



# **RCAWA Strategic Planning Workshop Report Friday 7<sup>th</sup> August 2020**



**Regional  
Capitals  
Alliance**

WESTERN AUSTRALIA

# **Results, Outcomes and Reflections from the RCAWA Strategic Planning Workshop Friday 7<sup>th</sup> August 2020**

Firstly, thanks to all participants for your participation in a great workshop. As was acknowledged by the group, 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 our Cities and being seen as having a strategic “point of difference” from WALGA, even though we are 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 bias
- Need to work closely with government bureaucrats just as importantly as ministers
- Consistency with Alliance messaging
- Advocacy and possible conflict with WALGA messaging
- Concentrate our engagement efforts on prioritised stakeholders

We talked about focussing on the “top right-hand quadrant” – the areas that we have capacity/capability and are within your sphere of influence.

Members were then given an opportunity to prioritise themes and stakeholders for Alliance focus/interaction. These have been collated and notes made. (See attachment for result collation).

## 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 they should only be done according to the 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. In future the information collation for this report, which was outsourced to Redit Research over the last 2 years, will now be completed within the EA's time allocation with just the graphic design and printing component being outsourced.

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
- 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.

### **Recommendation**

The Executive Officer consult, out of session with a range of CEO's, Mayors and Presidents in person or via zoom, to gain consensus in developing a paper, covering the decision points listed above, for consideration at the next Alliance meeting.