



Regional Capitals Alliance

WESTERN AUSTRALIA

**Western Australian Regional Capitals Alliance
Meeting**

**Minutes
15 October 2020**

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Agenda

1 OFFICIAL OPENING

Meeting opened at: 2.05pm

2 RECORD OF ATTENDANCE

Members:

Dennis Wellington	Mayor City of Albany (Chair)
Andrew Sharpe	CEO City of Albany
Malcolm Osborne	CEO City of Bunbury
Grant Henley	Mayor City of Busselton
Mike Archer	CEO City of Busselton
Ian Mickel	Shire President of Esperance
Shane Burge	CEO Shire of Esperance
Peter Long	Mayor City of Karratha
Chris Adams	CEO City of Karratha
Chris Antonio	Shire President Shire of Northam
Paul Rosair	Executive Officer RCAWA
Jane Lewis	Executive Assistant RCAWA
Brian Sharp	Investment Framework Consultant

Dial in:

Shane van Styn	Mayor City of Greater-Geraldton
Rachael Sweeney	RCA Executive Officer
Shannyn Peterson	Secretariat Services RCA

Apologies:

Harold Tracey Shire	President of Broome
Sam Mastrolembo	CEO Shire of Broome
Gary Brennan	Mayor City of Bunbury
John Bowler	Mayor City of Kalgoorlie-Boulder
Fredrick Riebeling	Commissioner Town of Port Hedland
Carl Askew	CEO Town of Port Hedland
Ross McKim	CEO City of Greater Geraldton
Paul Radalj	A/CEO City of Greater Geraldton
John Walker	CEO City of Kalgoorlie-Boulder
Jason Whiteaker	CEO Shire of Northam

3 DECLARATIONS OF INTEREST

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

Attachment: 1. Outstanding Business Arising Items and Actions Sheet

Resolution :

That the Minutes of the Western Australian Regional Capitals Alliance Meeting held on Thursday, 6 August 2020, be confirmed as a true and correct record of proceedings.

Moved: Peter Long
Second: Grant Henley

5 CORRESPONDENCE

Date of Report:	15 October 2020
Report Author:	Executive Officer – Paul Rosair
Disclosure of Interest:	Nil
Attachment(s)	2. Management Letter for Year Ending 30th June 2020 3. RCAWA Response to IWA Discussion Paper – A Stronger Tomorrow 4. Letter of Engagement – Brian Sharp

Correspondence In:

Date: 21st September 2020
From: Mid-West Financial
Title: Management Letter for year ending 20th June 2020

Correspondence Out:

Date: 19th August 2020
From: Executive Officer on behalf of RCAWA
Title: Response to IWA Discussion Paper – A Stronger Tomorrow

Date: 28th September 2020
From: Executive Officer on behalf of RCAWA
Title: Letter of Engagement – Brian Sharp and copy of the AS-412-2120 – Australian standard general conditions of contract for consultants

Correspondence Received

6 TREASURER’S REPORT JULY 2020

Date of Report:	15 October 2020
Author	Mayor – City of Greater Geraldton
Disclosure of Interests:	Nil
Attachments:	5. RCAWA September Balance Sheet
	6. RCAWA September Profit and Loss Statement

Purpose:

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

Nil

Discussion:

As required

Resolution:

- That the Board receive and note the Treasurer’s Report for the period ending 30th September 2020 and the accompanying financial documents.

Moved: Shane Van Styn

Second: Grant Henley

7 RCA UPDATE

Date of Report:	15 October 2020
Report Author:	Grant Henley, Mayor City of Busselton
Disclosure of Interest:	Nil
Attachment(s)	7. Minutes RCA – 22 September Meeting 8. RCA Fact Sheets 9. Regional Capitals Australia Key Activities

Purpose:

To provide an overview of items and issues from RCA which pertain to RCAWA business and to canvass Alliance members as to matters which they believe warranted to raise with RCA.

Discussion:

Minutes and RCA information provided by Mayor, Grant Henley – City of Busselton, WA Board Representative and Shannyn Peterson, Secretariat Services RCA.

The RCAWA member, Mayor Henley believes the RCA secretariat are better placed to inform members of the Alliance on any developing issues and opportunities at a Federal level and shared data and studies and as such, the RCA Executive Officer and secretariat zoomed in remotely to present for 15 minutes on latest happenings at RCA meetings.

Link to Strategic Directions:

Partnership and collaboration
Representation

Budget Implications:

Nil

Resolution:

- **That the information be received and that RCAWA members provide any issues or information to Mayor Henley to take back to the RCA.**
- **That the RCA Executive Officer and Secretariate be invited to provide a briefing at future RCAWA meetings**

Moved: Andrew Sharpe
Second: Dennis Wellington

8 EXECUTIVE OFFICER BI-MONTHLY REPORT (AUGUST - SEPTEMBER 2020)

Date of Report:	15 October 2020
Report Author:	Executive Officer – Paul Rosair
Disclosure of Interest:	Nil
Attachment(s):	11. Executive Officer Bi-Monthly Report – August 2020 – September 2020

Purpose:

To update RCAWA on the Executive Officer services provided for the period August 2020 to September 2020 inclusive.

Background:

The Executive Officer has been engaged in this role for over 4 years. The attached report provides information about the services provided, activities undertaken and time allocation over the past two months. The Chair, Secretariat, Executive Officer and Assistant will be meeting to prioritise the Executive’s work program in light of the Strategic Planning Workshop held in August.

Discussion:

As required.

Link to Strategic Directions:

Advocacy and policy Influence
Partnership and collaboration
Representation

Budget Implications:

As per 2020/21 approved RCAWA budget.

Resolution:

- **That the information be received.**

Moved: Chris Antonio

Second: Malcolm Osborne

9 INVESTMENT FRAMEWORK UPDATE

Date of Report:	15 October 2020
Report Author:	Executive Officer, Paul Rosair
Disclosure of Interest:	Nil
Attachment(s)	12. Mainsheet Brief RCAWA Investment Framework 13. RCAWA Investment Framework – Proposed Charter 14. RCAWA Investment Framework - Final 15. Draft Investment Framework Flyer

Purpose:

To update the Alliance members on work to date regarding the Investment Framework Project and to receive the final report and draft Investment Framework flyer.

Background:

Since the appointment of MainSheet Capital at a special meeting held on 7 May 2020 for the provision of services to refine the Alliance’s Investment Framework as a basis of a submission to the State and Federal Governments, the following actions have occurred:

- Each council provided financial and project information to inform the Investment Framework
- Numerous meetings were conducted between Mainsheet Capital and RCAWA Executive Officer, key stakeholders and Alliance members
- Provision of a project update by Mainsheet at the 18th June Alliance meeting, where they received feedback and guidance from members
- Provision of a midway report
- Provision of a draft report on the 2nd August and item raised at the 6th August 2020 Alliance meeting. Mainsheet Capital attended this and the meeting on 7th August in which it was agreed that the draft Investment Framework Report be accepted subject to further refinement following feedback from Government and political stakeholders
- Final Investment Framework report documents received 4th September 2020 (Documents attached)
- Meeting of Executive Officer and Mainsheet regarding the prospectus was held on 15th September 2020
- Meetings were held with desktop publisher to develop flyer

Discussion:

The Executive Officer has held numerous discussions with Mainsheet Capital Pty Ltd and the Alliance Secretary and other members regarding finalising the Investment Framework report. Endeavours have been made to arrange a meeting, with assistance of Ralph Addis, on advice from the CEO of Albany, with several relevant Directors General to obtain feedback on the report. To date, this has yet to occur.

In the meantime progress has been made on developing a four page (marketing) flyer (draft attached), incorporating elements of the Alliance’s “Agenda for Growth” pamphlet and key messaging from the Investment Framework report for distribution to relevant political parties, associations and industry.

There has been considerable discussion about the merits of having a “financial commitment hook” either in the report itself or at least the flyer, because without it, some consider the paper to be no more than a convenient Alliance endorsement of the State’s key policy and strategies, such as its COVID-19 response and its Infrastructure WA discussion paper, leading up to the election.

The draft four-page flyer has incorporated the need for a bipartisan financial commitment of \$100m per annum from State and/or Federal Governments, over a ten year period, beyond election cycles, so as to leverage the combined \$3.6Bn forward capital works program of Alliance members.

The details around the proposed fund and its operations is yet to be developed. The Executive Officer, however, met with the Chief of Staff (COS) of the Minister for Regional Development on the 7th October to provide an overview of the Framework and possible operating principles. The discussions were very well received, with the COS saying he felt the proposed Framework as being “very good”.

A number of matters relating to the operation of the fund were also discussed. For instance that the fund could be accessed by Alliance members (and potentially other large, pre-qualified and capable regional councils), based on demonstrating a alignment with State Policy and Priorities, clear benefits to surrounding Local Government communities and a providing a cogent business case. It should be administered by the Department of Primary Industry and Regional Development, and not State Treasury.

An agreed approach also needs to be taken on how the Alliance will advocate for this position with all political parties leading up to the State election through a variety of avenues, including face to face meetings, correspondence to Party Leaders, Local Members and candidates to seek bi partisan commitment across all parties.

Link to strategic Direction:

Advocacy
Partnership and Collaboration
Representation

Resolution:**That**

- **The draft Investment Framework flyer be modified, published and distributed amongst the alliance members once final changes are made**
- **The Executive Officer, in partnership with the Chair and Secretariat, develop and embark on an associated marketing campaign**
- **The Executive Officer in conjunction with the Secretariat, contact the Director General of Primary Industries and Regional Development to take up his offer regarding a Director General meeting**

Moved: Andrew Sharpe

Second: Dennis Wellington

10 LOCAL GOVERNMENT REVIEW

Date of Report:	15 October 2020
Report Author:	City of Albany
Disclosure of Interest:	Nil
Attachment:	Attachment 16 Local Government Review Panel Final Report Attachment 17 RCAWA Draft Response to the Local Government Act Review

Purpose:

Alliance members to consider a proposed response to the Local Government Review Panel Final Report.

Background:

1. In November 2019 a panel of experts was formed to progress the development of a new Local Government Act for Western Australia.
2. The Local Government Review Panel was established to consider and recommend high-level direction and guiding principles for the new Act.
3. The panel met from November 2019 to May 2020 and looked at best practice models in Australia and overseas as well as the recent consultation on WA's Local Government Act 1995.
4. Consultation with the sector, through WALGA and direct submissions have been completed.
5. The Executive Officer met with the Chair of the panel to brief him on RCAWA issues.
6. Work on a new Local Government Act is now being undertaken by the department.
7. At a meeting facilitated by WALGA on Wednesday 19 August 2020, local governments were requested to review the draft WALGA Position Paper and provide feedback through respective zone meetings.

Discussion:

The City of Albany have provided a copy of their paper in response to the Local Government Review Panel Final Report as a guide/reference for an RCAWA response (see attachment). This paper addresses the 65 recommendations for the development of a new Local Government Act for Western Australia and consolidates comments and the draft positions from The Local Government Professionals (WA), the Legislative review Committee and the West Australian Local Government Association.

The response also outlines possible alternate options of:

- RCAWA may choose to support any of the proposed positions and/or create a new position.
- The State Government will now consider the report and its recommendations before beginning the drafting of a new Local Government Act green bill.
- It is unknown if they will take on further feedback from the sector.

Link to strategic Direction:

Representation

Partnership and collaboration

Advocacy

Resolution:

- **That the Alliance will not provide a response to the Review Panel’s final report**
- **That the Executive Officer will organise meeting with the Panel’s chair, David Michael, to offer assistance during the implementation phase**

Moved: Peter Long

Second: Andrew Sharpe

11 RCAWA BENCHMARKING FRAMEWORK

Date of Report:	16 October 2020
Report Author:	Brian Sharp and Paul Rosair
Disclosure of Interest:	Nil
Attachment(s)	Nil

Purpose:

To update the Alliance on the progress of 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:

At the February 2020 Alliance meeting the initial WA Regional Capitals Alliance Corporate Benchmarking Report was presented following work led by the City of Albany. This included graphs on a number of financial and non-financial indicators for the 2018-2019 financial year.

To advance this work further Brian Sharp has been engaged until September 2021 to:

- Update the indicators to include the 2019-2020 financial year.
- Look for opportunities to value add to the model and align it with members' needs.
- Provide regular updates and reports to Alliance members at bi-monthly meetings.
- Analyse the data and provide key insights into the results.
- Focus on opportunities to improve service delivery based on learnings from others.

Brian has eight years' experience in local government with the City of Canning and has the requisite data and Excel modelling skills to update and extend the benchmarking analysis.

Discussion

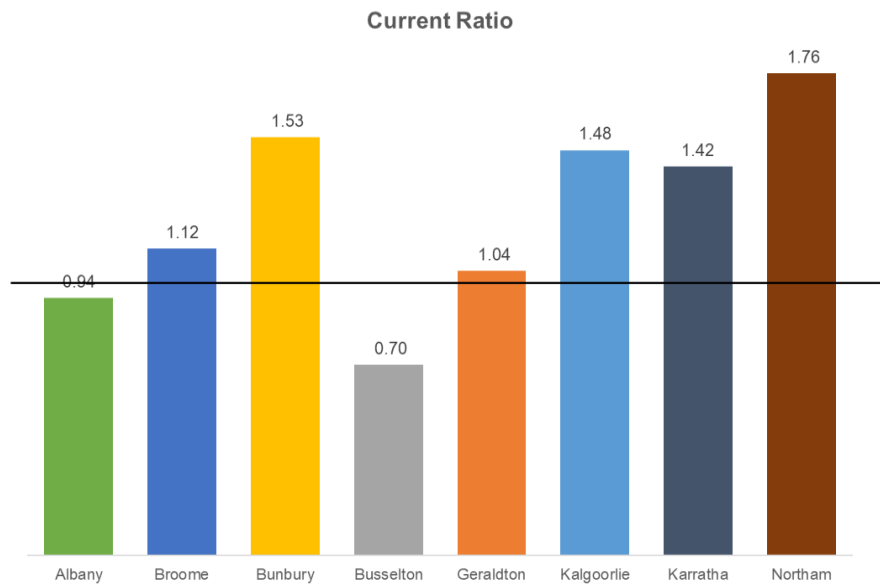
The work completed for the February 2020 meeting lays the structural groundwork for the 2019-2020 report. Brian has commenced and will complete the following tasks to produce the 2019-2020 report for the February 2021 Alliance meeting.

- Modify the existing master Excel file to enable time-series data across multiple years; (commenced)
- Add Esperance and Port Hedland to all outputs including their data for 2018-2019; (commenced)
- Contact each Alliance member to update the data for the 2019-2020 financial year and incorporate this data into the master file; (commenced)
- Discuss with the members whether any other indicators should be measured and included.

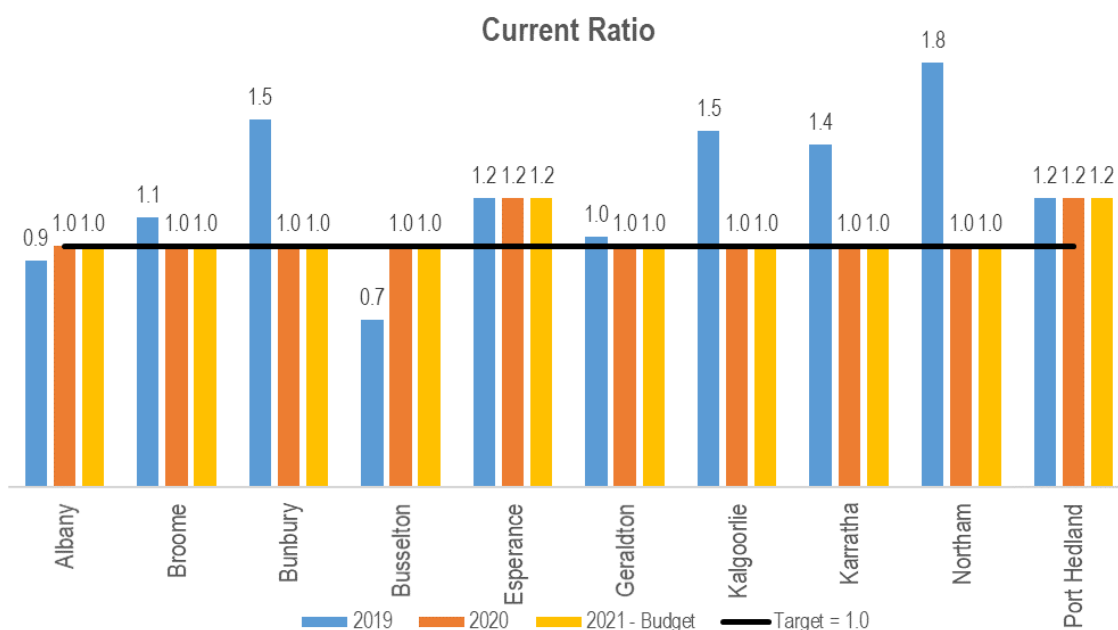
For the financial indicators it is suggested including the 2020-2021 Adopted Budget data to help show changes for each local government across the three-year period. It is yet to be assessed whether this is useful for the non-financial indicators.

The following chart is an example of the proposed layout for the charts in comparison to those presented in the February 2020 report. Note: the data for 2020 and 2021 Budget is for demonstration purposes only.

Graph 1: February 2020 Style



Graph 2: February 2021 Style



Once the February 2020 report is completed Brian will analyse it in more detail specific areas and indicators either as requested by members or for which opportunities exist to improve service delivery.

Link to strategic Direction:

Partnership and collaboration

Resolution:

The information to be received.

Moved: Chris Antonio

Seconded: Chris Adams

12 RCAWA STRATEGIC PLANNING

Date of Report:	15 October 2020
Report Author:	Executive Officer, Paul Rosair
Disclosure of Interest:	Nil
Attachment(s)	18. Strategic Planning Workshop Report

Purpose:

Alliance members to discuss the content and proceedings of the RCAWA Strategic Planning Workshop (attached), held on Friday 7th August 2020.

Background:

In 2017 a high-level Strategic Plan was developed to guide the Alliance actions from 2017/18 -2021/22. It outlined the vision, focus and priorities and explained “what we do” and “how we work”. This Strategic Plan has been circulated to nearly every Minister and Director General in WA, a number of Federal Ministers and Politicians and has been discussed with a myriad of Government Agencies, industry bodies and associations.

Following on from a suggestion at the end of 2019 that members should review the Strategic Plan and prioritise key themes and actions going forward, a Strategic Planning workshop was held on 7th August 2020.

Discussion:

A workshop report was circulated to Alliance Members following the analysis of results. As noted in the report, it was acknowledged by the group that the Alliance provides an arena where a spirit of collaboration and trust between quite different regions, political persuasions and personalities come together to achieve credibility as a group, and advocacy for Regional Capitals.

Members displayed a level of pride in that collaboration and the results they have achieved in building credibility as an Alliance with key stakeholders, saving on insurance costs for our capitals, attracting the Hilton group to some of the regional capital cities and being seen as having a strategic “point of difference” from WALGA, even though each member is a part of it.

A number of risks and challenges, facing the Alliance moving forward, were highlighted by the group:

- Becoming offside with the Government of the day – awareness of behaviour
- Spreading ourselves too thinly – we are here to represent the 10 capitals, not our individual local government interests – need to maintain focus on key themes
- Trust and purpose – need to continue to build on trust and be outcomes focused
- Potential to be seen by other groups as a threat
- Understanding the ‘rules of the game’ and working to them
- Induction of new members early to ensure an understanding of Alliance objectives
- Possibility of being used as a “wedge” by other groups
- Need to demonstrate the benefits of belonging to the Alliance to our communities
- Seen as being politically biased
- Need to work closely with government bureaucrats just as importantly as Ministers
- Consistency with Alliance messaging
- Advocacy and possible conflict with WALGA messaging
- Concentrating our engagement efforts on prioritised stakeholders

Members discussed focussing on the “top right-hand quadrant” – the areas that the Alliance has capacity/capability and are within its sphere of influence.

Members were then given an opportunity to prioritise themes and stakeholders for Alliance focus/interaction. These were collated and notes made.

FOCUS AREAS

The top 8 areas identified as being high priority are (in order of priority):

- State election strategy
- Regional Investment Framework
- Federal election strategy
- State aviation strategy
- Advocacy and communications strategy
- Strategic planning
- Benchmarking and baselining
- Regional freight strategy

Notes:

Decisions need to be made on how many and which focus areas the Alliance wishes to proceed with.

The theme of research was also added to the workshop sheets by 6 members, although it was not rated. This may need further consideration as to whether it is to be included as an ongoing background activity, as an ad hoc item when required or not at all. A decision also needs to be made as to who will conduct the research and into what areas.

Notes made against the government submissions theme stated that these submissions should only be made according to their relevance to RCAWA priorities. Decision to be made on whether the above approach is to be adopted how will direction be given to the EO regarding his time allocation for submissions and input from members.

It should be noted that the Annual Report is a legal requirement for the Alliance and so must be included. This has been outsourced to Redit Research for the last two years as it is not part of the EO/EA contract.

The MACWA awards have gained traction and considerable interest with a number Councils and the Department of Communities requesting that they continue. This activity is largely carried out by the EA, in conjunction with Melissa Northcott (ambassador) and was supported by Bunbury. Given its increasing take up and profile these Awards should continue under the “advocacy and communications” theme, which rated as the number 5 on the priority list.

KEY STAKEHOLDERS

The top 11 key Government stakeholders as ranked by the members are:

- Mark McGowan
- Alannah MacTiernan
- Mia Davies
- Liza Harvey
- Roger Cook
- Ben Wyatt
- David Templeman
- Nola Marino
- Rita Saffioti
- Paul Papalia
- Peter Tinley

The top industry bodies/others were:

- Chamber of Commerce and Industry (CCI Regional WA CEO at tomorrow's meeting)
- Chamber of Minerals and Energy
- WALGA
- Brendon Hammond
- Mining companies – Rio, FMG
- CBH
- Airlines – Qantas, Virgin and Rex

Notes:

Decisions to be made include numbers, timing and planning for guests at meetings vs RCAWA delegation or EO one-on-one meetings with invites to members as appropriate.

It should be recognised that decisions regarding stakeholders should be aligned with the focus areas chosen by the members and that a definitive list should be compiled once these have been established. It should also be acknowledged that government department DG's or ED's may sometimes be appropriate and that this should be considered in the stakeholder plan for each theme.

Link to strategic Direction:

Partnership and collaboration
Advocacy
Representation

Resolution:

- **That the Executive Office develops a research plan in collaboration with RCAWA benchmarking officer and Secretariat for distribution and agreement with Alliance members**

Moved: Peter Long

Seconded: Grant Henley

13 PRESENTATIONS

Date of Report:	15 October 2020
Report Author:	Executive Officer, Paul Rosair
Disclosure of Interest:	Nil
Attachment(s)	Nil

Purpose:

The Alliance to discuss topics to raise with presenters at tomorrow's meeting:

Kitty Prodonovich; CEO Regional Chambers of Commerce and Industry (WA)

Ms Jennifer Mathews, Commissioner - Indonesia

Mr David McCulloch, A/Commissioner - Japan

Mr Peter Baldwin, Commissioner - India

Mr Stuart Crockett, Commissioner - China

Background:

Leading up to this meeting, Alliance members are to be canvassed about issues pertinent to the portfolios of the presenters.

Discussion:

8.45 am– 9.15 am Presentation: Regional Chambers of Commerce and Industry



*Kitty Prodonovich;
CEO Regional Chambers of Commerce and Industry (WA)*

9.35 am – 10.35 am Presentation: International Trade Commissioners



*Jennifer Mathews,
Commissioner Indonesia*



*David McCulloch,
A/Commissioner Japan*



*Peter Baldwin,
Commissioner India*



*Stuart Crockett,
Commissioner China*

Link to Strategic Directions:

Advocacy and Policy Influence

Representation

Partnership and Collaboration

Budget Implications:

Nil

Outcome: An outline of topics for discussion was provided to presenters

14 OTHER BUSINESS

- Proposed next year’s meeting dates Executive Assistant
 - 4th and 5th of February
 - 22nd and 23rd of April
 - 17th and 18th June - Broome
 - 5th August (one day)
 - 14th and 15th October (zoom due to proximity to elections)
 - 9th and 10th December
- Annual report update Executive Assistant
- Workers compensation and insurance CEO Albany
 - CEO Albany taking lead role
- MACWA Executive Officer
- Shared Drop Box for Agenda and attachments Executive Assistant
- Arrangements for 16th October Presentations Executive Officer

15 CLOSURE OF MEETING

MEETING CLOSED: 5.00 PM