address inequality of the State.

Furthermore, it is noted that the government has a long tradition of using centralisation and decentralisation policy to demote or promote the role regional cities play in delivering services to rural areas. This does not account for the ‘network’ that regional communities rely on for service provision and resource sharing. Operating with centralisation policies for services does not allow regions the opportunity to develop a self-sustaining network of support utilising the available government support systems and other corresponding support in the same region.



# REGIONAL INVESTMENT FRAMEWORK



**Regional  
Capitals  
Alliance**

WESTERN AUSTRALIA

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## ABOUT RCAWA

The Regional Capitals Alliance 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.

RCAWA advocates for strategic planning for growth and investment in Western Australia's regional capitals.

Our Alliance is comprised of membership from City of Albany, Shire of Broome, City of Busselton, City of Bunbury, Shire of Esperance, City of Greater Geraldton, City of Kalgoorlie-Boulder, City of Karratha, Shire of Northam and Town of Port Hedland.

## READY FOR GROWTH & INVESTMENT

When it comes to leveraging maximum value from investment, the RCAWA members are uniquely positioned to optimise impact. Each has a well-developed capacity – in terms of their organisation, their community and their local industries. Combine this with their significant business prospects; opportunities abound.

RCAWA members are adept at achieving results – even where there are many potential obstacles. Alliance members face challenges ranging from booming populations through to meeting the needs a vast geographic catchment operating as a service hub with a relatively small population. Some members have seen rapid industry growth and significant expenditure on infrastructure to accommodate this, in parallel, other Alliance members have grappled with transitioning key industries.

What sets RCAWA members apart is their ability to proactively respond as circumstances evolve. Alliance members provide an enabling environment where industry can develop efficient and innovative ways of work. They build cohesive communities with quality services and strong social fabric. Even in circumstances of geographic isolation, this has not been a barrier to developing a thriving community and economy. Alliance members may not all follow the same approach but are unified by their ability to recognise opportunities and facilitate positive outcomes for their communities, with flow on benefits across the regions.



## ABOUT THE REGIONAL INVESTMENT FRAMEWORK

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):

- 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

Our Regional Investment Framework (RI Framework) centres on a focus on excellence and opportunity making. The RI Framework proposes the development of a multi-formula approach with a combination of merit and need-based funding pools to support strategic growth and development in the regions. RCAWA highlights the opportunity to use the RI Framework to inform decision making regarding the allocation of these funds marked for investment in the regions. RCAWA advocates for the allocation of funds to allow the strategic initiatives laid out in the RI Framework to be fully realised.

RCAWA highlights the potential to utilise this RI Framework (particularly in relation to the theory underpinning the Regional Investment Fund) to be used as model for investment in sectors such as education, social services and health.



*Figure 1: Regional Investment Framework*

### Regional Investment Fund

RCAWA support the establishment of a contestable Regional Investment Fund that supports outcomes-based initiatives. The merit criteria for such a fund should incorporate consideration of a range of factors, as identified by the Western Australian Regional Development Trust (WARDT) in its review of the Country Local Government Fund. Unfortunately, the recommendations of this review were never adopted nor implemented by the former government. Specifically, RCAWA 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

On this final criterion, RCAWA suggests that consideration is given to a model that targets government investment in those regional communities with the ideal combination of capability and business prospects (see Figure 2: Capability & Prospects Matrix). This aligns with the WARDT's proposition in their review that investment is focused on local government with higher prospects and lower risk (resulting from higher capability).

Investment in this quadrant will not only drive forward growth in the communities who are subject to this investment but will impact the growth of the region, and potentially the whole state. Communities with high prospects but less capacity will be motivated to look to the leadership of RCAWA members and other local governments in the top right quadrant for best practice and guidance, whilst locations with high capacity and lower prospects may choose to find a new lens to view their local context and potentially uncover unidentified opportunities for collaboration. And where capacity and prospects are both low, these communities may choose to partner with more developed locations to leverage value from their expertise and opportunities.

Each of the ten member-capitals of the RCAWA were identified by the University of Western Australia (UWA) as 'regional capitals' as a result of six months' intensive research which closely examined a range of functional and economic factors. This process involved a sound empirical foundation, utilising a rigorous statistical method. The regional capitals were determined by a range of factors, including population and employment, viability of urban settlement, growth potential, location of settlement hierarchy and local characteristics.

Factors such as those identified in the UWA study, combined with opportunities in the areas of economic development, physical infrastructure, social infrastructure, environment and security form the basis for the determination of a capitals prospects.

Capability can be measured by the degree to which a capital is financial sustainable, demonstrates asset planning and management best practice and undertakes transparent and strategic financial planning and reporting.

### Capacity Building Fund

A strong, capable local government sector is vital for the future growth of our state and RCAWA is very supportive of capacity building in this sector. A needs-based assessment approach for funding capacity building activities in the regions is supported, with consideration given to leadership development, governance and operations.

### Growth Planning Fund

Growth Plans have been developed for many of the regional capitals and are considered valuable tools for guiding strategic and investment decision making. RCAWA advocates for the development of Growth Plans for all capitals to enable a consistent approach to planning for growth across each of the regional capitals.

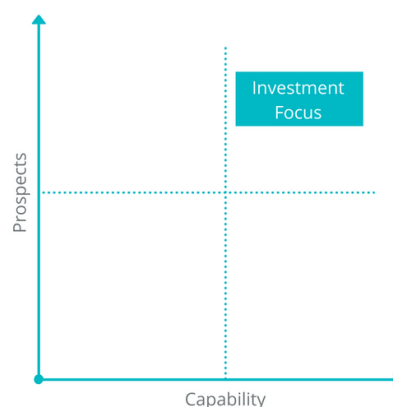


Figure 2: Capability & Prospects Matrix

RCAWA considers Growth Plans to offer an excellent opportunity for regional capitals to identify areas of commonality and to collaborate on similar projects to leverage greater impact from investment. A consistent methodology for growth planning across the capitals will yield better value from investments and minimise duplication.

### Voluntary Reform Fund

A focus on targeting funding to regional local governments with both prospects and capability will naturally incentivise authorities to build capacity and take a proactive approach to identifying real prospects. As part of this process, it is anticipated that local governments will identify opportunities to partner, mentor, collaborate and resource share. Funding to support this approach to voluntary reform is encouraged by RCAWA, considering that encouraging an efficient and effective local government sector is vital to the growth of the regions.

### Regional Innovation Fund

RCAWA is keen to support innovative and entrepreneurial ecosystems in our regions. As such, RCAWA encourages any initiative that supports innovation in the regions. The establishment of a Regional Innovation Fund would be encouraged, particularly one that funded:

- establishment of coworking communities, innovation hubs and incubators;
- services (such as training and specialist advice) that support entrepreneurship, with a particular focus on economic gardening;
- development of regional and cross-regional networks of innovators and entrepreneurs; and
- access to funding for innovative ideas that balance due diligence requirements of government and the capacity and resources of proponents to develop an application for funds.

### Industry Incentive Fund

Regional Western Australia is open for business and keen to attract new industries and enterprises to the regions. To facilitate this, the provision of an Industry Incentive Fund (particularly with a view to developing industry clusters) to support industries and enterprises establish in regional locations is support by RCAWA.

## 10 FEDERAL CITY DEALS SELECTION

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<b>Date of Report:</b>	<b>14 June 2018</b>
<b>Report Author:</b>	<b>EO – Paul Rosair</b>
<b>Disclosure of Interest:</b>	<b>Nil</b>
<b>Attachment(s):</b>	<b>MOU between the Federal Government and the State Government of WA Federal City Deals Information Sheet RCAWA Members Nomination Form</b>

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### **Purpose**

To brief members on the process of selecting a nominee for the Federal Cities Deal.

### **Background**

City Deals are a new approach in Australia, bringing together the three levels of government, the community and private enterprise to create place-based partnerships. City Deals will help to secure the future prosperity and liveability of Australian cities.

On 27 April 2018, the Australian and Western Australian governments signed a memorandum of understanding to negotiate a City Deal for Perth (**attached**). The Australian and Western Australian governments will now work together to negotiate the Perth City Deal.

Through the Perth City Deal, governments commit to developing reform in key areas, including but not limited to:

- Increasing infill housing within Perth’s existing footprint by setting policy frameworks for density, so there are more diverse homes in active and accessible neighbourhoods, well connected to jobs, services and recreation;
- Exploring value capture opportunities that may facilitate land value uplift in infrastructure corridors to help fund the cost of key METRONET projects, using fair and efficient mechanisms, while encouraging new development;
- Improving planning and governance outcomes, encouraging coordination, consistency and collaboration across different areas of Perth, and streamlining planning approval processes.

At the meeting on 12 April 2018, it was resolved that the EO develop a process for selection of an Alliance member for submission to the Premier as a West Australian regional city/capital, who would then submit a nomination to the Federal Government with the support of all Alliance members and State Government.

On 3 May 2018, an Information Form and a Nomination Sheet (**attached**) was sent to Alliance members with a return date of 4 June 2018 for inclusion in the agenda papers for

14 June 2018. As of the 5<sup>th</sup> of June, there have been no nominations received. However, it is understood that at least three members are considering a nomination. If and when those nominations are received, they will be attached as an addendum to the agenda papers.

These nominations will be considered as part of the meeting and nominees will have the opportunity to make a presentation to the group.

**Discussion**

Nominations from members will be discussed at the meeting. Each nominee will be given five minutes to make a pitch around their nomination and why they feel that they are the best placed City/Capital to be the Alliance's preferred nominee.

As discussed at the previous meeting, the assessment process and voting will be kept straightforward and uncomplicated.

Each Alliance member and the Executive Officer will cast one vote (total 11 votes) and each vote will be based on a selection of 3:2:1, 3 being the most preferred nominee.

**Link to Strategic Directions**

Partnership and collaboration.

Advocacy and policy influence.

Representation.

Providing engagement at national and state level.

**Budget Implications**

Nil

**RCAWA Resolution**

**After an agreed voting process was undertaken, the City of Albany be selected as the RCAWA's preferred location for a Federal City deal**

**MOVED: Shane van Styn - Mayor City of Greater-Geraldton**

**SECONDED: Victoria Brown - Shire President Shire of Esperance**

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**CARRIED**



**Australian Government**



**Government of  
Western Australia**

**MEMORANDUM OF UNDERSTANDING  
TO ESTABLISH AND IMPLEMENT CITY DEALS**

**between**

**The Commonwealth of Australia**

**and**

**The State of Western Australia**

**April 2018**

## ***Preamble***

This Memorandum of Understanding provides an undertaking by the Commonwealth and the State of Western Australia to work together on City Deals. City Deals will improve the lives of people through better transport, economic growth, improved housing supply and affordability, better access to jobs and improved environmental outcomes.

Australia's growth as a knowledge based economy, and the prosperity this offers, goes hand in hand with the growth of our cities and the regions surrounding them. To succeed in the 21<sup>st</sup> century economy our cities, both regional and metropolitan, need to be productive and accessible, but they also need to be liveable and sustainable, with a clear focus on serving citizens.

City Deals will formalise the partnership between different levels of government and define priorities, actions, timeframes and accountabilities for achieving joint goals. City Deals will improve collaboration by coordinating governance, strategic planning, investment and reform. The establishment of City Deals will require all levels of government to bring reforms, planning or asset contributions, and investments to support improved outcomes in our cities.

The Commonwealth will provide support for key transformative infrastructure to implement City Deals. The Commonwealth and Western Australia will bring the full strength of their policy levers to give effect to City Deals. The State and participating local government partners will in turn align land use, policy and regulatory settings and infrastructure priorities to implement the City Deal. This will enable the full economic potential of intervention to be realised.

As a first priority, the Commonwealth and Western Australia will work with local governments to deliver a City Deal for Perth. Perth is forecast to become a city of 3.5 million people by around 2050, requiring 800,000 new homes. This high rate of growth will require governments to act now to plan for and invest in major infrastructure. METRONET is the Western Australian Government's plan to connect Perth's suburbs, reduce congestion and meet Perth's future planning needs by investing in new public transport infrastructure and services as well as planning for new housing. A Perth City Deal will be underpinned by the significant infrastructure projects that have now been announced as being jointly funded by the Commonwealth and Western Australia, including the Commonwealth's foundation investment of \$1.84 billion in METRONET.

Through the Perth City Deal, governments commit to developing reform in key areas, including but not limited to:

- Increasing infill housing within Perth's existing footprint by setting policy frameworks for density, so there are more, diverse homes in active and accessible neighbourhoods, well connected to jobs, services and recreation;
- Exploring value capture opportunities that may facilitate land value uplift in infrastructure corridors to help fund the cost of key METRONET projects, using fair and efficient mechanisms, while encouraging new development;
- Improving planning and governance outcomes, encouraging coordination, consistency and collaboration across different areas of Perth, and streamlining planning approval processes.

An integrated approach to infrastructure investment and land use planning will help to maintain the iconic lifestyle of Perth and its communities, and set the framework for Perth's sustainable growth into the future.



### ***Principles for collaboration***

The Commonwealth and Western Australia commit to the following foundational principles in support of City Deals. City Deals will:

- Provide an ambitious plan to generate economic growth, jobs and housing, reduce travel congestion and improve environmental outcomes to deliver measurable improvements to people's quality of life and standard of living.
- Involve the community in determining regional priorities and how they can contribute to implementation.
- Prioritise local needs within a context of nationally significant reform, including actions that drive productivity and competition.
- Engage the private sector to create better policy and regulatory settings for investment and to accelerate the delivery of key infrastructure through consideration of alternative infrastructure funding models consistent with policy statements.
- Take a long-term approach to achieve transformative change within the period of a City Deal, with clear short and medium term actions that provide certainty to business and the community.
- Identify the 'game-changers' and catalyst actions that will deliver a step-change in growth outcomes and then prioritise delivery.
- Be flexible to allow for changing needs and emerging priorities.
- Deliver action and reform that are additional to governments' usual operations.
- Establish streamlined governance to enable effective collaboration, coordination within and across governments and strong leadership with clear accountabilities.
- Support open access to data for transparent, evidence-based decision making, performance monitoring and smart technology solutions.
- Define measurable goals, priorities, actions and implementation timeframes to enable performance and all parties' contributions to be measured.

## ***Domains for action***

Every City Deal will be different. Each will be tailored to reflect the specific needs and growth opportunities of that region. The focus will be on collaborative actions that will transform the economic, social and environmental outcomes for the area.

City Deals will prioritise the following domains for action. City Deals will identify commitments from parties to deliver these complementary and cross-cutting domains.

**Governance, city planning and regulation** – To deliver planning and regulatory reforms that improve governance arrangements and integrate infrastructure, land use and environmental planning decisions to facilitate economic growth.

**Infrastructure and investment** – To improve accessibility and productivity in our cities through programmed, co-ordinated and evidence-based commitments to transport and other infrastructure across all three levels of government, and support for innovative private and public sector financing solutions.

**Housing** – To improve housing supply and affordability, including by encouraging appropriate densities and greater diversity of housing options and integrated land-use and transport planning.

**Jobs and skills** – To improve employment outcomes by supporting skills and industry development and removing barriers to employment.

**Innovation and digital opportunities** – To harness the productive potential of information and communications technologies and the digital economy, including through a conducive and adaptive regulatory environment and a commitment to make data publicly available wherever this is practical.

**Liveability and sustainability** – To improve the environment, attractiveness and resilience of our cities, including support for clean air, green spaces, biodiversity conservation, vibrant arts and cultural experiences, improved community amenity and active transport.

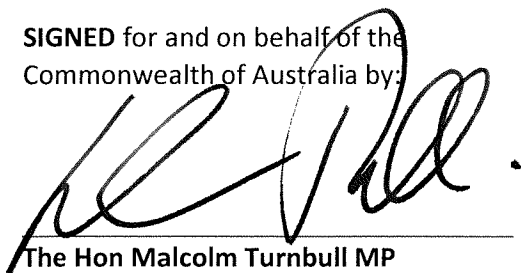
**Agreement**

Through this Memorandum of Understanding the Commonwealth and Western Australia agree to work cooperatively and collaboratively in good faith to agree priority locations and improve Western Australia's cities through the implementation of tailored City Deals.

Relevant local governments will be invited to participate in developing and implementing City Deals in Western Australia.

The Commonwealth and Western Australia do not intend any of the provisions of this Memorandum of Understanding to be legally enforceable. However, that does not lessen the commitment of the Commonwealth or Western Australia to this Memorandum of Understanding.

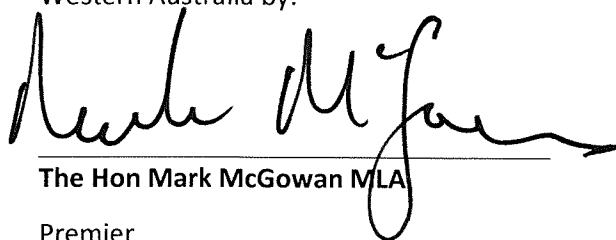
**SIGNED** for and on behalf of the Commonwealth of Australia by:



The Hon Malcolm Turnbull MP

Prime Minister  
Commonwealth of Australia

**SIGNED** for and on behalf of the State of Western Australia by:



The Hon Mark McGowan MLA

Premier  
State of Western Australia

27 / 04 / 2018

27 / 04 / 2018

## RCAWA – Federal Government City Deals

### BACKGROUND

In Australia, we have some of the best cities in the world. As our cities grow and change, we need to plan for their future, together.

City Deals are a new approach in Australia to bring together the three levels of government, the community and the private sector. The partnership focuses on aligning planning, investment and governance to accelerate growth and job creation, stimulate urban renewal and drive economic reforms to secure the future prosperity and liveability of our cities.

### FOCUS AREAS

The uniqueness and diversity of Australia's cities means that it is necessary to tailor the approach to designing and delivering Australian City Deals. The approach draws from our experience developing the first three City Deals in Townsville, Launceston and Western Sydney, as well as lessons from overseas.

Depending on the city's priorities, a City Deal might include investment, planning, policy and regulatory changes in relation to:

- jobs and skills
- infrastructure and investment
- liveability and sustainability
- innovation and digital opportunities
- governance, planning and regulation and
- housing

### CITY DEAL PRINCIPLES

These principles will guide the development, consideration and selection of City Deals.

#### **A shared vision for growth, reform and improvement**

The commitment to a City Deal reflects a serious and shared ambition from federal, state or territory and local leaders to improve their city. The process of agreeing and implementing the City Deal provides an impetus for major reforms and co-investments that can jump-start economic growth and improve liveability.

## A negotiated and customised approach, across the whole of government

City Deals focus on leveraging cities' unique strengths and responding to their specific needs. Instead of national and state policies and programs delivered locally by different departments, working with local governments and stakeholders produces a unified deal that addresses a city's priorities.

## Transformative investment

Investment delivered as part of a City Deal is focused on a long-term vision for the city, not immediate business as-usual needs. This longer term and broader approach makes City Deal investment transformative, rather than reactive.

## Institutional and governance reforms for sustained improvement

For sustained improvement, institutional reforms and investments may also be necessary to improve local capacity for whole-of-city governance and reform. This could include creating new bodies for planning, collaboration, governance and investment to ensure progressive improvement.

## Innovative financing and value capture

City Deals should, where possible, use innovative financing and funding methods to deliver greater investment than could otherwise be provided. Since the deals aim to integrate transport, housing and land use policies, they create the opportunity for coordinated action to maximise and capture the value of investment.

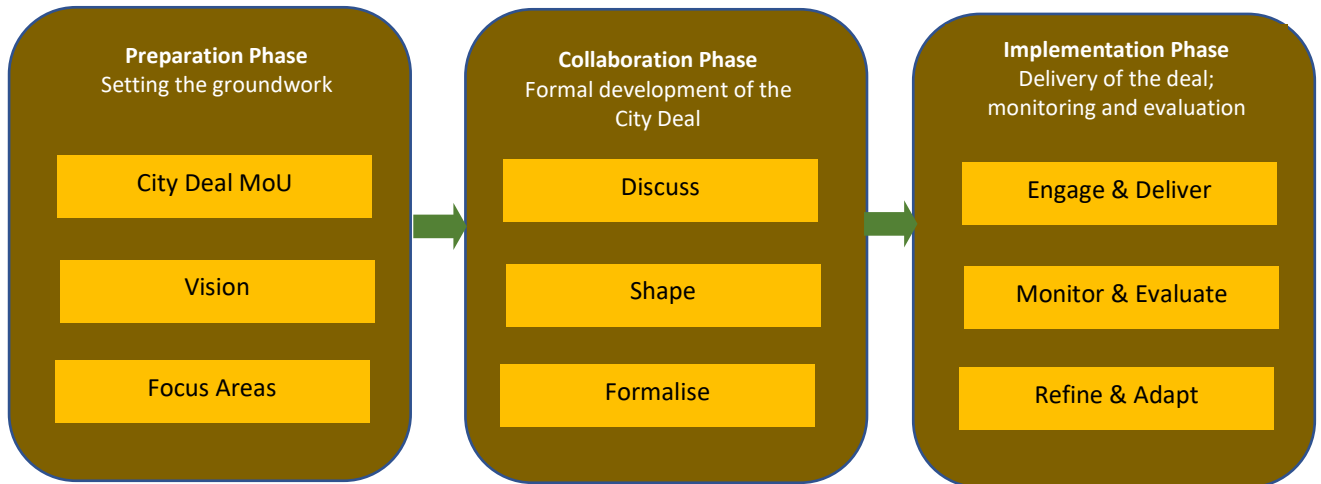
## CONDITIONS FOR SUCCESS

Meeting the following three criteria gives the best chance for a successful City Deal:

<b>Willing and capable partners</b>	The jurisdictions involved need to be willing and able to negotiate and deliver a City Deal. All levels of government must dedicate the resources needed for effective negotiation and implementation, as well as the political capital to drive difficult reforms and investments in the long-term interest of the City.
<b>Opportunities to unlock economic potential and transform the City</b>	There must be real opportunities to unlock economic potential in the City. City Deals are best suited to improving larger complex economic systems rather than simply providing an area assistance package
<b>Alignment with broader investment and policy priorities</b>	City Deals should leverage government investment to further national policy goals, such as economic reform, rather than simply improving one location

**THE PROCESS TO DEVELOP A CITY DEAL**

The three phases of developing and delivering City Deals can be summarised as preparation, collaboration and implementation (see diagram below).



**THE AUSTRALIAN GOVERNMENT’S PRIORITIES FOR CITY DEALS**

The Australian Government has identified six focus themes or areas for action under City Deals as follows:



# Nomination Form

## RCAWA – Federal Government City Deals



**Closing date:** Monday 4 June 2018

**Nominations must be emailed to:** [dawnmrouse@gmail.com](mailto:dawnmrouse@gmail.com)

**Contact Paul Rosair on:** 0419 930 467

### BACKGROUND

City Deals are a new approach in Australia to bring together the three levels of government, the community and the private sector. The partnership focuses on aligning planning, investment and governance to accelerate growth and job creation, stimulate urban renewal and drive economic reforms to secure the future prosperity and liveability of our cities.

The focus areas are:

- jobs and skills
- infrastructure and investment
- liveability and sustainability
- innovation and digital opportunities
- governance, planning and regulation and
- housing

We request you to restrict your address of each criterion to one page for each of the seven areas. There will also be an opportunity to make a short presentation, as a further part of the assessment process, at the RCAWA June 2018 meeting.

<b>Local Government Nominated</b>	<b>City / Town / Shire of:</b>
-----------------------------------	--------------------------------

<b>Contact Details</b>	<b>Title &amp; Name:</b>		
	<b>Organisation:</b>		
	<b>Address:</b>		
			<b>Postcode:</b>
	<b>Telephone:</b>		<b>Facsimile:</b>
<b>Mobile:</b>		<b>Email:</b>	

**REASON FOR NOMINATION**

Please detail the Local Government's ability to meet the following Criteria:

- Willing and capable partners – need to be willing and able to negotiate and deliver a City Deal
- Opportunities to unlock economic potential and transform the City
- Alignment with broader investment and policy priorities

**Summary:**



### **1. Infrastructure and Investment**

- This relates to the city's investment environment, with a particular focus on the quality, efficiency and effectiveness of infrastructure.
- The Government aims to improve accessibility and productivity in cities by supporting transport solutions that efficiently connect people with jobs and services, and goods with markets.
- For instance, several cities are working towards the concept of a '30-minute city', where residents can access employment, education, services and recreational facilities within 30 minutes of home, regardless of where they live.
- The Government also aims to utilise innovative financing and value capture where possible, to maximise and capture the value of investment.

## **2. Liveability and sustainability**

- This relates to the health and wellbeing of residents, the attractiveness and amenity of the city, and the state of the environment and the local response to climate change.
- The Government aims to improve our cities across all three dimensions. This includes improving safety, social cohesion and health, while reducing disadvantage in local communities.
- It also includes improving air quality, smart urban and landscape design, access to green space and the use of active transport, while acting to reduce carbon emissions.

### **3. Housing**

- This relates to the affordability of housing in our cities, the supply and diversity of new housing stock and where housing is located, including how accessible it is to jobs and services.
- The Government aims to improve housing supply and affordability and encourage appropriate densities and diversity of housing options.
- Increasing the availability and affordability of housing near job opportunities and transport connections will deliver important social and economic outcomes, while also contributing to improved liveability through smart design and reduced travel times.

#### **4. Innovation and digital opportunities**

- This relates to the productivity of a city, drivers of innovation and entrepreneurship and access to public data.
- The Government aims to harness the productive potential of information and communications technologies and the digital economy, and to make data publicly available wherever practical.
- Thinking of technology solutions first can improve productivity and lifestyle in our cities, for example through better water management, more efficient street lighting and energy-smart buildings.
- Unlocking and making use of the vast amounts of data held by governments at all levels can deliver better services for citizens and stimulate innovation.

### **5. Governance, city planning and regulation**

- This relates to the processes for regulatory systems support economic, social and environmental outcomes.
- Long-term planning is critical for delivering the coordinated infrastructure, housing and services that shape our cities and the lives of residents.
- The Government aims to deliver coordinated and integrated policy, planning and investment across all levels of government, to ensure the most effective use of available public funding, delivering better outcomes for our cities.

**6. Jobs and skills**

- This relates to employment and training outcomes in our cities, including the performance of the employment market and the skill level of the workforce.
- The Government aims to boost employment by supporting skills and industry development, and diverse economic growth.
- Coordinated investment and planning, that takes account of local strengths and global trends, can improve access to jobs by locating job clusters closer to where people live, and improving transport connections between peoples' homes and workplaces.

Name (s)	Signature	Date
		... ..

PLEASE RETURN by EMAIL [dawnmrouse@gmail.com](mailto:dawnmrouse@gmail.com)

Closing date: 4<sup>th</sup> June 2018

# 11 ALTERNATIVE ENERGY STRATEGY

<b>Date of Report:</b>	<b>14 June 2018</b>
<b>Report Author:</b>	<b>EO – Paul Rosair</b>
<b>Disclosure of Interest:</b>	<b>Nil</b>
<b>Attachment(s):</b>	<b>Matrix of Energy Projects from Alliance Members</b>

## Purpose

To consider renewable energy opportunities available to Alliance capitals.

## Background

At the meeting on **12 April 2018**, it was that resolved Western Power, Horizon Power and Synergy would be invited to present to a meeting, possibly in Kalgoorlie. Both James Birkmanis (Western Power) and James Giblin (Synergy) are working in the innovation and change space and both are highly knowledgeable on renewable energy opportunities.

The EO convened a strategy session (as a preliminary to the Kalgoorlie workshop) on **6 June 2018** with the following people:

### Attendees:

Paul Rosair	Executive Officer	RCAWA
James Giblin	New Energy Lead	Synergy
Kylie Turner	Sr Govt Relations Advisor	Synergy
Anne Carton	Strategic Engagement Advisor	Synergy
Brendan Bourke	Manager Stakeholder Relations	Horizon Power
Matt Keogh	Stakeholder and Govt Relations Mgr.	Horizon Power
Gus Riggs	Government Relations Manager	Western Power

### Apologies

James Birkmanis	Change & Innovation Partner	Western Power
Annabel Keogh	Director of Strategy & Innovation	Western Power

The following run sheet for the energy forum was developed at this meeting:

Time	Topic	Presenter/Convenor
2.00 pm	Welcome and Introductory Remarks	Peter Long – Chair RCAWA
2.05 pm	Overview of State Government Energy Policy & Agenda	Minister Ben Wyatt (TBA) and/or Zaeen Khan – Executive Director Public Utilities Office
2.15 pm	Overview of Future Energy Priorities and Issues	Guy Chalkley – CEO Western Power Frank Tudor – CEO Horizon Power (TBC) Jason Waters – CEO Synergy



2.45 pm	City of Albany – Case Study	Dennis Wellington – Mayor of Albany
2.55 pm	Q&A and General Discussion <sup>1</sup>	Peter Long – Chair RCAWA
3.20 pm	Next Steps	Peter Long – Chair RCAWA
3.30 pm	Close	

<sup>1</sup> *Snapshot of Alliance Member energy related initiatives – half page overview to be provided prior to the workshop (each Alliance CEO)*

### **Discussion**

Alliance members to hold a preliminary discussion prior to the afternoon workshop to refine a collaborative approach and agree on desired outcomes. A request was made for Alliance to provide a snapshot of their energy initiatives as background material to the workshop (attached).

### **Link to Strategic Directions**

Advocacy and policy Influence  
Partnership and collaboration

### **Budget Implications**

Nil at this stage.

### **RCAWA Resolution**

#### **That:**

- 1) The information be noted.**
- 2) A resolution be developed to progress on any workshop outcomes**

**MOVED:** John Walker - CEO City of Kalgoorlie-Boulder

**SECONDED:** John Bowler - Mayor City of Kalgoorlie-Boulder

**CARRIED**

## DETAILS OF ENERGY PROJECTS FROM ALLIANCE MEMBERS

Local Government Authority	Project
<b>City of Busselton</b>	<p>The City of Busselton <i>Sustainability and Energy Working Group</i> (SEWG) has a membership base comprising of Councillors and relevant staff from across the organisation and is currently advancing development of an Energy Master Plan for the City of Busselton. Consultants have been engaged to undertake a detailed analysis and prioritisation of potential energy efficiency and renewable energy initiatives across key City assets.</p> <p>The scope of works currently includes analysing and prioritising energy efficiency and renewable energy opportunities for the City’s key assets, including sites such as the civic administration building, leisure centres, libraries and the City owned Busselton Jetty Tourist Park as the basis for an Energy Opportunities Project. The City has subscribed to the <i>Planet Footprint Energy Essentials Module</i>, which provides customised analysis of monthly data for each billed asset which will be useful in obtaining and analysing data, and in prioritising sites for inclusion in the Energy Opportunities Project.</p> <p>In addition, the potential of sub metering at the Geographe Leisure centre to inform a detailed assessment of energy consumption is also being investigated.</p> <p>The City is also working on a future development of mid-scale solar project (up to 6.5MW) at Rendezvous Rd, which could potentially generate more electricity in a year than the City as an organisation consumes, and would utilise land at a former waste site for which there appear to be few alternative uses. It may also assist in balancing the Western Power network, and there are also potential opportunities for ‘behind the grid’ power, especially given the proximity of the site to the City’s larger energy user, the Geographe Leisure Centre.</p> <p>Presentations to SEWG have also been given on potential energy projects in waste sector such as use of biofuels, energy production from organic waste streams, landfill-gas powered leachate processing, and truck retrofitting with turbine-powered batteries and barriers and opportunities for reducing cost and consumption by street lighting.</p>
<b>City of Albany</b>	<p>The City has been working closely with Western Power and in partnership, we recently held a hackathon to turn many smart minds to finding a solution to delivering on our vision of - achieving the first 100% renewable Energy City in Australia and be acknowledged internationally as a destination to study renewable energy (achieve by 2026 - Albany’s bicentennial).</p> <p>Other key points:</p> <ul style="list-style-type: none"> <li>• Working closely with Synergy on a potential application to ARENA for a virtual power plant that will possibility include up to 500 to 1000 properties in Albany.</li> <li>• Establishing a working group to advance our renewable energy vision – including Western Power, Synergy, UWA, Murdoch University, Development Commission and our local LG Alliance members.</li> <li>• Leverage of the Carnegie Clean Energy, UWA and State Government partnership investment in Albany – wave energy centre of excellence.</li> <li>• Albany wind farm – produces up to 70% of Albany’s energy requirements.</li> </ul>

## **12 OTHER BUSINESS**

Nil

## **13 CLOSURE & DATE OF NEXT MEETING**

**The meeting closed at 3.45pm.**