



Regional Capitals Alliance

WESTERN AUSTRALIA

**Regional Capitals Alliance Western Australian
Meeting**

**Minutes
15th November 2021**

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Agenda

1 OFFICIAL OPENING

Meeting opened at: 2pm

2 RECORD OF ATTENDANCE

Attendees:

Dennis Wellington	Mayor City of Albany (Chair)	
Andrew Sharpe	CEO City of Albany	
Sam Mastroleambo	CEO Shire of Broome	Zoom
Jaysen de San Miguel	Mayor City of Bunbury	Zoom
Malcolm Osborne	CEO City of Bunbury	Zoom
Grant Henley	Mayor City of Busselton	Zoom
Mike Archer	CEO City of Busselton	Zoom
Ian Mickel	Shire President of Esperance	
Shane Burge	CEO Shire of Esperance	
Shane Van Styn	Mayor City of Greater-Geraldton	Zoom
Ross McKim	CEO City of Greater Geraldton	Zoom
John Bowler	Mayor City of Kalgoorlie-Boulder	
Alex Weise	A/CEO City of Kalgoorlie-Boulder	
Peter Long	Mayor City of Karratha	
Chris Adams	CEO City of Karratha	Zoom
Chris Antonio	Shire President of Northam	
Jason Whiteaker	CEO Shire of Northam	
Peter Carter	Mayor Town of Port Hedland	
Paul Rosair	Executive Officer, RCAWA	
Jane Lewis	Executive Assistant, RCAWA	

Guests:

Hon. Nola Marino MP | Assistant Minister for Regional Development and Territories

Greg Cash: Elysian Consulting (Zoom)

Hon. Alannah MacTiernan MLC; MLC BA, Minister for Regional Development; Agriculture and Food; Hydrogen Industry.

Craig Hansom; LGIS Contract Manager, WALGA (Zoom)

Ian Gordon; MainSheet (Zoom)

Christopher Micks; Mainsheet (Zoom)

Rebecca Tomkinson; Chair Regional Development Council | Chair Wheatbelt Development Commission | President, WA State Advisory Council CEDA (Committee for Economic Development of Australia) | CEO Royal Flying Doctor Service
 Ron Chambers; Deputy President, Shire of Esperance

Apologies:

Harold Tracey
Carl Askew

Shire President of Broome
CEO Town of Port Hedland

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 :

That the Minutes of the Western Australian Regional Capitals Alliance Meeting held on Thursday, 5th August 2021, be confirmed as a true and correct record of proceedings.

Moved: Andrew Sharpe

Second: Chris Antonio

Attachment 1: Outstanding Business Arising Items and Actions Sheet

DATE	ITEM	ACTION	STATUS	PRIORITY	COMMENTS
ADMINISTRATION, CORRESPONDENCE, ANNUAL REPORT, GENERAL BUSINESS					
5/08/21	16. Other Business	Chair to send letter of appreciation to John Walker for his active role as an RCAWA member	C	2	Paper tabled at 15-02-21 meeting
5/08/21	16. Other Business	Busselton template to be used to gather RCAWA members Federal funding data	C	4	Awaiting Busselton response
BENCHMARKING					
19/02/21	10. Benchmarking	Executive Officer to work with Brian Sharp - enhance the benchmarking to include State and Federal services such as health, education and policing etc so as to allow comparisons between metropolitan and regional servicing.	OG		Brian Sharp – ongoing.
5/08/21	10. Benchmarking	Executive Officer and Research Officer to canvas Members to provide feedback on the list of potential new benchmarking indicators			Paper tabled 15/11/21
RCAWA STRATEGIC PLANNING					
15/10/20	12. RCAWA Strategic Planning	Executive Office to develop a research plan in collaboration with RCAWA benchmarking officer and Secretariat for distribution and agreement with Alliance members	OG	2	Paper tabled at 15-02-21 meeting
LOCAL GOVERNMENT ACT REVIEW					
15/10/20	10. Local Government Act Review	Executive Officer to organise meeting with the Panel's chair, David Michael, to offer assistance during the implementation phase	I	4	No further action taken at this stage
INFRASTRUCTURE WA					
5/08/21	12. IWA State Infrastructure Strategy	Executive Officer to provide a brief response to Infrastructure WA's draft of the inaugural "Foundations for a Stronger Tomorrow"	C	2	Response sent 7/8/21. Paper tabled 15/11/21
RCAWA HOUSING SOLUTIONS AND ACTION PLAN					
5/08/21	13. RCAWA housing solutions and action plan	That the Action Plan be developed as outlined above with the inclusion of FBT	I	2	Paper tabled 15/11/21

5 CORRESPONDENCE

Date of Report:	15th November 2021
Report Author:	Executive Officer – Paul Rosair
Disclosure of Interest:	Nil
Attachment(s)	2. Correspondence Out - Michelle Reynolds
	3. Correspondence Out – John Walker
	4. Correspondence Out – Minister Reece Whitby MLA
	5. Correspondence Out – Minister Toni Buti, MLA
	6. Correspondence In – John Walker
	7. Correspondence In - Geraldine Thomas
	8. Correspondence In – Town of Port Hedland

Note, there has been numerous email correspondence between the Executive Officer, Executive Assistant and Ministerial offices, departmental staff and industry bodies which do not form part of this formal correspondence item as they are administrative in nature.

Correspondence Out:

Date: 6/8/2021

To: Michelle Reynolds, CEO City of Perth

Title: Thank you

Date: 16/8/2021

To: John Walker: Former CEO City of Kalgoorlie-Boulder

Title: Thank you and best wishes

Date: 10/9/2021

To: Minister Reece Whitby, MLA

Title: Invitation to Meet

Date: 10/9/2021

To: Minister Toni Buti, MLA

Title: Invitation to Meet

Correspondence In:

Date: 29/7/2021

From: John Walker; CEO City of Kalgoorlie-Boulder

Title: Invitation to attend SEGRA

Date: 21/7/2021

From: Geraldine Thomas; Senior Policy Officer planning and strategy

Title: Receipt of State Infrastructure Strategy: RCAWA response

Date: 5/11/2021
From: Town of Port Hedland
Title: Member Representation for RCAWA

Resolution:

- **That the correspondence be received.**

Moved: Andrew Sharpe

Second: Peter Long

Attachment 2: Correspondence Out - Michelle Reynolds - Thankyou



Attachment 3: Correspondence out: John Walker - Thankyou

Enquiries: Paul Rosair:
Executive Officer RCAWA
0419930467

Mr John Walker
Chief Executive Officer
City of Kalgoorlie-Boulder
PO Box 2042
BOULDER WA 6432

16 August 2021

Dear John

On behalf of Regional Capitals Alliance WA, thank you for your ongoing support and the excellent work you have undertaken while working with the Alliance. We will all miss your good humor and holding us accountable to challenge the norm and deliver results.

The work that you have undertaken as Chief Executive Officer for the City of Kalgoorlie-Boulder and for Local Government across the board needs to be acknowledged, as your leadership has delivered many positive community outcomes. You have also inspired others to develop and grow as leaders and you should be extremely proud of your achievements.

You are leaving big shoes to fill and we hope you enjoy your next opportunity. Please stay in contact and make sure you continue to visit us in regional Western Australia.

Kind Regards

A handwritten signature in black ink, appearing to read "Dennis Wellington".

Dennis Wellington
Chair
Regional Capitals Alliance WA

Attachment 4: Correspondence In – Minister Reece Whitby MLA - Invitation to attend meeting

Enquiries: Paul Rosair:
Executive Officer RCAWA
0419930467

Hon. Reece Whitby, MLA
Minister for Emergency Services; Racing and Gaming; Small Business; Volunteering
7th Floor, Dumas House
2 Havelock Street
WEST PERTH WA 6005

10 September 2021

Dear Minister,

RE: Request for meeting

I am writing to request a meeting with you as the Executive Officer of the Regional Capitals Alliance of Western Australia (RCAWA).

The RCAWA is a peak body comprising 10 regional Cities and Shires and representing over half of the State's regional population. Its members advocate for strategic planning for growth and investment in regional Western Australian capitals. Each of the capitals is considered to have high capability and business prospects, positioning them as ideal locations in which to focus the attention of government and industry to grow both the population base and economy of the state. The members believe that as a collaborative group they provide a unified voice for strategic commonalities on social and economic issues and a consistent regional investment framework and strategy that supports sustainable regional growth.

The RCAWA members are very interested in meeting with you to hear about matters pertaining to your portfolio, particularly as they pertain to the regions. They are also keen to work with the State Government in the planning or facilitation of any initiatives that impact on the regions and as such, they would like to look at any opportunities whereby they can work in a more formal fashion, either through a reference group, or as part of an implementation team.

In order to progress with the matters above, we would initially like to invite you to meet with The RCAWA Executive Officer, then, if possible, attend one of our Bi-Monthly RCAWA meetings (the next one being in Kalgoorlie on the 15th November – the day before SEGRA). To date we have met with numerous Ministers and Directors General, providing reciprocal benefits for the Alliance members and Government representatives alike; with the Ministers being able to disseminate important portfolio information as it relates to the regions, and members having the opportunity to advocate for the Alliance and request further information or clarification regarding collaborative issues and opportunities.

Attachment 5: Correspondence in – Correspondence Out – Minister Toni Buti MLA - Invitation to attend meeting



Enquiries: Paul Rosair:
Executive Officer RCAWA
0419930467

Hon. Toni Buti, MLA
Minister for Finance; Lands; Sports and Recreation; Citizenship and Multicultural Interests
5th Floor, Dumas House
2 Havelock Street
WEST PERTH WA 6005

10 September 2021

Dear Minister,

RE: Request for meeting

I am writing to request a meeting with you as the Executive Officer of the Regional Capitals Alliance of Western Australia (RCAWA).

The RCAWA is a peak body comprising 10 regional Cities and Shires and representing over half of the State's regional population. Its members advocate for strategic planning for growth and investment in regional Western Australian capitals. Each of the capitals is considered to have high capability and business prospects, positioning them as ideal locations in which to focus the attention of government and industry to grow both the population base and economy of the state. The members believe that as a collaborative group they provide a unified voice for strategic commonalities on social and economic issues and a consistent regional investment framework and strategy that supports sustainable regional growth.

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In order to progress with the matters above, we would initially like to invite you to meet with The RCAWA Executive Officer, then, if possible, attend one of our Bi-Monthly RCAWA meetings (the next one being in Kalgoorlie on the 15th November – the day before SEGRA). To date we have met with numerous Ministers and Directors General, providing reciprocal benefits for the Alliance members and Government representatives alike; with the Ministers being able to disseminate important portfolio information as it relates to the regions, and members having the opportunity to advocate for the Alliance and request further information or clarification regarding collaborative issues and opportunities.

Attachment 6: Correspondence Out - John Walker

Ref: LCH/AW



Mayor Dennis Wellington
Chair
Regional Capitals Alliance WA
C/- City of Albany

E: jane@reditresearch.com.au

29 July 2021

Dear Mayor Wellington,

Invitation to Attend 2021 Sustainable Economic Development Conference (SEGRA)

The City of Kalgoorlie-Boulder is excited to host the 2021 Sustainable Economic Development Conference (SEGRA) in Kalgoorlie this November, and we are expecting more than 300 delegates from across the nation to attend.

We would like to invite the Regional Capitals Alliance Western Australia to hold an 'in person' meeting in Kalgoorlie-Boulder on Monday, 15 November to coincide with this significant national conference, and offer RCAWA the opportunity to present on its priority projects and initiatives at the conference.

In addition to this, the City and SEGRA have invited a number of high profile senior the Deputy Prime Minister, Barnaby Joyce; Premier of Western Australia, Mark McGowan, Assistant Minister to the Deputy Prime Minister and Local Government Kevin Hogan, Assistant Minister for Regional Development and Territories, Nola Marino; Leader of the Opposition Anthony Albanese to attend

The City, as host, will facilitate discounted tickets for the SEGRA conference, or can arrange a special sponsorship package. The City will also host a tour of the City, highlighting Kalgoorlie-Boulder's main projects, initiatives and priorities.

For more information or take a further discussion on this, including matters relating to travel, accommodation and speakers fees, please do not hesitate to contact our Director Economic Development, Alex Wiese on (08)9021 9873 or via email alex.wiese@ckb.wa.gov.au.

We look forward to your involvement in this significant regional event.

Kind Regards,

A handwritten signature in blue ink, appearing to read "John Walker", is written over a light blue horizontal line.

John Walker
Chief Executive Officer
City of Kalgoorlie-Boulder

Kate Charters
SEGRA Convener
Management Solutions (QLD)

Attachment 7: Correspondence in – Geraldine Thomas; Senior Policy Officer planning and strategy – SIS submission acknowledgement

-----Original Message-----

From: IWAConsultation <IWAConsultation@infrastructure.wa.gov.au>

Sent: Wednesday, 15 September 2021 3:26 PM

To: Paul Rosair <paul@naja.com.au>; IWAConsultation

<IWAConsultation@infrastructure.wa.gov.au>

Cc: Pelle, Liliana <Liliana.Pelle@infrastructure.wa.gov.au>

Subject: RE: RCAWA

Dear Mr Rosair

Please be advised that your submission has been received.

Kind regards

Geraldine Thomas || Senior Policy Officer Planning and Strategy Telephone |
08 6552 6116

Attachment 8: Correspondence in –Town of Port Hedland – RCAWA Member representation

Our Ref: 13/06/000
Enquiries: Joyce Routledge, Senior Governance Adviso
Direct Line: (08) 9158 933

Jane Lewis
Via: janeredz1@gmail.com

Dear Jane Lewis,

TOWN OF PORT HEDLAND COUNCIL MEMBER REPRESENTATION ON REGIONAL CAPITALS ALLIANCE WA (RCAWA)

At the Town of Port Hedland's Ordinary Council Meeting held on Wednesday 3 November 2021, Council appointed (Decision #CM202122/070) the following Elected Members as representatives of the Town of Port Hedland to the Regional Capitals Alliance WA (RCAWA):

- Mayor Carter
- As Proxy: Deputy Mayor Turner

A handwritten signature in black ink, appearing to read "Carl Askew".

Carl Askew
Chief Executive Officer

5/11/2021

6 TREASURER’S REPORT OCTOBER 2021

Date of Report:	15th November 2021
Author	Mayor – City of Greater Geraldton
Disclosure of Interests:	Nil
Attachments:	9. RCAWA August Profit and Loss Budget vs. Actual
	10. RCAWA August Balance Sheet
	11. RCAWA August Creditors
	12. RCAWA August Debtors
	13. RCAWA September Profit and Loss Budget vs. Actual
	14. RCAWA September Balance Sheet
	15. RCAWA September Creditors
	16. RCAWA September Debtors
	17. RCAWA October Profit and Loss Budget vs. Actual
	18. RCAWA October Balance Sheet
	19. RCAWA October Creditors
	20. RCAWA October Debtors

Purpose:

To inform the Alliance members of the RCAWA financial situation.

Discussion:

As required. September and October financials to be provided separately, and embedded in to the Minutes.

Resolution:

- **That the members receive and note the Treasurer’s Report for the periods ending 31st August, 30th September and 31st October 2021 and the accompanying financial documents.**
- **That the Executive Assistant is to follow up the accounts receivable**

Moved: Shane van Styn

Second: Andrew Sharpe

Attachment 9: RCAWA 2020/2021 August Profit and Loss Budget vs. Actual

5:43 AM

06/09/21

Accrual Basis

WA Regional Capitals Alliance Inc
Profit & Loss Budget vs. Actual
 July through August 2021

	Jul - Aug 21	Budget	\$ Over Budget
Income			
Interest Received	0.79	50.00	-49.21
Membership Fee 2021/22	150,000.00	150,000.00	0.00
Total Income	<u>150,000.79</u>	<u>150,050.00</u>	<u>-49.21</u>
Expense			
Accountancy Fees	90.00	1,100.00	-1,010.00
Administration Costs	1,636.37	18,000.00	-16,363.63
Audit Fees	100.00	900.00	-800.00
Bank Charges	24.11	200.00	-175.89
Donations	0.00	1,500.00	-1,500.00
Executive Support	6,761.36	86,350.00	-79,588.64
Meetings and Functions	0.00	2,000.00	-2,000.00
Projects	370.00	33,500.00	-33,130.00
Rent	541.66	3,250.00	-2,708.34
Travelling Expenses	0.00	3,250.00	-3,250.00
Total Expense	<u>9,523.50</u>	<u>150,050.00</u>	<u>-140,526.50</u>
Net Income	<u><u>140,477.29</u></u>	<u><u>0.00</u></u>	<u><u>140,477.29</u></u>

Attachment 10: RCAWA August 2021 Balance Sheet

5:44 AM

06/09/21

Accrual Basis

WA Regional Capitals Alliance Inc
Balance Sheet
 As of August 31, 2021

	Aug 31, 21
ASSETS	
Current Assets	
Chequing/Savings	
WARCA Cheque Account	148,677.42
WARCA Savings Account	47,573.95
Total Chequing/Savings	<u>196,251.37</u>
Accounts Receivable	
Trade Receivables	33,912.00
Total Accounts Receivable	<u>33,912.00</u>
Total Current Assets	<u>230,163.37</u>
TOTAL ASSETS	<u>230,163.37</u>
LIABILITIES	
Current Liabilities	
Accounts Payable	
Trade Creditors	1,100.00
Total Accounts Payable	<u>1,100.00</u>
Other Current Liabilities	
Tax Payable	13,996.71
Total Other Current Liabilities	<u>13,996.71</u>
Total Current Liabilities	<u>15,096.71</u>
TOTAL LIABILITIES	<u>15,096.71</u>
NET ASSETS	<u>215,066.66</u>
EQUITY	
Opening Bal Equity	136,570.00
Retained Earnings	-61,980.63
Net Income	140,477.29
TOTAL EQUITY	<u>215,066.66</u>

Attachment 11: RCAWA August A/P Ageing Summary

5:45 AM

06/09/21

WA Regional Capitals Alliance Inc
A/P Ageing Summary
 As of August 31, 2021

	Current	1 - 30	31 - 60	61 - 90	> 90	TOTAL
Midwest Financial	0.00	1,100.00	0.00	0.00	0.00	1,100.00
TOTAL	0.00	1,100.00	0.00	0.00	0.00	1,100.00

Attachment 12: RCAWA August A/R Ageing Summary

5:44 AM

06/09/21

WA Regional Capitals Alliance Inc
A/R Ageing Summary
 As of August 31, 2021

	Current	1 - 30	31 - 60	61 - 90	> 90	TOTAL
Carl Askew	0.00	0.00	0.00	76.00	0.00	76.00
City of Busselton	0.00	0.00	16,500.00	0.00	0.00	16,500.00
City of Karratha	0.00	0.00	16,500.00	0.00	0.00	16,500.00
Desiree Male	0.00	0.00	0.00	76.00	0.00	76.00
Grant Henley	0.00	0.00	0.00	76.00	0.00	76.00
John Walker	0.00	0.00	0.00	76.00	0.00	76.00
Mike Archer	0.00	0.00	0.00	152.00	0.00	152.00
Neil Thompson	0.00	0.00	0.00	152.00	0.00	152.00
Peter Carter	0.00	0.00	0.00	76.00	0.00	76.00
Sam Mastrolembo	0.00	0.00	0.00	76.00	0.00	76.00
Shane Van Styn CUS	0.00	0.00	0.00	152.00	0.00	152.00
TOTAL	0.00	0.00	33,000.00	912.00	0.00	33,912.00

Attachment 13: RCAWA September Profit and Loss Budget vs. Actual

5:59 PM

11/11/21

Accrual Basis

WA Regional Capitals Alliance Inc
Profit & Loss Budget vs. Actual
 July through September 2021

	Jul - Sep 21	Budget	\$ Over Budget
Income			
Interest Received	1.19	50.00	-48.81
Membership Fee 2021/22	150,000.00	150,000.00	0.00
Total Income	150,001.19	150,050.00	-48.81
Expense			
Accountancy Fees	270.00	1,100.00	-830.00
Administration Costs	4,909.11	18,000.00	-13,090.89
Audit Fees	100.00	900.00	-800.00
Bank Charges	35.36	200.00	-164.64
Donations	0.00	1,500.00	-1,500.00
Executive Support	20,284.08	86,350.00	-66,065.92
Meetings and Functions	0.00	2,000.00	-2,000.00
Projects	1,245.00	33,500.00	-32,255.00
Rent	812.49	3,250.00	-2,437.51
Travelling Expenses	1,088.33	3,250.00	-2,161.67
Total Expense	28,744.37	150,050.00	-121,305.63
Net Income	121,256.82	0.00	121,256.82

Attachment 14: RCAWA September 2021 Balance Sheet

6:01 PM
11/11/21
Accrual Basis

WA Regional Capitals Alliance Inc
Balance Sheet
As of September 30, 2021

	<u>Sep 30, 21</u>
ASSETS	
Current Assets	
Chequing/Savings	
WARCA Cheque Account	154,811.62
WARCA Savings Account	47,574.35
Total Chequing/Savings	<u>202,385.97</u>
Accounts Receivable	
Trade Receivables	17,032.00
Total Accounts Receivable	<u>17,032.00</u>
Total Current Assets	<u>219,417.97</u>
TOTAL ASSETS	<u>219,417.97</u>
LIABILITIES	
Current Liabilities	
Accounts Payable	
Trade Creditors	11,408.67
Total Accounts Payable	<u>11,408.67</u>
Other Current Liabilities	
Tax Payable	12,163.11
Total Other Current Liabilities	<u>12,163.11</u>
Total Current Liabilities	<u>23,571.78</u>
TOTAL LIABILITIES	<u>23,571.78</u>
NET ASSETS	<u>195,846.19</u>
EQUITY	
Opening Bal Equity	136,570.00
Retained Earnings	-61,980.63
Net Income	121,256.82
TOTAL EQUITY	<u>195,846.19</u>

Attachment 15: RCAWA September A/P Ageing Summary

6:03 PM
11/11/21

WA Regional Capitals Alliance Inc
A/P Ageing Summary
As of September 30, 2021

	<u>Current</u>	<u>1 - 30</u>	<u>31 - 60</u>	<u>61 - 90</u>	<u>> 90</u>	<u>TOTAL</u>
Brian Sharp	875.00	0.00	0.00	0.00	0.00	875.00
NAJA Business Consulting Services	10,434.67	0.00	0.00	0.00	0.00	10,434.67
Pam Weston's Bookkeeping	99.00	0.00	0.00	0.00	0.00	99.00
TOTAL	<u>11,408.67</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>11,408.67</u>

Attachment 16: RCAWA September A/R Ageing Summary

6:02 PM

11/11/21

WA Regional Capitals Alliance Inc
A/R Ageing Summary
 As of October 31, 2021

	Current	1 - 30	31 - 60	61 - 90	> 90	TOTAL
City of Busselton	0.00	0.00	0.00	0.00	16,500.00	16,500.00
John Walker	0.00	0.00	0.00	0.00	76.00	76.00
Peter Carter	0.00	0.00	0.00	0.00	76.00	76.00
TOTAL	0.00	0.00	0.00	0.00	16,652.00	16,652.00

Attachment 17: RCAWA October Profit and Loss Budget vs. Actual

6:00 PM

11/11/21

Accrual Basis

WA Regional Capitals Alliance Inc
Profit & Loss Budget vs. Actual
 July through October 2021

	Jul - Oct 21	Budget	\$ Over Budget
Income			
Interest Received	1.58	50.00	-48.42
Membership Fee 2021/22	150,000.00	150,000.00	0.00
Total Income	150,001.58	150,050.00	-48.42
Expense			
Accountancy Fees	330.00	1,100.00	-770.00
Administration Costs	6,545.48	18,000.00	-11,454.52
Audit Fees	100.00	900.00	-800.00
Bank Charges	46.86	200.00	-153.14
Donations	0.00	1,500.00	-1,500.00
Executive Support	27,045.44	86,350.00	-59,304.56
Meetings and Functions	0.00	2,000.00	-2,000.00
Projects	1,845.00	33,500.00	-31,655.00
Rent	1,083.32	3,250.00	-2,166.68
Travelling Expenses	1,088.33	3,250.00	-2,161.67
Total Expense	38,084.43	150,050.00	-111,965.57
Net Income	111,917.15	0.00	111,917.15

Attachment 18: RCAWA October 2021 Balance Sheet

6:01 PM
11/11/21
Accrual Basis

WA Regional Capitals Alliance Inc
Balance Sheet
As of October 31, 2021

	<u>Oct 31, 21</u>
ASSETS	
Current Assets	
Chequing/Savings	
WARCA Cheque Account	143,473.39
WARCA Savings Account	<u>47,574.74</u>
Total Chequing/Savings	191,048.13
Accounts Receivable	
Trade Receivables	<u>16,652.00</u>
Total Accounts Receivable	<u>16,652.00</u>
Total Current Assets	<u>207,700.13</u>
TOTAL ASSETS	<u>207,700.13</u>
LIABILITIES	
Current Liabilities	
Accounts Payable	
Trade Creditors	<u>9,903.51</u>
Total Accounts Payable	9,903.51
Other Current Liabilities	
Tax Payable	<u>11,290.10</u>
Total Other Current Liabilities	<u>11,290.10</u>
Total Current Liabilities	<u>21,193.61</u>
TOTAL LIABILITIES	<u>21,193.61</u>
NET ASSETS	<u>186,506.52</u>
EQUITY	
Opening Bal Equity	136,570.00
Retained Earnings	-61,980.63
Net Income	<u>111,917.15</u>
TOTAL EQUITY	<u>186,506.52</u>

Attachment 19: RCAWA October A/P Ageing Summary

6:03 PM
11/11/21

WA Regional Capitals Alliance Inc
A/P Ageing Summary
As of October 31, 2021

	<u>Current</u>	<u>1 - 30</u>	<u>31 - 60</u>	<u>61 - 90</u>	<u>> 90</u>	<u>TOTAL</u>
Brian Sharp	600.00	0.00	0.00	0.00	0.00	600.00
NAJA Business Consulting Services	9,237.51	0.00	0.00	0.00	0.00	9,237.51
Pam Weston's Bookkeeping	66.00	0.00	0.00	0.00	0.00	66.00
TOTAL	<u>9,903.51</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>9,903.51</u>

Attachment 20: RCAWA October A/R Ageing Summary

6:02 PM

11/11/21

**WA Regional Capitals Alliance Inc
A/R Ageing Summary
As of October 31, 2021**

	<u>Current</u>	<u>1 - 30</u>	<u>31 - 60</u>	<u>61 - 90</u>	<u>> 90</u>	<u>TOTAL</u>
City of Busselton	0.00	0.00	0.00	0.00	16,500.00	16,500.00
John Walker	0.00	0.00	0.00	0.00	76.00	76.00
Peter Carter	0.00	0.00	0.00	0.00	76.00	76.00
TOTAL	0.00	0.00	0.00	0.00	16,652.00	16,652.00

7 EXECUTIVE OFFICER TRI-MONTHLY REPORT (August - October 2021)

Date of Report:	15th November 2021
Report Author:	Executive Officer – Paul Rosair
Disclosure of Interest:	Nil
Attachment(s):	21. Executive Officer Tri-Monthly Report – Aug - Oct 2021

Purpose:

To update RCAWA on the Executive Officer services provided for the period August 2021 to October 2021 inclusive.

Background:

The attached report provides information about the services provided, activities undertaken and time allocation over the past two months.

Discussion:

As required.

Link to Strategic Directions:

Advocacy and policy Influence
Partnership and collaboration
Representation

Budget Implications:

As per 2021/22 approved RCAWA budget.

Resolution:

- **That the information be received**

Moved: Chris Antonio

Second: Shane van Styn

Attachment 21: Executive Officer Tri-Monthly Report – June/July 2021

EXECUTIVE OFFICER RCAWA

Tri-Monthly Report



Regional Capitals Alliance
WESTERN AUSTRALIA

MANDURAH ENTERTAINMENT CENTRE

Prepared for RCAWA
August - October 2021

1. OVERVIEW

Over the past three months the Executive Officer (EO) has had meetings with Alliance members (one-on-one and as a group), key government, industry, business, community and political stakeholders. On behalf of the group, the EO has been working on the following:

RCAWA Housing solutions and action plan:

A situational analysis was both tabled with the Minister and at the Broome meeting in June.

As a result of the Minister's positive engagement and as resolved at the June meeting, the EO drafted a scope of works to undertake the development of a housing issues and solutions plan. Subsequently, Greg Cash was engaged to assist the EO with this work. The EO has met on a number of times with Greg, refining the scope, guiding Greg and reviewing his work. A report has now been completed and is tabled at the November meeting for Alliance consideration.

After meeting with the Minister for Housing it was suggested by him that the Housing Action Plan be tabled before the Minister's Sub Committee on Housing. The EO has been in contact with Martin Brydon, Sub Committee Executive Officer to enable this to happen.

The EO subsequently met with Mike Rowe, Director General Department of Communities on 26th July and discussed how best to engage with the Department in the development of the action plan. Mike suggested we work with Martin Brydon (formerly Department of Finance), who has taken on the role of Executive Director Housing as the best officer to work with. Mike then addressed the Alliance August meeting

The EO met briefly again with the Minister who repeated his keenness to see our housing solutions and action plan at an upcoming Ministerial Sub Committee meeting.

A RCAWA Housing Solutions and Action Plan has now been developed and will be tabled at the November meeting for discussion.

IWA Strategic Investment Plan:

February – March 2021: The EO and Research Officer worked with IWA to ensure key Alliance projects were prioritised during the next phase of IWA's work. A template was developed for Alliance members to record and rank key Infrastructure projects to develop a consolidated, prioritised and agreed list for the Alliance to submit to IWA in developing their State-wide Investment Strategy. An Agenda item was tabled and discussed the 15 April 2021 meeting.

The EO, on behalf of the Alliance made a submission to IWA on June 4, 2021, listing 22 projects for consideration as part of the strategy. IWA recently released the draft State Infrastructure Strategy for discussion and to receive submissions.

After discussion at the August meeting, it was agreed that the EO prepare a short sharp submission in response the final State Infrastructure strategy. The submission focussed on Recommendations 17-19, which had most relevance to the Alliance. The EO used the opportunity to reinforce the Alliance's priority actions and its Investment Framework concept

in developing the response. A paper covering the Alliance's response has been tabled at the November meeting.

John Langoulant has stepped down as Chair of IWA and Nicole Lockwood has now taken on the role. The EO has spoken briefly with Nicole and will ensure regular engagement continues to occur to make sure the Alliance's priorities are at the forefront of the IWA agenda.

RCAWA Benchmarking Framework:

The Executive Officer continues to work with the research officer to oversee the enhancement of the Benchmark framework and peer reviewed the updated Corporate Benchmarking Report for the 2019-2020 financial year including 2021 budget data.

Following the tabling of the report in February 2021 we have continued to enhance the benchmarking framework with feedback from the group. This has included measuring State and Federal Government services such as Health, Education, Housing, Policing and Social Services. Displaying results by residents in addition to ratepayers is also being incorporated. An Agenda item was tabled at the April meeting to discuss this matter.

A paper was tabled at the August meeting to canvass members on what additional indicators could be considered and measured as part of the 2020/2021 benchmarking exercise. As a consequence, the EO and Research Officer canvassed alliance members widely to determine a consensus on what parameters should be included. Views varied considerably across members, and this combined with the difficulty in accessing the raw data necessary has resulted in a reduced, high-level set of data, to be incorporated into this year's benchmarking exercise. A paper has been tabled for the November meeting for consideration as a result.

RCAWA Research Project:

An Agenda item to discuss this matter was tabled on the 15th of April 2021 meeting which sought guidance from members.

February - March 2021: The Executive Officer and Research Officer, investigated research topics to support the Alliance's objectives, projects and its focus for future activities. The initial areas for this work included:

- Researching State and Federal services, such as Health, Education, Housing, Policing and Social Services (This will be included in benchmarking model)
- Regional Capitals vs. Metropolitan Councils – Is there a level playing field
- Are Regional Capitals demonstrably capable
- Justification of Regional Capitals unique prospects
- Impacts and opportunities from the COVID-19 pandemic
- Review of UWA's Census Data program work

Local Government Reform Agenda and Review of Local Government Act 1995:

The Executive Officer reviewed the 65 Reform Recommendations made by the David Michael review panel and endeavoured to develop a consolidated position on behalf of the Alliance about its stance, if any. An Agenda item was tabled to discuss this matter on the 15th of April 2021 meeting. It was decided that Local Government “Renovation” would be better terminology to describe the Alliance’s stance on Local Government Reform.

Subsequently, a delegation of Alliance members met with the Minister on June 9, 2021, so as to ascertain his position on reforming the sector before deciding a pathway forward, if any.

The Alliance needs to discuss what more action it wants the EO to take in relation to this matter, meanwhile the EO has reached out to the new Acting CEO of DLGSCI seeking a meeting to provide an overview and update of the Alliance and its activities.

The Government has now announced some reform measures to the Local Government Act which will be discussed in General Business at the November meeting.

Meanwhile the EO is scheduled to meet with Executive Directors, Erin Gauntlett and Tim Fraser from the Department to discuss how the Alliance can be involved moving forward.

MACWA Awards:

The MACWA awards were successfully run again thanks to the major contribution from Jane Lewis, MACWA Ambassador Melissa Northcott, judges and all sponsors. The awards culminated in a presentation by the Alliance Chair and Sponsors to all award winners at the WALGA AGM on Tuesday 7th September 2021. A summary paper is attached to the November agenda.

Reviews and Submissions

Consideration as to whether the Alliance will be made at the August meeting as to whether the Alliance makes a submission to the 2021 Regional Telecommunications Review, currently being undertaken by the Minister for Regionalisation, Regional Communications and Regional Education on behalf of the Federal Government. The EO has contacted Sue Middleton WA panel member to discuss the review scope and purpose further.

EO continues to also monitor progress after the Alliance made submissions for the following.

- A) Streamlining WA – State Government initiative, B) Service Priority Review – 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 Review - Completed I) Aboriginal Heritage Act – J) Regional Airline Airfares Review – K) Infrastructure Western Australia (IWA) State Infrastructure Strategy submission. L) Ministerial Executive Council Electoral Reform Submission.

Research Officer’s Work Program:

The Executive Officer has been working with the Research Officer, to allocate his unallocated hours against a list of priority tasks. An outline of the program is tabled below.

Brian Sharp
Regional Capitals Alliance
2021 Benchmarking Report Timeline

Legend

	Any Time
	Specific Time

	August	September	October	November	December	January	February
1 Existing Benchmarks							
Prepare Templates and Master File							
Distribute Templates							
Councils Collect Data							
Collate and Analyse Data							
Complete Report							
Table Report							
Follow Up Work - TBD							
2 Additional Benchmarks							
Agree New Benchmarks							
Identify Data Sources							
Collect Data - Councils or Research Officer							
Analyse Data and Complete Report							
Table Report							
Follow Up Work - TBD							

Actions and Business Arising:

Continuous updating of all Actions and Business Arising from RCAWA.
 Stakeholder Engagement: Regular meetings with relevant stakeholders as per Section 3.

2 DETAILS OF BI-MONTHLY ACTIONS

KEY OBJECTIVES		OVERVIEW OF BI-MONTHLY ACTIONS
ADVOCACY & POLICY INFLUENCE	Preparation of Submissions and Delegations	<p>Has worked on:</p> <ul style="list-style-type: none"> IWA State Infrastructure Strategy Submission 2021 Telecommunications review issues paper MEC Electoral Reform Submission Investment Framework and Implementation Strategy Infrastructure WA – Briefing Sessions on IF Planning Reform Local Government Act Review
	Advocacy on Key Issues	Upcoming meetings: Working on priority stakeholders set at the Strategic Planning Session Aug 2020 and Reviewed Feb 2021
ADVOCACY & POLICY INFLUENCE	Development of Policy Position Papers	<p>Developing a Housing Issues Solutions and Action Plan on behalf of the Alliance.</p> <p>Reviewing the Federal Election 2022 flyer for distribution in the new year</p> <p>Working with Alliance members to develop a position on Local Government Structural Reform. The matter was discussed and debated at the February 2021 Strategic Workshop and again in April 2021. In light of meeting with the Minister it has yet to be decided what further action, if any, the EO will undertake in regards to this issue.</p> <p>Reviewing the Infrastructure WA State Infrastructure Strategy to determine and prepared a submission on behalf of the alliance as a result. Previously submitted the RCAWA Investment Framework to IWA and distribution to numerous external stakeholders and subsequently developed and submitted a consolidated projects list for IWA consideration.</p>
PARTNERSHIP & COLLABORATION	Insurance Services/Workers Compensation	Assisted with the completion of negotiations with WALGA and LGIS. CEO Albany leading discussions. Meeting was held with LGIS CEO, WALGA CEO and LGIS Board Chair on February 18 th meeting.
	Investment Framework	The IF document continues to be distributed to external stakeholders.
	COVID-19	The EO maintaining a watching brief and liaises with Jodi Cant as necessary and will raise issues and opportunities as they arise. The EO Met with Ms Cant in her new role as Acting DG Planning Lands and Heritage on 11 August 2021.
	Communications Support	EO, Secretary and EA continuing to implement actions contained within the Communications Plan.
	Strategic Planning Workshop	Standing item at August meeting with last workshop session held on Friday 18 th February 2021 at the City of Perth. It should be noted that 21/22 is the final year of the current strategic plan so a strategy to review the plan will be prepared.
	RCAWA Meetings and Reporting	<ul style="list-style-type: none"> RCAWA Meeting City of Perth 5th August 2021 Secretariate and EO/EA meeting 6th October 2021 CEO Ring Around Wednesday 10th November 2021

3 STAKEHOLDER ENGAGEMENT

STAKEHOLDERS	DATE	KEY MEETING OUTCOMES
Dennis Wellington: <i>Mayor CoA and Chair RCAWA</i>	August - October 2021	Regularly discussed and sought guidance on strategic RCAWA matters
Brian Sharp: <i>Research Officer RCAWA</i>	August - October 2021	Regularly supervised and discussed work program
Nick Sloan: <i>CEO WALGA</i>	2 nd August 2021	General catch up on matters of interest
Sue Middleton: <i>WA representative on the Federal Government Regional Telecommunications Review</i>	3 rd August 2021	Discussed review Term of Reference and RCAWA's opportunity to get involved and/or make a formal submission. Seemed to be focussed on more remote regional communities
Hon Martin Ferguson (Chair): <i>Australian Trade and Investment Commission</i>	5 th August 2021	Attended the Local Government and Councils Tourism Round Table – National Zoom meeting - Reimagining Visitors Economy
Chris Fogarty: <i>Director – Regional Telecommunications Review</i>	6 th August 2021	Discussed review Term of Reference and RCAWA's opportunity to get involved and/or make a formal submission.
Duncan Ord: <i>Director General Department of Local Government, Sport and Cultural Industries</i>	6 th August 2021	General catch up on Alliance issues and thanked Duncan, on behalf of the Alliance, for his positive engagement over many years
Greg Cash: <i>Director, Elysian Consulting</i>	9 th August 2021	Discussed Greg undertaking a consultancy to assist with the production of a Housing Strategy and Action Plan
Hon Don Punch: <i>Minister for Disability Services, Fisheries, Innovation and ICT, Seniors and Aging</i>	9 th August 2021	Provided overview / update of RCAWA agenda and priorities and invited Don to future meeting. Invited him to present the MACWA award at the upcoming WALGA conference. Discuss matters relating to his portfolio
Graeme Gammie: <i>CEO Landgate</i>	9 th August 2021	Brief discussion on RCAWA
Greg Cash: <i>Director, Elysian Consulting</i>	11 th August 2021	Start-up meeting with Greg to scope out the production of a Housing Strategy and Action Plan
Jodi Cant: <i>A/Director General Department of Planning Lands and Heritage</i>	11 th August 2021	Provided overview / update of RCAWA agenda and priorities and invited Don to future meeting. Discussed the latest status of the Heritage Act Review and Planning Reform

STAKEHOLDERS	DATE	KEY MEETING OUTCOMES
Alex Wiese: <i>A/CEO City of Kalgoorlie Boulder</i>	12 th August 2021	Discussed arrangements for RCAWA November meeting to be held in Kalgoorlie to coincide with SEGRA
Kelly Hick: <i>Deputy Mayor, City of Busselton</i>	16 th August 2021	Discussed RCAWA matters arising from August meeting
Mike Archer: <i>CEO, City of Busselton</i>	17 th August 2021	Discussed RCAWA matters arising from August meeting
Richard Struik: <i>Executive Officer, Department of Communities</i>	18 th August 2021	Updated Richard on MACWA awards and potential Ministerial attendance and presentation of awards
Michelle Reynolds: <i>CEO, City of Perth</i>	20 th August 2021	Met on an unrelated matter but used opportunity to discuss collaborative opportunities and utilising COP for future meetings and thanked her for hosting the last Alliance meeting
Jeremy Edwards: <i>CEO, City of Swan</i>	26 th August 2021	Met on an unrelated matter. Jeremy offered to host an alliance meeting
Greg Cash: <i>Director, Elysian Consulting</i>	27 th August 2021	Meeting with Greg to discuss draft and methodology and identify opportunities to be explored in the production of the Housing Strategy and Action Plan
Mal Osborne: <i>CEO, City of Bunbury</i>	31 st August 2021	Discussed approach to developing 2021 benchmarking and in particular State Government services
Duncan Ord: <i>Former Director General Department of Local Government, Sport and Cultural Industries</i>	1 st September 2021	Discussed the current status of the Local Government reform agenda
Chris Adams: <i>CEO, City of Karratha</i>	8 th September 2021	Discussed Planning Reform priorities to raise with Parliamentary Secretary Jessica Stojkovski at upcoming meeting
Jessica Stojkovski: <i>MLA, Kingsley, Parliamentary Secretary to the Minister for Transport; Planning; Ports</i>	9 th September 2021	Jessica has been tasked to finalise planning reforms to be implemented over next 18 months. Provided overview / update of RCAWA agenda and priorities and discussed the Planning Reform current status, process and priorities of RCAWA, including Red Tape Reduction, JDAP opt in opt out provisions, Green Paper submission and land tenure reform
State Budget Sundowner: <i>Hosted by the Premier</i>	9 th September 2021	Briefed Premier Mark McGowan, Minister Don Punch, Minister John Carey, Minister Reece Whitby, Minister Roger Cook, Minister Tony Buti, Minister Rita Saffioti and Minister Paul Papalia on RCAWA activities within their portfolios and offered invites to upcoming Alliance meetings.

STAKEHOLDERS	DATE	KEY MEETING OUTCOMES
Mark Brydon: <i>Executive Director, Department of Communities - Housing</i>	13 th September 2021	Discussed the RCAWA Housing solutions and action plan and the presentation to the Ministerial Housing Sub Committee as requested by the Minister for Housing
Di Bain: <i>Chair, Tourism WA and Deputy Mayor City of Perth</i>	14 th September 2021	Provided overview / update of RCAWA agenda and priorities and invited Di to future meeting. Discussed the latest Tourism WA agenda and priorities
Dennis Wellington: <i>Chair RCAWA</i>	4 th October 2021	Brief catch up on RCAWA actions and priorities and Kalgoorlie Meeting agenda
Andrew Sharpe: <i>CEO, City of Albany</i>	6 th October 2021	Brief catch up on RCAWA actions and priorities and Kalgoorlie Meeting agenda
Hon Reece Whitby MLA: <i>Minister for Emergency Services; Racing and Gaming; Small Business; Volunteering</i>	21 st October 2021	Provided overview / update of RCAWA agenda and priorities and invited Reece to a future meeting. Discuss matters relating to his portfolio

4 TIME ALLOCATION SUMMARY

Time allocation summary: Executive Officer

CONTRACT YEAR	BUDGETED TOTAL ANNUAL CONTRACT HRS	TOTAL BILLED HRS AND TOTAL ACTUAL HRS	YTD TOTAL BILLED HRS AND YTD TOTAL ACTUAL HRS
May 2018 – Oct 2021 Reconciliation	1,410 hrs	Total Billed 1,410 hrs Total Actual 1,428.5 hrs	N/A
May 2018-April 2019 (Inc.) 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 (Inc.) Completed	400 hrs	Total billed hours for April 2020 35 hrs. (48 hrs. actual)	400 hrs billed (433 hrs actual)
May 2020-April 2021 (Inc.) Completed	400 hrs	Total billed hours for April 2021 35 hrs. (41.5 hrs. actual)	400 hrs billed (389.5 hrs actual)
May 2021-April 2022 (Inc.) In Progress	400 hrs	Total billed hours for August, September and October 105 hrs (87.5 hrs actual)	210 hrs billed (197.5 hrs actual)

Time allocation summary: Executive Assistant

CONTRACT YEAR	BUDGETED TOTAL ANNUAL CONTRACT HRS	TOTAL BILLED HRS AND TOTAL ACTUAL HRS	YTD TOTAL BILLED HRS AND YTD TOTAL ACTUAL HRS
May 2020 – Oct 2021 Reconciliation	510 hrs	Total Billed 510 hrs Total Actual 506.25 hrs	N/A
May 2020-April 2021 (Inc.) Completed	330 hrs	Total billed hours for April 2021 30 hrs. (23.5 hrs actual)	330 hrs billed (316.25 hrs actual)
May 2021-April 2021 (Inc.) In Progress	330 hrs	Total billed hours for August, September and October 2021 90 hrs (81.5 hrs actual)	180 hrs billed (190 hrs actual)

Time allocation summary: Benchmarking Contract – Brian Sharp

CONTRACT YEAR	BUDGETED TOTAL ANNUAL CONTRACT HRS	TOTAL BILLED HRS AND TOTAL ACTUAL HRS	YTD TOTAL BILLED HRS AND YTD TOTAL ACTUAL HRS
Oct 2020 - Oct 2021 In Progress	150 hrs	Total billed hours for Aug 2021 – Oct 2021 14.75 hrs. (14.75 hrs. actual)	122.50 hrs billed (122.50 hrs actual)

Time allocation summary: Housing Contract – Greg Cash

CONTRACT YEAR	BUDGETED TOTAL ANNUAL CONTRACT HRS	TOTAL BILLED HRS AND TOTAL ACTUAL HRS	YTD TOTAL BILLED HRS AND YTD TOTAL ACTUAL HRS
Sept 2021 - Oct 2021 In Progress	25 hrs	Total billed hours for Sept 2021 – Nov 2021 25 hrs. (25 hrs. actual)	25 hrs billed (25 hrs actual)

8 FORMAL PRESENTATIONS

Date of Report:	15th November 2021
Report Author:	Executive Officer, Paul Rosair
Disclosure of Interest:	Nil
Attachment(s)	Nil

Purpose:

The Alliance to receive presentations from:

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:

Monday 15th November 2021

2.00 – 2.25 Presentation:

- Hon. Nola Marino MP | Member for Forrest | Assistant Minister for Regional Development and Territories

2.45 - 3.15 Presentation:

- Greg Cash: Housing Action Plan (Zoom)

3.30 – 3.50 Presentation:

- Ian Gordon; Mainsheet (Zoom)
- Christopher Micks; Mainsheet (Zoom)
- Craig Hansom; LGIS Contract Manager, WALGA (Zoom)

4.00 - 4.30 Hon. Alannah MacTiernan MLC BA, Minister for Regional Development; Agriculture and Food; Hydrogen Industry.

4.30 - 5.00 Presentation:

- Rebecca Tomkinson; Chair Regional Development Council | Chair Regional Development Council WA | Chair Wheatbelt Development Commission | President, WA State Advisory Council CEDA | CEO Royal Flying Doctor Service

9 RCA UPDATE

Date of Report:	15th November 2021
Report Author:	Grant Henley, Mayor City of Busselton
Disclosure of Interest:	Nil
Attachment(s)	22. Regional Capitals Australia Election Statement 2021 (Draft)

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:

The Mayor, Grant Henley – City of Busselton, Deputy Chair RCA to provide updated information. A copy of the Draft Regional Capitals Australia Election Statement 2021 has been provided for the Alliances consideration.

Link to Strategic Directions:

Partnership and collaboration
Representation

Budget Implications:

Nil

Resolution

- **That the draft RCA Election Statement 2021 is endorsed by the RCAWA**

Moved: Mike Archer

Second: Ian Mickel

Attachment 22: Regional Capitals Australia Election Statement 2021 (Draft)

**Regional Capitals Australia
Election Statement
2021**





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DRAFT FOR REVIEW



Overview

Vibrant and productive regional capital cities are key to Australia's sustainability and prosperity. Regional capital cities are also growing – all Regional Capitals Australia (RCA) members are striving to continue this trend and as such have a growth agenda for their communities.

The COVID-19 pandemic has accelerated the population shift from capital cities to Australia's regions and transformed the anticipated pace and nature of demographic and economic change in regional cities. ABS figures for the March 2021 quarter reveal a net loss of 11,800 people from Australia's greater capital cities, the largest net loss on record. A total of 66,300 people made the move to the regions.

Regional growth however has a historical as well as a modern context. The growth of Australia's regional cities is a 100-year trend, which began when residents of smaller rural towns were seeking more services, infrastructure and non-agriculture based employment, began moving to the larger population centres located in their regions.

Due to this growth regional cities have taken on a 'capital city' role, acting as service hubs for their region. The services and infrastructure are accessed by local residents as well as those in surrounding towns and rural areas; every day, eight million Australians rely on regional capital cities for their everyday needs.

In addition to the service hub role, growth in regional capital cities can also support a return to Australia's strong immigration rate (pre-covid), our member cities provide urban centres which are the liveable and affordable alternative to the congested major capitals.

Meeting the cost of pre-covid growth will be challenging - Infrastructure Australia puts the cost of addressing the national infrastructure deficit anywhere between \$450 - \$700 billion. Federal and State Governments cannot afford to allow this gap to widen. However any efforts to limit the population growth of Australia would in turn limit the economic growth of Australia.

In February 2018, during an ABC interview, Prime Minister Scott Morrison stated that cutting permanent migration would put a between \$4-5 billion burden on the budget. The limits on Australia's immigration rate due to boarder closures due to COVID-19 has resulted in a massive reduction of skilled intake.

RCA's members across regional capital cities see themselves as a solution to the congestion problems of the major metropolitan cities. We have advocated for the regional migration measures and connectivity infrastructure outlined in the Australian Government's population plan.

However more must be done to ensure the population growth and its benefits occurs more evenly throughout the nation. In their recent audit, Infrastructure Australia confirmed that a key challenge for regional centres were lags in infrastructure and access to services, particularly in connectivity and liveability investment.



These lags create the risk of regional capital cities being left behind – a scenario that will only widen the gaps between regions and metropolitan cities if left to unfold.

Now is the time to get investment in regional capitals right. The following pages outline RCA's position on the key policy settings that will allow this to occur.

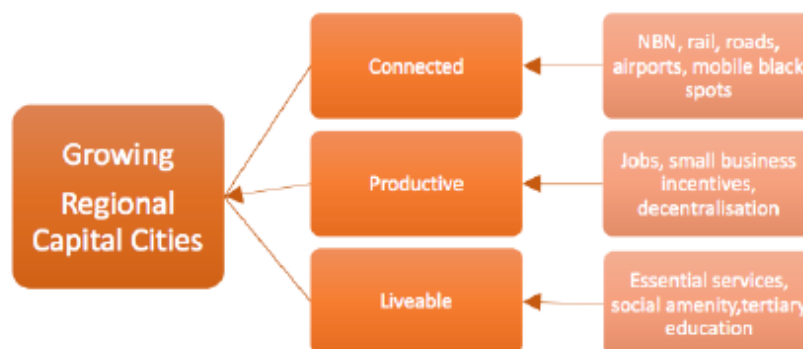
Regional Capital Australia – Policy Platform

The following outlines Regional Capitals Australia's vision to grow regional capital cities that are:

1. **Strong service centres:** that continue to be a central point to access essential infrastructure, services, business, employment and education;
2. **Easing the metropolitan congestion:** encouraging regional migration and decentralisation options for new and existing residents and businesses can take the pressure of major metropolitan capitals; and
3. **An affordable alternative:** providing affordable housing and industry industrial land options for families and business seeking to avoid the inflated housing markets of the major metropolitan capitals.

To achieve this vision we must continue to build regional capital cities that are:

1. **Connected:** with roads, rail, airports, broadband and mobile telecommunications;
2. **Productive:** with diverse economies that can be built with government and private sector decentralisation and skilled labour shaped through strong tertiary education opportunities; and
3. **Liveable:** with high levels of essential services, social amenities and a continued supply of affordable housing options.





Regional Capital Australia – Population Policy

Regional capitals are not only critical regional hubs, providing services and infrastructure to local residents and those in surrounding towns and rural areas; they are increasingly an affordable alternative for people and businesses seeking to escape capital city costs and congestion.

RCA supports the development of a national population policy aimed at ensuring there is a greater share of population growth occurring in regional cities. RCA believes regional population growth must be underpinned by skilled migration, along with continued investment in enabling infrastructure and services in order to maintain the local character and amenity that makes regional cities growth destinations.

Fast Facts

1. Net regional migration increased 66 percent in the year following the March 2020 quarter, when the impacts of the COVID-19 pandemic were first experienced. This includes both people departing capital cities for regional areas, and people already in regions choosing to remain.
2. ABS figures for the March 2021 quarter reveal a net loss of 11,800 people from Australia's greater capital cities, the largest net loss on record.
3. Between 1996 to 2016, outside the capital cities, migrants contributed 26 percent of the population growth in regional Australia. (Department of Treasury and Department of Home Affairs (2018) *Shaping A Nation – population growth and immigration over time*, 14.)
4. Skilled migrants account for nearly 70 percent of Australia's Permanent Migration Program, up from 30-40 percent twenty years ago.
5. Skilled migrants and their families offset Australia's ageing population, improve labour force participation and productivity, and help businesses source skills that are difficult to develop at short notice.

Accelerating Regionalisation

The COVID-19 pandemic has accelerated the population shift from capital cities to Australia's regions and transformed the anticipated pace and nature of demographic and economic change in regional cities. ABS figures for the March 2021 quarter reveal a net loss of 11,800 people from Australia's greater capital cities, the largest net loss on record. A total of 66,300 people made the move to the regions.



The 2021 Australian Infrastructure Plan highlighted that there has been a 200 percent increase in net growth to regional centres and regional areas during the COVID-19 pandemic.

One of the report's major themes is supporting growth outside our largest cities, in regional centres and northern Australia. The report says Australia's Smaller Cities and Regional Centres have unrealised growth potential and that the increase in net population growth in regional Australia presents an opportunity to lock in accelerating regionalisation.

Australia's Regionalisation Minister said COVID-19 is driving "once-in-a-century structural change" and indicated there are plans to develop a population policy to encourage businesses and families to move to the regions.

With improved access to employment, education, services, housing and community facilities, many regional cities could accommodate further sustainable population and economic growth. This would support a future population settlement pattern that is more widely distributed across the country, benefiting all Australians.

The Role of Immigration

While current regional population growth is driven by internal migration, largely from capital cities, in the post-pandemic world, international immigration will be a key factor in Australia's overall population growth and should be a significant factor in ongoing regional growth.

Skilled migrants comprise 70 percent of Australia's migrant intake. They and their families offset Australia's ageing population, improve labour force participation and productivity, and help businesses source skills that are difficult to develop at short notice.

The Australian government has the policy levers to encourage skilled migrants to settle outside of Australia's capital cities and RCA believes visas for skilled migration should be expanded or amended to encourage migration to the regions.

There are already precedents for special conditions for regional visas. Under a 491 Visa, for example, skilled workers who want to live and work in regional Australia can stay for five years, apply for permanent residence anytime after three years from the time the visa was granted, and allows, under separate application, family members to join the worker for the duration of the stay.

Regional sponsored visas such as the now closed 187 subprogram and current subprogram 489 have encouraged skilled migrants to the regions.

These programs provide guidance for ways in which visa programs can be used to encourage migration to Australia's regions rather than already congested capital cities.

There are a number of Visa programs that encourage migrants with significant business experience and/or a willingness to invest in Australia. The 188 and 888 visa programs, which require investment or business activity in local economies, could be expanded to include a regional component, as could Business Talent visas (subclass 132) which facilitate permanent migration to Australia for people with significant business history or venture capital entrepreneurs.



Policy Recommendations

That an incoming Australian Government:

- **Develop a population policy to encourage businesses and families to move to the regions, and that RCA be consulted during the development of this policy; and**
- **Expansion to business visas – particularly the 188, 888 and 132 and 858 visas the business and innovation investment streams which require investment or business activity in local economies.**

DRAFT FOR REVIEW



Regional Capitals Australia - Arts and Culture Policy

Overview

Regional Capitals Australia (RCA) is seeking a greater share of Australia's public funding for Arts and Culture for Regional Australia to support our growing communities.

Funding for arts and culture in Australia needs to move beyond a capital city-centric approach and better align with contemporary population distribution.

Current funding arrangements reflect population distributions of almost two decades ago with over-representation of Sydney and Melbourne.

Funding needs to not only fairly recognise the almost eight million residents of regional and remote Australia, but also take account of the current COVID-19 driven growth of regional centres as people move away from capital cities.

Fast Facts

The Need

There is growing recognition of the role that social infrastructure such as arts and culture, plays in enhancing the liveability of our communities.

In regional Australia, arts and culture help shape the character of our communities and enable our people to express themselves and represent regional life on their own terms.

As population policy encourages businesses and families to move to the regions, there must be recognition of this "liveability" value of arts and culture and its role as a driver of population growth. Regional growth must be underpinned by investment in the assets and services that build amenity and liveability, and make our regional cities and communities desirable destinations.

RCA endorses the recommendation by the 2021 Australian Infrastructure Plan to capture, measure and assess the quadruple-bottom-line benefits of social infrastructure including arts and culture, and use the framework to collaboratively plan, develop and invest in arts, cultural and other infrastructure which enhances unique regional identities and brands.

Addressing the arts and culture imbalance between the capital cities and the regions is more than an adjustment of funding, it is also about recognising, valuing and enabling the creative capacity of regional Australians and regional institutions on equal terms with those of capital cities.

Policy and funding need to reflect that regional and remote Australia should not simply be a passive recipient of arts and culture flowing from capital cities. Rather, the real and potential contribution of regional and remote Australia to the nation's broader cultural life should be fully supported.



The policy and funding environment must not only build the cultural and artistic capacity of regional Australia, but also facilitate the exchange of cultural and artistic output between the regions and capital cities.

RCA contends that a disproportionate burden of regional arts and culture financial support falls on regional local governments, compared with those in capital cities.

At the same time, the funding capacity of regional local governments is limited by their smaller rate base, rate caps, broader service provision to their residents and their disproportionately smaller contributions from state and federal governments.

Policy Recommendations

That an incoming Federal Government recognise the role of arts and culture in strengthening local identity, contributing to liveability and driving population growth in regional Australia:

- 1. Realign arts and culture funding to ensure a more equitable distribution of funding for Regional Australia to better reflect existing population distribution, anticipated ongoing population growth and by doubling of the current Regional Arts and Culture Programs - \$600m for 4 years.**
- 2. Establish a Regional Arts and Culture Infrastructure Fund to better the disproportionate financial burden borne by regional local governments - \$300m annually for 4 years**
- 3. Develop and implement a program to facilitate the exchange of cultural and artistic output between regional and metropolitan Australia, and value and enable regional arts and culture on equal terms with that of capital cities.**



Regional Capital Australia – Local Roads and Community Infrastructure Policy

Overview

The Local Road and Community Infrastructure (LRCI) Program was a very welcome and much required stimulus into regional Australia during the COVID-19 lockdowns it is on this basis that RCA seeks a continuation of the program.

As our cities continue grow as a result of the COVID-19 exodus, increasing recognition of the role of community infrastructure in building community cohesion, enhancing productivity and quality of life will continue to be fundamental to supporting the growth and maintaining community expectations on liveability.

Fast Facts

1. The Australian Government's Local Roads and Community Infrastructure (LRCI) program has committed \$2.5 billion to enable Local Councils to engage local businesses and workforces to deliver priority projects and support economic recovery post-COVID-19; and
2. The LRCI program lapses at the end of the 2022-2023 fiscal year.

The Need

The Local Road and Community Infrastructure (LRCI) Program was a very welcome and much required stimulus into regional Australia during the COVID-19 lockdowns it is on this basis that RCA seeks a continuation of the program.

As our cities continue grow as a result of the COVID-19 exodus, increasing recognition of the role of community infrastructure in building community cohesion, enhancing productivity and quality of life will continue to be fundamental to supporting the growth and maintaining community expectations on liveability.

The 2021 Infrastructure Australia Plan notes that for Smaller Cities and Regional Centres, quality, fit-for-purpose and adaptive social infrastructure, appropriate to the needs of each community, is central to their ability to attract and retain residents and businesses. Regional councils are best positioned to strategically plan for and prioritise appropriate social infrastructure, then sequence it according to local community need.

In this regard the Local Roads and Community Infrastructure (LRCI) program has supported Australia's growing regional centres by enhancing their amenity. It has helped to fund programs such as local road and footpath repairs and renewal, disability upgrades at community halls and centres, walking trail improvements, playground swimming pool and sporting facility upgrades as well as school crossing upgrades.

The program has delivered numerous direct and indirect benefits to regional communities, and has allowed councils to invest in important road and community infrastructure that would have previously struggled to secure sufficient funding.



Further, it has not only delivered funding for essential works, it has also been a significant job stimulator across regional Australia, employing local residents and supporting local businesses.

The allocation approach has facilitated the development of a wider range of projects, which is essential in ensuring a sustainable and tangible improvement in community infrastructure.

By removing the competitive element of the funding, significant burden has been taken off councils in having to prepare lengthy, expensive and complex applications. Understanding the amount of money allocated to each council from the outset, allows for better planning and prioritisation of projects.

The infrastructure improvements delivered under this program have facilitated a more connected and liveable Australia, which is essential for sustainable population growth in regional capital cities.

Policy Recommendations:

That an incoming Australian Government:

Continue to fund the Local Road and Community Infrastructure Program on an ongoing basis at the current funding level, adjusted for inflation and increases in construction costs.



Regional Capitals Australia – Regional Airports Policy

Regional airports are key to the social and economic life of regional Australia, connecting regional centres and their residents to Australia's capital cities.

However, while regional airports play a critical role in their communities, the simple fact is that the majority of regional airports are under significant financial strain. Many are faced with ageing infrastructure, ever increasing security cost pressures, high staffing costs, community service costs and a disproportionately high regulatory cost burden.

Fast Facts

1. Community ownership. It is estimated that more than 200 regional airports and aerodromes are owned and operated by local governments across Australia.
2. 40 percent of Australia's 61 million annual domestic aviation passengers travel through regional airports.
3. Higher regulatory costs - On average, CASA's regulatory imposts are higher for regional and remote airports, comprising 12 percent of total expenditure, compared to about 4 percent for major airports and major regional airports.
4. 60 percent of regional airports operate at a loss. They depend upon cross-subsidisation by their local government owners who are already burdened by competing demands on their limited financial resources.
5. Almost 40 percent of regional airports expect persistent budget deficits over the next 10 years.

The Contribution

Regional airports are largely owned and operated by Local Government. During COVID-19 lockdowns these facilities allowed regional communities to keep the movement of essential workers and freight going.

Regional airports continue to generate significant direct employment and economic activity, as well as indirectly through associated business, service and industry activity. They support the attraction of staff to, and their retention in, regional and remote communities, make FIFO (Fly-in, Fly-out) employment possible, make businesses more efficient and facilitate freight services and same day business travel to capital cities from regional centres.

Regional airports support tourism and trade, assist regional Australians' access to specialist health, education and legal services that are otherwise not available locally, and play an essential role in saving lives by facilitating medical evacuations, collection and delivery of organ donations and search and rescue.

They also play a vital role in the protection of Australia's physical assets, enabling aerial firefighting, supporting law enforcement bodies, such as the Western Australia Police Air Support, and border protection agencies which operate out of Australia's regional airports, particularly in Northern and Western Australia.



The Challenges

However, the majority of Australia's regional airports are experiencing ongoing financial strain. During COVID-19 Local Government continued to operate their facilities despite suffering major financial losses. Today two-thirds currently operate at a loss and almost forty percent anticipate continuing deficits over the next decade.

Many regional airports are in need of urgent upgrades, they face an increasing burden of costly ongoing security upgrades, increasing and disproportionate regulatory costs.

Existing resources will be further strained as expenditures rise by almost 40 percent over the next ten years. RCA acknowledge the Government's existing support for regional airports, including the Regional Airports Program and the Regional Airport Security Screening Fund. However, we are concerned by the lack of certainty about ongoing funding given existing financial challenges.

As many regional cities look towards a more connected world in a post COVID recovery – support for landside investment will be sought to secure the future of agriculture and manufacturing sectors in regional communities.

Policy Recommendations

- 1. Implement a policy recognising the importance of regional airports in increasing the connectivity of regional Australia and to consider future planning and funding of regional airports in the same way as road and rail infrastructure;**
- 2. Provide recurrent funding for the Regional Airport Fund to ensure that regional airports can be upgraded and maintained and guarantee the sustainability of the regional aviation network;**
- 3. Upgrade the guidelines for the Regional Airport Fund to allow for landside developments to be considered;**
- 4. Review the efficacy of Western Australia's Strategic Airport Asset and Financial Management Framework (as recommended by the Productivity Commission) to assess the efficacy of the Framework and determine its suitability for application across all jurisdictions. Subject to the results of the review, support the roll-out of the Framework across other Australian jurisdictions.**



Regional Capitals Australia – Regional Rail Policy

Overview

The 2021 Australian Infrastructure Plan sees prioritising faster rail, fast rail and high-speed rail investments based on credible scenarios for population change as a means of supporting regional growth.

RCA strongly supports this position and sees the development of faster rail services between regional centres and capital cities as a matter of urgency given the impact of the Covid-19 pandemic in driving the rate of Australians relocating from capital cities to the regions.

While regional population growth is an important tool in easing capital city congestion, RCA maintains that growth needs to be underpinned by continued investment in connectivity, such as fast rail, to enhance regional liveability and support sustainable economic growth.

Fast Facts:

1. 95 percent of Australia's 31 706 kilometres of open railway is outside metropolitan areas. (BITRE (2015), Yearbook 2015: Australian Infrastructure Statistics, Table T 5.2a and BITRE (2012), Understanding Australia's urban railways, Report 131, Table 1, BITRE, Canberra.)
2. An analysis of Census 2011 data found Sunshine Coast – Brisbane, Brisbane – Gold Coast, Newcastle–Sydney (via the Central Coast), Sydney–Wollongong, Melbourne–Geelong and Perth–Mandurah are among Australia's largest inter-city commuter corridors (BITRE, 2014e)
3. Rail moves 28 percent of freight within Australia (BITRE (20 15), Yearbook 2015 Australian Infrastructure Statistics 2015, Figure T2.1c BITRE, Canberra.)
4. 56 percent of Australia's 21, 000 FTE freight jobs are located outside capital city regions and just under half of all rail manufacturing jobs are in regional areas. (ABS Census (2016) Place Of Work (POW) ANZSIC Industry Data)
5. Australia's rail fleet comprises about 2,200 locomotives with an average age of 36 years (Ferrier Hodgson, 2014)
6. Australia's rail network caters predominantly for the movement of bulk non-time-sensitive commodities (such as coal and iron ore) and accordingly has a heavy export focus.
7. Non-urban passenger services are largely government operated with a few exceptions, including Great Southern Rail, which operates the long-distance Ghan, Indian Pacific and Overland trains.



Regional Rail

Investment in rail dramatically improves the accessibility of regional capitals and appeals to a mobile workforce, enabling people to commute to capital cities while enjoying the affordable and relaxed lifestyle of regional capital cities.

RCA has welcomed the Federal Government's Faster Rail Plan to support the development of 'faster rail' business cases, which are vital to building connected regions.

State Governments of all persuasions, who are generally responsible for funding and developing regional rail business cases, have not always prioritised this investment in the last decade, despite growing congestion in metropolitan cities.

While RCA strongly supports the development of regional rail services in Australia, the resources required to build assessable business cases is a financial burden regional capital city councils are not able to bear.

RCA believes further funding by the Australian Government should be made available to ensure regional rail projects can be identified and assessed for funding, as a matter of priority.

RCA believes it is also imperative that regional projects are prioritised for the \$10 billion funding under the National Rail Program.

RCA Recommendations:

- 1. \$100 million (over four years) in additional funding to support the development of regional city rail connectivity projects under a "faster-rail" program; and**
- 2. Prioritisation of regional capital city faster rail projects under the National Rail Program.**

10 RCAWA BENCHMARKING FRAMEWORK AND RESEARCH OFFICER'S WORK PROGRAM

Date of Report:	15th November 2021
Report Author:	Executive Officer and Research Officer
Disclosure of Interest:	Nil
Attachment(s)	Nil

Purpose:

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

Background:

Brian Sharp was engaged as Research Officer until September 2021 to:

- Update benchmarking indicators to include the 2019-2020 financial year - complete;
- Look for opportunities to value add to the model and align it with members' needs;
- Provide regular updates and reports to Alliance members 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.
- At the February 2021 meeting it was agreed that the Research Officer, in consultation with the Executive Officer, would undertake research activities being:
 - Identify state and federal government services provided;
 - Metro vs regional local government – where is the level playing field;
 - Statistical research on the Capitals' capability/prospectivity justification;
 - Covid19 – impacts and opportunities;
 - Amalgamation case studies and models;
 - UWA ABS census data program.
- At the April 2021 meeting it was agreed the Executive Officer (EO) works with the Research Officer and CEOs to develop a housing action plan focussing on solutions and highlighting successful case studies and investment models that could be adopted by Local and State Government;
- At the June 2021 meeting it was agreed that Brian Sharp would focus specifically on the Benchmarking Project using the February 2021 report as a basis for the new report for the period ending 30 June 2021 and incorporating additional indicators associated with state and federal government services. The EO would engage Greg Cash to assist in developing the Housing Action and Solution Plan.
- At the August 2021 meeting the timetable to present the 2021 Benchmarking Report to Members in December 2021 was agreed; the Research Officer was requested to start the process to gather data on Government Services in each member's area; and to review members' Service Review Process to either identify areas to investigate and/or create consistent templates for members to use.

Discussion

- Existing Benchmarking Report:** The Research Officer distributed the Benchmarking Template for 2021 to the nominated contact person for each member on 21 September 2021 and requested all members return the completed template by 29 October 2021. To date nine members have returned completed templates, with the last return due Friday 12th November 2021.

It is still intended to table this year’s Benchmarking Report at the December Alliance meeting as per the following table.

Brian Sharp
Regional Capitals Alliance
2021 Benchmarking Report Timeline

	August	September	October	November	December	January	February
Legend							
		Any Time					
		Specific Time					
1 Existing Benchmarks							
Prepare Templates and Master File							
Distribute Templates							
Councils Collect Data							
Collate and Analyse Data							
Complete Report							
Table Report							
Follow Up Work - TBD							
2 Additional Benchmarks							
Agree New Benchmarks							
Identify Data Sources							
Collect Data - Councils or Research Officer							
Analyse Data and Complete Report							
Table Report							
Follow Up Work - TBD							

- Government Services:** On 14 September 2021 the Research Officer distributed to all CEOs a draft template of government services seeking feedback. All feedback was collated and incorporated into a new template which was distributed to the nominated contact person at each member on 13 October 2021. Prior to distribution the Research Officer attempted to find centralised data sources for each government service. He could only find and collate detailed data for the number of schools and school students (pre-primary, primary and secondary) within each member’s area. This data was sourced from the State Government’s data portal: <https://www.data.wa.gov.au/>. Feedback was requested from members by 15th November 2021.

Feedback from a number of members indicated that collating the data would be reasonably time consuming and questioned the usefulness of the data. Following this the Executive Officer emailed all CEOs asking that each member identify any data which was reasonably easy to collect.

3. **Service Reviews** – In his email of 6 August 2021 to all CEOs the Research Officer outlined to aspects to this work:
 - a. Collate and analyse detailed service level data across members on specific areas, e.g. libraries.
 - b. Assist with the development of standard templates and terminology using members’ input and existing service review reports as a basis

And requested members provide feedback on specific areas to focus on, and that members forward any completed service reviews to assist with the creation of standard templates.

The Research Officer received examples of completed service reviews from two members, and additional feedback on specific areas to focus on from four members. These included: Rangers, Parks and Reserves, Waste Services, Road Maintenance, especially gravel roads, Libraries and Recreation Centres/Swimming Pools.

In undertaking this analysis, the Executive Officer and Research Officer have determined that to undertake service review comparisons across members is quite complex and not purely a simple financial/staffing analytical review.

Comparing service delivery involves more attributes and in-depth considerations such as quality of service, internal costing models, business delivery models, social and community benefits and individual Council expectations as to what is an appropriate level of service. Given these complexities it is not feasible that the Research Officer can provide simple diagnostic and benchmarking tools within the time and effort capacity of his engagement.

Research Officer - On-going Availability

The Research Officer has advised he will not be available to complete any further work following December 2021. However, prior to then he will have time to complete the 2021 Benchmarking Report and collate any feedback from members on Government Services.

However, he will not be in a position to commit any time towards progressing the Service Review work.

Link to strategic Direction:

Partnership and collaboration

Resolution:

- **The report is received.**
- **Members agree with the timetable for the 2021 Benchmarking Report.**
- **Andrew Sharpe to assist with sourcing a replacement for Brian Sharp to deliver future benchmarking services for the Alliance.**

Moved: Peter Carter

Second: Alex Wiese

11. AROUND-THE-GROUNDS

Date of Report:	15th November 2021
Report Author:	Executive Officer, Paul Rosair
Disclosure of Interest:	Nil
Attachment(s)	Nil

Purpose:

For Alliance members to share information that may have an impact on other regional capitals either in the form of a collaborative opportunity, a win or a warning.

Background:

At the 18th February 2021, Alliance members showed an interest in incorporating an around-the-grounds item into future meetings. A resolution was passed at the April meeting that the format of the around-the-grounds item will be 2-3 minutes per capital per meeting for a maximum total of 30 minutes. If members wish to pursue a topic in more detail, they can pursue it out of session or raise it as an agenda item for the next meeting.

Discussion:

As required.

Link to strategic Direction:

Partnership and collaboration

Resolution:

Nil

12 IWA STATE INFRASTRUCTURE STRATEGY

Date of Report:	15th November 2021
Report Author:	Executive Officer, Paul Rosair
Disclosure of Interest:	Nil
Attachment(s)	23. State Infrastructure Strategy: RCAWA Response

Purpose:

To update the Alliance on the Infrastructure WA (IWA) submission process of projects for possible inclusion in the Stage Government’s 20-year State Infrastructure Strategy.

Background:

IWA released a draft of the inaugural “*Foundations for a Stronger Tomorrow*”¹ and a snapshot document² on Wednesday 19th July 2021. RCAWA’s involvement with this project to date has been:

- The Alliance made a submission to the IWA original discussion paper
- Many Alliance members have attended numerous road shows conducted by IWA over the past 12 months
- Workshop – EO attended with
 - Philip Helberg: CEO, IWA
 - Lance Glare: Deputy CEO, IWA
 - Ryan Vicia: Senior Policy, IWA
 - Brett Sabien: Director, DPIRD
 - Andrew Ward: Regional Development Council
- Submission: The Alliance responded to IWA’s request to provide a list of strategic infrastructure projects from each of the Capitals – sent to Lance Glare on 1st June 2021.
- IWA sought feedback on the draft Infrastructure Strategy; with public consultation closing on 15th September 2021.

Discussion

At the June and August meetings, Alliance members made a resolution to provide feedback of the draft Infrastructure Strategy. Members were canvassed for input and the following submission was made on the 15th September 2021:

Resolution: Nil

¹ <https://www.infrastructure.wa.gov.au/state-infrastructure-strategy>

² https://www.infrastructure.wa.gov.au/sites/default/files/2021-07/Draft%20SIS%20Summary%20Snapshot%202021%20Web_0.pdf



To: Infrastructure WA
Locked Bag 3001
West Perth WA 6872

Date: 15th September 2021

To Whom it May Concern,

Re: Foundations for a Stronger Tomorrow -State Infrastructure Strategy (SIS)

The RCAWA is pleased to provide feedback to the SIS. Having made a number of earlier submissions to the discussion paper and having attended numerous round table discussions the Alliance is happy to re-emphasise some of its earlier thoughts.

The Alliance congratulates the Government on the production of this first long-term infrastructure plan and looks forward to working with IWA in assisting with its implementation and would be keen to be part of any reference or steering body moving forward to ensure the issues and priorities facing regional WA are at the forefront of its thinking. It also acknowledges the extensive stakeholder engagement that has been undertaken to date.

The following submission concentrates on sections 17-19 of the SIS, recognising that these sections directly impact the RCAWA and its priorities. Highlighting the abundance of work that has been undertaken over the past decade by governments of all persuasions, the Alliance believes there is already a solid foundation for the strategies and plans that are both needed and highlighted in the SIS and that these could be revisited and revised, rather than starting from scratch.

The Regional Capitals Alliance Western Australia (RCAWA) is an association representing ten Capitals across WA which comprise more than 50% of the population of Regional WA. The Alliance leads the sustainable, strategic growth of Western Australia's regional capitals, with a focus on excellence and opportunity creation. We achieve this through Partnerships and Collaboration, Advocacy and Policy Influence and Representation.

- ▲ RCAWA Executive Officer Paul Rosair 459 Albany Highway, Victoria Park 6100 WA
- ▲ RCAWA Members: Albany|Broome|Bunbury|Busselton|Esperance|Greater Geraldton|
Kalgoorlie-Boulder|Karratha|Port Hedland|Northam

The Alliance has adopted a strong, cohesive approach to lead change and implement projects that will drive the growth of regional centres as attractive places to live, work, visit and invest.

Complementing this work on a local level undertaken by our members, the Alliance has identified a range of priority areas for advocacy and project delivery to enhance the prospects of regional Western Australia.

Our mantra is to work with all Stakeholders, independent of their political persuasions, to achieve the best outcomes for our communities.

Over the past 12 months the Alliance has been developing a comprehensive Regional Investment Framework which it believes creates the optimal strategic environment to stimulate growth and prosperity across Regional Western Australia. An overview of this framework is attached for your consideration and the full Investment framework document is available on our Alliance website at <https://www.waregionalcapitals.com.au/#home>

The Framework's overarching principles are designed to deliver key outcomes for WA and Australia by achieving:

- Planned & strategic economic development
- Outcomes focused across people, place, business and the economy
- Clear and strong regional leadership
- A collaborative approach
- Connectivity with industry and government
- Opportunities that are business driven
- The active use of non-financial levers

We believe this framework complements Recommendation 19 to "Develop and implement a regional service and infrastructure framework to support more integrated, localised and efficient services and infrastructure across WA's diverse regional centres,"

We seek your support in utilising this innovative framework as an ideal platform to invest in Regional WA through Alliance members who have demonstrated capability and clear business prospects to navigate Regional WA into a prosperous post Covid-19 future.

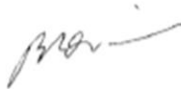
RCAWA Executive Officer Paul Rosair 459 Albany Highway, Victoria Park 6100 WA 2

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Further, the Alliance offers an opportunity to personally brief you and/or your organisation on this exciting initiative. This can be arranged by contacting our Executive Officer, Paul Rosair on 0419930467.

Finally, we appreciate your consideration of this framework and your future support as an ideal platform to stimulate much needed investment and growth across regional Western Australia.

Kind Regards



Paul Rosair
Executive Officer
Regional Capitals Alliance WA

-
- ▲ RCAWA Executive Officer Paul Rosair 459 Albany Highway, Victoria Park 6100 WA 3
 - ▲ RCAWA Members: Albany|Broome|Bunbury|Busselton|Esperance|Greater Geraldton|
Kalgoorlie-Boulder|Karratha|Port Hedland|Northam

IWA State Infrastructure Strategy Submission

Recommendation 17

Develop and implement a regional development strategic framework that identifies State and regional priorities to guide effective whole of government action and investment. The framework should:

a. align to other government strategic documents, such as this Strategy and Diversify WA, and be developed in collaboration with government, business and regional stakeholders;

b. be reflected in State agency and Government Trading Enterprise Strategic Asset Plans and business cases, as a requirement of updated Strategic Asset Management Framework Strategic Asset Plan and Business Case guidelines;


c. prioritise regional centres based on their strategic importance to the State's economic and population growth. Prioritisation should take into account drivers of the State's economic growth and the settlement hierarchy should be updated accordingly; and

d. align to integrated regional land use plans, informed by the regional development strategic framework. These should include a baseline assessment of each region's infrastructure, and identify infrastructure and staging required to support the region's development and growth underpinned by a credible evidence base

The Alliance supports this recommendation however believes a sound Regional Development Strategic Framework (Strategy) already exists so that rather than "reinvent the wheel" this framework should be updated and revised accordingly.

These frameworks already "include a baseline assessment of each region's infrastructure, and identify infrastructure and staging required to support the region's development and growth underpinned by a credible evidence base".

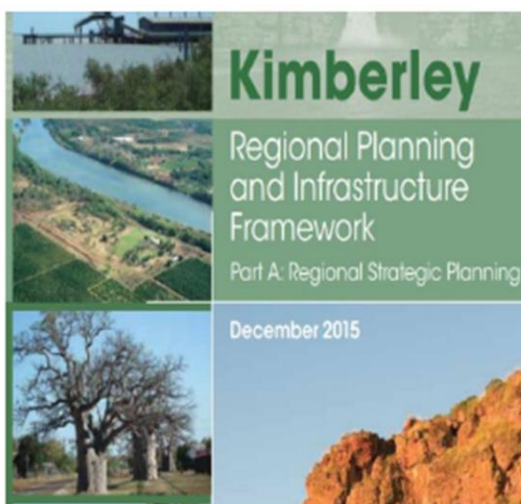
 RCAWA Executive Officer Paul Rosair 459 Albany Highway, Victoria Park 6100 WA 4

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The following link on the Department of Planning, Lands and Heritage website outlines existing regional planning and infrastructure frameworks.

[Regional planning and infrastructure frameworks - Department of Planning, Lands and Heritage \(dplh.wa.gov.au\)](http://www.dplh.wa.gov.au)

The WAPC, in partnership with Regional Development Commissions, Regional Development Australia and local governments has prepared regional planning and infrastructure frameworks for the State's eight country planning regions.



REGIONAL DEVELOPMENT STRATEGY

REGIONAL DEVELOPMENT BUILDS VIBRANT REGIONS WITH STRONG ECONOMIES THROUGH JOBS GROWTH, ECONOMIC GROWTH AND CAPABLE PEOPLE

Our focus	Our priorities	Our results
Establish the socio-economic foundations for development	1. Develop people's capability to drive growth and prosperity Capable people thinking about the future and actively participating in the economy will drive regional prosperity.	<ul style="list-style-type: none"> - People are job ready and available to take up regional employment opportunities. - Local leadership owns and drives local development agendas.
	2. Enhance key regional centres to capture investment A network of well developed regional centres across WA will create self sustainable economic activity and real choices for regional people.	<ul style="list-style-type: none"> - Increased investment and population growth in key regional centres. - WA has an established and effective network of towns linked to regional centres. - New businesses establish and prosper in key centres.
	3. Invest in economic infrastructure to drive growth Integrated common-use infrastructure that underpins economic growth.	<ul style="list-style-type: none"> - Improved supply chains and logistics for regional organisations. - More co-investment secured for royalties for regions funded regional infrastructure projects. - Regional people and businesses can adopt economically beneficial technologies.
	4. Drive policy and service reforms to remove barriers to growth Smart regulation and services will improve wellbeing and increase the capacity of people and businesses to contribute to the economy.	<ul style="list-style-type: none"> - Service delivery models that support the economic success and well being of regional people - Business and economic regulatory practices support market innovation and growth.
Drive growth and new investment	5. Foster the growth of emerging industries Targeted cross-sectoral approach to grow the most prospective industries.	<ul style="list-style-type: none"> - Whole of government development plans are in place for target industries. - The growth rate in target industries is greater than the regional average. - Target industries that create long term job opportunities in multiple regions.
	6. Support change capability in existing major industries Better capability, knowledge and networks will improve the resilience of existing industries.	<ul style="list-style-type: none"> - Regionally significant industries have the capability to endure external shocks. - Industries understand and act on opportunities for growth and reform.
An ongoing commitment to communities	7. Identify and promote opportunities for investment Regional development priorities attract private sector capital and capability.	<ul style="list-style-type: none"> - Increased external investment in the regions to support innovation and growth.
	The challenges of distance, remoteness and sparse population mean regional communities face barriers not experienced in larger urban centres. Supporting communities and building their capacity to respond to unforeseen challenges will mitigate the impact of these challenges. A select set of initiatives that focus on access to services will remain a key pillar of the Strategy.	

RCAWA Executive Officer Paul Rosair 459 Albany Highway, Victoria Park 6100 WA

5

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Recommendation 18

Improve transparency on regional investment by reporting in the State Budget all government regional expenditures (Recurrent and capital) and its geographic distribution

The Alliance strongly concurs with this recommendation. This has been a long-standing issue with the State Budget reporting occurring over many decades. This is particularly an issue within larger Departments where budgeting and reporting is only done against Functions, Programs and Projects and not locality. It is not just in the State Budget however, there is also minimal geographical reporting within Treasury's Mid Term reviews.

Improving the "transparency on regional investment" of budgeting and expenditure is not just confined to the State Budget. Transparency within the Royalties for Regions (R4R) Act fund (Chapter 7 of the Budget papers) is also needed. Not only is the separation between Recurrent and Capital funds reporting required but also between the use of this fund on existing and new projects/programs is required. This will enable taxpayers to monitor if the true intent of the R4R policy of regional expenditure to supplement (not supplant) existent regional investment is occurring.

Finally, R4R reports quarterly on both milestone achievements and expenditure unlike Treasury who only report Bi-Annually and only on expenditure not milestones. Treasury should report the same way as the R4R fund does to ensure better accountability and transparency.

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Kalgoorlie-Boulder|Karratha|Port Hedland|Northam

Recommendation 19

Develop and implement a regional service and infrastructure framework to support more integrated, localised and efficient services and infrastructure across WA's diverse regional centres, including:

a. state-level settings to facilitate cross-sectoral planning and coordination of services and infrastructure aligned to WA's settlement network and hierarchy (for example, based on a hub and spoke network model, if appropriate), including health, education, justice, policing, housing and emergency services;

b. regional centre-level settings to facilitate place-based approaches, and co-design and collocation of services and infrastructure (for example, using a hub and spoke model), including health, education, justice, policing, housing and emergency services. Local government should play a role in facilitating collaboration in their regional centre, and potential models should be piloted in a remote Aboriginal community, small town and regional centre; and


c. a social services and infrastructure needs assessment to understand how long-term social and economic change will affect needs and identify gaps in or between services provided in regional centres, that should be addressed.

The Alliance supports the development of a Regional Centres Development Plan and a regional service and infrastructure framework. Again, there has been numerous attempts over time to undertake this initiative. The most recent being the Service Priority review undertaken by the State Government in 2017 with the following Terms of Reference:

"In particular, the Government would like to receive advice on:

- measures to develop a more effective, outcome focussed, adaptable and accountable public sector that is aligned to the Government's strategic priorities;
- measures to deliver services in an efficiently and financial sustainable way; and
- measures to provide different, better and lower cost services, where appropriate.

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Terms of Reference

The Service Priority Review is to review, report on and make recommendations with specific reference to:

- Achieving cultural change within the public sector (e.g. promoting risk based decision making, promoting innovation and radical efficiency, improving accountability, and identifying incentives and disincentives to improved performance).
- Promoting a culture of collaboration in the achievement of outcomes for the community.
- Promoting public service innovation that delivers transformative public policy and service delivery that is different, better and lower cost.
- Identifying opportunities to further consolidate public sector entities¹ into departments or other entities aligned with Government's strategic imperatives (or other means to better align and coordinate roles and responsibilities across public sector entities).
- Identifying opportunities to deliver Government services, programs, projects and other initiatives more efficiently or effectively, including through a whole of Government digital strategy, or to no longer be delivered.
- Developing and implementing whole of sector key performance indicators to ensure more effective delivery of services to the community and support for economic activity and job creation.
- Attracting and retaining a skilled public sector workforce with the capacity to meet emerging economic, social, environmental and technological challenges.
- Achieving greater economies and efficiencies in Western Australia's public sector administration, including opportunities to reduce bureaucracy and red tape within Government, improve workforce management processes and facilitate workforce renewal in a fair and transparent manner.

The above issues are to be considered in the context of relevant previous reviews and experiences, both within Western Australia, other States and Territories, nationally and internationally, while recognising existing Machinery of Government changes and implementation. Wherever possible, the recommendations should be clear and specific.

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This review led to the production of the following document and associated blueprint for reform. The Alliance agrees with this service delivery reform framework and encourages that IWA use this as the basis for its iteration:



WORKING TOGETHER ONE PUBLIC SECTOR DELIVERING FOR WA

BLUEPRINT FOR REFORM

The Blueprint for Reform is 17 recommendations and 57 actions grouped under four directions for reform

Building a public sector focused on community needs

- 1 Introduce whole-of-government targets that will improve outcomes for the community
 - 2 Improve the quality of engagement with the community to enable a sharper focus on its needs
 - 3 Drive regulatory approaches that are risk-based and outcomes-focused
 - 4 Increase online service delivery to provide multiple channels for delivering transactional services
 - 5 Improve the coordination of service delivery in the regions
- 9 ACTIONS**

Enabling the public sector to do its job better

- 6 Strengthen data sharing and improve ICT performance and cyber security
 - 7 Leverage government procurement to both reduce costs and improve outcomes for the community
 - 8 Overhaul the budget system to focus on fiscal sustainability and support agencies to achieve outcomes for the community
 - 9 Improve governance, accountability and transparency for public sector entities
- 12 ACTIONS**

Reshaping and strengthening the public sector workforce

- 10 Develop a shared public sector workforce identity to support purposeful collaboration
 - 11 Strengthen employee capability through better workforce planning and talent management
 - 12 Modernise the employment framework to support employees and assist agency heads
- 7 ACTIONS**

Strengthening leadership across government

- 13 Redesign executive performance systems to clarify contemporary leadership expectations and to measure success
 - 14 Strengthen the capacity of central agencies to take on a sector stewardship role
 - 15 Establish system-wide leadership to drive performance across common functions
 - 16 Introduce a regular cycle of agency capability reviews to drive ongoing improvement across the sector
- 6 ACTIONS**

- 17 Drive effective implementation of public sector reform and renewal by allocating responsibility for oversight and action
- 3 ACTIONS**

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Regional Centres Development Plan

A network of competitive, growing and resilient regional centres

The Regional Centres Development Plan (RCDP) is a State Government initiative to support the economic development and growth of the 20 regional centres of greatest strategic importance to Western Australia's economy and regional communities.

The objectives of RCDP are:

1. Strengthen the capabilities of Western Australia's strategic regional centres to drive long run investment, business and employment growth.
2. Accommodate regional population growth that is generated by Western Australia's long run economic growth.
3. Support the efficient and effective delivery of the Western Australian Government's regional development effort and investment.

The RCDP Framework provides further background on the Regional Centres and Pilbara Cities programs that support the implementation of RCDP.

Vital economic and community hubs

Western Australia's network of 20 strategic regional centres, identified in the State Planning Strategy as Regional Centres and Sub-regional Centres, are vital hubs for the state's economy and communities. They are global gateways in and out of their regions and are the highest concentrations of regional people and businesses. Regional centres not only include their urban core, but their broader economic hinterland known as their economic activity area.

RCDP builds the capability of these regional centres to drive their economic development and growth through three programs.

The Regional Centres Program is the latest phase, and supports Albany, Broome, Busselton, Carnarvon, Greater Bunbury, Greater Geraldton and Kalgoorlie-Boulder.

What's involved?

RCDP builds the economic capability of regional centres through the establishment of strategic economic partnerships based in the communities known as Growth Plan Partnerships (Partnerships). These partnerships provide a forum for business, government, academic and community stakeholders with an interest in a Regional Centre's economic development to work together to shape its economic future.

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The Growth Plan Partnerships and their associated Growth Plans address the range of economic development themes which are tailored to their regional centres and their industries:

- Strategic positioning of the regional centre and its growth industries in the global economy
- Business and industry development, supporting existing or emerging industries that will drive investment, business and job growth into the future
- Human capital development, including innovation and entrepreneurship, and skills and education
- Place development, including hard and soft infrastructure that supports economic growth
- Leadership and collaboration required to drive growth and new ways of working.

The Growth Plan Partnerships and Growth Plans provide a platform for the regional centres to identify, promote and facilitate investment from a range of sources including the private sector.

Building partnerships for growth

RCDP is being driven by the Regional Development Council, which is the peak advisory body to the Western Australian Government on regional development issues.

The Growth Plan Partnerships will be kick-started by the Regional Development Commissions and Local Governments for each regional centre. It is their role to invite other stakeholders with a strategic interest in the economic development of their regional centre, including business, to join the partnership.

As business drives growth, regional centres are encouraged to pursue a business-led approach in the development and implementation of their Growth Plans, which means business must be strongly represented on the Growth Plan Partnership.

It also means that regional centres need to build on their strengths by focusing on existing or emerging industries that will generate the strongest growth for their communities. Business needs to drive the process, and through the Growth Plan Partnership foster the conditions that attract talent and investment and enable entrepreneurs, firms and industries to thrive.

Accessing support

In Stage 1 of the Regional Centres Program, Broome, Greater Bunbury, Greater Geraldton and Kalgoorlie-Boulder have already shared in \$7.5 million through the Royalties for Regions program to establish Growth Plan Partnerships and develop Growth Plans and prospectuses. Their Growth Plans will be available in 2017.

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In Stage 2, Albany, Busselton, Carnarvon, Kununurra and Mandurah have the opportunity to share in \$8.5 million and will commence establishing their Partnerships and developing their Growth Plans in 2017.

To access the funding the Stage 2, regional centres must first establish a Partnership with all of the relevant stakeholders with an strategic interest in the economic development of the regional centre, and work out the details of how they will go about preparing their Growth Plan. Once that is complete, specific funding allocations will be made to each regional centre.

Portal to the Regional Centres and their Growth Plan Partnerships and Growth Plans
You can find more information at the links below:

Stage 1

Broome – [Kimberley Development Commission, Shire of Broome](#) or www.broomegrowthplan.com.au

Greater Bunbury – [South West Development Commission, City of Bunbury, Shire of Capel, Shire of Dardanup](#) or [Shire of Harvey](#)

Greater Geraldton – [Midwest Development Commission](#) or [City of Greater Geraldton](#)

Kalgoorlie - [Goldfields-Esperance Development Commission](#) or [City of Kalgoorlie-Boulder](#)

Stage 2


Albany – [Great Southern Development Commission](#) or [City of Albany](#)

Busselton – [South West Development Commission](#) or [City of Busselton](#)

Carnarvon – [Gascoyne Development Commission](#) or [Shire of Carnarvon](#)

Over the past 12 months the Alliance has been developing a comprehensive Regional Investment Framework which it believes creates the optimal strategic environment to stimulate growth and prosperity across Regional Western Australia. An overview of this framework is attached for your consideration and the full Investment framework document is available on our Alliance website at [Regional Capitals Alliance Western Australia \(www.regionalcapitals.com.au\)](http://www.regionalcapitals.com.au)

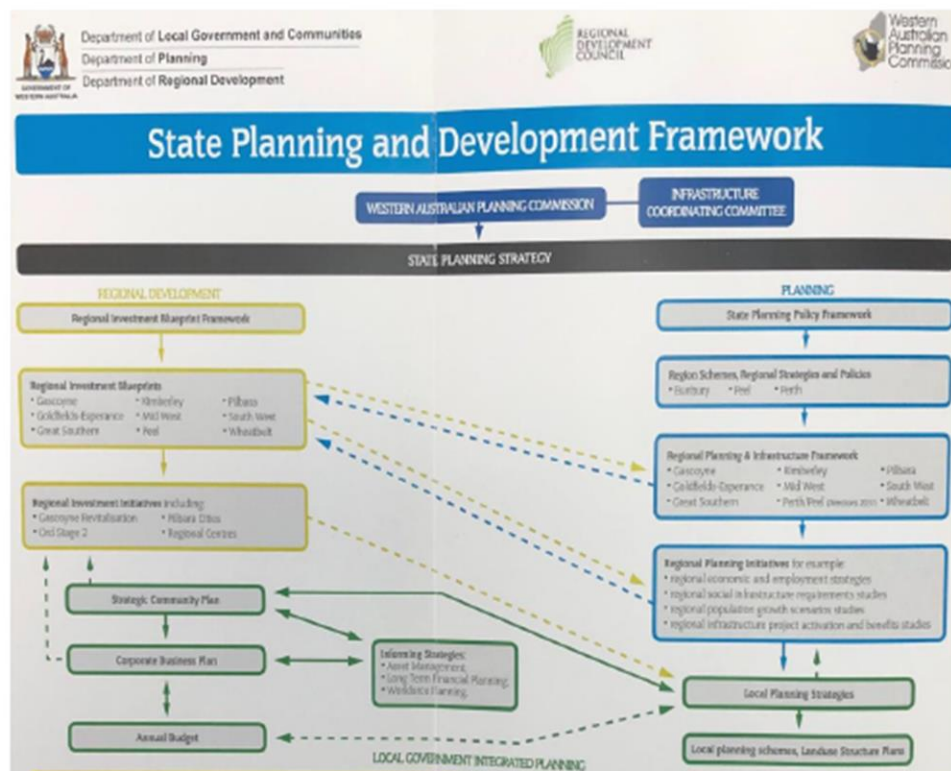
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The Framework's overarching principles are designed to deliver key outcomes for WA and Australia by achieving:

- Planned & strategic economic development
- Outcomes focused across people, place, business and the economy
- Clear and strong regional leadership
- A collaborative approach
- Connectivity with industry and government
- Opportunities that are business driven
- The active use of non-financial levers

The following Planning framework also needs to be refined and republished so that there is a common understanding of how all high-level planning fits together and how the IWA SIS complements this framework so as to simplify the understanding of all stakeholders involved.



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PLANNING

Agency	Authority and/or enabling legislation	General roles and responsibilities
Western Australian Planning Commission (WAPC)	<i>Planning and Development Act 2005</i>	The WAPC is an independent statutory authority with legislative powers and functions to advise the Minister for Planning on the sustainable use and development of land throughout the State; including the coordination and promotion of land use, transport planning and land development in a sustainable manner; the administration, revision and reform of legislation relating to land use, transport planning and land development, local planning schemes, and amendments to those schemes.
Infrastructure Coordinating Committee (ICC)	<i>Planning and Development Act 2005</i>	The ICC is a sub-committee of the WAPC with legislative responsibilities to plan for and coordinate physical and community infrastructure across the State.
Department of Planning (DoP)	Section 23 of the <i>Planning and Development Act 2005</i> provides for the Department of Planning to provide the WAPC with advice and technical and administrative support in fulfilling its functions.	The DoP is a lead state agency with responsibilities for integrated land use planning and to advise the WAPC, Minister for Planning and Government. DoP provides professional and technical expertise to advise and support the Minister for Planning and WAPC.
Main Initiatives	Description	
State Planning Strategy	Section 14 of the <i>Planning and Development Act 2005</i> requires the WAPC to prepare, and keep under review, a State Planning Strategy which is an integral part of the Western Australia planning system. It takes into account what is known about the future to set a strategic context for planning policies, schemes and decisions across government and throughout the State.	
State Planning Policy Framework	State Planning Policy No. 1 – The State Planning Framework establishes a framework for state policy, regional strategies, and WAPC operational policy guidelines. It provides a decision-making framework for state planning.	
Region Schemes, Regional Strategies and Policies	Region Schemes are in operation for the Perth metropolitan area (the Metropolitan Region Scheme, or MRS), the Peel region, and the Greater Bunbury region. State Planning Policies are directed primarily towards broad general planning and facilitating the coordination of planning throughout the State.	
Regional Planning and Infrastructure Framework	Defines a strategic vision and direction for the regions, providing an overview of regional planning issues, priorities and initiatives to promote economic development opportunities and associated infrastructure priorities.	
Regional Planning Initiatives	Regional Planning Initiatives are identified in the development of the Regional Planning and Infrastructure Framework.	

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LOCAL GOVERNMENT INTEGRATED PLANNING

Agency	Authority and/or enabling legislation	General roles and responsibilities
Department of Local Government and Communities (DLGC)	<i>Local Government Act 1995</i> and enabling regulations; <i>Carers Recognition Act 2004</i> ; <i>Child Care Services Act 2007</i> and enabling regulations; and the <i>Volunteers and Food and Other Donors (Protection from Liability) Act 2002</i> .	On 1 July 2013, the DLGC was established to encourage better collaboration between Government agencies, not-for-profit organisations and local governments in the delivery of services. The Department is focused on the delivery of a more collaborative and coordinated range of community services at the local level. Together, the portfolio areas of local government, communities, multicultural interests and heritage aim to build strong and sustainable communities in Western Australia.
Local Governments	Local governments are empowered to provide for the good government of local communities under the <i>Local Government Act 1995</i> .	Local governments perform a very wide range of functions from the provision of goods and services and local infrastructure, to the provision of environmental health and other social services. They are also delegated local strategic and statutory planning powers and functions, including local development control and enforcement. Under the "plan for the future" provisions of the <i>Local Government Act 1995</i> , local governments are required to engage with their communities to produce Strategic Community Plans and Corporate Business Plans.
Main Initiatives	Description	
Local Government Integrated Planning and Reporting	A strategic planning system that provides a basis for meeting the needs of the community through long-term planning, financial capacity and practical service delivery.	
Local Planning Strategies	Prepared under the <i>Town Planning Regulations 1967</i> , local planning strategies must provide for the future growth of a local government, apply state and regional policy, and provide a basis for the zones and other provisions of a local planning scheme.	
Local Planning Schemes	Local planning schemes and amendments are statutory instruments prepared in accordance with Part 5 of the <i>Planning and Development Act 2005</i> that prescribe the way in which land within a local government area can be improved, developed and/or used. Scheme decision-making is informed by local planning strategies. Both are determined by the Minister for Planning on recommendation from the WAPC.	

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LOCAL GOVERNMENT INTEGRATED PLANNING (CONT)

Main Initiatives	Description
Landuse Structure Plans	Localised planning instruments that provide greater information on how land should be developed and identify features such as roads, schools, housing density, and land for conservation.
Strategic Community Plan	A long-term (10+ years) strategic plan which sets out the community and local government long-term vision, aspirations and objectives with reference to state and regional plans, the local government's own resource capability and other information.
Corporate Business Plan	A four-year operational plan for a local government that turns Strategic Community Plan aspirations and objectives into services, projects and activities that can be delivered within the resources that are available to the local government.
Annual Budget	The Annual Budget demonstrates how the current year of a local government's Corporate Business Plan and Long-Term Financial Plan commitments will be funded.
Informing Strategies	Informing Strategies identify and integrate the resources needed to deliver a local government's planning commitment. A local government's Strategic Community Plan and Corporate Business Plan are informed by its Asset Management Plan, Long-Term Financial Plan, Workforce Plan and a range of issue-specific strategies, such as an economic development and tourism strategy, disability access and inclusion plan, health and recreation strategy.

REGIONAL DEVELOPMENT

Agency	Authority and/or enabling legislation	General roles and responsibilities
Department of Regional Development (DRD)	DRD assists the Minister for Regional Development with administration of the <i>Royalties for Regions Act 2009</i> , <i>Regional Development Commissions Act 1993</i> , and the regional development portfolio.	<ul style="list-style-type: none"> • Advises the Minister and Cabinet on activities related to the regional development portfolio. • Administers the Royalties for Regions (RIR) Fund. • Plans, manages and facilitates delivery of regional policy and strategies. • Supports the Regional Development Council and the Western Australian Regional Development Trust.
Regional Development Commissions	Regional Development Commissions (Commissions) are established under the <i>Regional Development Commissions Act 1993</i> as independent statutory authorities.	The Commissions coordinate and promote the economic development of the regions of the State. This includes developing and broadening the economic base of the region; identifying infrastructure needs to promote economic and social development, and opportunities for investment within the region; and generally taking steps to encourage, promote, facilitate and monitor economic and social development in the region. Each Commission develops a Regional Investment Blueprint.

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13 RCAWA HOUSING SOLUTIONS AND ACTION PLAN

Date of Report:	15th November 2021
Report Author:	Paul Rosair, Executive Officer and Greg Cash, Elysian Consulting,
Disclosure of Interest:	Nil
Attachment(s)	24. RCAWA Housing Solutions and Action Plan (separately attached)

Purpose:

To update the Alliance on progress on the development of a Housing Solutions and Action Plan, as discussed at the June meeting.

Background:

At the April 2021 Alliance meeting discussion was held in regard to housing shortages in regional Western Australia in both the social and private housing sectors. It was resolved to develop a situational analysis of all Alliance members with the view to preparing a housing action plan. A summary of the situational analysis was presented to the Minister for Housing on Wednesday 9 June 2021.

At the June 2021 Alliance meeting it was agreed to engage a consultant to assist with the development of a Housing Solutions and Action Plan. Elysian Consulting was subsequently engaged to undertake this work.

Discussion

The Housing Solutions and Action Plan has now been developed and the draft is attached for consideration by Alliance members.

The Plan identifies that Regional WA is facing a housing availability crisis and that rather than simply being a short-term issue, there are structural issues that impact the supply and availability of housing in regional WA.

Highlighting that regional housing supply is a critical enabler of Western Australia's future growth, the Plan considers the context and background to the current housing crisis and identifies that a lack of housing is resulting in long term negative impacts for WA. These include:

- A reduction in services and amenity for regional communities.
- Increasing overcrowding, homelessness and housing stress.
- Increasing regional disadvantage for vulnerable and disadvantaged households.

- Increased costs of Government service delivery.
- A reduction in Western Australia’s international competitiveness
- Reduction in short- and long-term population growth in regional WA
- A reduction in economic investment
- Reductions in local economic activity
- Discouraging relocation of families, individuals and businesses to Regional WA.

The Plan provides a snapshot analysis of some of the key barriers, challenges, opportunities and solutions to improving housing supply in regional WA.

With RCA members keen to provide leadership on addressing the housing crisis impacting their communities, the Plan proposes a number of strategies and actions focused on targeting three Objectives:

Objective 1: Increasing awareness of Housing Issues, Challenges and Opportunities in Regional WA

Objective 2: Removing Barriers to Investment in new Housing supply in Regional WA

Objective 3: Increasing Housing Investment in Regional WA

It has been developed on the basis that:

- Local Government is **not** responsible for housing policy and housing delivery;
- Local Government is an enabler within a broader housing system;
- Local Governments can assist their communities by providing leadership and playing a role in housing supply, and where appropriate delivery, (on their terms for their communities).

It is recommended that the Plan be used to:

- Guide the actions and efforts of RCA member’s staff locally;
- Guide the collective efforts of the RCA; and
- Provide a base to advocate for action by others
 - with the RCA; and
 - independent of the RCA.

The Strategies and Actions are presented for the consideration of Alliance members.

Next Steps

In order to progress the Action Plan, RCA members are encouraged to:

- Consider what collective actions they would like to pursue;
- Consider what actions they may pursue individually.

Notwithstanding this, it is recommended that RCA determine:

- How it wishes to communicate and promote the proposed Housing Solutions and Action Plan;
- Actively engage with the State Government, Ministerial Housing Subcommittee on the proposed actions;
- Establish a Housing Policy Agenda for the upcoming Federal Election and engagement with State members of Parliament;
- Establish a Housing Action Plan Work Program to pursue opportunities identified.

Resolution:

- **That the Alliance initially present this Action Plan to the Minister for Housing's Ministerial subcommittee and that the future actions below be held over pending the outcome of this meeting**
- **Pending:**
 - **That the Action Plan be developed as outlined above.**
 - **The EO scopes a project outline to engage the services of Elysian Consulting to work with the Alliance to implement priority actions and**
 - **The Alliance releases this report publicly with an appropriate media statement**

Moved: John Bowler

Seconded: Peter Carter

14 MACWA

Date of Report: 15th November 2021
Report Author: Executive Officer and Executive Assistant
Disclosure of Interest: Nil
Attachment(s) Nil

Purpose:

To update the members on the successful completion of the 2019/2020 MACWA Awards.

Background:

The Most Accessible Communities WA (MACWA) Awards are a celebration of the work carried out by Local Governments to facilitate accessibility and inclusion in their community. The aim of the awards is to drive and recognise best practice, acknowledge relationships between LGs and people with disability and provide opportunities for collaboration and awareness-raising with decision makers in these sectors.

The Regional Capitals Alliance of WA (RCAWA) is proud to provide background administration and support since the inaugural awards in 2017- 2018. In 2019, the decision was made to postpone the awards, so as not to add extra pressure to LGs already under duress dealing with the pandemic. This gave time for a revamp of the structure, and this year the nomination format was simplified into three categories: digital/technology; infrastructure and leadership and then an overall winner. Sponsorship of \$500 was generously donated by Alyka, IdeatoLife, NAJA Business Consulting Services respectively, with RCAWA and WALGA sponsoring the overall winner.

Discussion:



Overall, there were 26 nominations across the three categories: the best response since the inception of the awards. Judging was carried out by an esteemed panel consisting of:

- Melissa Northcott; MACWA ambassador, Ability Centre Australasia Ltd Board Director, City of Armadale Elected Member 2019-2023, Member Local Government Access Inclusion Groups, Cecil Andrews College Patron and School Board Member, PATCHES Therapy Services Project Advisor, Disability Services Commission Board Member 2014-2020
- Julie Waylen; State Manager National Disability Services
- Bruce Langoulant AM; Chair Disability Services Commission Board, Chairperson of the Meningitis Centre Australia, Asia Pacific Region Leader of the International Confederation of Meningitis Organisations.
- Nic Sloan; CEO WALGA
- Mike Rowe; Director General, Department of Communities
- Amanda Mace; General Manager Web Key IT Pty Ltd

The general consensus of the judges was that the nominations showed a growing commitment of LGs to offer services, facilities and opportunities for community members living with, or affected by, disability. They were most impressed by the increase in employment and traineeship targets and recognition of employment as a contributor towards economic independence and how this aligns with the State's priorities.

There was reference made to the inclusive communities pillar in the WA State Disability Strategy 2020-2030 and discussion around the role that LGs could contribute to action 5.1: "New ways to ensure access and inclusion : undertake the legislated renewal of the Disability Services Act 1993 to renew and refresh the approach to strengthen outcomes from mandated access and inclusion planning".

In judging the awards, consideration was given to the size and resources of the LGs in each category. Award winners were announced at the WALGA AGM on the 20th September 2021.

Digital/Technology

Winner: Narrogin

Judges' comments: Great innovation around reading stories online for children and adults during COVID – this included a project for the indigenous community to write, record and read their stories online. Library closure used to develop, train and resource staff in preparation for re-opening to reach more children across the community. It is clear the council has begun to consider the impact of providing some usability and accessibility options for their website, such as captioning for videos and enabling high contrast or text resizing. Development of good digital content. Improved digital updates for council meetings and COVID information. Great work for a small council.

Infrastructure

Winner: Mandurah

Judges' comments: Strong effort + submission provided good examples and AIAG membership. Outlined several accessible infrastructures that supported better outcomes for citizens, including beach access, city centre and general recreation and sporting areas throughout the council area.

The application demonstrated extensive consultation and stakeholder participation, plus a strong Access and Inclusion Advisory Group that provides expert advice and assistance to support accessible venues. The impact of this group was wide, and their reach was no doubt the result of the Council's leadership.

Leadership

Joint Winners: Augusta Margaret River and Geraldton.

Commendation: Wanneroo

Judges' comments: This was a very tightly contested category, and it was impossible to choose an outright winner. Augusta Margaret River and Geraldton have both been strong in the past and continue to show improvement and growth in their inclusion and accessibility strategy and actions.

Augusta Margaret River's nomination showed extensive inclusion of people with disability in sport, the arts, local business and in community life. They showed a good diversity of programs and events such as Young at heart accessible arts program, hearing loop, sensory awareness, Lighthouse inclusion employment project, CCI, TBSD Acrod campaign, good partnerships, Smart Business brochure better access for everyone, AMR Surf pro, PWD employed, strong CAIRG, business breakfast, inclusion solutions, sporting clubs, Turners, Caravan Park accessible chalet.

Geraldton's nomination highlighted how inclusion can incorporate many different aspects of community life such as education, employment, tourism and access to the built environment. Examples contained within the nomination included DEMO - Disability Employment Mobile Outreach, inclusive events, accessible tourism #inclusivewowguide, aquatic centre access, strong stakeholder relationships and better understanding of local needs, Midwest CCI re employment, TAFE and DES providers and business, comprehensive approach and sustainable outcomes focus for PWD, and supporting SLSC. With their focus on partnerships, brokerage and negotiation they set the bar high!

Wanneroo's nomination deserved a special commendation for the LG's focus on needs of children and early childhood. Fantastic participation and engagement by community groups. Response to special needs children and programs around early learning for children with a range of disabilities is highly commendable.

Overall Winner

Mandurah: The City of Mandurah nominated for all three categories and rated highly in each one, demonstrating the diversity in their approach to ensuring their community is accessible and inclusive. Demonstrated high levels of communication, collaboration, support and involvement with the community were undoubtedly the standout factors that led to the judge's final decision.

Post award action

A report was provided to Richard Struik from the Department of Communities at his request. This report contained the information above and will be included in the Minister's DAIP Report to Parliament (or extracts as space permits).

The Executive Assistant has also been in contact with all nominees and has prepared a feedback document for them, with judges' responses – which they were all keen to see.

Considerations

The MACWA Awards are gaining traction, with growing nomination numbers each year. The Ministers office, WALGA and the judges help to promote the Awards, however this year the Executive took the step of emailing each Council in WA, which generated extra interest. Overall administration of the Awards, whilst not difficult, is time consuming but can be accommodated in EA contracted hours.

Link to strategic Direction:

Partnership and collaboration

Advocacy

Representation

Recommendation:

- **That the MACWA Awards for 2021 be advertised in February 2022;**
- **The Executive Officer canvasses for sponsorship for the three categories**
- **The RCAWA sponsors the Overall winner - \$500**
- **The Award ambassador, Melissa Northcott be remunerated \$500 for travel expenses in 2022 as in previous years.**

Not voted on at meeting

WA STRATEGIC PLANNING

Date of Report:	15th November 2021
Report Author:	Executive Officer, Paul Rosair
Disclosure of Interest:	Nil
Attachment(s)	Nil

Purpose:

Alliance to continue implementing items from the RCAWA Strategic Planning Workshop.

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 this, a Strategic Planning workshop was held on 7th August 2020 in which members made decisions regarding key stakeholders and focus areas going forward. Subsequently, another workshop was held in February 2021 at the City of Perth to refine priorities.

Discussion:

As a result of the workshop, key focus areas and stakeholders were identified. The following Strategic Planning Document has been updated and will be used to assist discussion and delegation of actions at strategic planning meetings.

- It should be recognised that key stakeholders should be aligned with the focus areas chosen by the members and that the list may evolve in line with project priorities.
- Due to the recent election and Cabinet shuffle, the key stakeholder list has also been adjusted to reflect the current person responsible for the identified portfolios of interest. Members are asked to consider if the State Government Stakeholder list reflects the priorities of the Alliance.
- Completed Items and stakeholders that have addressed the members have been removed

FOCUS AREAS	ACTION TAKEN/REQUIRED		NOTES/ KEY STAKEHOLDERS
Research	Housing project underway		Alliance members, EO
Advocacy and communications strategy	Alliance needs to develop a strategic approach to its future engagement with WALGA.		Matter up for discussion on February 19 th . Not resolved
Benchmarking and baselining	Ongoing. Paper last presented 15th November 2021		Brian Sharp
Federal election strategy	Item under General Business 15th November 2021		Alliance members, EO
MACWA	Update in General Business 5 th August. Nomination entries extended until 16 th August.		WALGA, Department of Communities, RCAWA
State aviation strategy	No further action at this point.		
STATE GOVERNMENT STAKEHOLDERS	LATEST CONTACT	NOTES	
Mark McGowan; Premier; Treasurer; Minister for Public Sector Management; Federal-State Relations	10 April 2021	Letter sent – congratulations on election and meeting invite.	
Mia Davies; Leader of the Nationals WA Leader of the Opposition	15 Jan 2021	Email sent and phone call received regarding Infrastructure Framework announcement. Letter received. EO met with Josh Nyman twice and has had conversations with Mia Davies.	
Roger Cook; Deputy Premier; Minister for Health; Medical Research; State Development, Jobs and Trade; Science	3 Dec 2020	EO spoke with the Minister and invited him to attend Alliance meeting and he informally accepted. Email with 2021 meeting dates to follow – EO to follow up.	
Donald (Don) Punch Minister for Disability Services; Fisheries; Innovation and ICT; Seniors and Ageing	May 2021	Email sent 31st May 2021. The Executive Office met with Minister Punch on the 9 th August.	
Michael Barnes; Under Treasurer	In progress	EO to contact the Under Treasurer and arrange meeting and RCAWA attendance.	
Paul Papalia; Minister for Police; Road Safety; Defence Industry; Veterans	In progress	EO in regular contact to endeavour to get the Minister to future meeting.	
Dr Antonio (Tony) De Paulo Buti; Minister for Finance; Lands; Sports and Recreation; Citizenship and Multicultural Interests	In progress	Letter sent 10 th September- no response	
Rita Saffioti; Minister for Transport; Planning; Ports	3 Dec 2020	EO spoke with the Minister and invited her to attend Alliance meeting and she informally accepted. Email with 2021/22 meeting dates to follow.	
INDUSTRY/ASSOC. STAKEHOLDERS	LATEST CONTACT	NOTES	
Chamber of Minerals and Energy	4 Dec 2020	EO met with Warren Pearce, CEO Association of Mining and Exploration Companies (AMEC). EO to follow up future meeting attendance with Paul Everingham, CEO	

Mining companies – Rio, FMG, Hancock Prospecting	14 Dec 2020	Meeting held with Katherine Savage, Government Relations Manager, Hancock Prospecting at Pivot in the Park offices. EO contacted Andrew Forrest to update him on RCAWA matters and subsequently met with the FMG CIO, John Hartman from the Fortescue Tattarang Group.
CBH	In progress	
Airlines – Qantas, Virgin and Rex	In progress	
Brendon Hammond	30 Jan 2021	EO has made contact.
2021 Meeting Dates	Location	Notes
15 th November 9 th December AGM	Kalgoorlie Zoom	Coinciding with SEGRA
2021 Meeting Dates	Location	Notes
17 th February 28 th and 29 th April 16 th June 18 th and 19 th August 20 th October 15 th December	Zoom Busselton Zoom Perth Zoom Perth	Regional Meeting and Tour Meeting and Strategic Planning

Link to strategic Direction:

Partnership and collaboration
Advocacy
Representation

Resolution:

Nil

16 OTHER BUSINESS

ITEM	RESPONSIBLE
Local Government Reform (see attachment 25)	Paul
RCAWA Office Bearers AGM 9 th Dec	Andrew/Dennis

Discussion:

As required

Resolution:

- **Executive Officer to canvas members in order to write a response to the Local Government Reform**

Moved:

Second:



STRATEGIC PRIORITIES

- 1** Deliver a streamlined and contemporary Legislative framework by reforming the *Local Government Act* and other relevant legislation.
- 2** Develop the supporting environment and provide local governments with the tools to build a transparent, robust, and innovative sector.
- 3** Deliver on our current commitments of existing projects and programs of reform.

SHORT TERM

- 1.1 Finalise agreement on the Local Government reform package.
- 1.2 Finalise reforms and implementation of the new legislation for a centralised system of registration (Dog and Cat breeders).
- 1.3 Introduce legislation to ensure the appropriate regulation and recognition of park homes in Western Australia.

1.4 Introduce a contemporary legislative framework based on the recommendations from the review the *Local Government Act*.

1.5 Standardise and streamline local government policies, laws, and procedures; and develop model laws to support local governments.

1.6 Introduce contemporary legislative framework for cemeteries and cremations in Western Australia.

LONG TERM

- 2.1 Develop and rollout relevant and useful online material to assist the local government sector.
- 2.2 Introduce a risk based approach to inform where support within the local government sector is needed.
- 2.3 Develop an 'early intervention' model of support for local governments.
- 2.4 Develop a scalable financial reporting framework and introduce model financial statements.
- 2.5 Support local governments to introduce livestreaming of council meetings across all councils.
- 2.6 Encourage and support excellence and innovation through the Better Practice Reviews (BPR).
- 2.7 Develop and implement a strategy to work with peak bodies to support and retain good councillors.
- 2.8 Work with sector stakeholders to introduce one standardised benchmarking framework for local governments. Review and improve how this is reported through MyCouncil.
- 2.9 Develop an education and capacity building framework for local governments.
- 2.10 Revise approach and simplification of integrated Planning and Reporting (IPR).

- 3.1 Finalise the Partners in Government Agreement and support implementation of agreed outcomes.
- 3.2 Deliver election commitments, and implement recommendations from OAG and authorised inquiries.
- 3.3 Implement changes to local government legislation and policy under the second tranche of planning reform.
- 3.4 Establish a centralised system for dog and cat registrations.
- 3.5 Implement Off Road Vehicle legislation and reforms.
- 3.6 Deliver a short stay accommodation database for Western Australia.



ENABLERS TO ACHIEVE PRIORITIES

- Develop an engagement plan for working in partnership with the local government sector.
- Build internal capability and capacity to work in different ways and support the sector.
- Actively engage and work in partnership with other areas of DLGSC to identify new opportunities.
- Deliver high quality reporting for the local government sector.
- Leverage data to track and monitor progress within the sector.

FOUNDATIONS OF CORE BUSINESS

Develop policy and legislation; and process statutory applications.

Provide advice and guidance to the local government sector.

Address public enquires and complaints; investigate and support investigations.

Partner with stakeholders to deliver grants, programs and election commitments.

Ensure compliance with local government legislation.

Provide executive support to WA Local Government Grants Commission and Advisory Board.



Local Government Reform

Stronger local democracy and community engagement

Election and community engagement reforms are proposed to empower ratepayers to participate in local democracy and decision-making.



Direct Election of the Mayor or President

All electors in large local governments will be able to vote directly for the Mayor or President, giving ratepayers more power to choose the leadership of their council. This reflects a broader trend, with councils such as Stirling and Rockingham already having moved to a public vote for the election of their Mayors.



Preferential Voting

Local government elected members will be elected by preferential voting, which is the same as State and Federal elections. Preferential voting ensures the elected council best reflects community views.



Consistent Number of Elected Members

To increase consistency, the number of elected members on any council will be set based upon the population within that local government. The Local Government Panel Report recommended a number of elected members as follows:

- population of up to 5,000 – 5 councillors (including the President)
- population of between 5,000 and 75,000 – 5 to 9 councillors (including the Mayor/President)
- population of above 75,000 – 9 to 15 councillors (including the Mayor)



No Wards for Small Local Governments

Wards in small local governments can cover very limited areas, with small populations. This means that councillors are more likely to be elected unopposed, or with a very small number of votes. In line with a broader trend, it is proposed that wards for all small local governments be abolished.



Reforms to Ensure Valid Candidate and Voter Eligibility

Rules for who is eligible to vote or run for council will be tightened, ensuring that only legitimate residents or businesses will be eligible. New laws will prevent candidates from using sham leases in council elections. The basis for why a candidate is eligible to run will also be required to be publicly disclosed.



Community Engagement Charter

Local governments will be required to establish a Charter which sets out how it will engage with ratepayers and the community about the local government's proposed policies, initiatives, and projects. A model Charter will be published to assist local governments who wish to adopt a standard Charter.



Other Amendments

There are also more reforms proposed to further enhance local government democracy and community engagement, including proposed minor changes to the annual meeting.

To provide your feedback on these reforms, please email your comments to actreview@dlgsc.wa.gov.au by 4 February 2022.



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11/11/21, 9:26 AM

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MEETING CLOSED: 5:45