



# Regional Capitals Alliance

WESTERN AUSTRALIA

**Western Australian Regional Capitals Alliance  
Meeting**

**Minutes  
13 February 2020**

## Contents

<b>1</b>	<b>OFFICIAL OPENING .....</b>	<b>3</b>
<b>2</b>	<b>RECORD OF ATTENDANCE .....</b>	<b>3</b>
<b>3</b>	<b>DECLARATIONS OF INTEREST.....</b>	<b>4</b>
<b>4</b>	<b>CONFIRMATION OF MINUTES AND BUSINESS ARISING FROM MINUTES OF PREVIOUS MEETINGS .....</b>	<b>4</b>
<b>5</b>	<b>CORRESPONDENCE .....</b>	<b>8</b>
<b>6</b>	<b>TREASURER’S REPORT February 2020.....</b>	<b>9</b>
<b>7</b>	<b>FORMAL PRESENTATIONS.....</b>	<b>12</b>
<b>8</b>	<b>EXECUTIVE OFFICER THREE MONTHLY REPORT (NOV 2019– JAN 2020) .....</b>	<b>14</b>
<b>9</b>	<b>EXECUTIVE OFFICER 2 YEAR EXTENSION OF CONTRACT.....</b>	<b>24</b>
<b>10</b>	<b>RCAWA BENCHMARKING FRAMEWORK .....</b>	<b>39</b>
<b>11</b>	<b>EPBC ACT AND EPA CLEARING CONTROL LEGISLATION REVIEW SUBMISSIONS</b>	<b>71</b>
<b>12</b>	<b>INVESTMENT FRAMEWORK AND IMPLEMENTATION STRATEGY AND EXPRESSION OF INTEREST DOCUMENT .....</b>	<b>74</b>
<b>13</b>	<b>RCA UPDATE .....</b>	<b>76</b>
<b>14</b>	<b>OTHER BUSINESS.....</b>	<b>83</b>

## 1 OFFICIAL OPENING

Mayor Wellington opened the meeting at 10am.

Brodie Carr, Managing Director Tourism WA welcomed the RCAWA members to the Tourism WA boardroom and proceeded provide an overview of the new marketing campaign surrounding WA Day and the WA government’s response to both the Coronavirus and bush fire which are having a detrimental economic, social and environmental impact on WA.

## 2 RECORD OF ATTENDANCE

### Members:

Dennis Wellington	Mayor City of Albany (Chair)
Steve Grimmer	Facilitator Strategy & Improvement, Albany
Grant Henley	Mayor City of Busselton
Tony Nottle	Director of Finance & Corporate Services, Busselton
Ian Mickel	Shire President of Esperance
Matthew Scott	CEO Shire of Esperance
John Bowler	Mayor City of Kalgoorlie-Boulder
Peter Long	Mayor City of Karratha
Chris Antonio	Shire President Shire of Northam
Jason Whiteaker	CEO Shire of Northam
Fredrick Riebeling	Commissioner Town of Port Hedland
Carl Askew	CEO Town of Port Hedland
Paul Rosair	Executive Officer RCAWA
Jane Lewis	Executive Assistant to the Executive Officer RCAWA

### Dial in:

Sam Mastrolembo	CEO Shire of Broome
Shane van Styn	Mayor City of Greater-Geraldton
Chris Adams	CEO City of Karratha
Mal Osborne	CEO City of Bunbury

### Guests:

Hon Jessica Shaw	MLA Chair Economics and Industry Standing Committee
Michelle Andrews	Director General at Department of Communities WA
Anne-Marie Britts	A/ED, Freight, Ports, Aviation and Reform (DOT)
John Morris	Director Ports, DOT
Peter Ryan	Director of Aviation, DOT

### Apologies:

Ross McKim	CEO City of Greater Geraldton
Gary Brennon	Mayor City of Bunbury
Mike Archer	CEO City of Busselton
Andrew Sharpe	CEO City of Albany
Harold Tracey	Shire President of Broome
John Walker	CEO City of Kalgoorlie-Boulder

### 3 DECLARATIONS OF INTEREST

Nil

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

#### Attachment: 1. Outstanding Business Arising Items and Actions Sheet

#### RESOLUTION :

The Minutes of the Western Australian Regional Capitals Alliance Meeting held on Thursday, 28 November 2019, were confirmed as a true and correct record of proceedings.

**Moved:** Grant Henley

**Seconded:** Peter Long

#### BUSINESS ARISING:

#### Outstanding Business Arising Items and Actions Sheet

DATE	ITEM	ACTION	STATUS	PRIORITY	COMMENTS
<small>           OS= Outstanding            I= In Progress            C=Complete            OO=ON GOING            1=urgent            2=high            3=moderate            4=low            * = will be archived and will not show in future reports         </small>					
<b>ADMINISTRATION, CORRESPONDENCE, ANNUAL REPORT, GENERAL BUSINESS</b>					
28/11/19	8. Formal presentations	A copy of Ms. Allen's and Ms. Lockwood's presentations be circulated to members. Nicole Lockwood to forward through details of the regional freight strategy session to be held at the end of January 2020 for distribution to Alliance members.	C	4	Circulated .  Sent, Northam attending.
28/11/19	16. General Business	Dennis Wellington to investigate the possibility of obtaining a regional deal for SpendMap.	OG	4	EO met with Mayor Wellington 23 January to discuss. Mayor to action.
28/11/19	16. General Business	Albany to gather issues on behalf of the Alliance outlining problems with the recent local election processes.	OG	3	CEO of Albany met with EO 23 Albany to prepare letter to go to the Electoral Commission. Email sent to all Alliance CEO's canvassing issues encountered during the last election. 6 responses received to date.
28/11/19	10. Annual Report	The Alliance members noted and received the Annual report and approved a maximum of \$400 be allocated for quality printing of the Annual Report to be used for Stakeholder Engagement.	C	3	Printed. 1 copy per Capital circulated at today's meeting.
28/11/19	16. Other Business	EO and EA to liaise with Albany, meeting scheduled on 23 January 2020 to establish new secretariat arrangements.	C	2	EO and EA met with CEO, Mayor and EAs of Albany to establish new secretariat and administrative arrangements.

DATE	ITEM	ACTION	STATUS OG= Outstanding IP= In Progress C=Complete OG=OW GD196	PRIORITY 1=urgent 2=high 3=moderate 4=low	COMMENTS * = will be archived and will not show in future reports
28/11/20	9. Executive Officer Four Monthly Report	That RCAWA write a letter to the State Government seeking an update on the status of the implementation of Machinery of Government reform initiatives	OG	3	EO sent correspondence to Emily Roper seeking an update on the public sector reform agenda and machinery government changes.
10/7/19	8. Executive Officer Tri Monthly Report	That RCAWA write a letter to the State Government seeking an update on the status of the implementation of Machinery of Government reform initiatives			
28/11/19	16. Productivity Commission study into remote area tax concessions and payments	John Walker to share Kalgoorlie Boulder submission	OG	3	Final report scheduled Feb 2020. John Walker shared Kalgoorlie Boulders submission.
11/4/19	11. Productivity Commission study into remote area tax concessions and payments	That the EO, in conjunction with RCAWA members, prepare a brief submission to the Productivity commission	C	3	Time precluded submission.
<b>WALGA WORKING GROUP – REVIEW OF STATE COUNCIL AND ZONES, STRUCTURES AND PROCESSES</b>					
28/11/19	16. Other Business - WALGA Working Group	Mayor Wellington attended meeting and provided update.	OG	4	Currently in abeyance.
1/8/19	8. WALGA Working Group – Review of state council and zones, structures and processes	<ol style="list-style-type: none"> <li>Mayor Dennis Wellington be endorsed as RCAWA representative of the WALGA review process in the event that Cr Harold Tracey is unavailable.</li> <li>The RCAWA position is that the WALGA board should be structured as: <ul style="list-style-type: none"> <li>A board of 10 representatives with eight (8) LGA Elected reps and 2 independent Board members.</li> <li>The eight (8) LGA elected should be made up of four (4) city-based Councilors and four (4) regional based Councilors who all represent the LG industry rather than specific localities/districts.</li> <li>The SAT banding structure should be used as the basis for selecting the eight (8) LG representatives.</li> </ul> </li> </ol>	OG	3	Mayor Wellington attended WALGA Working Group meeting and presented RCAWA's position paper on preferred State Council and Zone structures. Refer Other Business in 28 November Agenda
DATE	ITEM	ACTION	STATUS OG= Outstanding IP= In Progress C=Complete OG=OW GD196	PRIORITY 1=urgent 2=high 3=moderate 4=low	COMMENTS * = will be archived and will not show in future reports
<b>BENCHMARKING AND BASELINING</b>					
28/11/19	11. Benchmarking and Baseline Framework	Report tabled. Completed benchmarking worksheets to be returned to City of Albany in Nov	OG	3	Finalised report will be provided to each LG and tabled and discussed at Feb 2020 meeting.
10/7/19	10. Benchmarking and Baseline Proposal	<ol style="list-style-type: none"> <li>The Alliance adopts the proposal for the City of Albany to provide a benchmarking service on the basis of a \$1500 contribution per participant per year for the next 3 years.</li> <li>that this program is run as a RCAWA program and funded via the annual budget on a cost recovery basis</li> <li>The RCAWA receive an annual presentation on trends, future improvements and on-going project delivery</li> </ol>	OG	2	Refer Item 11 in 28 November Agenda
<b>TOURISM</b>					
7/2/19	8. Tourism Round-Table	Information from the Round-Table discussion be <u>summarised</u> and any forthcoming actions be prioritised accordingly.	OG	2	EO continuing to liaise with Kym Francesconi and RTO network accordingly.
<b>MACWA AWARDS</b>					
28/11/19	14. MACWA	<p>The Executive Officer, in consultation with the City of Bunbury, the MACWA ambassador and WALGA, continues to:</p> <ul style="list-style-type: none"> <li>Refine the MACWA Awards process -provide more support to nominees in the way of clearer expectations, guidelines and updated forms</li> <li>Review the categories, compare them to National Accessibility Awards and make recommendations concerning the categories for 2019-20.</li> <li>Review the advertising and marketing of the MACWA Awards</li> </ul>	OG	3	EO continue to action
11/4/19	13. Update MACWA Awards and Proposed Framework	Advised of update	OG	2	Update. See item 13 in 28 November Agenda

DATE	ITEM	ACTION	STATUS	PRIORITY	COMMENTS
			OS= Outstanding I= In Progress C=Complete OO=ON GOING	1=urgent 2=high 3=moderate 4=low	* = will be archived and will not show in future reports
<b>HEALTH ACT AND REGULATIONS DELEGATIONS PROPOSAL</b>					
28/11/19	16. Other Business	<ul style="list-style-type: none"> <li>EO to follow up invitation for Hon. Roger Cook, Minister for Health; Mental Health to attend an RCAWA meeting.</li> <li>EO to prepare a formal submission on behalf of the Alliance.</li> </ul>	OG		Email sent , See correspondence meeting 13 Feb 2020.
<b>MODERNISING THE WA PLANNING SYSTEM</b>					
28/11/19	16. Other Business	Peter Long to write an email to the Reform Group on behalf of the Alliance.	OS	3	Email reminder sent to Peter 19/1/2020
11/4/19	14. Planning Reform	Letter to be sent to the Director General of Planning requesting an update on where the white paper is currently	OG	3	Letter sent, EO met with Premier 18-9-19 Received email from Kathy Bonus. See Other Business 28 November. Peter Long attended meeting 27/11/19
7/2/19	11. Update – Modernising the WA Planning System	Defer consideration of position until the White Paper on planning Reform is released	OG	3	Refer previous action - EO to consulted with Evan Jones.
15/11/18	10. Update – Modernising the WA Planning System	The EO to identify key issues contained within the RCAWA submission document and collate a short summary document that highlights the key initiatives that RCAWA members would like to see as part of this reform process.	OG	1	Refer previous item - EO met with Kathy Bonus from Dept of Planning who is now leading the reform process.
1/8/18	9. Modernising the WA Planning System	EO to submit a joint response to the Planning Submission Green Paper after circulation to Alliance members out-of-session.	C	2	Submission complete.
<b>WORKERS COMP AND INSURANCE</b>					
28/11/19	12. LGIS Workers Compensation	The Alliance send a delegation of members (as a minimum Karratha, Kalgoorlie and Albany) to meet with LGIS Executive to discuss and refine their earlier offer and in light of those discussions, consider conducting an EOI process for workers compensation insurance	OG	3	Email sent to Jonathon Seth 19/1
10/7/19	7. Formal Presentations	Continue to liaise with LGIS re insurance matters affecting the Alliance	OG	2	EO met with Scott Cole: Honan independent insurance brokers to discuss industry trends and get an alternative perspective for the Alliance. Refer Item 12, 28 November Agenda
11/4/19	14. LGIS Workers Compensation	Reject offer Delegation to LGIS Invite Chair, CEO and WALGA to meeting	OG	2	Nick Sloan, CEO WALGA and Lynne Craigie, President WALGA attended July 10 meeting. Awaiting outcome of meeting before arranging LGIS delegation
<b>FEDERAL CITY DEALS</b>					
1/8/18	7. Federal City Deals Selection	<ol style="list-style-type: none"> <li>Letter to Premier of WA notifying him of the Alliance position and seeking the State's support to progress the Alliance's nomination to the next stage.</li> <li>EO to request a meeting with the Premier (with a delegation from RCAWA) to discuss the City Deal proposal.</li> </ol>	OG OG	2 2	Letter sent. EO met with Premier on 18-9-19 and updated him the Alliances submission

DATE	ITEM	ACTION	STATUS	PRIORITY	COMMENTS
			OG= Outstanding I= In Progress C=Complete OO=OR OO1&G	1=urgent 2=high 3=moderate 4=low	* = will be archived and will not show in future reports
<b>REGIONAL INVESTMENT FRAMEWORK</b>					
28/11-19	13. Investment Framework and Implementation Strategy	The EO to oversee the issuing of the EOI with a budget allocation of \$50k for the project.			Agenda Item 13, to refine recommendation.
1/8/19	7. Investment Framework and Implementation Strategy and expression of interest document	That the EO work with RCAWA CEO's to revise the proposed EOI consultants brief with the key outcomes of the EOI's being: <ul style="list-style-type: none"> <li>A compelling case for additional investment in RCAWA locations</li> <li>A clear list of projects/initiatives within RCAWA member localities that should be funded</li> </ul> Alternative models for funding the agreed projects (i.e. not using existing, traditional grant methods)	C		EO has modified EOI accordingly however needs further direction from CEOs to move forward. Refer Item 13
10/7/19	9. RCA Update	RCAWA prepare an EOI for a consultant to prepare a compelling business case that illustrates to State and Federal Governments why investing in RCAWA communities makes sound economic sense, noting that funds to implement this work are contained within the 2019/20 RCAWA Budget.	C	1	EO completed an EOI which was presented at the 1/8/19 meeting
<b>REVIEW OF HERITAGE OF WA ACT 1990 REVIEW OF ABORIGINAL HERITAGE ACT 1972</b>					
28/11/19	9. EO Report	EO met with Vaughn Davies 31/10/2020. Discussed the latest status of the Heritage Legislation reform and potential for the Alliance to participate in policy and By-law development. Also Discussed Aboriginal Heritage Act amendments. Vaughn also mentioned that the Aboriginal Heritage Act 1972 was once again about to be reviewed (the fifth time in 10 years)	OG	3	EO will maintain dialogue with Vaughn Davies to monitor ongoing opportunities for RCAWA involvement.
12/4/18	10. Review of the Heritage of WA Act 1990	1. EO continue to liaise with the Assistant Director General, Heritage Services on the framing of the new regulations under the Act. 2. EO to provide a brief submission from the Alliance to the Heritage Services division, reflecting the concerns of the alliance, to influence the framing of regulations under the Act.	OG C	3 3	EO has spoken with Vaughan Davies, Assistant DG Heritage to understand the latest legislation update. Refer EO report
<b>ALTERNATIVE ENERGY STRATEGY</b>					
18/12/19	9. EO Report	EO met with Jessica Shaw MLA Swan Hills and Chair of the Economics and Standing Committee. Ms Shaw chaired the review of regional airfares and short stay accommodation and produced a report: Report 5 Implications Of A Distributed Energy Future Interim Report.	OG	3	EO to follow up what involvement the Alliance can have in the final report.
1/8/18	10. Alternative Energy Strategy.	EO to progress discussions with stakeholders with the aim of: a) developing a MOU between the parties pertaining to alternative energy b) developing a RCAWA policy position/statement regarding renewable energy	I	3	EO to address when time permits.
12/4/18	16. Other Business	Information on current status of renewable energy initiative within the various RCAWA member localities be periodically updated/reviewed with the aim of updating and sharing on best-practice examples. EO to invite Energy Proponents working on the Albany project to present to the RCAWA members at the Kalgoorlie meeting.	I	2	EO to address.
<b>LOCAL GOVERNMENT ACT REVIEW</b>					
13/02/2019	9. EO Tri-Monthly Report	EO met with Duncan Ord 27/11/2019 as part of ongoing consultation of the Local Government Act Review. On the 6 November, Government announced the appointment of an expert review panel chaired by David Michael to consider and recommend high-level direction for a new Local Government Act. <a href="https://www.mediastatements.wa.gov.au/Pages/McGowan/2019/11/Panel-appointed-to-help-develop-new-Local-Government-Act-for-WA.aspx">https://www.mediastatements.wa.gov.au/Pages/McGowan/2019/11/Panel-appointed-to-help-develop-new-Local-Government-Act-for-WA.aspx</a>	OG		EO to seek a meeting with the Chair of the Review Panel. See correspondence out 19/1/2020.
12/4/18	7. Local GVT Act Review – Update	EO to continue to advocate on behalf of the Alliance regarding the Local Government Act review noting that the four key principles as previously agreed by the group be strongly reiterated: <ol style="list-style-type: none"> <li>IPR forms the framework</li> <li>Consistent and easy to read</li> <li>“general Competence” principle based</li> <li>Local Gov requirements are comparable to State Gov requirements.</li> </ol>	OG	2	EO met with Duncan Ord 12 April 2019 and received update re Act review. Will follow up with Jodie Holbrook and Damien Carbon who are taking over from Nick Sloan on Local Gov Act Reform.
6/12/17	8.	1. EO provides information to the Department of Local Gov, Sports and Cultural Industries and continues to liaise and advocate with relevant gov and industry bodies throughout the legislative drafting process. 2. EO to undertake a “cross checking” exercise to ensure that the RCAWA's submission to WALGA/DLGC appropriately addresses all issues that are canvassed in the recently released DLGC discussion paper.	OG C	3 2	

## 5 CORRESPONDENCE

**Date of Report:** 13 February 2020  
**Report Author:** Executive Officer – Paul Rosair  
**Disclosure of Interest:** Nil  
**Attachment(s):** Correspondence In and Out

During December and January there was no formal written correspondence, however many email exchanges were undertaken between stakeholders, following up from actions and previous meetings. Below are some of the major interchanges:

Name	Topic	Notes
Minister Dawson/ Mike Rowe	EPA Clearing legislation review submission	Request for submission extension – denied. RCAWA meeting request
Minister Sue Ellery	Attendance at RCAWA meeting	Attending April meeting
Richard Sellers	EO and RCAWA Meeting	EO meeting 20 Jan 2020
Michelle Andrews	RCAWA meeting attendance	Details re Feb meeting
Nicole Lockwood and Michelle Bastian	Freight Logistics Council Planning Session details	Details passed on to Alliance members
Minister Dave Kelly	Meeting arrangements	EO met with Minister
Minister Roger Cook	Invitation to meeting – follow up email	Still awaiting reply
Jonathan Seth LGIS	Request for RCAWA delegate meeting	Sent advice to Alliance members
Hon. David Michael MLA	Local Government Act Review – Steering Committee Chair	EO requesting a meeting

Correspondence Noted



## **6 TREASURER’S REPORT FEBRUARY 2020**

**Date of Report:** 13 February 2020  
**Report Author** Mayor – City of Greater Geraldton  
**Disclosure of Interests:** Nil

**Attachments:**

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**Purpose**

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

Nil

**Resolution:**

**The Board received and noted the Treasurer’s Report for the period ending 31 January 2019 and the accompanying financial documents.**

**Moved: Shane van Styn**  
**Seconded: Grant Henley**

8:23 AM  
02/02/20  
Accrual Basis

**WA Regional Capitals Alliance Inc**  
**Profit & Loss Budget vs. Actual**  
July 1, 2019 through February 2, 2020

	<u>Jul 1, 19 - Feb 2, 20</u>	<u>Budget</u>	<u>\$ Over Budget</u>
Ordinary Income/Expense			
Income			
Interest received	46.35	100.00	-53.65
Membership Fee 2019/20	150,000.00	150,000.00	0.00
<b>Total Income</b>	<u>150,046.35</u>	<u>150,100.00</u>	<u>-53.65</u>
<b>Gross Profit</b>	<u>150,046.35</u>	<u>150,100.00</u>	<u>-53.65</u>
Expense			
Accountancy fees	467.50	1,100.00	-632.50
Audit fees	0.00	500.00	-500.00
Bank charges	88.88	0.00	88.88
Donations	1,520.00	0.00	1,520.00
Executive Support	50,145.45	85,909.00	-35,763.55
Meetings & Functions	561.45	2,000.00	-1,438.55
Projects	0.00	58,000.00	-58,000.00
Travelling expenses	39.80	2,500.00	-2,460.20
<b>Total Expense</b>	<u>52,823.08</u>	<u>150,009.00</u>	<u>-97,185.92</u>
<b>Net Ordinary Income</b>	<u>97,223.27</u>	<u>91.00</u>	<u>97,132.27</u>
<b>Net Income</b>	<u><u>97,223.27</u></u>	<u><u>91.00</u></u>	<u><u>97,132.27</u></u>

11:59 AM  
01/02/20  
Accrual Basis

**WA Regional Capitals Alliance Inc**  
**Balance Sheet**  
As of January 31, 2020

	<u>Jan 31, 20</u>
<b>ASSETS</b>	
Current Assets	
Chequing/Savings	
WARCA Cheque Account	103,793.68
WARCA Savings Account	47,537.93
<b>Total Chequing/Savings</b>	<u>151,331.61</u>
<b>Total Current Assets</b>	<u>151,331.61</u>
<b>TOTAL ASSETS</b>	<u><u>151,331.61</u></u>
<b>LIABILITIES</b>	<u><u>0.00</u></u>
<b>NET ASSETS</b>	<u><u>151,331.61</u></u>
<b>EQUITY</b>	
Opening Bal Equity	136,570.00
Retained Earnings	-87,636.26
Net Income	102,397.87
<b>TOTAL EQUITY</b>	<u><u>151,331.61</u></u>



naja

Business Consulting Services

ABN 42 759 221 541

**TAX INVOICE**

To: **Regional Capitals Alliance Western  
Australia (RCA WA)  
PO Box 219  
Karratha WA 6714**

Invoice No: 0225  
Date: 30 December 2019  
Due Date: 13 January 2020

Reference:

QUANTITY	DESCRIPTION	UNIT PRICE	GST	LINE TOTAL
35 hrs	Executive officer – November 2019	\$204.545	\$715.91	\$7875.00
25 hrs	Executive officer – December 2019	\$204.545	\$511.36	\$5625.00
<b>TOTAL AMOUNT PAYABLE INCLUDING GST</b>			<b>\$1227.27</b>	<b>\$13500.00</b>

PROMPT PAYMENT IS GREATLY APPRECIATED

**Bank Details**

Westpac Banking Corporation  
Name: **Paul Rosair**  
BSB: **736003**  
Account No: **501735**



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Geraldton WA 6530  
P O Box 2381  
Geraldton WA 6531

Telephone No: 0407 382220

Email: pam@pamwestonsbookkeeping.com.au

**Tax Invoice**

**REGISTERED BAS AGENT  
NUMBER: 19740005**

Bill To:  
WA Regional Capitals Alliance Inc  
P O Box 101  
Geraldton WA 6531  
Australia

Invoice #: 00007775  
Date: 31/12/2019

Cust Order No:

A.B.N. 89 295 871 986

DATE	HOURS	DESCRIPTION	RATE	AMOUNT	CODE
31/12/2019	1.5	Bookkeeping	55.00	\$82.50	GST
		<p><b>Please note new bank details below and new ABN above</b></p> <p><b>Thank you</b></p>			
<b>EFT DETAILS</b>			<p>GST: \$8.25 Total Inc GST: \$90.75 Amount Applied: \$0.00 Balance Due: \$90.75</p>		
BANK ACCOUNT NAME	National Australia Bank Pam Weston T/As Pam Weston's Bookkeeping				
BSB	086643				
ACCOUNT NUMBER	510628658				

*Terms are strictly seven days  
There will be a \$10 accounting fee for any overdue accounts*

## 7 FORMAL PRESENTATIONS

**Date of Report:** 13 February 2020  
**Report Author:** Executive Officer – Paul Rosair  
**Disclosure of Interest:** Nil  
**Attachment(s)**

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**Purpose:**

The Alliance to receive presentations from Hon. Jessica Shaw, Michelle Andrews, Anne-Marie Britts, John Morris and Peter Ryan

**Background:**

Leading up to this meeting, Alliance members were canvassed about issues pertinent to the portfolios of the presenters: a consolidated list is provided in the discussion and has been forwarded to the relevant presenters as appropriate.

**Discussion:**

**10.35 am Presentation:**

**Hon. Jessica Shaw MLA Swan Hills**, Chair Economics and Industry Standing Committee

Topics:

- Economics and Industry Standing Committee – purpose and update
- Micro Grids in Regional WA – Status of report.
- Regional Airfares Inquiry – update on implementation
- Implications of a distributed energy future – Interim report
- Managing the impact of the increase of short stay rental in WA - “levelling the playing field”

Jessica presented on all topics as listed above and her presentation was sent to all members. She advised that the government had released the State Aviation Strategy on 11 February which identified Government spending \$8m on initiatives identified by airlines which would further reduce flight costs. This is open for feedback until the 27 March.

The government has now tabled the Economic and Industry Standing Committee’s enquiry into short stay accommodation.

**11.30 am Presentation:**

**Anne-Marie Britts** ; A/Executive Director, Freight, Ports, Aviation and Reform (DOT)

**John Morris** ; Director Ports, DOT

**Peter Ryan**; Director of Aviation, DOT

Topics:

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Overview of Departmental portfolio – issues and priorities, including:

- Ports Governance Review – update
- Regional Airfares Inquiry – update on implementation
- Regional Freight Plan
- Infrastructure WA Project priorities – Department of Transport’s role.

The presenters addressed the topics above and took questions from Alliance members. Peter Ryan elaborated on the \$8m grant scheme associated with the State Aviation Strategy and how grants may be assessed, allocated and spent.

**11.00 am Presentation:**

**Michelle Andrews;** Director General at Department of Communities WA

Topics:

Overview of Departmental portfolio – issues and priorities, including:

- Housing – urban renewal
- Disability services
- Homeless strategy
- WA Youth Strategy

MACWA Awards

Michelle addressed the above topics and spoke about the fraud allegations against one of the Department’s former employees, the impact that is having and the Department’s response.

**Link to Strategic Directions:**

Advocacy and Policy Influence  
Representation  
Partnership and Collaboration

**Budget Implications:**

Nil

**Action:**

That the Alliance consider responding to the State Aviation Strategy before the 27 March 2020.

## 8 EXECUTIVE OFFICER THREE MONTHLY REPORT (NOV 2019–JAN 2020)

<b>Date of Report:</b>	<b>13 February 2020</b>
<b>Report Author:</b>	<b>Executive Officer – Paul Rosair</b>
<b>Disclosure of Interest:</b>	<b>Nil</b>
<b>Attachment(s):</b>	<b>Executive Officer Three Monthly Report – November 2019–January 2020</b>

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### **Purpose:**

To update RCAWA on the Executive Officer services provided for the period November 2019 to January 2020 inclusive.

### **Background:**

The Executive Officer has been engaged for 34 months and has had further meetings with Alliance members (one-on-one and as a group) and key government, industry and political stakeholders. This report (attached) provides information about the services provided under the following main headings:

- Summary of three-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 2019/2020 approved RCAWA budget.

### **Resolution:**

**The information was received.**

# Tri-Monthly Update

RCAWA Executive Officer Services

**Prepared for WA Regional Capitals Alliance**

**November 2019 – January 2020**



*Business Consulting Services*

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## Section 1: Summary of Three-Monthly Actions

I have been performing the Executive Officer role for almost four years. Over the past three months I have had further meetings with Alliance members (one-on-one and as a group), key government, industry and political stakeholders. On behalf of the group, I have been working on the following:

- **Investment Framework Strategy** – as requested by the Alliance the EO developed an EOI for the provision of services to refine the Alliances investment framework as a basis of a submission to the State Government. At this meeting a resolution is tabled requesting the EO work with a delegated team of CEOs to finalise the EOI and go to the marketplace to engage a suitably qualified company to develop the Investment Framework and Implementation strategy.

The focus of the EOI was the following:

- Incorporating Busselton’s implementation strategy
- Aligning the investment themes with the Government’s 6 priorities in the Governments “our Priorities – sharing prosperity” directions paper
- Highlighting the fact that regional centres have full responsibility for their local infrastructure which is often at odds with metropolitan councils where the state provides and maintains a lot of this infrastructure.
- Identifying and quantifying the total investment in the Alliance members forward capital investment plans, themed along the Governments six priorities to demonstrate the significant amount of investment the Alliance members are contributing to the state agenda.

The EO has been continuing to promote the Alliance’s stance on regional investment by to presenting, explaining and advocating the framework to numerous stakeholders, as per Stakeholder Engagement Report, with the aim of influencing government to incorporate the IFS into planning.

**WALGA Working Group** - Review of WALGA’s state council, zone structure and processes. Following on from the July meeting, the EO, on behalf of the Alliance developed a proposed State Council and Zone model, based around the Salary and Tribunals band structure. New RCAWA working group representative, Dennis Wellington, subsequently tabled this proposed structure for the working groups consideration – to no effect. The matter is currently in abeyance.

**RCAWA Benchmarking Framework.** Following on from the July 2009 meeting, the EO has been working with Steve Grimmer from Albany and the Alliance members representatives to finalise the Benchmarking Reporting Framework and populate data into the benchmarking system. This has culminated in the first report being tabled at today’s meeting.



**WA Planning System Review:** This matter continues to be on the table. After numerous attempts to develop a white paper for consultation the Government decided to change tact. It formed a working group and developed a number of priority areas to look at reform issues. Peter Long, on behalf of RCAWA, attended the inaugural Local Government Stakeholder Reference Group on 27 November. Peter raised concerns about the reference group meeting particularly around the unclear role and focus of the group.

**Review of Local Government Act 1995** – As an ongoing activity, I continue to liaise and advocate with relevant government and industry bodies regarding the Local Government Act Review. Met with Director General Duncan Ord again on 27<sup>th</sup> November 2019 and reiterated the agreed upon four principles (as per meeting 12/4/18).

Scheduled to meet with Jodie Holbrook, new Project manager for the review. to maintain the Alliances involvement in the reform agenda and to pursue opportunities to influence.

**RCAWA new Secretariat Arrangements** - Spent considerable effort establishing the new secretariat arrangements for the Alliance including a trip to Albany to meet with new Chair, Dennis Wellington, Secretary, Andrew Sharpe and support team.

**Actions and Business Arising**- Updating all Actions and Business Arising from RCAWA. This report is tabled as an agenda item in this and future meetings, reflecting updates as they occur. Provision of administrative support to the Alliance.

The EO and the Executive Assistant have taken full responsibility for all agenda and minutes papers, web site maintenance and other secretariat responsibilities.

**MACWA Awards**–consultations are underway with key players to continuously improve the program for this year.

**LGIS workers compensation** – EO has been gathering information on options for the Alliance. Arranging delegation to meet with LGIS and WALGA Executive originally set for 13<sup>th</sup> February 2020 now rescheduled for 16<sup>th</sup> April 2020. Refer to Agenda Item 12 this meeting.

**Reviews and Submissions**– EO continues to monitor progress and prepare submissions for the following.

A) Streamlining WA – State Government initiative, met again with Mike Rowe B) Service Priority Review – arranging meeting with new Project Manager Emily Roper C) Public Library System D) Review of Heritage Act 1990 E) Local Government Act F) Planning Reform G) Productivity Commission Report – watching brief and liaison with appropriate stakeholders as required H) EPBC Act – Preparing Submission I) Aboriginal Heritage Act – met with Vaughan Davies

Stakeholder Engagement: Regular meetings with relevant stakeholders as per Section 3.

## Section 2: Details of Three-Monthly Actions

KEY OBJECTIVES		OVERVIEW OF MONTHLY ACTIONS
ADVOCACY & POLICY INFLUENCE	Engagement with Relevant Political Leaders, Industry and Senior Government Executive	Refer Section 3
	Preparation of Submissions and Delegations	<p>Currently working on:</p> <ul style="list-style-type: none"> <li>• Planning Reform</li> <li>• Energy Strategy</li> <li>• Study into Remote Area Tax Concessions and Payments</li> <li>• Most Accessible Community in Western Australia</li> <li>• Streamlining WA</li> <li>• Investment Framework and Implementation Strategy</li> <li>• Local Government Act Review</li> <li>• Heritage Act Review</li> <li>• WALGA working group on council/ zone review</li> <li>• State’s review of the regulations under the new Public Health Act 2016 TBA see Other Business</li> <li>• Inquiry into the Indicators of, and Impact of Regional Inequality in Australia, attendance at recent hearing.</li> </ul>
	Advocacy on Key Issues	<p>Secured the attendance of the following at upcoming meetings:</p> <ul style="list-style-type: none"> <li>• <b>Hon Dave Kelly BA MLA</b> (<i>Minister for Water; Fisheries; Forestry; Innovation and ICT; Science</i>) Invitation accepted. Date to be confirmed</li> <li>• <b>Ralph Addis</b> (<i>Director General Primary Industries and Regional Development</i>)</li> <li>• <b>Hon Paul Papalia</b> (<i>Minister for Tourism; Racing and Gaming; Small Business; Defence Issues; Citizenship and Multicultural Interests</i>) Invitation accepted - Date to be confirmed</li> <li>• <b>Mark Webb</b> (<i>Director General - Department of Biodiversity Conservation and Attractions</i>) Invitation accepted - Date to be confirmed</li> <li>• <b>Zaen Khan</b> (<i>Director – Public Utilities Office</i>). Invitation accepted - Date to be confirmed</li> <li>• <b>LandCorp: George McCullagh</b> (<i>Chairman – LandCorp</i>)</li> </ul> <p><b>Frank Marra</b> (<i>CEO LandCorp</i>) Date TBC</p>

KEY OBJECTIVES		OVERVIEW OF MONTHLY ACTIONS
		<ul style="list-style-type: none"> <li>• <b>Rebecca Brown</b> (<i>Director General of the Department of Jobs, Tourism, Science and Innovation</i>) Invitation accepted - Date TBC</li> <li>• <b>Brodie Carr</b> (<i>Tourism WA Managing Director</i>) Invitation accepted - Date TBC</li> <li>• <b>Mathius Cormann</b> (<i>Federal Minister for Finance and Federal WA Senator</i>) Invitation Accepted – Date TBC.</li> <li>• <b>Ken Wyatt</b> (<i>Federal Minister for Indigenous Australians</i>) Invitation Accepted – Date TBC.</li> <li>• <b>Nola Marino</b> (<i>Federal Minister Assisting the Minister of Regional Development</i>) Invitation accepted – 16 April 2020</li> <li>• <b>Mark McGowan</b> (<i>Premier, Western Australia</i>) Invitation Accepted – Date TBC.</li> <li>• <b>Alannah McTeirnan</b> (<i>Minister of Regional Development</i>) - Invitation Accepted – Date TBC.</li> <li>• <b>Sue Ellery</b> (<i>Minister for Education and Training Leader of the Government in the Legislative Council</i>) Invitation accepted – 16 April 2020</li> <li>• <b>Numerous other Ministers, Directors General</b> meetings being confirmed.</li> </ul>
<b>ADVOCACY &amp; POLICY INFLUENCE</b>	Development of Policy Position Papers	<ul style="list-style-type: none"> <li>• Completed submission to a Green Paper on Modernising Western Australia’s planning system. Now participating in Reform Projects.</li> <li>• On behalf of the Alliance to the Senate Economics References Committee: Inquiry into Indicators of, and Impact of Regional Inequality in Australia, requested attendance at hearing and attended Panel session in Perth.</li> </ul>
<b>PARTNERSHIP &amp; COLLABORATION</b>	Insurance Services – Workers Compensation	Continuing to negotiate with WALGA and LGIS.
	Development of <i>WA Regional Capitals Platform</i>	In the 2018-19 Stage Budget (Page 189) there is a budget allocation of \$4.5m for Regional Centres Development Plans – Stage 2). There is little clarity around the purpose of this fund and the process for applying. With the RIF / Growth Planning paper now complete, EO is looking at how this budget allocation may be best applied considering the RCAWA adopted investment framework. Questions raised with Niegel Grazier at April meeting.

KEY OBJECTIVES		OVERVIEW OF MONTHLY ACTIONS
	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> ). Questions raised with Niegel Grazier at April meeting.
	Federal Government – City Deals and Smart Cities	Letter written to Premier of WA notifying him of the Alliance Position and seeking the State’s support to progress the Alliance’s nomination to the next stage. Letter of reply received. Another letter has been sent seeking a meeting. Again, the EO raised the matter directly with the Premier face to face and explained the collaborative process the Alliance undertook to self-select Albany as its City’s Deals nominee.
<b>GOVERNANCE</b>	Establishment of Not-For-Profit Inc. Association	28 November 2019: Annual General Meeting to be held for election of new office bearers and tabling of Annual Report. Publishable Annual Report completed (Refer Agenda item).
	Communications Support	EO, Secretary and EA are continuing to implement actions contained within the Communications Plan and are now refreshing for 2019.
	Development of Strategic Plan	Continuing to implement the 2018 Action Plan developed from the Strategic Plan. Commencement of review to form the 2020 Action Plan.
	Meetings and Reporting	<ul style="list-style-type: none"> <li>• RCAWA Alliance Meeting (Perth) 28 Nov 2019</li> <li>• RCAWA CEO teleconference 28 Jan 2020</li> </ul>

### Section 3: Stakeholder Engagement

Stakeholder representatives	Meeting Date	Key Meeting Outcomes
<b>Hon Jim Chown MLC</b>	6 November 2019	RCAWA overview and general discussion.
<b>Chris Adams</b> (CEO City of Karratha)	18 November 2019	RCAWA Secretariat matters.
<b>Melissa Murphy</b> (Executive Director DPIRD)	21 November 2019	RCAWA overview and general discussion.

Stakeholder representatives	Meeting Date	Key Meeting Outcomes
<b>Duncan Ord</b> <i>(Director General Department of Local Government Sport and Cultural Industries)</i>	27 November 2019	RCAWA overview and general discussion.
<b>Hon Paul Papalia MLA</b> (Minister for Tourism, Racing and Gaming, Small Business, Defence, Citizenship and Multicultural Interests) <b>Ian Johnson</b> <i>(Policy Officer, Minister Tourism Office)</i>	27 November 2019	RCAWA update and general matters.
<b>Hon Dave Kelly MLA</b> <i>(Minister for Water; Forestry; Innovation and ICT; Science; Youth)</i>	18 December 2019	RCAWA update and general matters. Invitation to RCAWA Meeting, Date TBC.
<b>Hon Jessica Shaw MLA</b> <i>(Chair Industry and Economics Standing Committee)</i>	18 December 2019	RCAWA update and general matters. Invitation to RCAWA Meeting, Date 13 <sup>th</sup> February 2020
<b>Andrew Sharpe</b> (CEO City of Albany)	15 January 2020	RCAWA Secretariat establishment
<b>Richard Sellers</b> <i>(Director General Department of Transport (DOT))</i> <b>Anne-Marie Britts</b> (A/Executive Director, Freight, Ports, Aviation and Reform (DOT)) and <b>John Morris</b> (Director Ports, DOT)	20 January 2020	RCAWA update and general matters. Discussions around Transport related issues and accepted invitation to RCAWA Meeting, Date 13 <sup>th</sup> February 2020
<b>Andrew Sharpe and Dennis Wellington</b> <i>(CEO and Mayor, City of Albany)</i> <b>Raelene Batten</b> (EA to CEO City) and <b>Debbie Clark</b> (EA to Mayor City)	22 January 2020	RCAWA Secretariat establishment.
<b>Matthew Scott</b> (CEO Town of Esperance)	22 January 2020	Department of Transport meeting related matters.
<b>Hon Jessica Shaw MLA</b> <i>(Chair Industry and Economics Standing Committee)</i>	28 January 2020	RCAWA update and general matters. Discussion around items likely to be raised at the 13 <sup>th</sup> February 2020 meeting.
<b>Steve Irons</b> (Federal Member for Swan)	28 January 2020	RCAWA Update from 2019 meeting.

## Section 4: Issues and Opportunities

Overview of Issue/Opportunity	Update
Federal Election and Agenda for Growth	Alliance profile and agenda promoted to both sides of politics. Moving from a Federal Election Pitch flyer to an Agenda for Growth drive and now modifying for the 2021 State Election. EO now met with 5 WA Federal members.
Workers compensation Premiums (LGIS)	Engagement with LGIS continuing to endeavour to negotiate cheaper premiums for Alliance members. Alliance members will individually negotiate 2019 contracts with the view to renegotiating as a group in 2020. EO arranging meeting with LGIS and WALGA after the April 2020 Alliance Meeting.
Marketing and Communications	Continuing to implement activities identified in the 2018 Action Plan. Revisiting works agenda for 2020 accordingly.
Strategic Planning	Continuing to implement activities identified on the 2018 Strategic Plan. Revisiting action agenda for 2020 accordingly.
Administrative Support	New administrative arrangements now operating effectively and efficiently. New Secretariat arrangements in place after meeting with Chair and Secretary in Albany in January 2020.
Regionalising Government Services	A letter was sent, and a response received seeking membership to Infrastructure WA EO met with Chair Designate, John Langoulant (and Nicole Lockwood, Infrastructure Australia) to discuss mechanisms for RCAWA to engage with Infrastructure WA moving forward. Nicole Lockwood presented last meeting. Continuing to participate in the State Government's Service Priority review and Streamlining WA by keeping in regular contact with relevant stakeholders (new Manager Emily Roper) to keep abreast of the review and monitor opportunities to participate further.

**Time allocation summary**

Contract Year	Budgeted Total Annual Contract hrs	Total Billed hrs and Total Actual hrs	YTD Total Billed hrs and YTD Total Actual hrs
<b>May 2018-April 2019</b> (Incl) Completed	400 hrs	Total billed hours for April 2019 35 hrs. (35.5 hrs. actual)	400 hrs billed (408.5 hrs actual)
May 2019-April 2020 In Progress (Incl)	400 hrs	Total billed hours for Nov 2019 – Jan 2020 (Incl) 85 hrs (93 hrs actual)	295 hrs billed (314.5 hrs actual)

## 9 EXECUTIVE OFFICER 2 YEAR EXTENSION OF CONTRACT

<b>Date of Report:</b>	<b>13 February 2020</b>
<b>Report Author:</b>	<b>Dennis Wellington (Chair)</b>
<b>Disclosure of Interest:</b>	<b>Executive Officer (to leave the room for this item)</b>
<b>Attachment(s)</b>	<b>Extension of Contract</b>

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### **Purpose**

To renew the existing contract of Paul Rosair, Principal Consultant, NAJA Business Consulting Services.

### **Background**

Paul commenced the role of EO to the RCAWA in April 2017. He has now performed the role for over 34 months. His current contract expires in April 2020. The Alliance requested that the Secretary put forward a contract extension proposal to this meeting.

### **Discussion**

The Alliance needs to review the performance of contractual arrangements with NAJA Business Consulting Services, consider the attached proposal and determine whether to extend these services for a further period of two years.

This contract is similar to the original contract issued in April 2017 and the two-year extension granted in April 2018, with considerable changes to the Administrative arrangements. With the Secretariat transitioning from Karratha to Albany the Alliance approved the full suite of administrative support services now be provided by NAJA.

These additional services will now entail:

- Administrative support to the Alliance
  - Preparation and distribution of agenda papers and minutes
  - Arrangements for Alliance and CEO ring around meeting logistics, limited agenda printing, venues and catering
  - Calendar bookings associated with the above
  - Liaison with the Secretary and Chair's Executive Assistants
  - Maintenance of the RCAWA's website (Excluding costs associated with hosting)
  - Annual Reports will remain an outsourced activity as will desktop quality publication(s) and printing.
-



As a result of these changes additional administrative support charges will be incurred by the Alliance. This will be partially offset by a reduction in the Executive Officers hourly rate. The Executive Officer will continue to provide 400 hours annually.

The new proposed pricing arrangements are as follows:

Total Lump Sum Price (Inc. GST): \$104,800 per annum

NAJA has evaluated the requirements of the RCAWA and has deliberated over a range of models for service delivery. NAJA recommends that the best value approach for this project is to offer a package of base services to deliver these core requirements of the Executive Officer role. The offered lump sum price is made up of Paul's services (400 hrs per Annum) for core support, along with administrative support (330 hrs per Annum).

A breakdown of the lump sum pricing is as follows, based on a discounted rate for Paul's services (at \$212.50/hour GST Incl), based on the volume of service provided over the last 3 years (i.e. 400 hours per annum) and \$60/hr GST Incl for Administrative services.

Pricing Element	Price (Inc. GST)
Executive Officer Services - (400 hours per Annum)	\$85,000
Administrative Support - (330 hours per Annum)	\$19,800
Total	\$104,800

Where work falls outside of the scope, the assembled NAJA team is available at the listed rates. Alternatively, there is the option to go out to the market.

Additional Services Hourly Rate (Inc. GST) for team members:

- Paul Rosair: \$212.50/hour
- Jane Lewis: \$60/hour

Services provided by Associates will be quoted on a project basis, subject to provision of scope by RCAWA.

The impact of these administrative changes will therefore be a total of \$9,800 per annum.

### **Link to Strategic Directions**

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

**Budget Implications**

\$3,300 Increase to the 2019/2020 Budget

\$9,800 Increase to the 2020/2021 Budget

\$6,500 Increase to the 2021/2022 Budget

Remainder of costs are currently budgeted in 2019/2020 for this service.

**Resolution:**

**The existing contract for the Executive Officer was extended until 30 April 2022.**

**Moved:** John Bowler

**Seconded:** Peter Long

# Proposal for Provision of Executive Officer Services

*(May 2020 to April 2022)*

**Prepared for Regional Capitals Alliance WA**

February 2020



*Business Consulting Services*

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## Overview

NAJA Business Consulting Services (NAJA) offers the Regional Capitals Alliance Western Australian (RCAWA) this proposal to continue to provide Executive Officer services and associated administrative support.

This proposal is based on an approach that sees NAJA Principal, Paul Rosair providing existing Executive Officer functions, with a focus on a strategic advisory role with high level executive support, preparation of submissions, networking and advocacy services.

Under this proposal NAJA will now provide the full set of Administrative Support Services (Previously provided by Tishka Hanlon, EA to the CEO and Mayor of the City of Karratha and in part by NAJA itself).

These additional services will now entail:

- Administrative support to the Alliance
- Preparation and distribution of agenda papers and minutes
- Arrangements for Alliance and CEO ring around meeting logistics, limited agenda printing, venues and catering
- Calendar bookings associated with the above
- Liaison with the Secretary and Chairs Executive Assistants
- Maintenance of the RCAWA's website (Excluding the costs associated with hosting)
- Annual Reports will remain an outsourced activity as will desktop quality publication(s) printing

Paul, his team and preferred associates are available to provide additional project management, proposal development, research and operational support to the RCAWA.

Paul has partnered with RCAWA since 2017 to provide these services and has demonstrated his capacity to undertake this role in a strategic manner and deliver excellent results for the organisation. Paul is keen to see RCAWA continue to grow as a leader in the regions and would be delighted to have the opportunity to continue working with the organisation in the capacity of Executive Officer for a two-year period commencing 1 May 2020. Paul sees this as an exciting prospect now given the high profile the organisation has attained.

Paul is uniquely positioned to provide these services, with his extensive experience in various roles at the highest levels of State Government and in driving major regional development strategies and projects. His connections and relationships across government, politics, industry and community are second to none and he would continue to offer the RCAWA access to these networks.

In addition, Paul can provide insights into the processes and priorities impacting on government decision-making and to work with the RCAWA to develop and implement strategies to strengthen its influence over government decision-making.

His continued support in the role of Executive Officer for the RCAWA will prove invaluable in facilitating the effective navigation of government processes and bureaucracy, supporting the RCAWA to continue to elevate its position and influence in the political sphere and government sector.

As part of this proposal, Paul has access to a team of appropriately experienced and skilled associates who can be accessed for work that falls outside of the scope of the core functions of the Executive Officer role. Each associate selected for their strong skill set and experience in regional development and government focused projects. NAJA has worked frequently with these providers and considers they deliver strong value and quality work.

## **Scope of Works & Methodology**

The proposed Scope of Works and Methodology is based on NAJA's understanding of the overarching objectives of the RCAWA, along with its priorities for an Executive Officer position. NAJA understands that this role would encompass the following functions, which are defined in detail in the methodology outlined below:

Working in co-operation with the RCAWA's Secretariat in the provision of administrative and operational support for RCAWA meetings;

- Attendance at RCAWA meetings (6 per year, generally in Perth though at least one meeting per year in a member regional capital);
- Strategic advice and oversight of key RCAWA strategy development, initiatives and projects;
- Facilitating the development of key strategies and documents on behalf of RCAWA;
- Administrative, executive support services, agenda and minutes preparation, website updates, meeting arrangements and correspondence.

## **Advocacy & Policy Influence**

RCAWA has identified that it is a priority to develop highly liveable, sustainable regional capitals offering a real alternative to the metropolitan area. In order to support the RCAWA with their objective of contributing to, and meaningfully influencing, the policy Agendas of the State and Federal governments that relate to the development of regional cities, NAJA proposes that within the Executive Officer role it would work in the following ways.

## **Engagement with Relevant Political Leaders & Senior Government Executive**

NAJA proposes to leverage Paul's extensive networks within government to secure attendance of relevant State Ministers and/or Directors General/CEOs (subject to their availability on the meeting date) to attend each RCAWA meeting. Paul has secured the attendance of many high-level stakeholders at Alliance meetings over the past 3 years.

In addition, Paul's relationships across the political spectrum strongly positions him when engaging with both Ministers and Opposition Spokes people as needed. Paul is experienced and effective in this space and is highly capable in engaging with key stakeholders to represent the RCAWA regarding issues and opportunities relevant to the group. He has extensive networks as a result of his career in government and experience leading groups such as the Directors General Reference Group overseeing regional development in Western Australia. Since leaving government Paul has provided consultancy services requiring high level political and government engagement.

As Executive Officer of RCAWA since 2017, Paul has demonstrated his ability to connect RCAWA with senior government executives and to engage professionally and intelligently with decision makers and influencers on behalf of RCAWA.

### **Preparation of Submissions and Delegations**

This proposal would see NAJA continue providing strategic input into the preparation of submissions and/or delegations regarding State policies and/or legislative reforms that potentially impact on RCAWA and the regions more broadly. As part of this core responsibility, it is expected that this would be developed in collaboration with RCAWA members and that NAJA, through Paul, would provide advice and peer review services, along with collation of material developed by the group.

Should the RCAWA require the complete creation of these documents by NAJA, further support either from the proposed team or through a wider EOI or other procurement process deemed acceptable by RCAWA would be required and appropriate budget allocated to achieve this.

Paul has prepared a range of well-developed submissions including:

- Transitioning Regional Economies - Productivity Commission
- Inquiry into Regional Airfares in Western Australia
- Service Priority Review – State Government of Western Australia
- Submission to WALGA's paper on the Review of the Local Government Act
- Review of public library services in WA
- Review of Heritage Act WA
- Review of Performing Arts and Entertainment Centres
- Local Government Act Review Submission
- Planning reform Green Paper Submission

### **Advocacy on Key Issues**

Paul can support the RCAWA to develop a strategic approach to advocacy on key issues of common interest to members and, where appropriate, implement elements of the approach. His strong background in senior executive government roles positions him to provide insights into government priorities and concerns to allow the RCAWA to shape a sophisticated and targeted approach.

Paul has been intimately involved in many initiatives and programs in the areas of relevance to the RCAWA. A sample of initiatives and programs that Paul has had the strategic leadership role in, and including the direction setting and administration of, are:

- Ord East Kimberley Expansion Program;
- Regional Blueprints;
- Supertowns program and development of Growth Plans;
- Country Local Government Fund (CLGF);
- Pilbara Cities program and associated projects;
- Seizing the Opportunity Agriculture program;
- Aging in the Bush program;
- Bunbury to Albany Gas Pipeline;
- Port Links;
- Southern Inland Health Initiative; and
- Remote Mobile Telecommunications Initiative.

With this unique portfolio of experience, Paul is ideally suited to continue to provide strategic advisory and support services to assist the Alliance influence policy agenda of the state and federal government as it relates to regional cities.

Paul offers 40 years knowledge and experience of State agency and department policy stances, which gives the RCAWA the opportunity to understand how to tailor their position to respond to State priorities and concerns which government outsiders would not be cognizant of. In his capacity of Executive Officer of RCAWA, Paul has strategically engaged with government and industry representatives to advocate for issues of interest to RCAWA. These have included:

- Regionalising Government services
- Preparation of Growth Plans
- Regional water and environmental issues
- Development of regional transport strategies
- Concentrated investment in regional centres
- Strategic investment framework
- Innovation strategy and advocacy opportunities
- Effects of red tape on environmental assessment and approvals
- Land tenure policy review

Please note that Paul does not undertake lobbying activities and is not a registered lobbyist.

### **Development of Policy Position Papers**

With his background in government, Paul has a strong understanding of policy development and this is complimented by his more recent consultancy work that has included the development of a new tourism policy (shared with both sides of politics,

including the Opposition Spokesperson for Tourism and the Parliamentary Secretary for Tourism) and the development of a policy position paper on land reform in the Kimberley.

Paul can provide strategic advice and guidance to the RCAWA on the development of policy approaches related to key issues and in gaining traction with developed policy position papers.

It is considered that the development of detailed and well-researched policy position papers would form a significant body of work, some which would fall outside of the scope of the remit of the Executive Officer core role (based on a part-time position as described in the Request for Quotation). As part of the Executive Officer role, NAJA can offer to project manage and peer review this work, and in addition to facilitating:

Provision of services to develop policy position papers, using the NAJA team on a case-by-case basis, with NAJA providing a proposal based on scope developed by the RCAWA; or Support to the RCAWA to develop a scope for an EOI to seek quotes from NAJA and other providers to develop a policy position paper on a case-by-case basis; or Support to the RCAWA to develop a scope for an alternative procurement method proposed by RCAWA.

Initiatives developed as part of this role include:

- MACWA Awards established and run
- Regional City Deals and Smart Cities collaborations
- Workers compensations claims review
- Growing profile of the RCAWA brand
- Regional Investment Framework delivered to Government
- Growth Planning paper prepared
- Land Tenure Policy review
- Regional Growth Fund policy and guidelines
- Senate Economic References Committee submission
- Local government professionals benchmarking
- Regional airfare review submission
- Public libraries review submission
- Energy workshop facilitation
- Tourism roundtable facilitation

## **Partnership & Collaboration**

RCAWA identifies that partnership and collaboration is essential in the development of an innovative and sustainable networked system of regional capitals that are good places to live, work, visit and invest.

While working with RCAWA, Paul has supported the organisation formulate a strategic approach to working towards this objective. 2020 offers the opportunity to gain further



momentum to move forward with the priorities and projects identified as part of this process.

Paul brings excellent capabilities and experience to support these objectives. During his time in government, Paul was involved in working closely with local government, WALGA and Department of Local Government, Sports and Cultural Industries, including working as an Executive member of Department of Local Government and Regional Development and Department of Environment. In these roles, Paul was involved in policy formulation and discussions surrounding, and strategies development in relation to delegating state legislative requirements to local governments.

As such, Paul is acutely aware of requirements and opportunities in this space, along with having been privy to a number of situations whereby the delegation instruments were made from state to local government without appropriate consultation, nor adequate resourcing to implement these initiatives and was cognizant of the consequent challenges which this created.

Paul has worked with the Department of Local Government in the development of an approach for the delivery of municipal services to remote communities. As a result, Paul has a unique understanding of provision of state, federal and local government responsibilities to remote communities, which may be of particular relevance to a number of the members of the RCAWA. As such Paul is in a position with work with the Alliance to negotiate arrangements that better reflect the resourcing requirements for the delivery of services and recognize the maturity and capabilities of your organisations.

Paul's involvement at a strategic level offers the opportunity to more strongly position the RCAWA members through his insights into government processes and priorities.

Paul played a pivotal role in the development of a range of key strategic planning frameworks and plans and also provides his experience in leading a committee of the Directors General Reference Group which saw him working with WA Planning Commission, the Department of Planning and Department of Local Government and Communities in the development an approach to more tightly align State, regional and local government planning.

Paul has had extensive experience with regional planning approaches along with the integrated planning of local governments, both in his role in State government and in his capacity as a consultant.

Depending on the level of complexity of the project work, bids and the level of involvement of the Executive Officer in the hands-on development, it is possible that the development of bids would form a significant body of work, falling outside of the scope of the remit of the Executive Officer core role (based on a part-time position as described in the Request for Quotation). As part of the Executive Officer role, NAJA can offer to project manage and peer review this work, and in addition to facilitating:

- Provision of services using the NAJA team on a case-by-case basis, with NAJA providing a proposal based on scope developed by the RCAWA; or
- Support to the RCAWA to develop a scope for an EOI to seek quotes from NAJA and other providers on a case-by-case basis; or
- Support to the RCAWA to develop a scope for an alternative procurement method proposed by RCAWA.

## **Representation**

RCAWA has identified that it will focus on providing a common voice to represent the interests of regional capitals. This would see an approach encompassing communication and collaboration with regional partners and stakeholders, as well as building brand awareness and reputation of the RCAWA.

In 2017 Paul oversaw the re-branding of RCAWA to provide a modern and professional look, re-development of the website to communicate the RCAWA message more clearly and the development of a Communications Plan. Paul has managed communications and correspondence from RCAWA to ensure a professional image of the organisation is maintained.

As part of the core function of the Executive Officer role, some tasks as identified in the communications plan would be undertaken by the Executive Officer. It is suggested that the use of a communications specialist would be advisable to ensure a professional and consistent message is shared with stakeholders and the general public when completing other tasks in the Communications Plan. It is suggested that this would fall outside of the scope of the remit of the Executive Officer position (based on a part-time position as described in the Request for Quotation). As part of the Executive Officer role, NAJA is able to offer:

- Provision of services to, using the NAJA team of associates, with NAJA providing a proposal based on scope developed by the RCAWA; or
- Support to the RCAWA to develop a scope for an EOI to seek quotes from NAJA and other providers to provide website updating and maintenance, social media communications and e-newsletter; or
- Support to the RCAWA to develop a scope for an alternative procurement method proposed by RCAWA.

## **Meetings and Reporting**

As per the outline of Alliance and Contractor Responsibilities in the Request for Quote, NAJA will from now on organise meetings, including at least one meeting per year in a regional city location as negotiated with the RCAWA.

It would be expected that the administrative processes to achieve this would be undertaken now by NAJA, (with assistance from the host Capital for the regional meeting). Responsibility for members travel, accommodation etc. remains with individual Alliance member assistants.

As per the current arrangement, Paul would provide a snapshot report on the status of Executive Officer actions and budget status of total lump sum expenditure against agreed componentry would be provided at meetings.

## **PERSONNEL PROFILES**

### **Paul Rosair – Principal Lead Consultant**

Paul Rosair leads NAJA Business Consulting Services which is a consultancy focused on working with regionally based organisations on strategic development projects and supporting organisations navigate government planning, funding and approvals processes.

Prior to establishing NAJA in 2014, Paul held high level state government positions, overseeing significant state programs – most significantly the Paul lead the administration of the State’s \$10.5 billion Royalties for Regions Program in his role as Director General of the Department of Regional Development.



Paul brings with him a background of having worked at the most senior levels in Regional Development, Lands, Local Government, Water, Natural Resource Management, Tourism and Environment. Paul has extensive experience in the development and assessment of literally thousands of Business Cases, Cost Benefit Analyses and Grant/Funding proposals. He offers his experience in conceptualising, leading and implementing major state projects in unique combination with his connections with key influencers and decision makers at the highest levels of Government, Community and Industry.

This is complemented by his strong understanding of the nuances of government and the complexities of many of the processes that proponents need to negotiate to implement their projects. Paul’s specialty is working with clients on key projects that require the development of strong proposals, along with strategic advice to assist their projects gain traction. With an engaging and open style, Paul works effectively to connect with stakeholders and understand their needs and priorities. With many years’ experience negotiating and brokering agreement on major projects, Paul is adept at driving projects to implementation.

A snapshot of recent projects that Paul has delivered are outlined below.

- Business Case development for major projects:
  - Broome PCYC – West Kimberley Youth Resilience Hub - \$14m
  - Broome Golf Club - Facility Development - \$7M
  - Broome Surf Life Saving Club – Facility Redevelopment - \$7M
  - Broome Turf Club – Infrastructure upgrades - TBA

- Carnarvon Golf Club – Relocation and development - \$10M
  - Kalgoorlie Golf Club – Facility Development - \$20M
  - Activ Foundation – Golf Course and Community Development – final budget TBD;
  - Shire of Ashburton – Paraburdoo Community Hub - \$15M
  - Shire of Jerramungup – Bremer Bay Sports Complex - \$2M
  - Shire of Broomehill-Tambellup – Tambellup Community Centre - \$1M;
  - Murchison Regional Council – Murchison Vermin Proof Fence - \$3.8M;
  - Wheatbelt NRM – Living Lakes Stage 3 - \$3.7M; and
  - Shire of Katanning – Piesse Park Town Development - \$2.5M.
- Executive Officer services to the Regional Capitals Alliance WA (RCAWA) – representing 10 Regional Capital Cities in WA with strategic planning, advocacy and investment frameworks.
  - Land Tenure Policy Position Paper development for Kimberley Regional Group of Councils
  - Community Engagement, Project Evaluation and Strategic Advisory Services for:
    - Swan Districts Football Club – Community Engagement regarding Steel Blue Oval Grounds Redevelopment;
    - Shire of Murchison Interpretive Centre Strategy; and
    - Shire of Kojonup Health Precinct.
  - Strategic Advisory Services (Land Tenure and Planning) for:
    - Shire of Broome
    - Shire of Wyndham East Kimberley
    - Shire of Halls Creek
    - Shire of Derby West Kimberley
    - Ord River Irrigation Co-operative
    - City of Kalgoorlie
    - Shire of Chittering
    - Shire of Wagin
    - City of Busselton; and
    - City of Rockingham.
  - Developing in depth, sustainability and growth focused Prosperity Plans for:
    - Shire of Jerramungup; and
    - Goldfields Land and Sea Council.
  - Strategic Organisation and Governance Reviews for:
    - West Australian Football Commission
    - Pilbara Regional Council
    - National Disability Service – ACROD Parking division
    - WA Indigenous Tourism Operators’ Council; and
    - WA Country Arts

## Jane Lewis

Jane Lewis, B.App. Science (Psychology), is the owner and director of Redit Research. Having lived in Albany most of her adult life, she has a great understanding of the issues facing regional towns and cities and how they affect the everyday lives of the residents, businesses and Government agencies. Jane has provided executive support to the Executive Officer for the RCAWA since October 2018, as well as conducting project work for NAJA Business Consulting Services and editing and proof-reading services, grant applications and tender document preparation through her own business.



## UNDERSTANDING OF RESPONSIBILITIES

In addition to the duties describe in the scope, NAJA expects to prepare the meeting agenda and business papers in consultation with the RCAWA members with support from the Secretariat, with these distributed by the Executive Officer. It would be expected that the minutes would be recorded and disseminated by NAJA. It is also understood that as per the responsibilities of the Secretariat, they would manage the proper storage and maintenance of RCAWA documentation.

It is proposed that NAJA will seek agreement from RCAWA prior to embarking on any travel and will directly book and pay for any travel, accommodation and meals, with an invoice issued to RCAWA for at cost reimbursement.

## PRICING

Total Lump Sum Price (Inc. GST): \$104,800 per annum

NAJA has evaluated the requirements of the RCAWA and has deliberated over a range of models for service delivery. NAJA recommends that the best value approach for this project is to offer a package of base services to deliver these core requirements of the Executive Officer role. The offered lump sum price is made up of Paul's services (400 hrs per Annum) for core support, along with administrative support (330 hrs per Annum).

A breakdown of the lump sum pricing is as follows, based on a discounted rate for Paul's services (at \$212.50/hour GST Incl), based on the volume of service provided over the last 3 years (i.e. 400 hours per annum) and \$60/hr GST Incl for Administrative services.

Pricing Element	Price (Inc. GST)
Executive Officer Services - (400 hours per Annum)	\$85,000
Administrative Support - (330 Hours per Annum)	\$19,800
Total	\$104,800

Where work falls outside of the scope, the assembled NAJA team is available at the listed rates. Alternatively, there is the option to go out to the market.

Additional Services Hourly Rate (Inc. GST) for team members:

- Paul Rosair: \$212.50/hour
- Jane Lewis: \$60/hour

Services provided by Associates will be quoted on a project basis, subject to provision of scope by RCAWA.

## **SPECIAL CONDITIONS**

### **Price**

NAJA confirms that pricing includes GST and that items not stated in the questions will not be charged under the contract. Our recommendation is for additional hours by NAJA and team via a sub-contracting approach or EOI approach where work falls out of the scope.

### **Contract Duration**

NAJA proposes that the contract will be in force for a period of 24 months with the ability of the Alliance to terminate the contract in the event of failure to meet contract requirements to agreed standards. Similarly, NAJA reserves the same ability if the Alliance does not meet its agreed responsibilities. Termination by either party would be in writing.

### **Insurance**

NAJA currently holds insurance to the limit of indemnity as listed below, except for not having Worker's Compensation (no employees) or income protection insurance, as these are not considered necessary by NAJA. However, NAJA is willing to discuss additional insurance if deemed necessary by RCAWA. NAJA will ensure that associates also hold appropriate levels of coverage for the work they are undertaking. Limits of liability:

- Professional Indemnity - \$1m any one claim, \$2m in the aggregate
- Public Liability - \$20m

## 10 RCAWA BENCHMARKING FRAMEWORK

<b>Date of Report:</b>	<b>13 February 2020</b>
<b>Report Author:</b>	<b>City of Albany and Paul Rosair</b>
<b>Disclosure of Interest:</b>	<b>Nil</b>
<b>Attachment(s)</b>	

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### **Purpose:**

To update the Alliance on the Benchmarking Framework that has been developed in order to provide meaningful information that can be used to inform and improve the performance of all participants.

### **Background:**

The City of Albany held a workshop on the 28<sup>th</sup> May 2019 in Albany. This workshop was attended in person or on-line by 8 of the 10 RCAWA Local Governments. At this workshop the purpose and objectives for the program were agreed and included in a draft MOU. A table was also provided which summarised the resourcing required to deliver the Benchmarking Program and the associated cost. A Performance Benchmarking meeting was held via teleconference on 12 September 2019, hosted by Stephen Grimmer and attended by representatives from 8 Capitals. Completed Benchmarking worksheets were scheduled to be returned to the City of Albany by 10 November, and a draft report sent out to the representatives in January 2020.

### **Discussion**

The Benchmarking Framework has been provided to each of the participating members in its entirety, inclusive of raw data figures. To simplify analysis, the information has also been presented in graph form. See attachment on page 38. Steve Grimmer; Facilitator Strategy & Improvement Albany was in attendance at the meeting today to discuss the results and provided an overview of the information provided to date. Esperance and Port Hedland advised their intent to participate in the future.

### **Link to strategic Direction:**

Partnership and collaboration

### **Resolution:**

**The information was received.**

**WA REGIONAL CAPITALS ALLIANCE CORPORATE BENCHMARKING REPORT  
2018/19 Financial Year**





<p style="text-align: center;"><b>WA REGIONAL CAPITALS ALLIANCE CORPORATE BENCHMARKING REPORT 2018/19 Financial Year</b></p>
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## Contents

1. INTRODUCTION .....	3
2. CONTEXT .....	4
3. FINANCIAL RESULTS.....	5
4. FINANCIAL RATIOS .....	14
5. FTE's by FUNCTION .....	18
6. BUSINESS ACTIVITY.....	20

<p style="text-align: center;"><b>WA REGIONAL CAPITALS ALLIANCE CORPORATE BENCHMARKING REPORT 2018/19 Financial Year</b></p>
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## 1. INTRODUCTION

The graphs below provide benchmarking information for eight of the ten members of the WA Regional Capitals Alliance. The participants are Albany, Broome, Bunbury, Busselton, Geraldton, Kalgoorlie, Karratha and Northam. The metrics used were agreed by a Steering Group made up of a nominated representative from each participating Local Government based on the following purpose statement.

***“To support the viability of the Regional Capitals Alliance by sharing key benchmarking measures and helping each other to deliver improved performance and better value for money for our regional communities”***

This is the first year we have reported this information and while we have tried to be as consistent as possible there is likely to be differences in the way metrics have been collected and interpreted. The data also reflects differences in the way services are delivered based on location and circumstances. For example using employees to deliver a service will increase the FTE Count and Employee Costs while outsourcing of a service will lower these metrics and result in an increase to Contractor Costs. It also reflects differences in demographics and the local economies.

For the majority of the graphs we have looked to benchmark the information per 1000 residents or per 100 FTE's for comparison purposes. We have also provided a table summarising FTE's by function. Over the 4 years of this benchmarking exercise the steering group will continue to work on improving the consistency of data and if requested we are happy to take a deeper dive into nominated service areas.

To be effective, benchmarking information is best used to help each participant to improve. This information is pitched at a strategic level and it is hoped it will promote conversations and co-operation between participants and identify areas where a deeper dive is required. There is a great deal we can learn from each other if we work together.

I would like to pass my thanks on to the members of the steering group for their support.

***Stephen Grimmer  
Project Manager  
City of Albany***

<b>WA REGIONAL CAPITALS ALLIANCE CORPORATE BENCHMARKING REPORT 2018/19 Financial Year</b>
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## **2. CONTEXT**

The following information provides context for each of the following sections including the source of the information.

### ***Financial Results***

The financial results section is aligned with Local Government statutory reporting requirements and are consistent with the reporting requirements for the Annual Report. The variances in this section are in places significant and reflect the geographical opportunities and challenges for each participant along with differences in service delivery requirements.

### ***Financial Ratios***

The financial ratio section is also aligned with Local Government statutory reporting requirements and these ratios are also required to be published in the Annual Report. The graphs include a line indicating the Department of Local Government minimum standards for each data set. This information is based on the audited, statutory annual financial reports and not budget information. The financial ratios have been in use since the 2012/13 Annual Report and focus on long term sustainability.

### ***FTE's by Function***

The FTE's by function table was agreed by the steering group based on a typical service delivery structure within local government. The steering group has tried to ensure the basis for this information is as consistent as possible, but there is still more work to do in this area, noting that structures can vary considerably. This information combined with the Business Activity graphs provide a good basis for deciding relevant service delivery areas for a deeper dive.

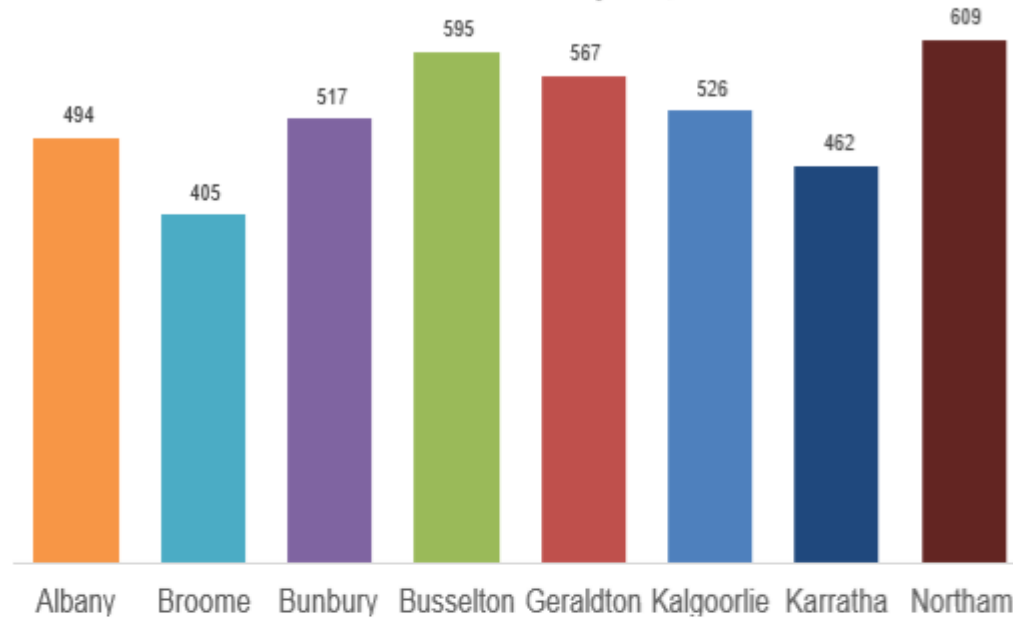
### ***Business Activity***

The basis for the business activity data and graphs were agreed by the steering group and are intended to provide high level metrics for key business activities and service delivery areas. As indicated above this information has the potential to identify areas that require a deeper dive.

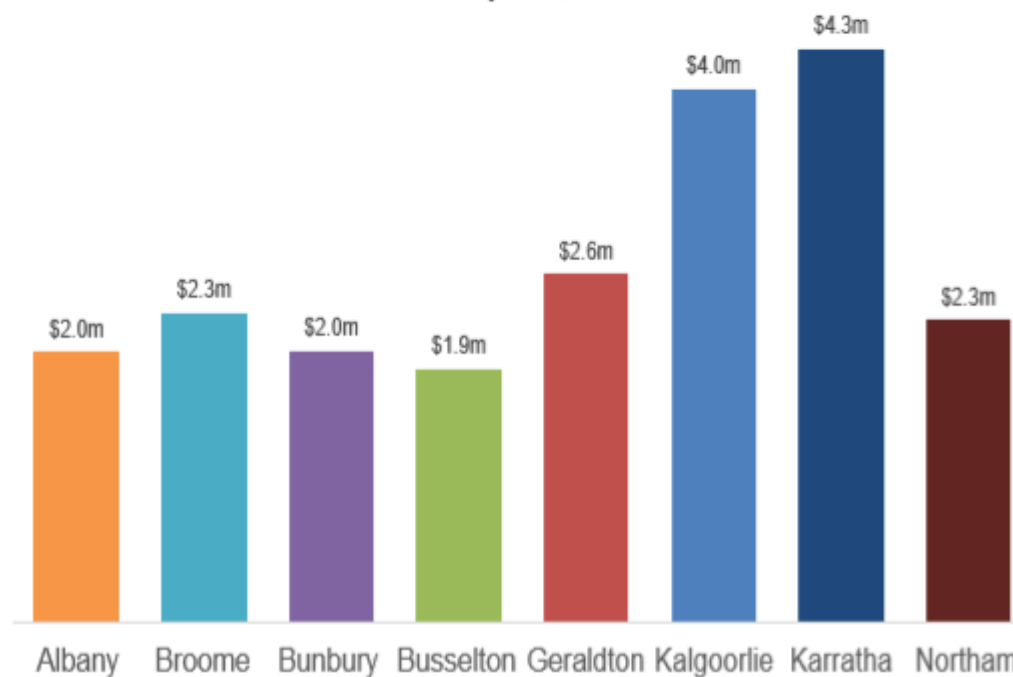
**WA REGIONAL CAPITALS ALLIANCE CORPORATE BENCHMARKING REPORT  
2018/19 Financial Year**

**3. FINANCIAL RESULTS**

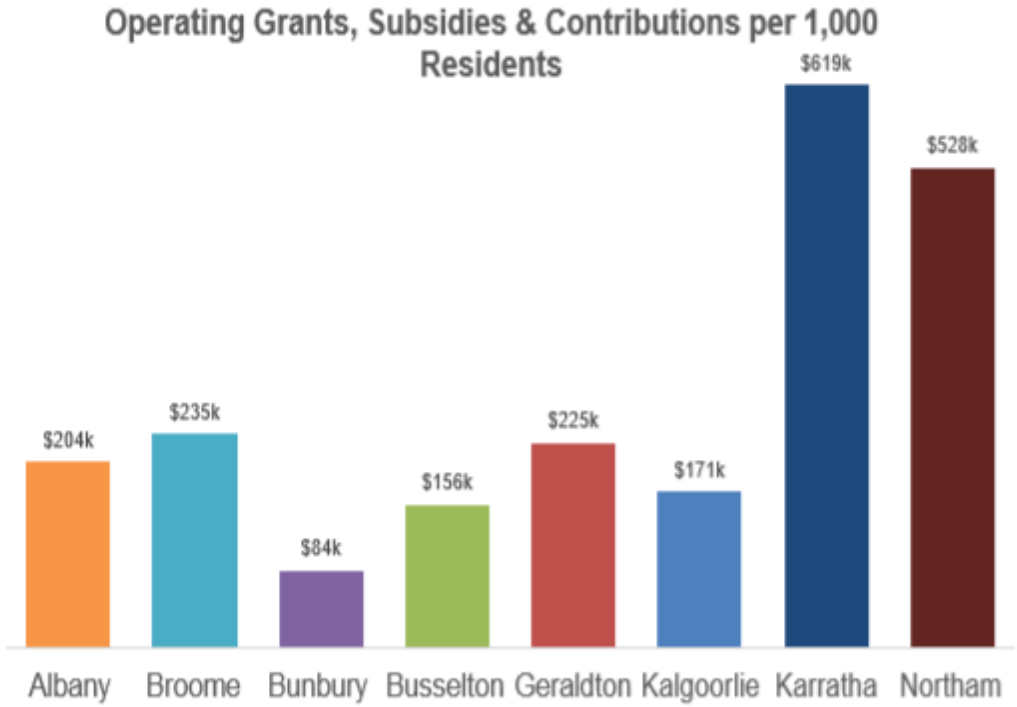
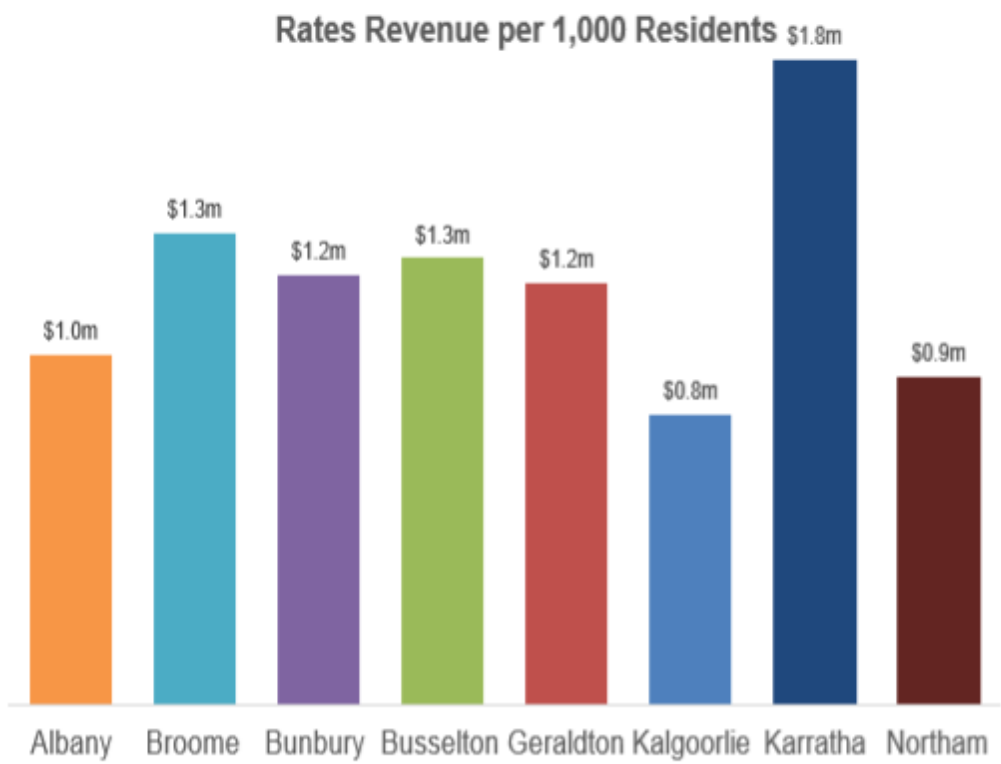
**Number of Rate Assessments per 1,000 Residents**



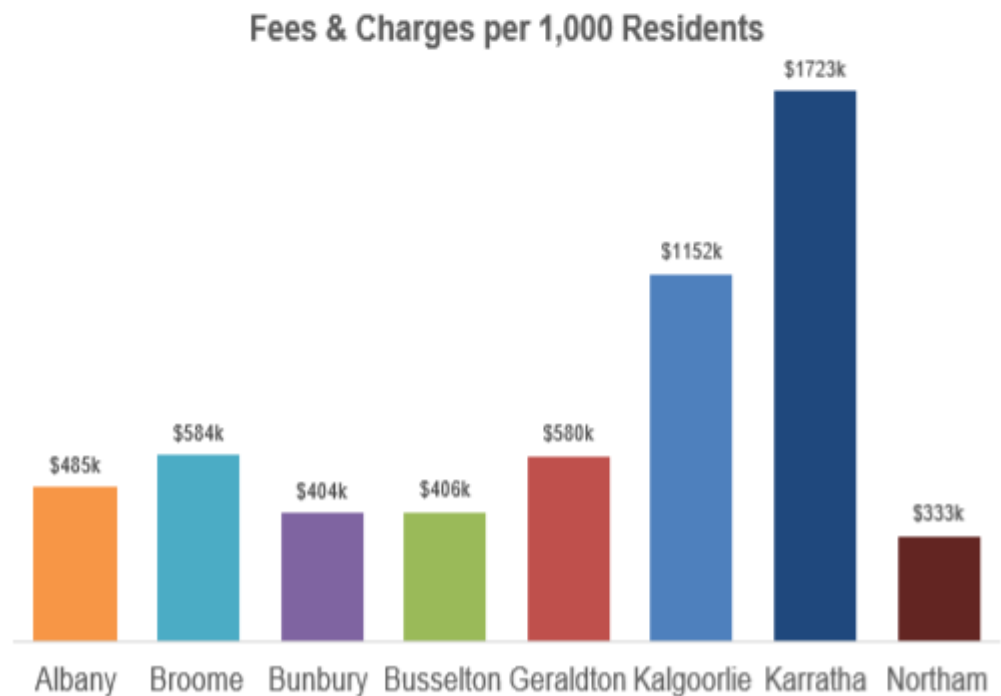
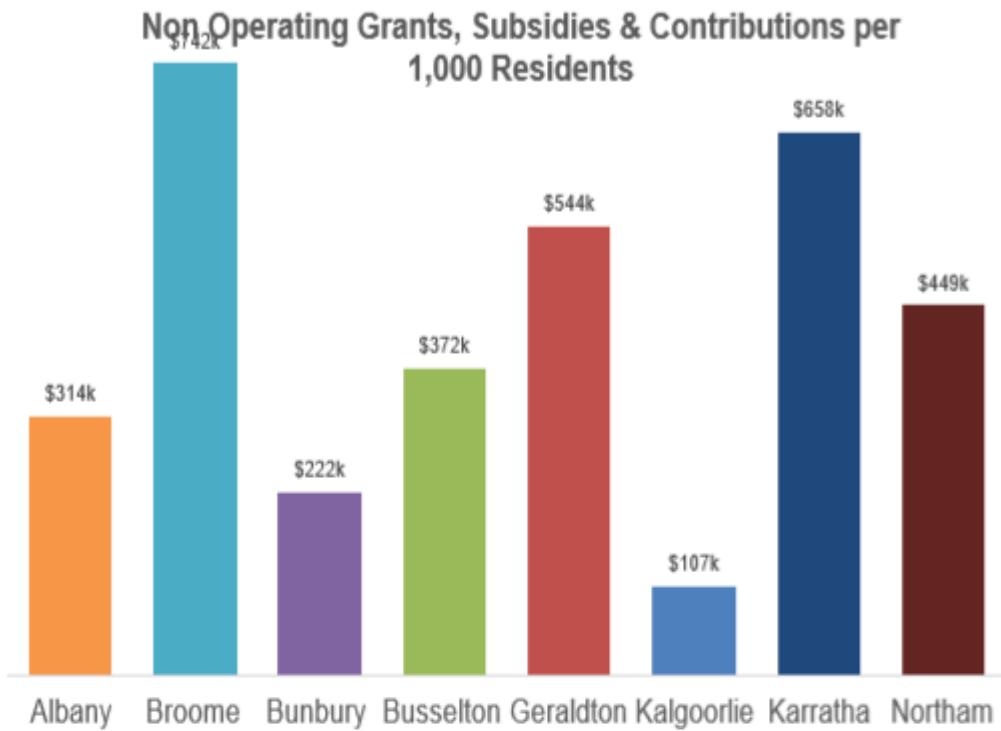
**Total Revenue per 1,000 Residents**



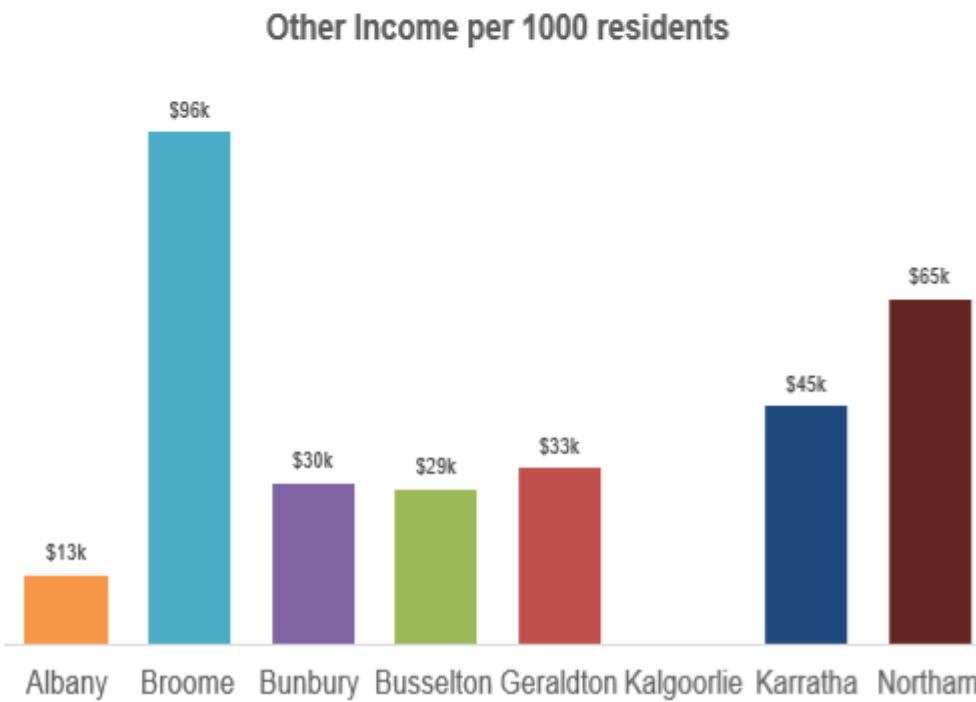
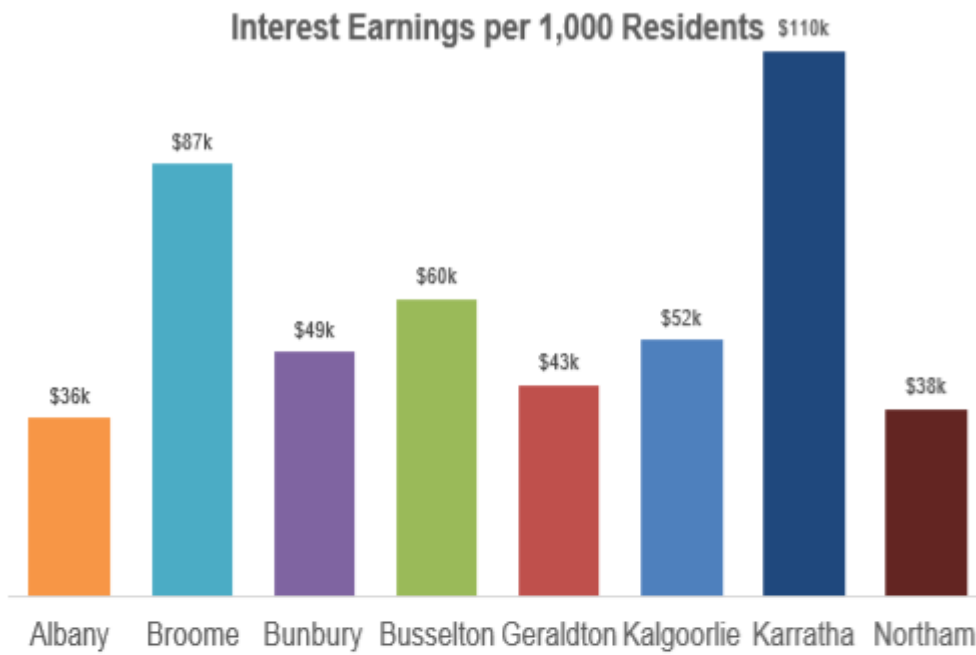
**WA REGIONAL CAPITALS ALLIANCE CORPORATE BENCHMARKING REPORT  
2018/19 Financial Year**



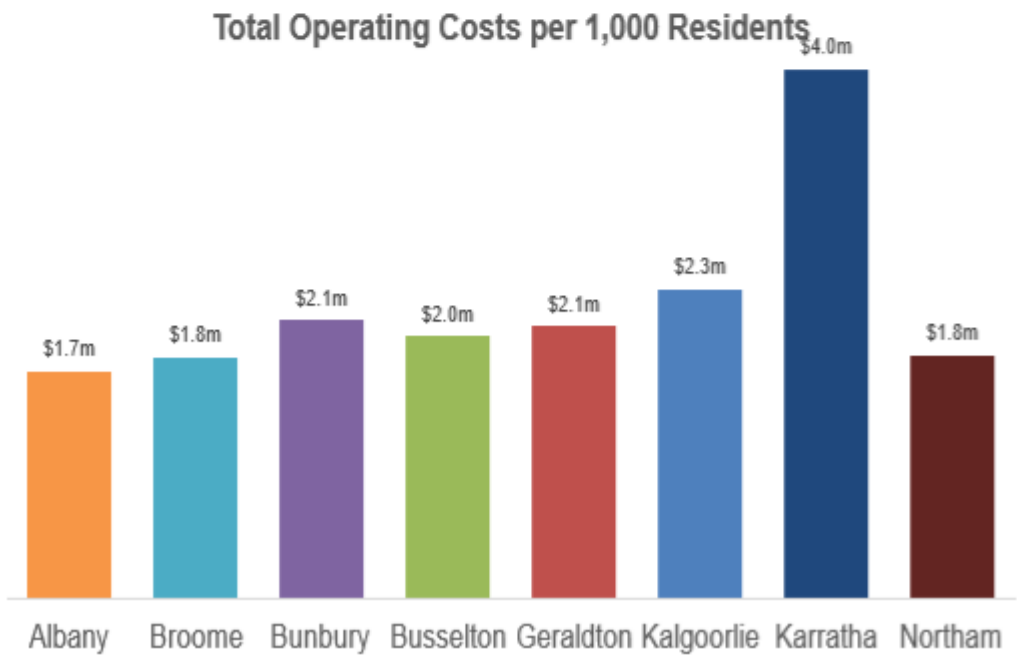
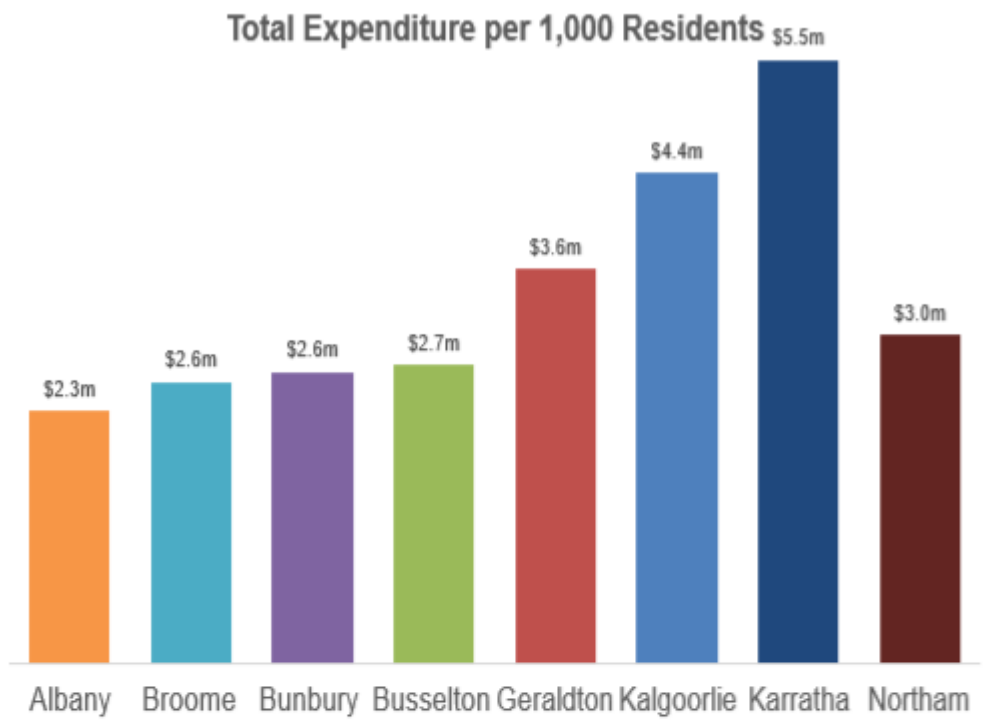
**WA REGIONAL CAPITALS ALLIANCE CORPORATE BENCHMARKING REPORT  
2018/19 Financial Year**



**WA REGIONAL CAPITALS ALLIANCE CORPORATE BENCHMARKING REPORT  
2018/19 Financial Year**



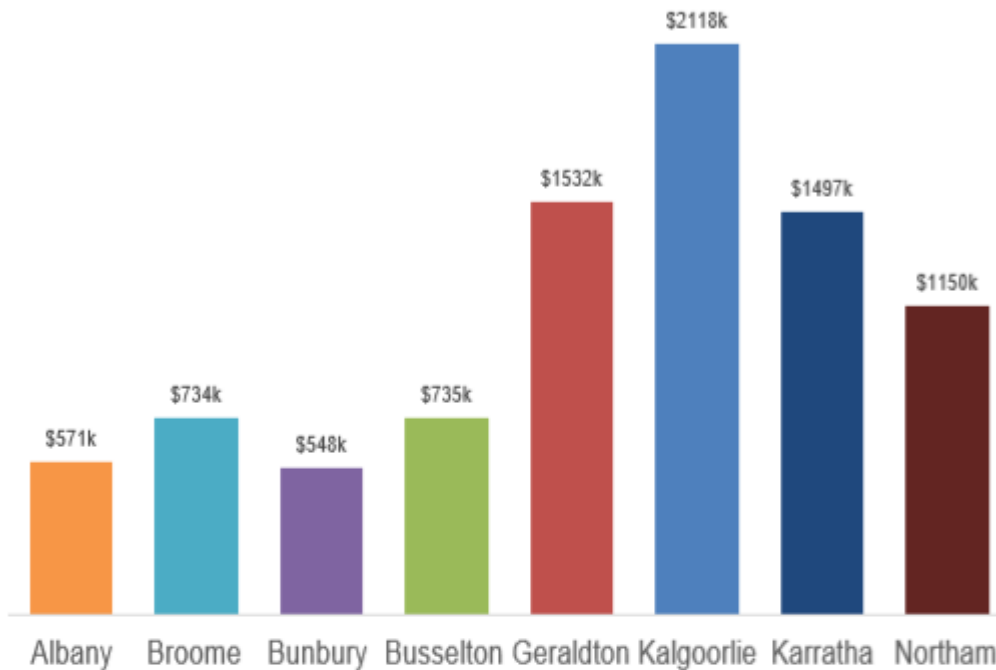
**WA REGIONAL CAPITALS ALLIANCE CORPORATE BENCHMARKING REPORT  
2018/19 Financial Year**



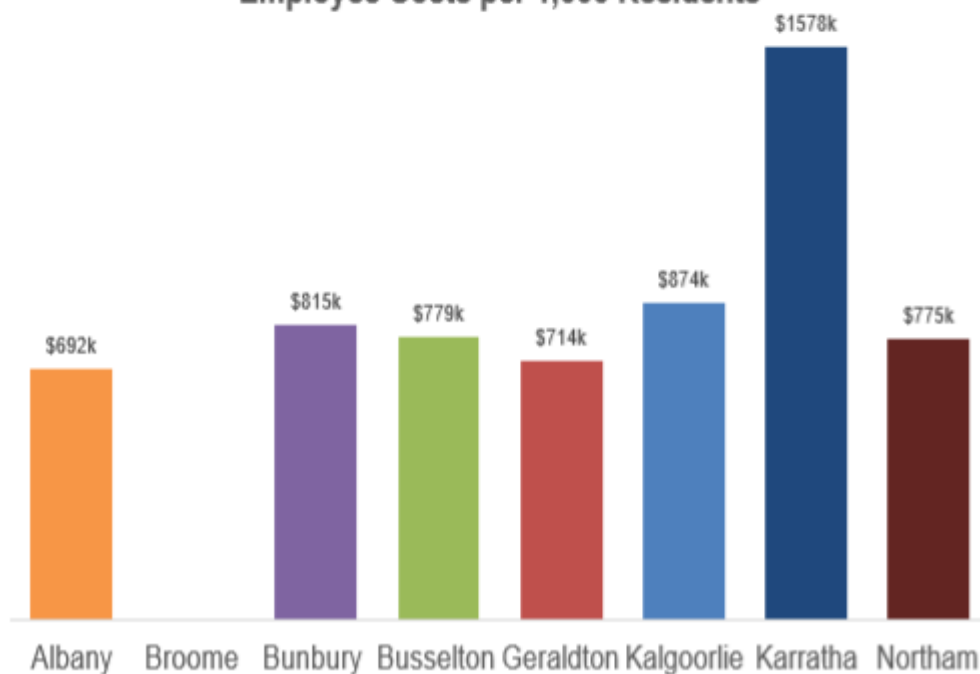


**WA REGIONAL CAPITALS ALLIANCE CORPORATE BENCHMARKING REPORT  
2018/19 Financial Year**

**Total Capital Cost per 1,000 Residents**

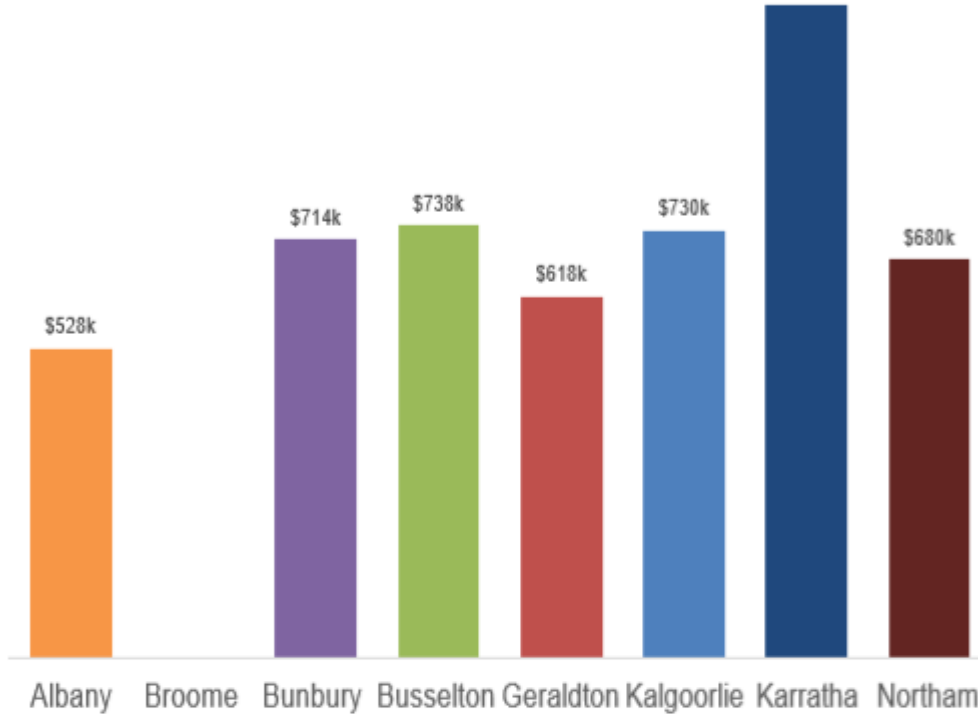


**Employee Costs per 1,000 Residents**

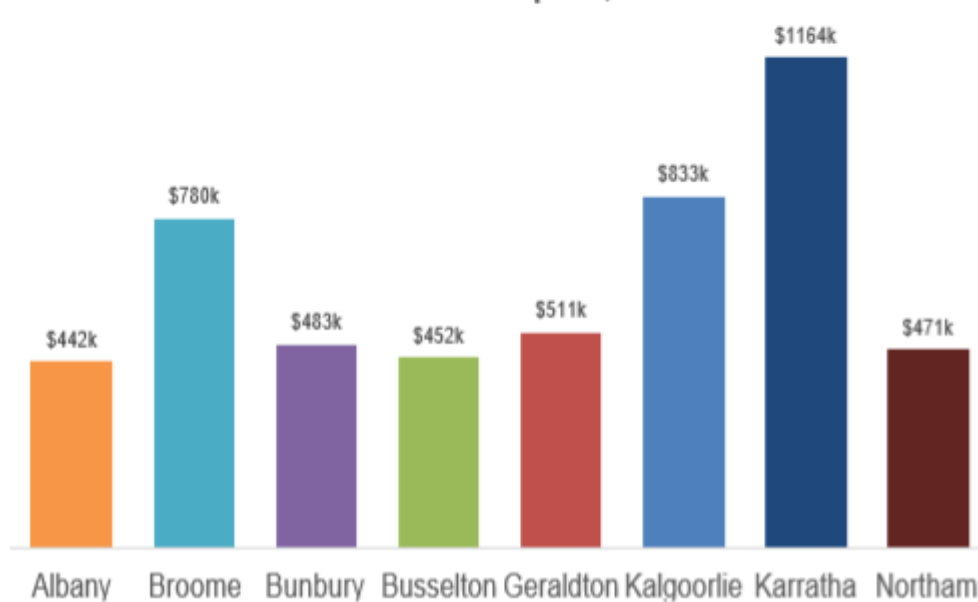


**WA REGIONAL CAPITALS ALLIANCE CORPORATE BENCHMARKING REPORT  
2018/19 Financial Year**

**Salaries and Wages per 1,000 Residents**

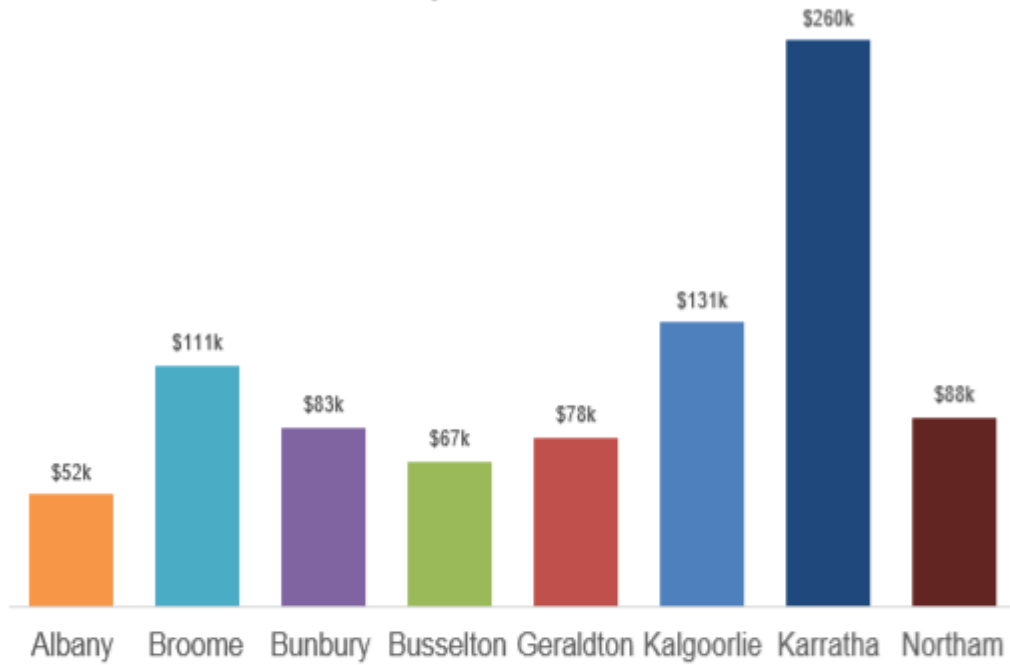


**Materials and Contracts per 1,000 Residents**

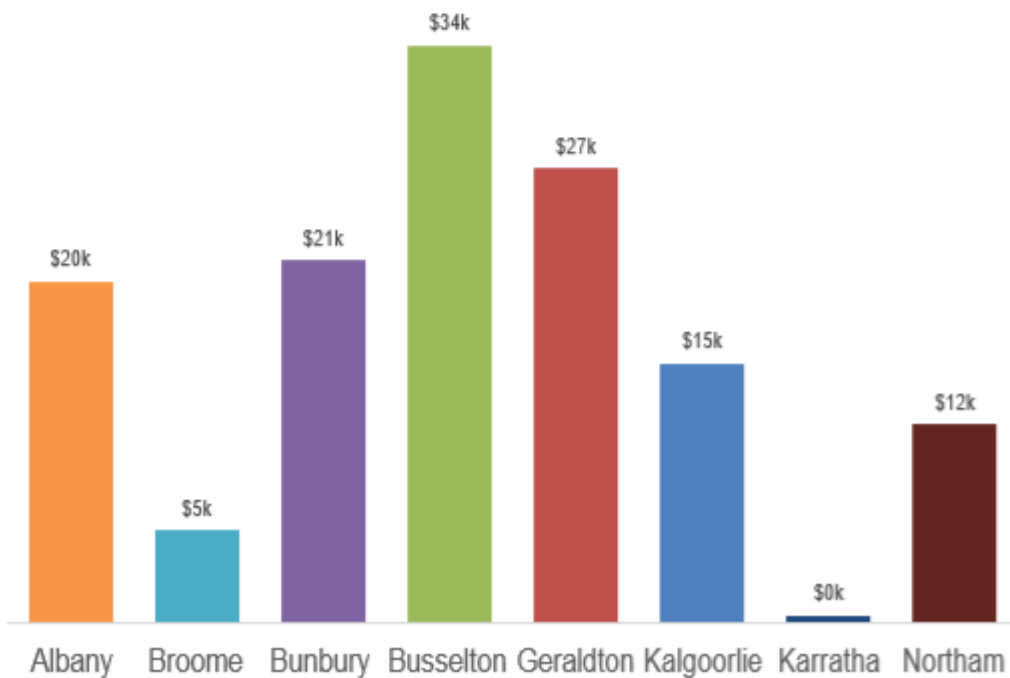


**WA REGIONAL CAPITALS ALLIANCE CORPORATE BENCHMARKING REPORT  
2018/19 Financial Year**

**Utilities per 1,000 Residents**

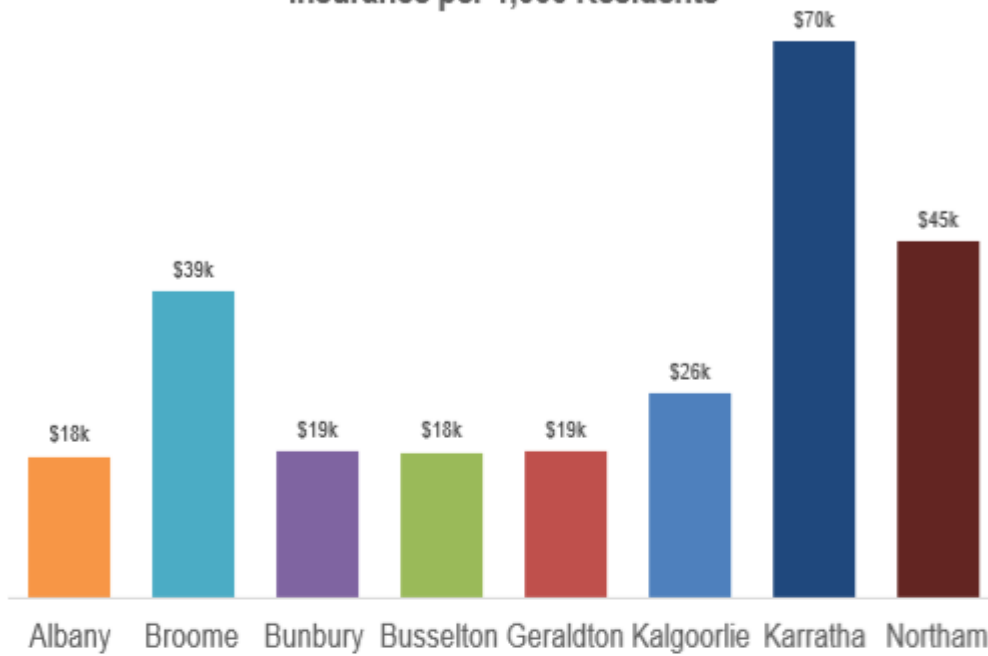


**Interest Expense per 1,000 Residents**

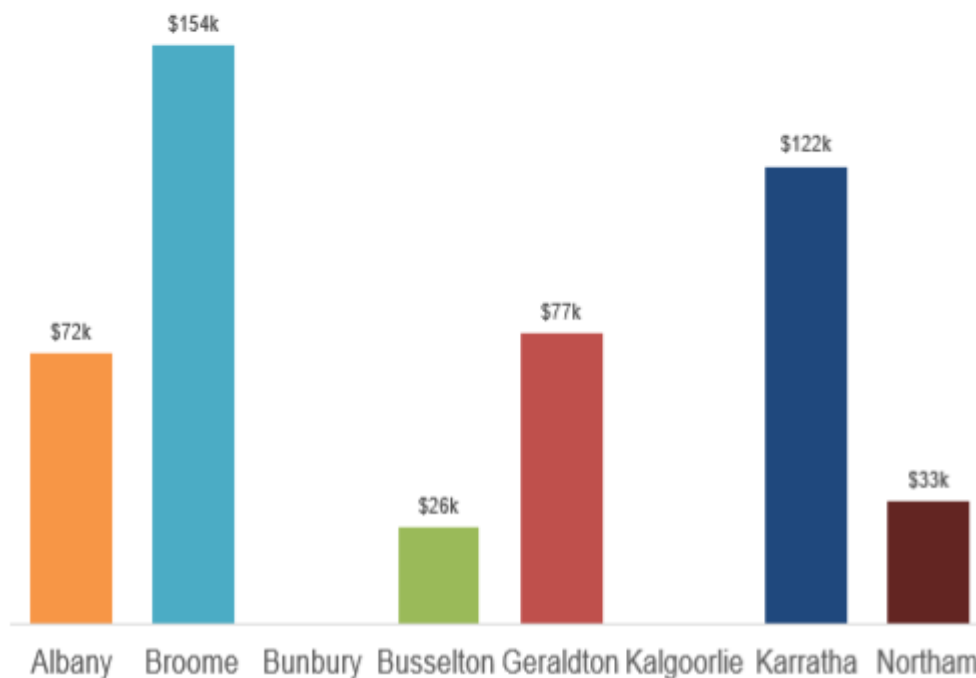


**WA REGIONAL CAPITALS ALLIANCE CORPORATE BENCHMARKING REPORT  
2018/19 Financial Year**

**Insurance per 1,000 Residents**

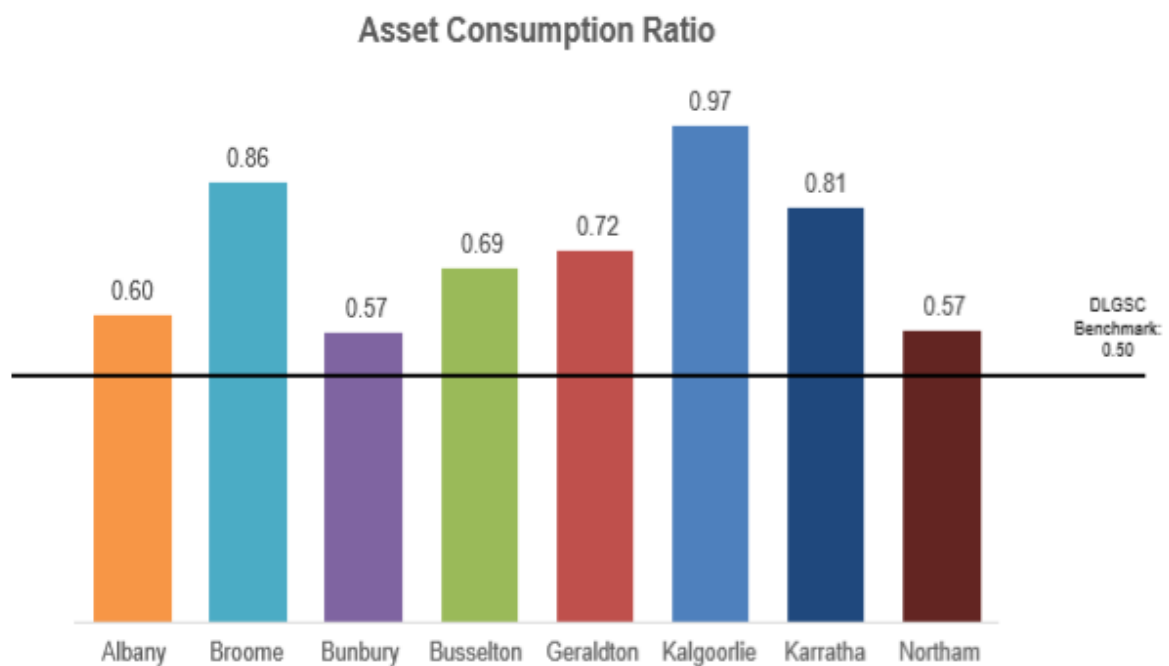
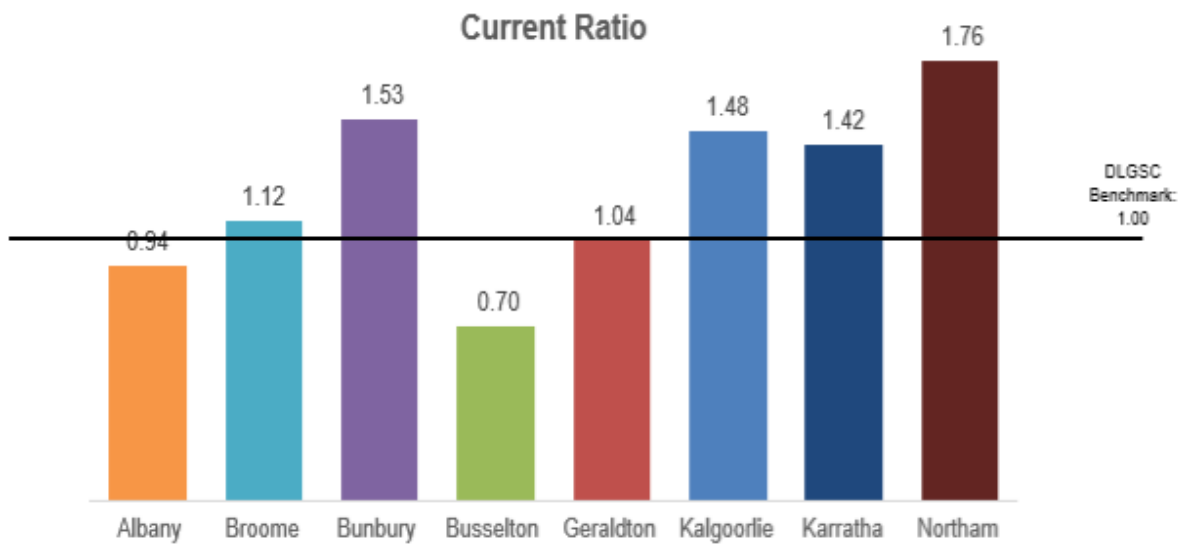


**Other Costs per 1,000 Residents**



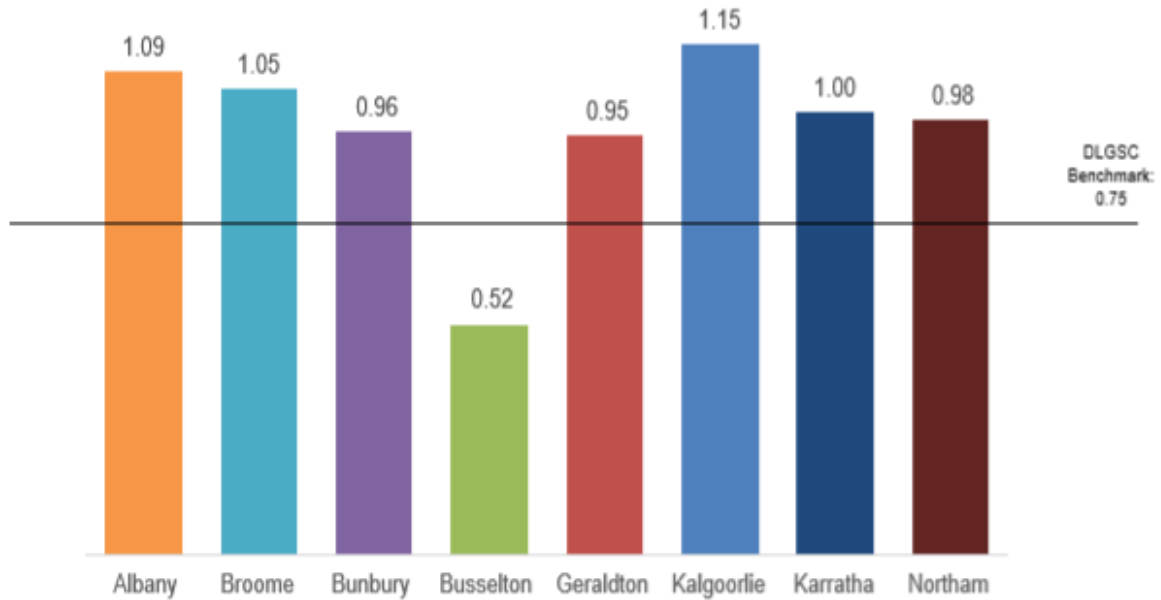
**WA REGIONAL CAPITALS ALLIANCE CORPORATE BENCHMARKING REPORT  
2018/19 Financial Year**

**4. FINANCIAL RATIOS**

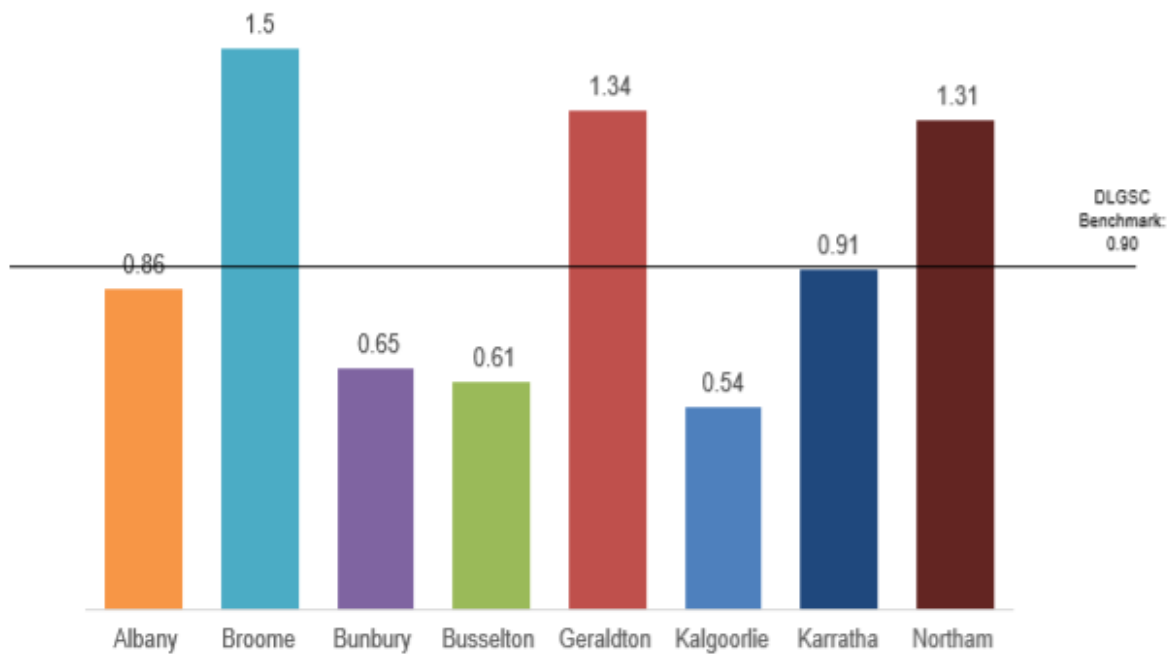


**WA REGIONAL CAPITALS ALLIANCE CORPORATE BENCHMARKING REPORT  
2018/19 Financial Year**

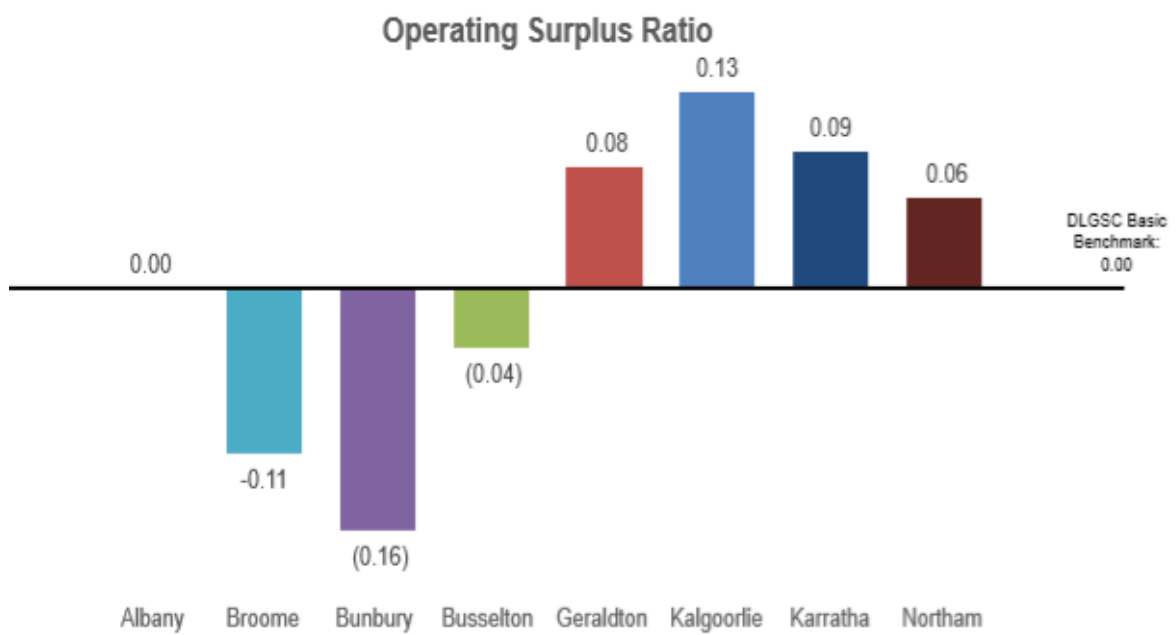
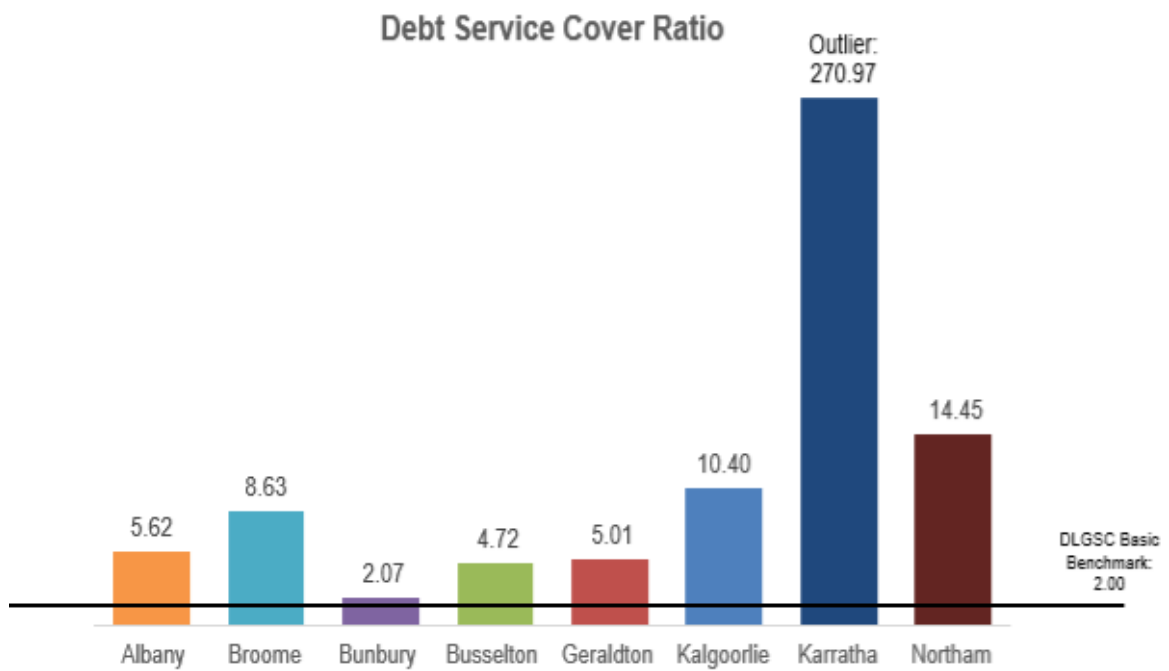
**Asset Renewal Ratio**



**Asset Sustainability Ratio**

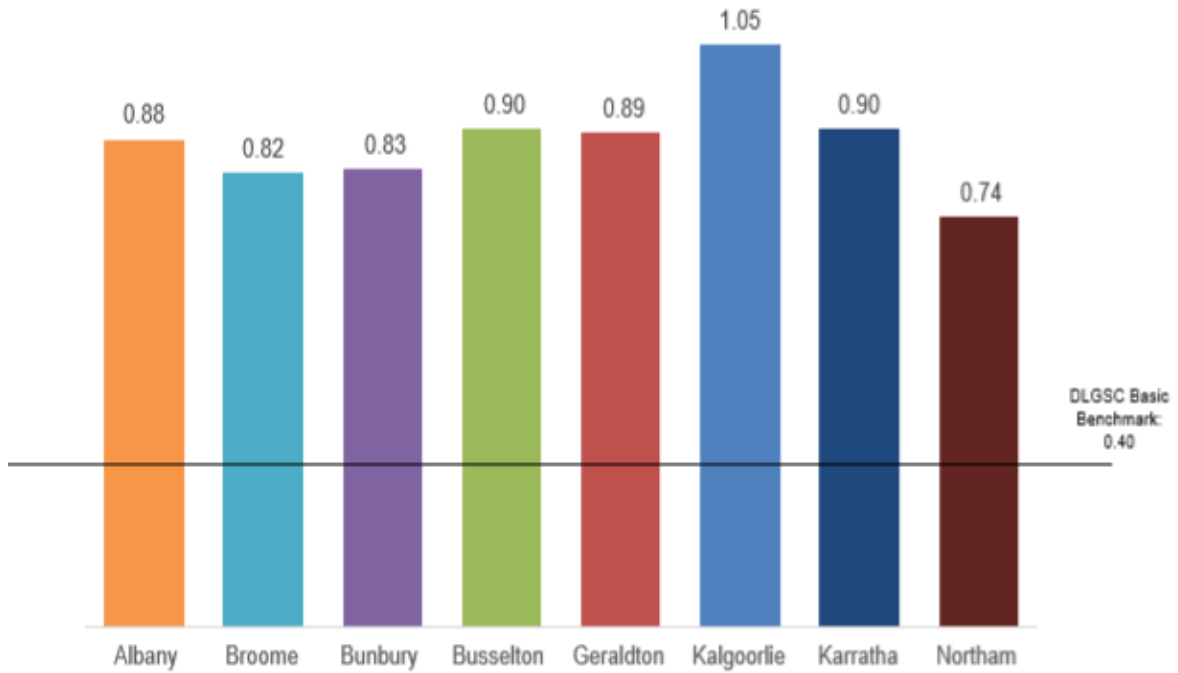


**WA REGIONAL CAPITALS ALLIANCE CORPORATE BENCHMARKING REPORT  
2018/19 Financial Year**



**WA REGIONAL CAPITALS ALLIANCE CORPORATE BENCHMARKING REPORT  
2018/19 Financial Year**

**Own Source Revenue Coverage Ratio**





<b>WA REGIONAL CAPITALS ALLIANCE CORPORATE BENCHMARKING REPORT 2018/19 Financial Year</b>
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## 5. FTE's by FUNCTION

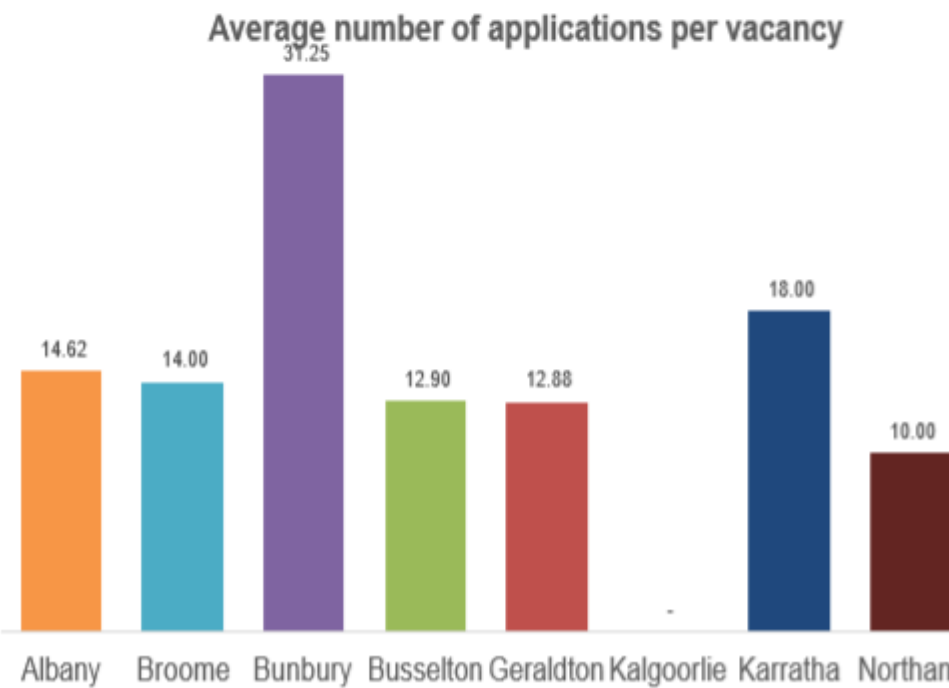
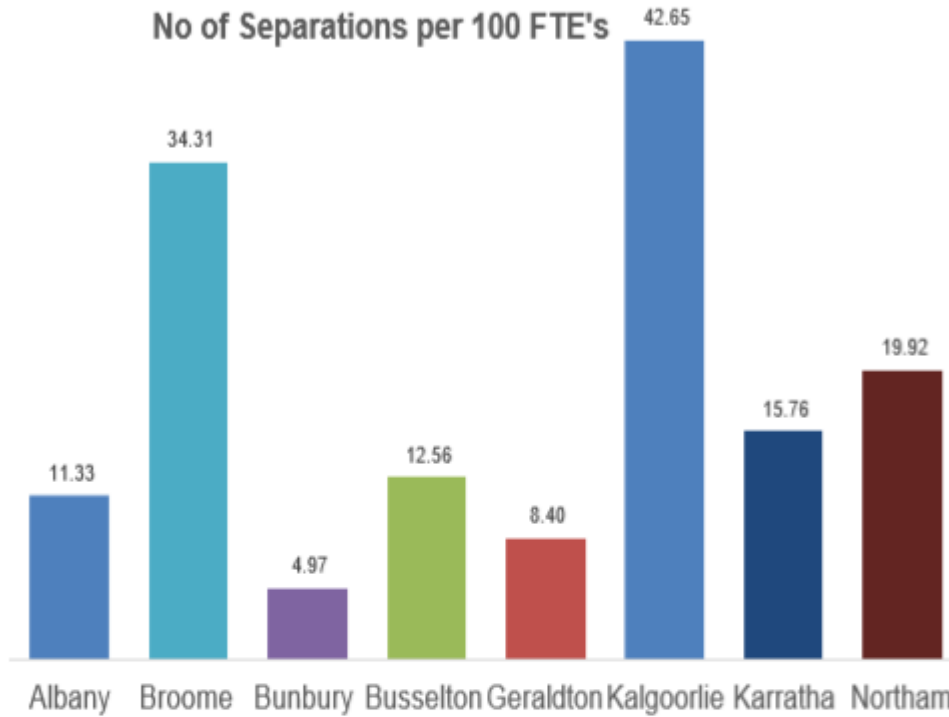
<b>FUNCTION</b>	<b>Albany</b>	<b>Broome</b>	<b>Bunbury</b>	<b>Busselton</b>	<b>Geraldton</b>	<b>Kalgoorlie</b>	<b>Karratha</b>	<b>Northam</b>
Airport	3.2		0.8	5.5	7.0	6.1	13.0	
Assets	5.6	2.0	5.0	3.0	5.0	0.0	2.0	
Building	3.0	2.0	6.0	5.4	7.0	3.0	2.6	1.8
CEO & Executive (plus support)	12.0	7.0	16.5	11.0	6.0	3.0	10.0	7.0
Community Development	3.8	4.0	29.1	8.8	14.5	16.0	20.0	12.2
Customer Service	3.8	3.0	3.6	8.7	15.3	5.2	2.0	4.9
Economic, Bus Dev & Events	6.2	2.0	10.0	5.22	8.0	6.5	13.0	4.9
Engineering Design	8.5	5.0	10.8	10.8	10.0	8.3	6.0	2.0
Environment & Sustainability	0.6		2.2	3.4	4.0	4.6	1.0	0.6
Facilities	10.0		4.7	6.0	5.0		14.0	
Finance & Rates	12.1	8.5	12.0	15.7	22.5	12.5	16.0	3.9
Fleet	5.5	1.0	1.5	6.5	10.0		8.0	0.5
Governance, Risk & Legal	2.0	2.0	4.0	9.2	4.4	2.0	4.0	0.5
Health	5.0	4.0	10.3	9.2	6.0	2.0	4.0	1.5
HR & Payroll	5.8	4.0	8.6	7.75	6.8	4.8	11.9	2.8
IT	5.0	3.0	8.8	11.0	6.0	8.5	7.0	1.5
Library	12.2	5.0	13.6	12.1	12.6	5.9	11.3	3.2
Maintenance & Construction	38.0	11.0	18.0	40.0	53.5	2.7	19.0	1.0
Major Projects	6.0	1.5	1.0	3.6	6.0	38.5	9.5	19.0
Parks & Gardens	38.3	40.0	34.0	45.8	26.0	21.4	25.9	16.0
Planning, Compliance Dev Control	17.6	4.0	19.8	24.4	14.0	4.8	10.6	4.0
PR & Communications	3.6	1.0	2.8	4.4	5.0	2.0	6.0	
Procurement & Contracts	1.8	1.0	2.0	1.0	4.0	4.0	4.0	0.5
Property & Leasing	3.4	1.0	2.0	4.0	4.0	3.0	1.0	0.5
Rangers	12.2	5.0	9.0	15.3	12.0	7.8	6.0	2.0
Records	5.0	3.0	2.0	4.4	6.0	4.0	2.0	1.0

<b>WA REGIONAL CAPITALS ALLIANCE CORPORATE BENCHMARKING REPORT 2018/19 Financial Year</b>
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<b>FUNCTION</b>	<b>Albany</b>	<b>Broome</b>	<b>Bunbury</b>	<b>Busselton</b>	<b>Geraldton</b>	<b>Kalgoorlie</b>	<b>Karratha</b>	<b>Northam</b>
Recreation & Leisure Centres	26.0	9.0	22.4	15.38	15.1	70.0	21.6	3.7
Waste Management	13.5	8.0	17.3	20.9	2.0	11.3	34.0	0.5
Day Care	12.5							
Art Centre	4.0							
Tourism Attractions	13.9							
<b>TOTAL FTE's</b>	<b>300.06</b>	<b>137.00</b>	<b>277.60</b>	<b>318.45</b>	<b>297.69</b>	<b>257.93</b>	<b>285.48</b>	<b>95.40</b>

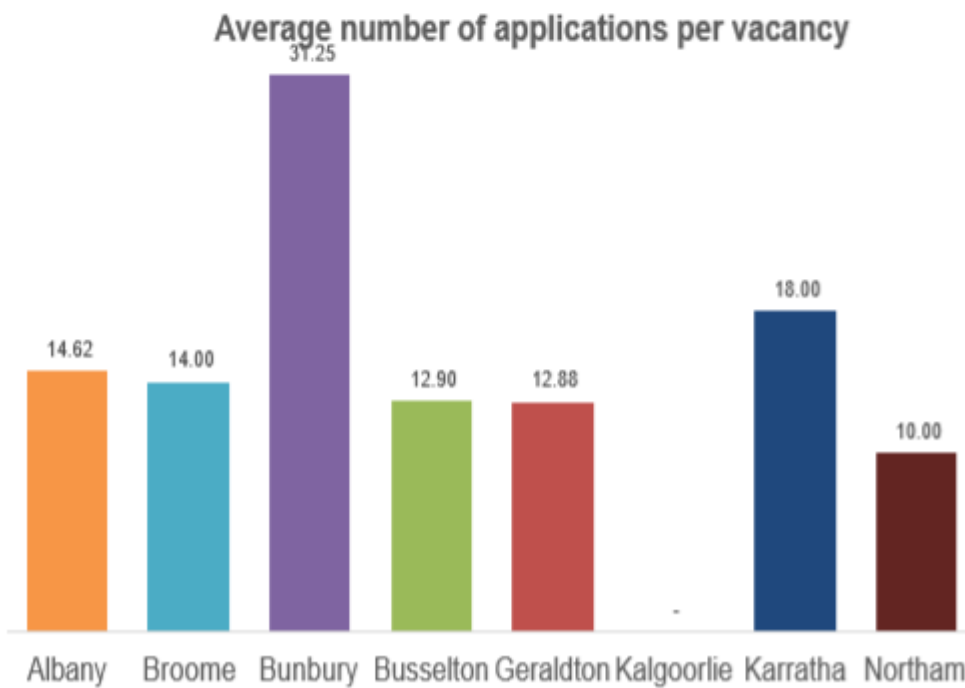
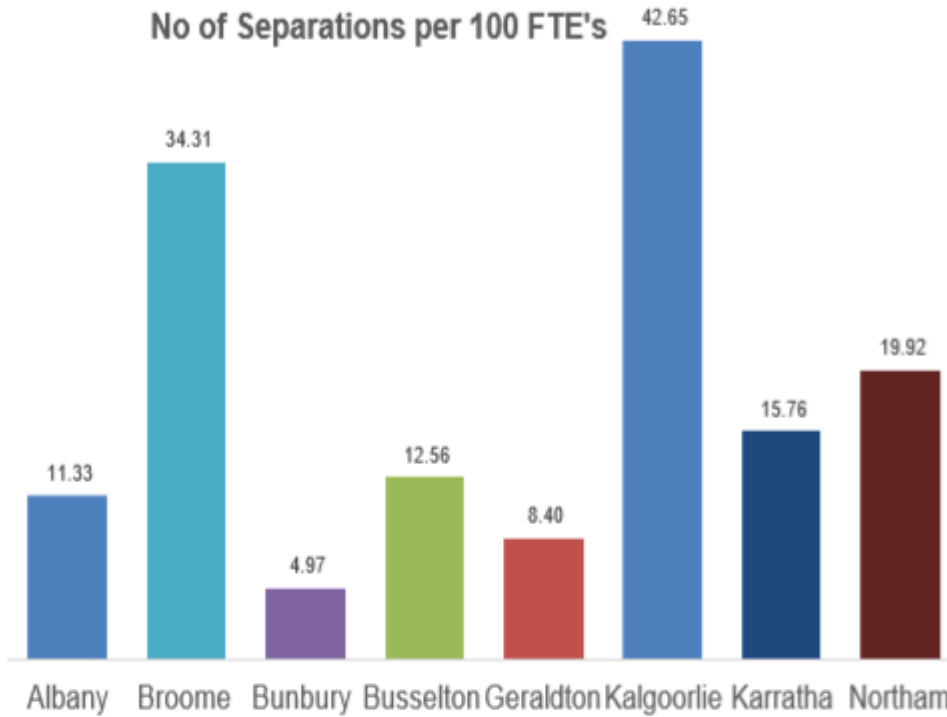
**WA REGIONAL CAPITALS ALLIANCE CORPORATE BENCHMARKING REPORT  
2018/19 Financial Year**

**6. BUSINESS ACTIVITY**

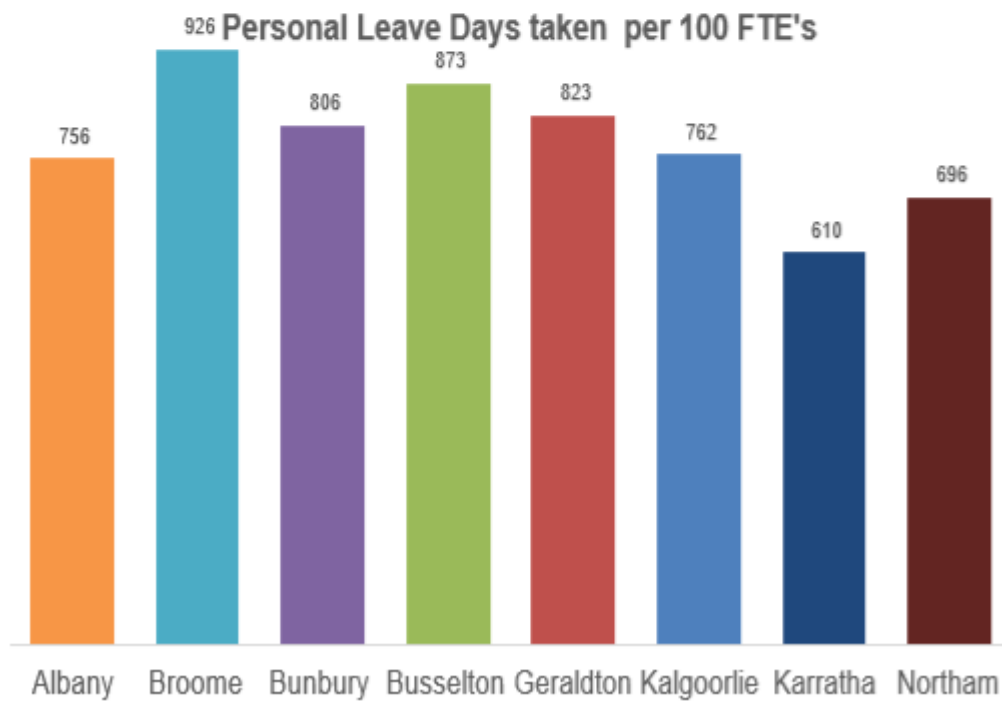
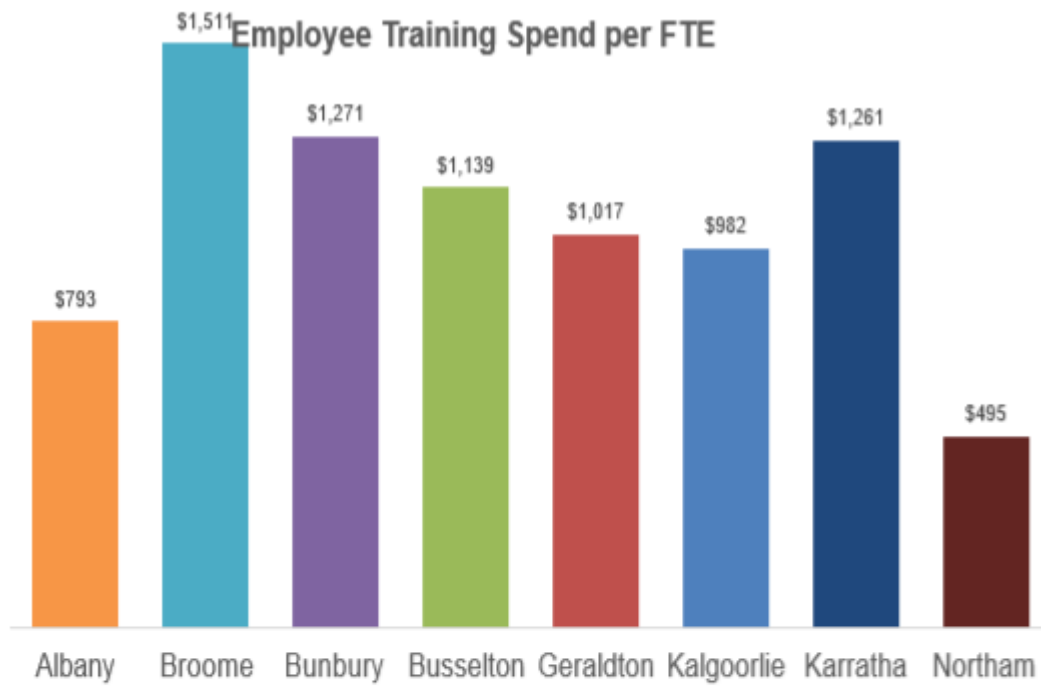


**WA REGIONAL CAPITALS ALLIANCE CORPORATE BENCHMARKING REPORT  
2018/19 Financial Year**

**6. BUSINESS ACTIVITY**



**WA REGIONAL CAPITALS ALLIANCE CORPORATE BENCHMARKING REPORT  
2018/19 Financial Year**

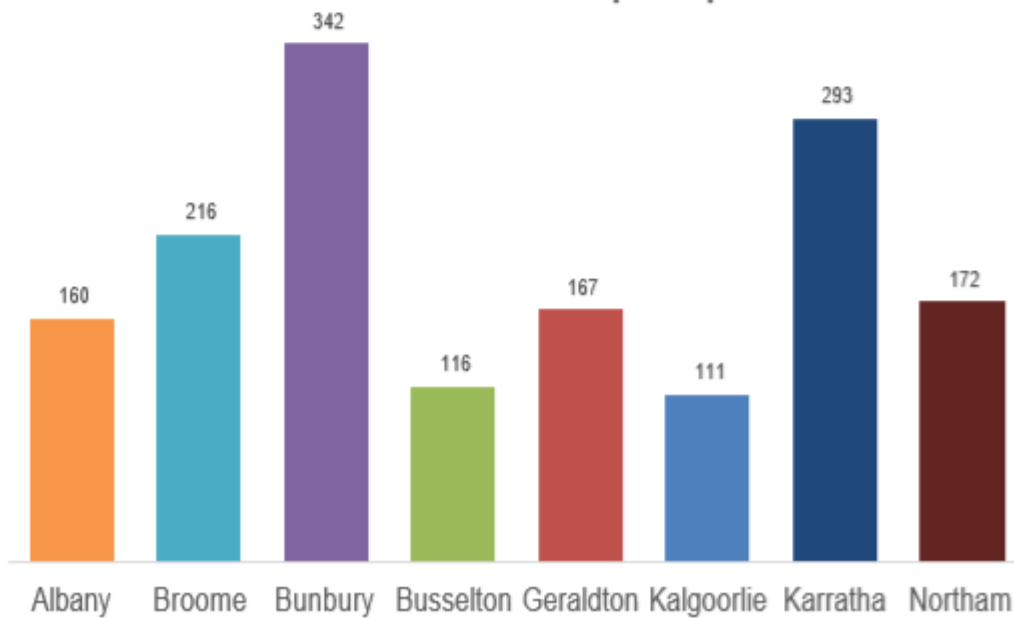


**WA REGIONAL CAPITALS ALLIANCE CORPORATE BENCHMARKING REPORT  
2018/19 Financial Year**

**Lost Time Injuries per 100 FTE's**

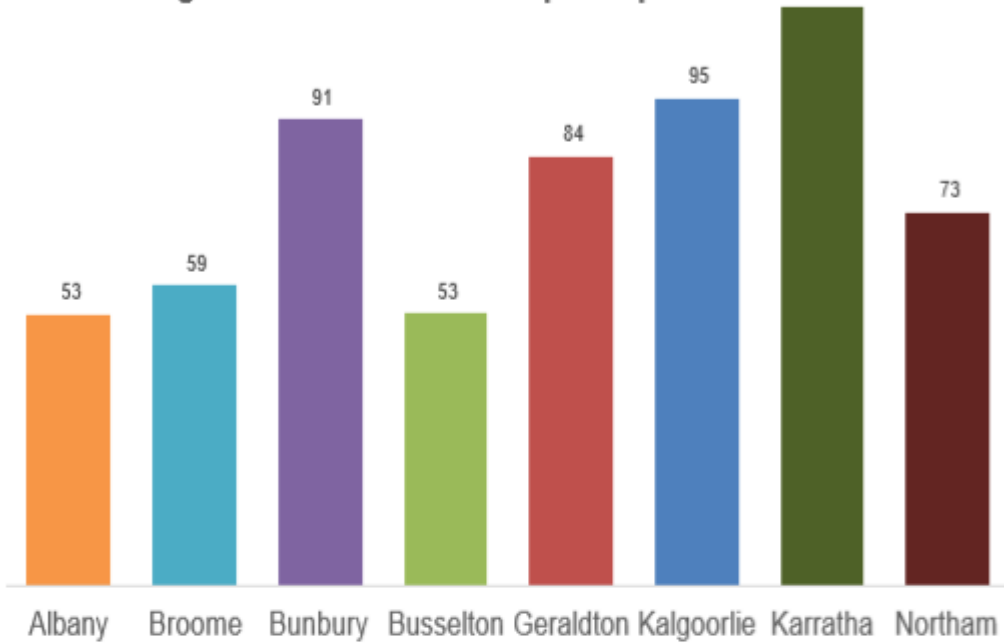


**Total Customer Service Requests per 1000 residents**

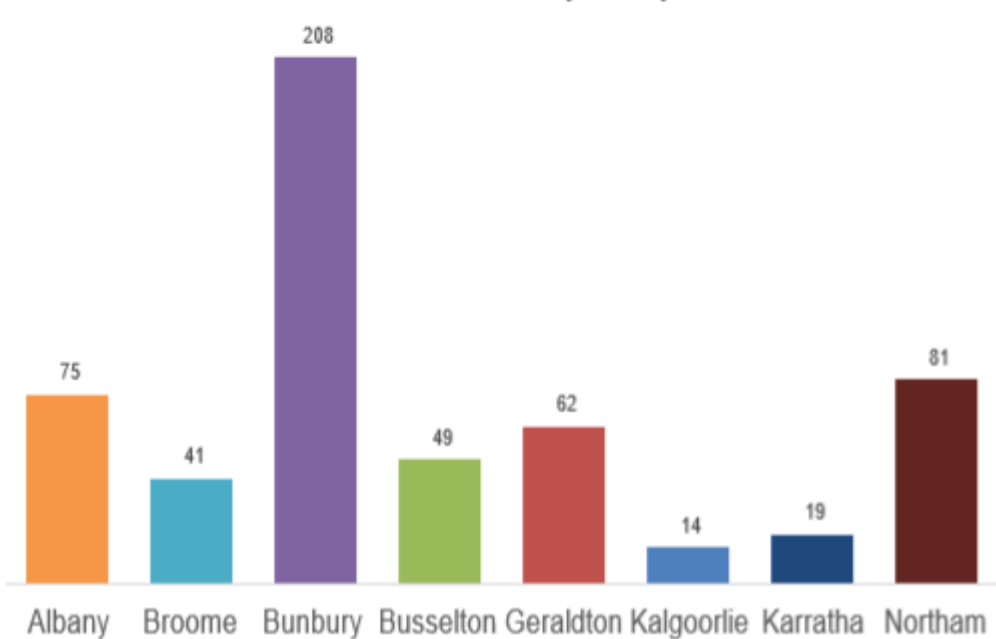


**WA REGIONAL CAPITALS ALLIANCE CORPORATE BENCHMARKING REPORT  
2018/19 Financial Year**

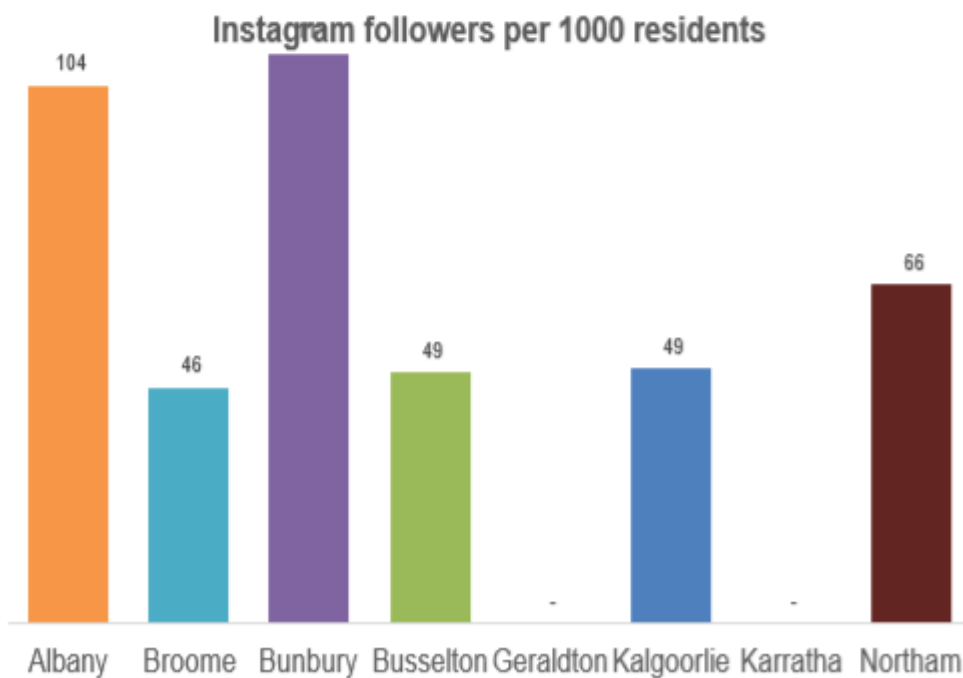
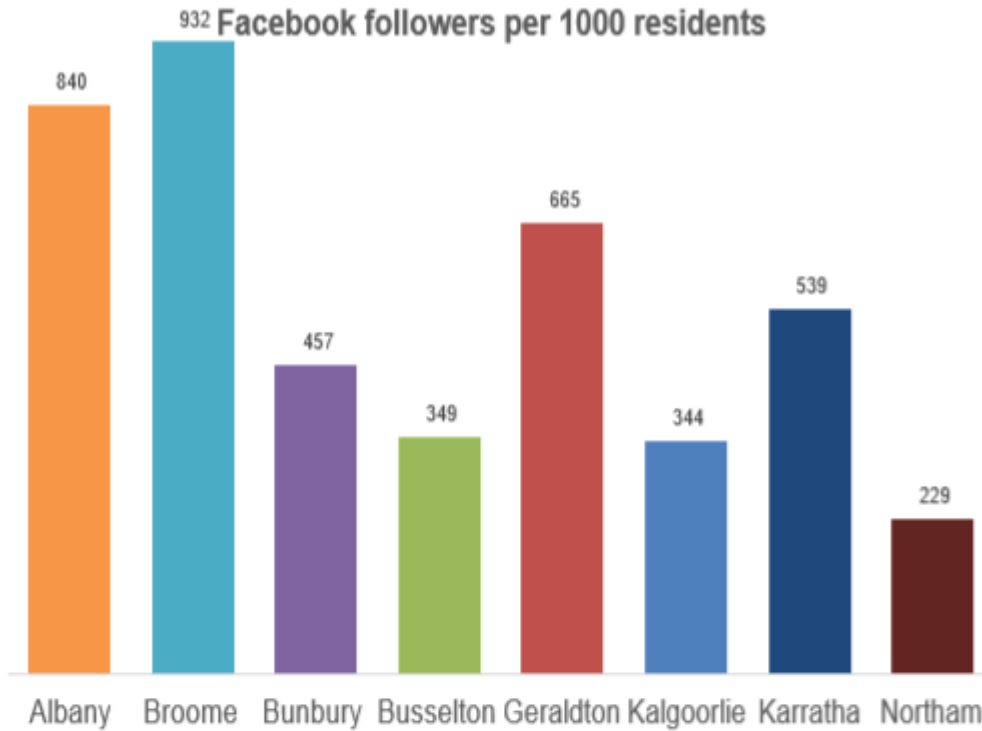
**Ranger Customer Service Requests per 1000 residents**



**Works Customer Service Requests per 1000 residents**

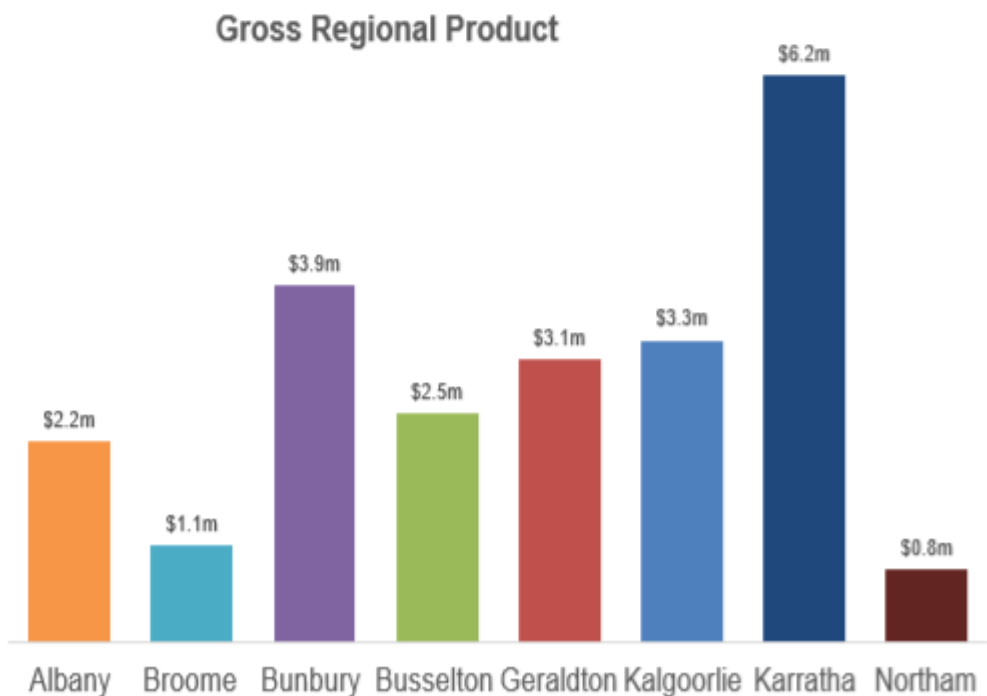
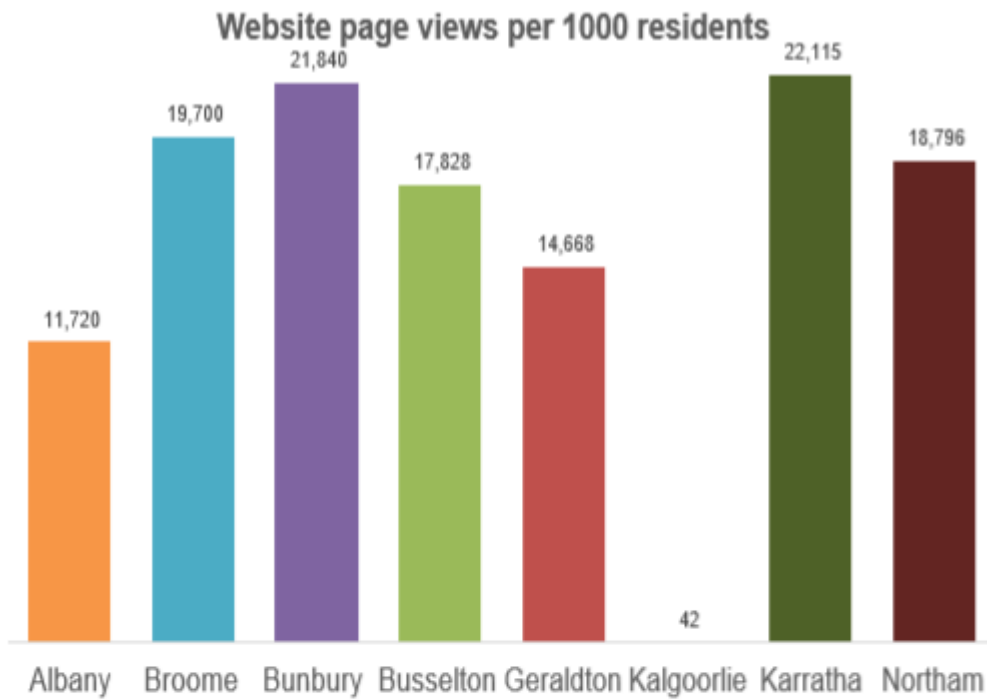


**WA REGIONAL CAPITALS ALLIANCE CORPORATE BENCHMARKING REPORT  
2018/19 Financial Year**



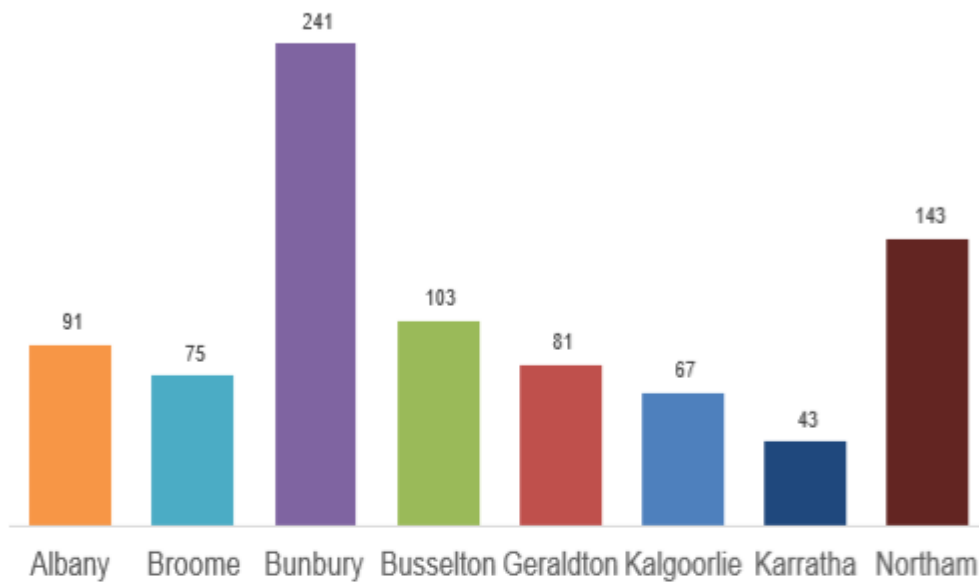


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2018/19 Financial Year**

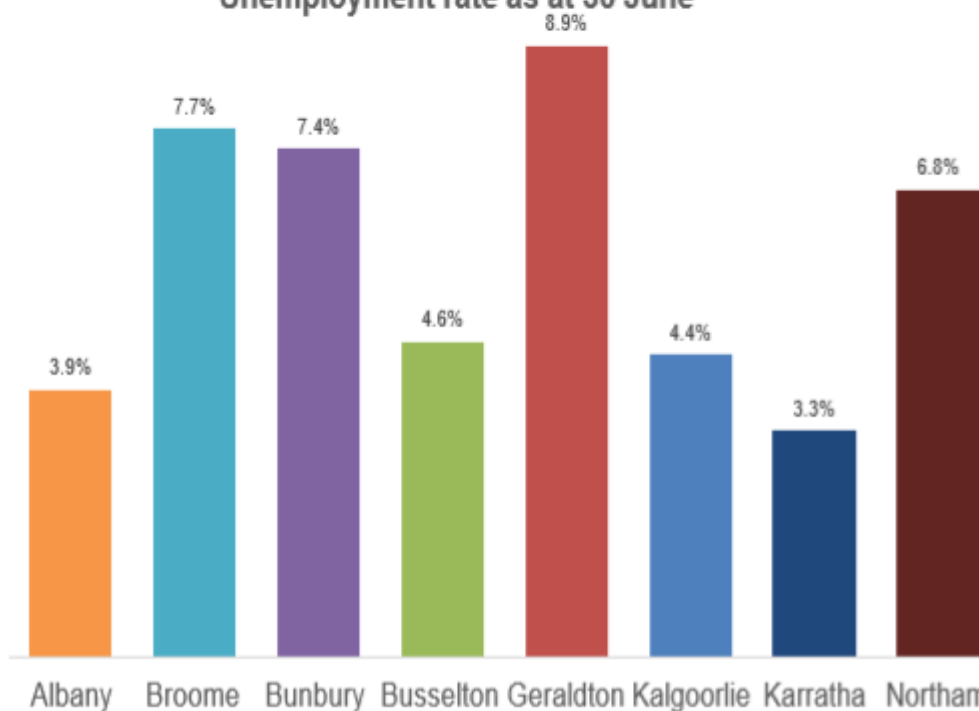


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2018/19 Financial Year**

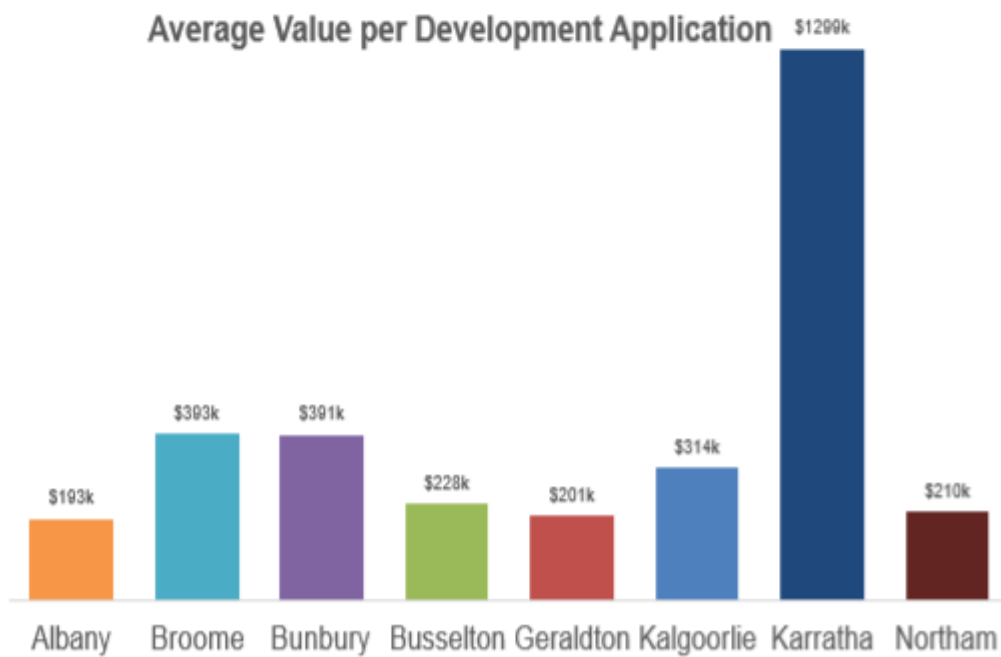
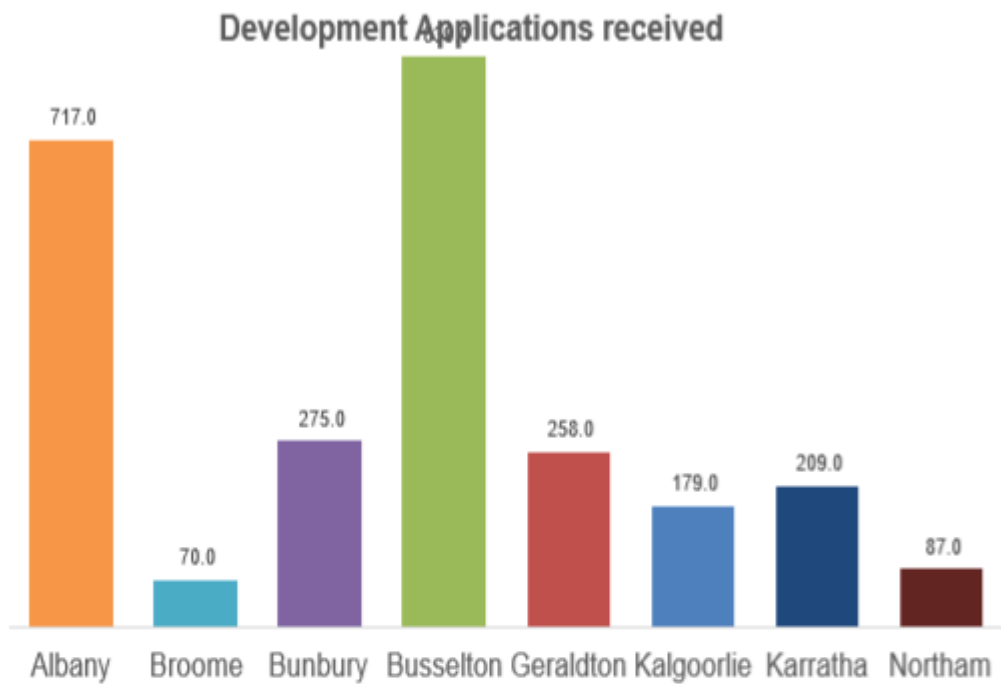
**Number of Registered Businesses per 1000 residents**



**Unemployment rate as at 30 June**

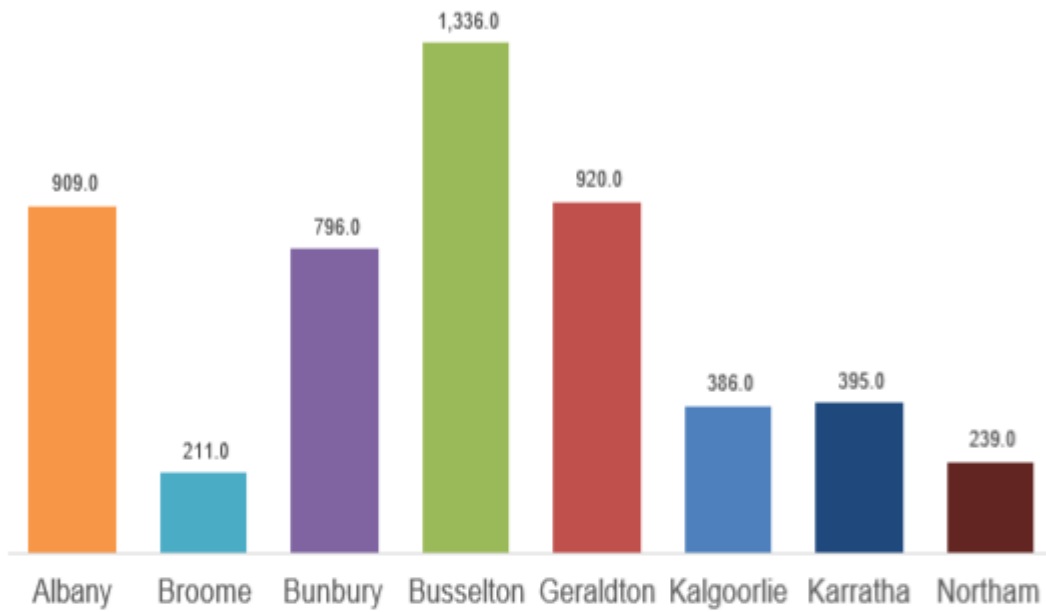


**WA REGIONAL CAPITALS ALLIANCE CORPORATE BENCHMARKING REPORT  
2018/19 Financial Year**

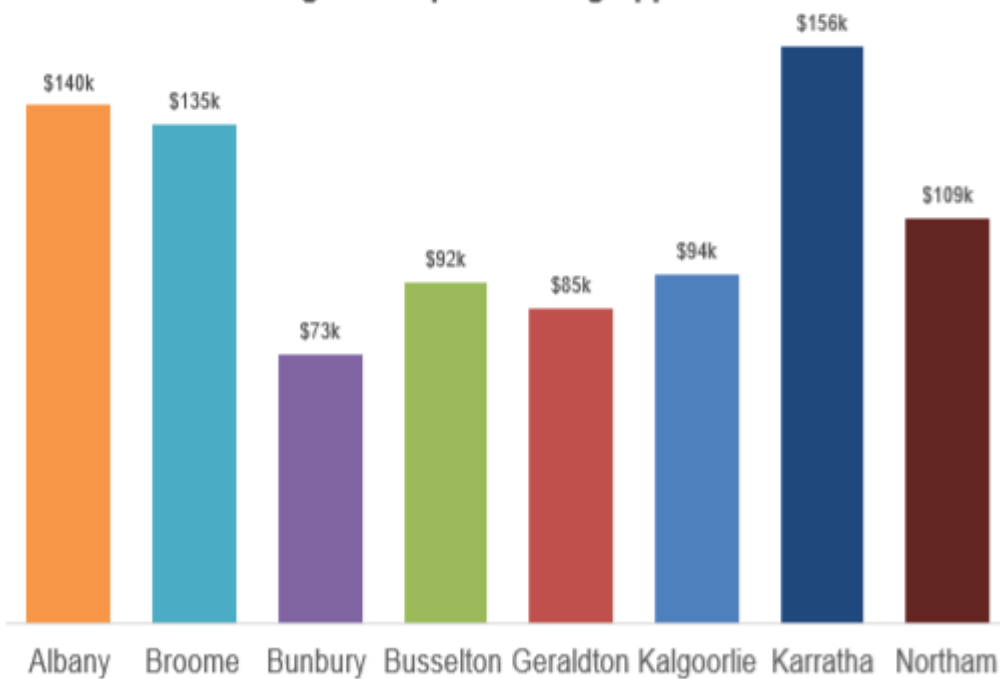


**WA REGIONAL CAPITALS ALLIANCE CORPORATE BENCHMARKING REPORT  
2018/19 Financial Year**

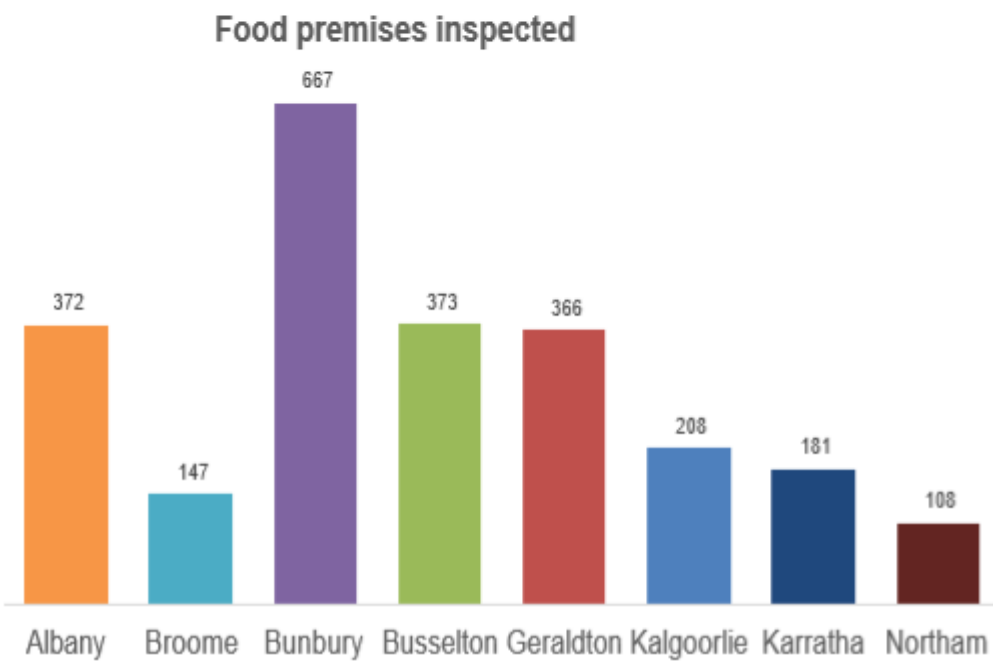
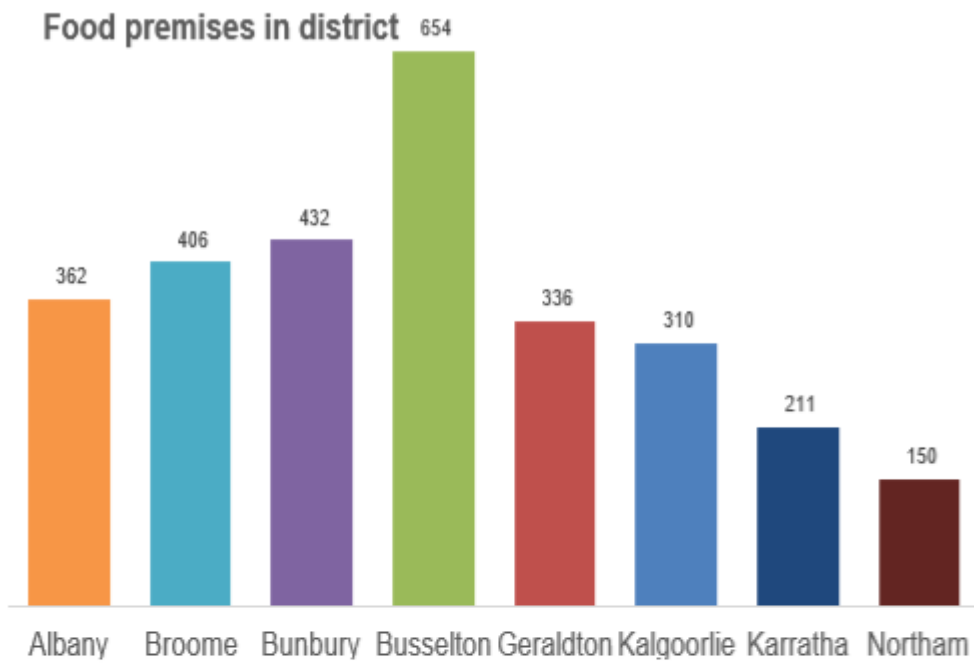
**Building Applications received**



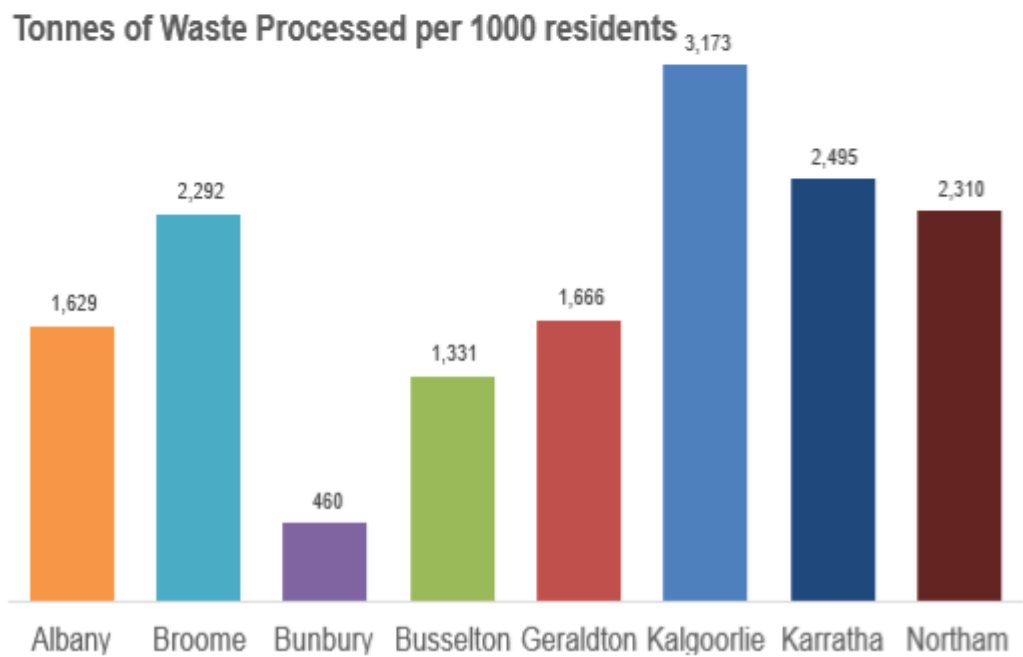
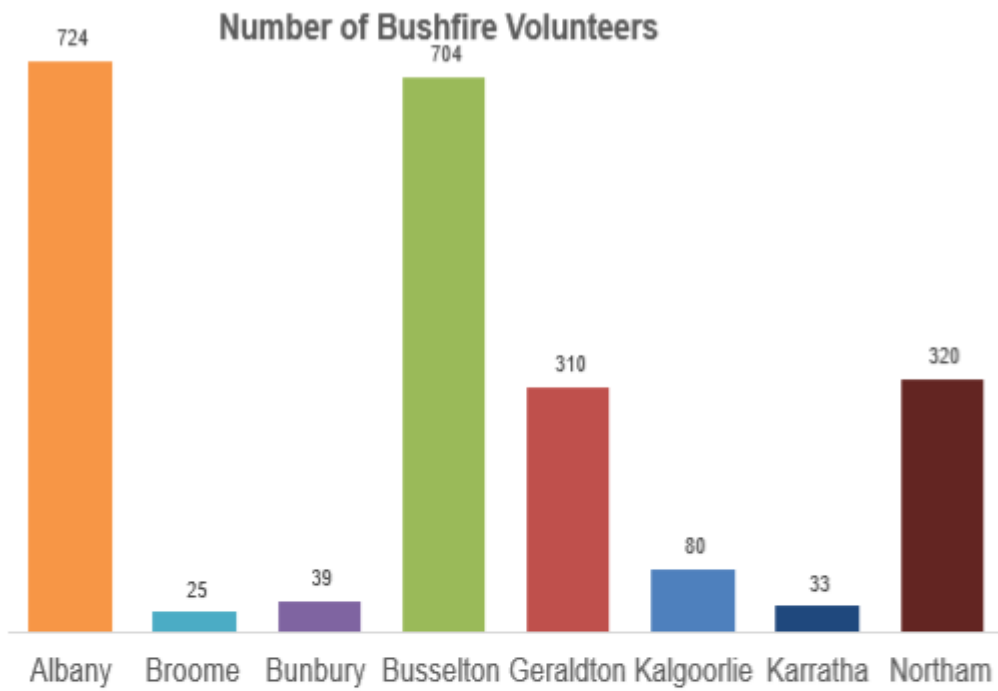
**Average Value per Building Application**



**WA REGIONAL CAPITALS ALLIANCE CORPORATE BENCHMARKING REPORT  
2018/19 Financial Year**



**WA REGIONAL CAPITALS ALLIANCE CORPORATE BENCHMARKING REPORT  
2018/19 Financial Year**



# 11 EPBC ACT AND EPA CLEARING CONTROL LEGISLATION REVIEW SUBMISSIONS

**Date of Report:** 13 February 2020

**Report Author:** Paul Rosair

**Disclosure of Interest:** Nil

**Attachment(s)** Nil

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## **Purpose**

Development of a submission to the EPBC Act and EPA Clearing Control Legislation review.

## **Background**

Over the past number of years, Alliance members have expressed concern about arduous approval and reporting processes associated with the EPBC Act and EPA Clearing Control Legislation when undertaking local government development projects.

Fortuitously, a statutory review of the *Environment Protection and Biodiversity Conservation Act 1999* (EPBC Act) commenced on 29 October 2019, providing the ideal opportunity to express their issues and to suggest improvements to the process and legislation surrounding this Act. Coincidentally, Minister Stephen Dawson announced that he is seeking feedback on improving environmental legislation and proposed changes to the clearing provisions.

Professor Graeme Samuel AC has been appointed as the independent reviewer for the EPBC Act Review. An Expert Panel will support and provide advice to Professor Samuel on specific issues. Over the next 12 months, the review will look at how the EPBC Act has been operating, and any changes needed for Australia to support ecologically sustainable development into the future. All Australians are invited to participate in the review.

After consulting Alliance members, it was deemed that a submission by the alliance to this review would be a worthwhile exercise. As a consequence, Alliance members have been canvassed regarding their issues, challenges and possible changes to the EPBC Act. Two Alliance members have replied to this request to date, with a third asking for time frames. The EO is preparing a submission on the Alliance behalf.

A recent announcement by the independent reviewer, Professor Graeme Samuel AC that the closing date for submissions has now been extended to 17 April 2020, given, he said, “acknowledging the impact that the devastating bushfires have had on communities and the environment”. This will now allow for a well developed and considered response to be endorsed at the 16 April 2020 meeting. The current closing date for submissions to the EPA Clearing Controls Legislation Review was the 28 January 2020, which would prohibit a considered response by Alliance members. The EO sought an extension, not dissimilar to the EPBC Act to accommodate the Alliance due consideration, however this was unsuccessful, so no submission will be lodged. EO is scheduled to meet with the Chief of Staff, Darren Foster today at 10am.

## Discussion

Details of the EPBC Act review can be found at:

<https://epbcactreview.environment.gov.au/resources/discussion-paper>

“The EPBC Act is more than 1000 pages of complex legislation, to which has been added over 400 pages of regulations. This review is a once in a decade opportunity to look closely at the Act, how it operates, and what it is achieving. While it is not a review of environment policy – which is the job of government – this review is a crucial opportunity to make recommendations to ensure that the Act is fit for the future”.

In accordance with the section 522A of the EPBC Act, the review will examine:

- a. the operation of the Act, and
- b. the extent to which the objects of the Act have been achieved.

The review will make recommendations to modernise the EPBC Act and its operation to address current and future environment challenges, including consideration of:

- a. The objects in section 3(1)(a)-(g) of the Act
- b. Australia’s international environmental responsibilities
- c. Indigenous peoples’ knowledge and role in the management of the environment and heritage
- d. Implementation of relevant agreements between the Commonwealth, states and territories
- e. Other legislation that may relate to the operation of the Act.
- f. Recommendations of previous reviews and inquiries and significant publications regarding the operation of the Act and potential reform.
- g. Broad consultation, including with state, territory and other levels of government, non-government organisations, indigenous peoples, members of the community, industry and academia, and
- h. Costs and benefits or recommendations.

The review will be guided by the principles of:

- a. Protecting Australia’s unique environment through strong, clear and focused protections
- b. Making decisions simpler, including by reducing unnecessary regulatory burdens for Australians, businesses and governments
- c. Supporting partnerships to deliver for the environment, supporting investment and creating new jobs
- d. Improving transparency to ensure better use of information, accountability and trust in the system, and
- e. Streamlining and integrating planning to support ecologically sustainable development.

The timeline is:

Review announced October 2019  
Discussion Paper November 2019  
Submissions due April 2020  
Draft report June 2020  
Final report October 2020



There are 26 questions which can be addressed in the review; the EO in consultation with the Alliance members will address those which are relevant to the Alliance. EO is also seeking to contact Professor Graeme Samuel AC and also Erica Smythe, Chair Advisory Board, NOPSEMA.

**Link to Strategic Directions**

Advocacy and Policy Influence

**Budget Implications**

Nil

**Resolution:**

**The EO will prepare a submission to the EPBC Act Review to be tabled and endorsed by the next meeting and submitted the following day.**

**Moved:** Fred Riebeling

**Seconded:** Chris Antonio

**Action:**

The Executive Officer will liaise with Darren Forster, Acting Chief of Staff, Minister for Environment to see what avenues exist for the Alliance to contribute to the Clearing Control Legislation Review.

## 12 INVESTMENT FRAMEWORK AND IMPLEMENTATION STRATEGY AND EXPRESSION OF INTEREST DOCUMENT

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<b>Date of Report:</b>	<b>13 February 2019</b>
<b>Report Author:</b>	<b>Executive Officer – Paul Rosair and Andrew Sharpe</b>
<b>Disclosure of Interest:</b>	<b>Nil</b>
<b>Attachment(s)</b>	<b>Investment Framework EOI</b>

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### **Purpose:**

To update the Alliance members on the current status of the Investment Framework paper expression of interest.

### **Background:**

At the RCAWA July 2019 meeting a discussion was held regarding the proposed combining of the Alliance’s Investment Framework and Busselton’s Implementation Strategy. It was considered that by building the paper around the state governments Agenda for Growth and the nine priorities outlined within, a more solid submission to government would be achieved.

The expectation by the Alliance members was for the Executive Officer to:

- Write an Expression of Interest for the provision of services to develop an infrastructure paper and submission on behalf of the Alliance to the state government using project funds within the alliance budget.
- Provide a quote for consideration by Alliance members from NAJA Business Consulting Services (NAJA) for carrying out the work outlined in the expression of interest.
- Manage the contract accordingly, if the Alliance wishes to seek external quotes and does not engage NAJA to carry out the services.

At the August meeting, the Executive Officer was asked to leave the room whilst discussions took place regarding the Expressions of Interest document and NAJA quotation. The Alliance members decided that the Executive Officer should work with RCAWA CEO’s to revise the proposed EOI Consultants brief with the key outcomes of the EOI’s being:

- A compelling case for additional investment in RCAWA locations.
- A clear list of projects/initiatives within RCAWA member localities that should be funded.
- Alternative models for funding the agreed projects (i.e. not using existing, traditional grant methods)

At the November meeting, the modified EOI was again tabled at the meeting and the EO left the room while it was being discussed.

**Discussion:**

Andrew Sharpe advised that the Alliance members wish to go to market with the EOI. A panel of four Alliance members will evaluate the EOI proposals and appoint a suitable applicant to develop an infrastructure paper and submission paper. The EO will then work with the successful proponent in overseeing the project.

**Link to Strategic Directions:**

Advocacy and Policy Influence

Partnership and Collaboration

**Budget Implications:**

Nil at present

**Resolution:**

- **The EO will advertise the EOI**
- **The Alliance nominated Chris Adams, Mike Archer, Andrew Sharpe and Matthew Scott to assess the EOI proposals and appoint the successful proponent before the 16 April meeting.**
- **The EO to manage the contract.**

**Moved:** Peter Long

**Seconded:** Ian Mickel

## 13 RCA UPDATE

<b>Date of Report:</b>	<b>13 February 2020</b>
<b>Report Author:</b>	<b>Grant Henley, Mayor City of Busselton</b>
<b>Disclosure of Interest:</b>	<b>Nil</b>
<b>Attachment(s)</b>	<b>RCA Board Papers</b>

### Purpose:

To update RCAWA members on RCA matters

### Discussion:

From the Mayor, Grant Henley – City of Busselton, WA Board Representative:



### MEETING MINUTES RCA Board Meeting

<b>Date:</b>	<b>Tuesday 4th February 2020</b>
<b>Time:</b>	4:00pm – 6:00pm AEDT (VIC/NSW) 3:00pm – 5:00pm AEST (QLD) 2:30pm – 4:30pm ACST (NT) 1:00pm – 3.00pm AWST (WA)

### Attendees

- Mayor Shane Van Styn – Mayor, City of Greater Geraldton (Chair)
- Cr Tony Herbert – Mayor, Warrnambool City Council (Deputy Chair)
- Mr Peter Schneider – CEO, Warrnambool City Council
- Mr Ken Diehm – CEO, Fraser Coast Regional Council (via teleconference)
- Cr Col Murray – Mayor, Tamworth Regional Council
- Mr Paul Bennett – GM, Mayor, Tamworth Regional Council
- Cr Grant Henley – Mayor, City of Busselton
- Mr Mike Archer – CEO, City of Busselton (via teleconference)
- Cr Greg Conkey – Mayor, City of Wagga Wagga
- Mr Peter Thompson – GM, City of Wagga Wagga
- Cr Margaret Strelow – Mayor, Rockhampton Regional Council (via teleconference)
- Ms Rachael Sweeney – RCA Project Manager and Secretariat (Managing Director, Collective Position)
- Ms Shannyn Peterson – RCA Secretariat

### Apologies

- Mayor Damien Ryan – Mayor, Alice Springs Town Council
- Mr Ross McKim – CEO, City of Greater Geraldton
- Cr George Seymour – Mayor, Fraser Coast Regional Council
- Mr Robert Jennings – CEO, Alice Springs Town Council (via teleconference)
- Mr Evan Pardon – CEO, Rockhampton Regional Council (via teleconference)



Meeting was declared open at 4:07pm AEDT.

### **1. WELCOME**

RCA Chair, Mayor Shane Van Styn – Mayor, City of Greater Geraldton, welcomed members to the Board Meeting and noted the apologies.

### **2. CONFIRMATION OF MEETING MINUTES**

Ms Rachael Sweeney – RCA Secretariat, tabled the draft minutes from the 15 October 2019 Board Meeting.

Mayor Shane Van Styn – Mayor, City of Greater Geraldton requested the apologies list reflect his attendance to the meeting.

Members noted the minutes. Cr Grant Henley – Mayor, City of Busselton moved the minutes as a true and accurate record of the meeting. Mayor Shane Van Styn – Mayor, City of Greater Geraldton seconded..

### **3. FINANCIAL UPDATE**

Ms Rachael Sweeney – RCA Secretariat, tabled the Treasurer's Reports – November 2019, December 2019 and the Recommendations for budget adjustments for endorsement.

The Board discussed the outstanding debtors as recorded in the December 2019 Financial Report and agreed to write off the outstanding debts.

The proposed budget adjustments were accepted and the Board noted the importance of holding the annual budget meeting in May 2020.

Cr Col Murray – Mayor, Tamworth Regional Council moved a motion to accept the budget adjustments and write off the outstanding debtors as bad debts. Cr Tony Herbert – Mayor, Warrnambool City Council seconded.

#### **ACTIONS:**

- 3.1 Secretariat to advise the Bookkeeper to write off debts and budget adjustments; and
- 3.2 Secretariat to present a draft budget to the Board at the 19 May 2020 Board Meeting.

### **4. SECRETARIAT UPDATE**

Ms Rachael Sweeney – RCA Secretariat, tabled the following 2019 reports and registers for discussion and noting:

- 1) Issues Register – January 2020;
- 2) Membership Status Grid – January 2020;
- 3) Communications Report – November 2019;



- 4) Communications Report – December 2019; and
- 5) 2019-20 RCA Action Plan Progress.

The following actions were agreed:

- Deputy Chair, Cr Tony Herbert – Mayor, Warrnambool City Council, to discuss the vacancy with current Victorian members to identify a new Victorian representative on the Board;
- Cr Col Murray – Mayor, Tamworth Regional Council requested the Secretariat test moving the distribution of weekly communications to a Thursday afternoon;
- The Secretariat to seek renewal of Memorandum of Understanding's (MoU) with Regional Australia Institute (RAI) and potentially partnering with Regional Universities Network on advocacy.

Members received and noted all reports and registers. Cr Grant Henley – Mayor, City of Busselton moved the reports and registers and Mayor Shane Van Styn – Mayor, City of Greater Geraldton seconded.

#### **ACTIONS:**

- 4.1 Secretariat to further investigate a shared advocacy plan with Regional Universities Network;
- 4.2 Secretariat to meet with Regional Australia Institute and the Regional Universities Network to discuss reviewing and updating the MoU;
- 4.3 Deputy Chair, Cr Tony Herbert – Mayor, Warrnambool City Council, to discuss the vacancy with current Victorian members to identify a new Victorian representative on the Board, and
- 4.4 Secretariat to test moving weekly communications from Friday afternoon to Thursday afternoon.

#### **5. Affordable Housing**

Ms Rachael Sweeney – RCA Secretariat, tabled the Affordable Housing Issues Brief for discussion.

The Board discussed the commonalities in feedback from RCA members and noted there were shared issues across the cities.

The Board unanimously agreed to seek feedback from those members who had not yet responded and then develop this into an issue brief.

#### **ACTIONS:**

- 5.1 Secretariat to seek further feedback from the RCA membership regarding affordable housing and then develop an issues brief.

#### **6. Membership Discussion**

Ms Rachael Sweeney – RCA Secretariat, tabled the Broken Hill City Council Membership Brief for discussion.



The Board discussed Broken Hill City Council's eligibility for membership. It was agreed that based on the analysis they should be classified as a regional capital and as such were endorsed for membership.

Cr Greg Conkey – Mayor, City of Wagga Wagga moved that the Board approve Broken Hill City Council's membership application and Cr Col Murray – Mayor, Tamworth Regional Council seconded. The approval of this motion was unanimous.

**ACTIONS:**

6.1 Secretariat to notify Broken Hill City Council of the Board approval of their membership request and facilitate membership engagement.

**7. Building Better Regions Fund**

Ms Rachael Sweeney – RCA Secretariat, tabled the Building Better Regions Fund (BBRF) Round Four – RCA Member Eligibility Analysis for discussion.

The Board noted the findings from the analysis.

Cr Col Murray – Mayor, Tamworth Regional Council moved that RCA should continue to advocate the necessity of long term and strategic development of the regions through the BBRF and as such, further rounds should not be diverted to fund national emergency matters. Cr Grant Henley – Mayor, City of Busselton seconded.

**8. Impact of Bushfires on Regional Capital Cities**

Ms Rachael Sweeney – RCA Secretariat, tabled a presentation regarding RCA membership feedback on the bushfire impact survey for noting.

The Board noted the presentation and asked that the findings be shared with the Australian Local Government Association (ALGA).

*Post Meeting Note: Following a meeting with the Office of the Hon David Littleproud MP, Minister for Water Resources, Drought, Rural Finance, Natural Disaster and Emergency Management, it was agreed that the results of the survey are to be compiled into a report and provided the Minister to inform government thinking on the rebuilding strategy.*

**ACTIONS:**

8.1 Secretariat to pass survey results on to the Australian Local Government Association and offer them any other assistance they need; and

8.2 Secretariat to compile a Bushfire Impact Survey Report.



## 9. Event Plan for August Summit

Ms Rachael Sweeney – RCA Secretariat, tabled the Event Plan for the RCA August Mayor's Summit for approval.

The Board agreed to form a subcommittee to further develop the program and with the aim of tabling the proposal for endorsement at the next RCA meeting.

Mr Paul Bennett – CEO, Tamworth Regional Council and Mr Ken Diehm – CEO, Fraser Coast Regional Council agreed to sit on the subcommittee.

### **ACTIONS:**

9.1 Secretariat to liaise with the Subcommittee to further develop the event program for Board approval.

## 10. RCA Delegation

Ms Rachael Sweeney – RCA Secretariat, tabled the February Delegation Runsheet and talking points for noting.

Members received and noted the delegation runsheet and talking points.

## 11. General Business

Ms Rachael Sweeney – RCA Secretariat, tabled the following items for discussion:

- **Lapel Design:** the Board agreed on the second concept design and to order 60 pins at \$450.
- **Email Banner Design:** the Board agreed to the suggested design of the email banner and the associated design costs of \$40.
- **Rural Councils Victoria:** the Secretariat was approached by Rural Councils Victoria to discuss the possibility of partnering on advocacy. The Board agreed that the secretariat should meet with Rural Councils Victoria to better understand their request and report back.

Mayor Shane Van Styn – Mayor, City of Greater Geraldton moved that the Board approve lapel option two and to order 60 pins at \$450 and to endorse the email banner and associated design costs of \$40. Cr Col Murray – Mayor, Tamworth Regional Council seconded.

### **ACTIONS:**

11.1 Secretariat to order lapel pins and distribute email banner to members; and

11.2 Secretariat to further investigate a shared advocacy plan with Rural Councils of Victoria and report back.

The meeting was closed at 6:15pm.





### SUMMARY OF ACTIONS:

<b>Task</b>	<b>Responsibility</b>
Secretariat to advise the Bookkeeper to write off debts and budget adjustments.	<b>Secretariat</b>
Secretariat to present a draft budget to the Board at the 19 May 2020 Board Meeting.	<b>Secretariat</b>
Secretariat to further investigate a shared advocacy plan with Regional Universities Network.	<b>Secretariat</b>
Secretariat to meet with Regional Australia Institute and the Regional University Network to discuss reviewing and updating the MoU.	<b>Secretariat</b>
Deputy Chair, Cr Tony Herbert – Mayor, Warrnambool City Council, to discuss the vacancy with current Victorian members to identify a new Victorian representative on the Board	<b>Cr Tony Herbert</b>
Secretariat to test moving weekly communications from Friday afternoon to Thursday afternoon.	<b>Secretariat</b>
Secretariat to seek further feedback from the RCA membership regarding affordable housing and then develop an issues brief.	<b>Secretariat</b>
Secretariat to notify Broken Hill City Council of the Board approval of their membership request and facilitate membership engagement.	<b>Secretariat</b>
Secretariat to pass bushfire survey results on to the Australian Local Government Association and offer them any other assistance they need.	<b>Secretariat</b>
Secretariat to compile a Bushfire Impact Survey Report.	<b>Secretariat</b>
Secretariat to order Lapel Pins and distribute the email banner to members.	<b>Secretariat</b>
Secretariat to liaise with the Subcommittee to further develop the event program for Board approval.	<b>Secretariat</b>
Secretariat to order lapel pins and distribute the email banner to members.	<b>Secretariat</b>



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Secretariat to further investigate a shared advocacy plan with Rural Councils Victoria and report back.

**Secretariat**

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DRAFT

**Link to Strategic Directions:**

Partnership and collaboration  
Representation

**Budget Implications:**

Nil

**Information Noted**

## 14 OTHER BUSINESS

1. Priorities for RCAWA – Chris Adams

**Action: Chris will work with EO to run a mini workshop at the April meeting**

2. 2020 RCAWA Meetings: Dates and Venue – Paul Rosair

Action: EO to work in conjunction with Secretariat regarding dates and venue for further 2020 meetings due to clashes with Parliamentary sittings and Tourism WA moving.

3. Regional Visitor Centres - Dennis Wellington

NFA: Several councils currently reviewing their visitor centres as a consequence of escalating costs and online competition.

4. Freight Logistics Council: Planning Workshop – Jason Whittaker

NFA: Jason Whittaker did not attend

5. Leases and Licences – Crown reserves – Paul Rosair

**Action: EO to outline a paper for a future meeting**

6. Minister Sue Ellery – topics for 16-4-2020 meeting- All

**Action: Alliance members to be canvassed via email**

7. Minister Assisting Nola Marino – topics for 16-4- 2020 meeting – All

**Action: Alliance members to be canvassed via email**

8. Drought Relief – Albany

NFA

As reported by The West:

**“Prime Minister Scott Morrison reveals 35 WA councils to benefit from \$57 million drought support package”**

Prime Minister Scott Morrison says West Australians are not being forgotten in the drought as the Federal Government returns its focus on the big dry following a summer of bushfires. Mr Morrison will tomorrow travel to Orange in regional New South Wales to attend the first Drought and Flood Advisory board meeting alongside Drought Minister David Littleproud. He will also announce the list of additional councils who will benefit from the government’s \$57 million support package - the majority of whom are in WA.

Of the 52 additional councils who are getting access to up to \$1 million each under the extended Drought Communities Programme, 35 are in WA. They include Albany, Bussleton, Esperance, Jerramungup, Denmark, Pingelly and Nannup.

“We’re focused on keeping support flowing to places like WA where the drought has been spreading and its effects have been deepening,” Mr Morrison told The West Australian. “We’ll keep stepping up our support in WA as the drought continues and steps up there. We won’t forget about any family or community battling the drought, including in WA.” A further \$10 million will also be rolled out to ensure families affected by drought are supported to continue accessing education.

Mr Littleproud said the funding to date had already supported more than 300 projects in communities across Australia, such as the construction of amenities blocks, potable water supply, local tourism assets, community resilience events and employing local drought support officers. “We will distribute \$47 million to drought effected areas based on population, providing councils of less than 1000 people with \$500,000 and those with a larger population with \$1 million to ensure we continue to provide appropriate, tailored support,” he said. “Drought doesn't just hurt farmers; it goes out the farm gate. It hurts small businesses and the wider community as well, but this extra funding keeps money flowing through affected areas. “Funding will support events that create jobs, boost tourism and improve community wellbeing, and enable construction of infrastructure that encourages people to stop in these small towns.”

Laureta Wallace, National Farmers Federation Acting CEO, said the drought had gone from “worse to worse”. “We’ve had good rain in parts, like up in east coast, but by no means enough. It was patchy,” she said. “We’ve been really closely engaged with government about the bushfire response, but urged them to keep focus on drought. Because it’s not going away..”

WA Farmers chief executive Trevor Whittington said the support offered by the Federal Government for our state had been non-existent. “For our farmers, financially it’s been one of their worst years in 20 years,” he said. “The Level of drought support the Federal Government is offering us is marginal.”

FULL WA LIST: Albany, Beverley, Bridgetown-Greenbushes, Brookton\*, Broomehill-Tambellup, Bruce Rock\*, Busselton, Carnamah\*, Coorow, Corrigin, Cranbrook, Dandaragan, Denmark, Donnybrook-Balingup, Dumbleyung\*, Esperance, Gnowangerup, Irwin, Jerramungup, Katanning, Kellerberrin, Kent\*, Kojonup, Kulin\*, Lake Grace, Mingenew\*, Moora, Nannup, Narembreen\*, Pingelly, Plantagenet, Quairading, Ravensthorpe, Three Springs\*, Wickepin\*

## **15 CLOSURE OF MEETING**