



Regional  
Capitals  
Alliance

WESTERN AUSTRALIA



21/22

RCAWA

Annual Report

▲ Advocacy    ▲ Collaboration    ▲ Representation

## ACKNOWLEDGEMENTS

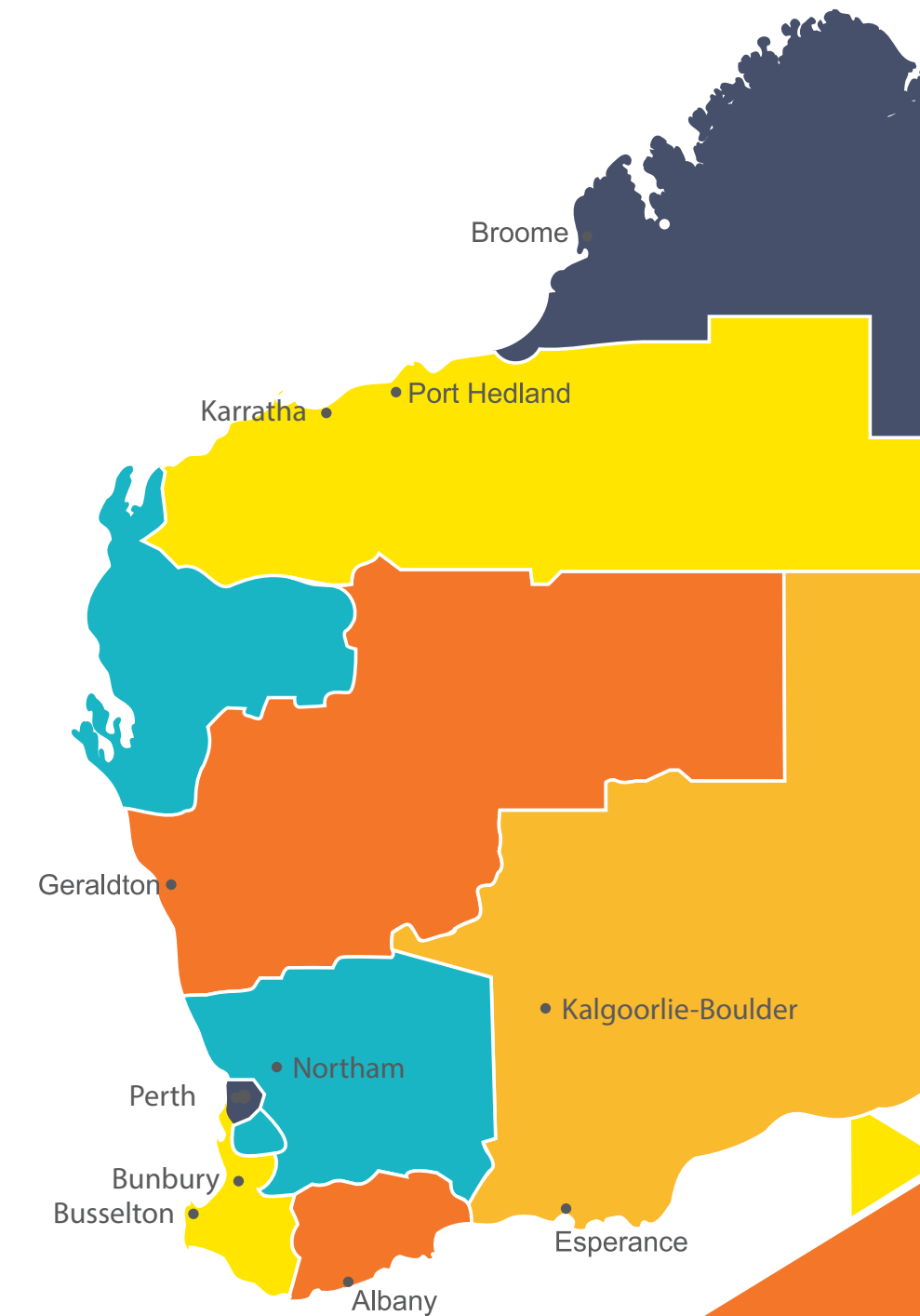
RCAWA members would like to acknowledge the Traditional Custodians of the land on which they work and live, and recognise their continuing connection to land, water and community. They pay respect to Elders past, present and emerging.

RCAWA members would like to acknowledge and extend their gratitude to the Premier of Western Australia, Ministers, Directors General, State and Local Government Departmental Officers, Industry Body members, and private sector representatives who have attended RCAWA meetings in the 2021-2022 year or who have assisted with, or provided a forum for challenges and opportunities facing the Alliance to be addressed.



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## FOREWORD: DENNIS WELLINGTON - RCAWA CHAIR

**Living in regional Western Australia is rewarding but there are unique challenges that require our people to have strength, comradery, grit, patience, commitment and determination.**

The seasonal challenges of farming, availability of some essential services, distance from the nearest town or central business district and an aging population. Factors like these can make the decision to live regionally an intricate one.

What you find is that the resilience of regional residents is a trait that never goes unnoticed.

The rewarding nature of residing in a regional community far outweighs any hurdles that come with the proximity to the metropolitan area. There are triumphs, rewards and a sense of joy that comes with a regional lifestyle that is unparalleled by city life.

The independence of regional living, freedom of owning large blocks of land, a stronger sense of community, safer neighbourhoods, comradery of social networks, less traffic and a perception of having more hours in the day are great attributes that come with living in our regional capitals.

As regional residents and regional communities, we

need to continue to come together and promote our strengths because no one knows them better than us.

As a group we should be proud of the regional economic outlook. In Western Australia, the Regional Capital Alliance makes up \$178 billion per year in exports which is pivotal to the State's economy. In order to continue this momentum and thrive for future years to come we need recognition from government ... recognition that the regions contribute an unrivaled amount of resilience for change in our economic structure, support for each other and a focus on big picture outcomes for the state.

Amid a post-Covid world where workforce shortfalls are a common reality across all of the Regional Capitals Alliance WA communities; we need to come together and advocate for support. We know we are stronger together and generally one Regional Capital City's issue is shared by all. Workforce shortages are no different.

Alongside a workforce shortage is a shortage of residential housing and with no short-term solution. This is a burden shared by all of the Regional Capitals Alliance municipalities and one which will need continued attention in order for a longer-term solution to be resolved.

As an industry we are also in a period of transformation as we receive and review the Local Government

Reforms from the State Government. Unpacking the proposed changes to legislation, local structure and process has provided some Local Governments across the state with a shift in direction.

With reforms across six major themes from financial management to reducing red tape, stronger local democracy to greater transparency; these are the most significant reforms for WA local government in 25 years.

The reforms are important for local government to remain relevant and reflective of the society they represent. A lot has changed in 25 years and as a regional conglomerate, we have the responsibility to view many of these changes through a positive lens on behalf of community.

Faced with new challenges but armed with unity, the regions will continue to come together and thrive as we journey into a positive time of growth and development for regional WA. I would also like to thank the Board and Executive Officer for their work throughout the year.

**Dennis Wellington | Chair**



## OVERVIEW: PAUL ROSAIR – EXECUTIVE OFFICER

**The Alliance continues to be the preeminent regional Local Government Regional advocating for its members, constituents and surrounding communities, across Western Australia.**

As we transition from the previous unprecedented challenges of the global COVID pandemic response to a recovery phase, regional Western Australia faces yet many more threats as it navigates a pathway, in its pursuit of excellence and success. Most notable of these is the ability to fund and staff the infrastructure and services necessary to achieve this vision.

This challenge is further exacerbated by a climate of worker shortages, high building and construction costs, rising inflation and ever declining "real" revenue sources.

A major impediment, identified by the Alliance and others, has been the dearth of Service and Government Worker, Social and Residential housing stock to support these endeavours. The Alliance acknowledges the good work the State and Federal Governments are undertaking to address this issue and stands at the ready to support them with local initiatives.

As a consequence, the Alliance adopted a key focus on housing renewal, construction and affordability by developing innovative action plans and stakeholder engagement models to address this issue, whilst continuing to make it a strategic priority moving forward.

In 2021/2022 the Alliance and its members continued to make major contributions to the nation in areas of economic, social and community development; building capacity and resilience amongst membership and the communities it represents. They contribute over \$33bn to Gross Regional Product, provided over 10% of WA's employment, produced \$71bn of port production, \$4bn of agricultural produce and \$2bn in Tourism.

A key role of the Alliance is collaboration to achieve better outcomes for its members and communities. A prime example of this has been a recent comprehensive review, initiated and funded by the Alliance, of its state-wide Performing Arts and Entertainment Centres (PAEC) operating models so as to identify sustainable outcomes, using best practice examples across this critical, yet often undervalued, sector.

Equally, the Alliance was once again proud to acknowledge Local Government leaders across the State, in the Disabilities sector, in collaboration with WALGA, through its support and sponsorship of the Annual Most Accessible Communities in WA Awards (MACWA).

The success of the Alliance relies heavily on a diverse network of stakeholders reaching common ground. It once again has been my pleasure working individually and collectively with the ten Mayors and Presidents of each regional capital and their Chief Executives. I would particularly like to acknowledge Mayor's Dennis Wellington for his outstanding Chairmanship, guidance

and advice, Mayor Shane Van Styn, as Treasurer and CEO Andrew Sharpe for his Secretariat support role. I would also like to acknowledge the significant contributions, Executive Assistant Jane Lewis from Redit Research, Josh Turner from NAJA Business Consulting Services and City of Albany Secretariat support officers, Raelene Batten and Debbie Clark and finally Pam Weston for her Bookkeeping services.

During 2021/2022 the Alliance engaged with Cabinet Ministers, politicians, public servants, community representatives and business executives, all interested in the views and advice of the Alliance and ready to offer their support. The Alliance is now considered a trusted advisor to, and advocate of, Governments of all persuasions, a collaborator with regional communities and a developer of partnerships with Industry and Not for Profit sectors. It is also a key representative body, which is often sought after by the media and key industry organisations to speak on behalf of Regional WA.

**Paul Rosair | Executive Officer**







## WHO WE ARE

Home to over 250,000 people, the ten local government areas of the Regional Capitals Alliance Western Australia (RCAWA) make up half of the population of regional Western Australia.

RCAWA local governments represent the most significant concentrations of employment in regional Western Australia. With diverse economies and lifestyles, they offer exciting places to live, work, visit and invest.

Whilst they might encompass a large section of the regional population, they are overshadowed by the population of the Perth metropolitan area. The Alliance considers that significantly growing the regional population base, and strengthening the diverse regional economies, is critical to the future growth of our state.

Trends show that these regional centres offer a genuine attraction, with a number experiencing very significant growth over the past five years. Leveraging this momentum and building communities that offer a real alternative to the metropolitan area requires a focused and tailored approach.

RCAWA advocates for strategic planning for growth and investment in Western Australia's regional capitals. Regional capitals play a pivotal role in both strengthening the Western Australian economy, and supporting the growth of their region's economy. Each of the capitals are considered to have high capability and 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.

*“Entire regions are likely to be successful if they are supported by a sustainable and resilient regional capital.”*

**Regional Capitals Australia**

RCAWA members do not reflect the stereotyped rural idea of a regional centre. Rather, each centre offers a unique, vibrant community with well-developed infrastructure, services and opportunities. Harnessing these assets and building the regions of Western Australia is at the core of The Alliance's vision for the State.







## OUR VISION AND FOCUS

### OUR VISION

Vibrant, sustainable regional capitals across Western Australia that are attractive places to live, work, visit and invest.

### WHAT WE DO

We lead the sustainable, strategic growth of Western Australia's regional capitals, with a focus on excellence and opportunity creation.



### OUR FOCUS

#### Advocacy & Policy Influence

RCAWA provides strategic advice to government on the social and economic issues impacting on, and often unique to, regional locations. RCAWA advocates for fair consideration of these needs at a State and Federal level – that legislation, policy, planning, strategy and investment matches the growth needs of the regions and builds thriving regional communities.

#### Partnership & Collaboration

While RCAWA members may have diverse local contexts they also share much common ground. RCAWA members partner and collaborate on opportunities to innovate and develop new ways of working to accelerate the growth of regional communities.

#### Representation

The Alliance provides a unified voice as the peak body for the regional capitals of Western Australia.

## HOW WE WORK - OUR MISSION



### UNITY

Acting as a strong, cohesive alliance to lead change and implement projects aligned with the RCAWA mission.



### PARTICIPATION

Active engagement at national, state and regional level forums, providing strategic and considered contributions to the development of regional capitals across Australia.



### COMMUNICATION

Effectively communicating the value of RCAWA and its members with key stakeholders.



## OVERVIEW OF KEY OUTCOMES FOR 2017/18 - 2021/22



## KEY PRIORITIES 2021/22

### Housing:

During 2021, the Alliance commissioned the development of a Housing Solutions and Action Plan to identify options and actions that could be taken by Regional Capitals Alliance members to address housing availability issues across regional WA. The Plan identified 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 considered the context and background to the current housing crisis and identified that a lack of housing is resulting in long term negative impacts for WA.

With RCAWA 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:

1. Increase awareness of Regional WA housing Issues, challenges and opportunities
2. Removing Barriers to Investment in new Housing supply in Regional WA
3. Increasing Housing Investment in Regional WA

Briefings of the Plan were provided to Office of the Minister for Housing; and Lands; the Western Australian Regional Development Alliance; and Shelter WA all of whom indicated support for the Alliance to progress opportunities in partnership with Government and independent of Government to increase housing supply in Regional WA. Implementation of the Plan actions is ongoing.



## KEY PRIORITIES 2021/22

### Performance Arts and Entertainment Centre Review:

Regional Capitals Performing Arts and Entertainment Centres play a critical role in supporting the vibrancy of our communities, those who live within the city and those for whom the city is a services centre. It was acknowledged that the COVID pandemic had a detrimental effect on the Arts sector, placing significant financial pressure on the viability of Performing Arts infrastructure and operations.

The Alliance had placed a review of the performance of / and operating models of these centres on its work program, and in April 2022 sent out an Expression of Interest to carry out a thorough review – to be delivered at the October 2022 meeting.

### Aboriginal Cultural Heritage Bill 2021:

The Aboriginal Cultural Heritage Act 2021 (ACHA) is a new Act replacing the existing Aboriginal Heritage Act 1972 (AHA) through two-year transitional arrangements.

At the December 2021 Alliance meeting it was agreed to engage Duncan Ord, a former senior public servant, with considerable knowledge and experience in this field to prepare a briefing paper on the new legislation and the potential consequences of the act on the Regional Cities. The resultant Aboriginal Cultural Heritage Act 2021 Briefing paper discussed with WALGA and DPLH. RCAWA are continuing to work with the Department to ensure a streamlined implementation of the Act.

### Benchmarking Framework:

With research proving that benchmarking with similar entities provides a sound basis for organisational learning and improvement, RCAWA developed a benchmarking framework in 2018/19. Now in its fourth year, the model has been refined, providing year on year data and showing the impacts of Covid-19 for each of the Alliance members over the past year.

This year the scope of benchmarking extended to visitor centre, Government services and financial results by ratepayer data and compared Development Applications and Building Applications for 2019, 2020 and 2021; providing a link to the Alliance's Housing Solutions and Action Plan.

## KEY PRIORITIES 2021/22

### Submissions and Briefings:

- Local Government Reform
- IWA State Infrastructure Strategy
- Infrastructure WA
- Planning Reform
- Local Government Act Review
- DAP Review
- Special Electors Meetings

### *“Around the grounds”*

In 2021, the RCAWA members set aside time in their meetings to share information from their capital which had potential impacts for other regional capitals either in the form of a collaborative opportunity, a win or a warning.

**Extension of Executive Officer Contract** for a 2-year term until 30<sup>th</sup> April 2024







## MACWA

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 have co-sponsored the awards with WALGA, and have continued to provide background administration and support since the inaugural awards in 2017- 2018. This year the awards were separated into the categories of: digital/technology; infrastructure and leadership.

Judging was carried out by an esteemed panel consisting of:

- Melissa Northcott; MACWA ambassador, Ability Centre Australasia Ltd Board Director,

- Julie Waylen; CEO Diversity South
- Bruce Langoulant AM; Chair Disability Services Commission Board
- Vikki Barlow; WALGA
- Christine Smart; Department of Communities

### WINNERS:

**Digital Category Winner:**

City of Kalgoorlie-Boulder

**Commendation:** City of Kalamunda

**Infrastructure Category Winner:** Shire of Gingin

**Commendation:** City of Fremantle

**Leadership Category Winner:** Shire of Augusta Margaret-River

**Commendation:** City of Perth

**OVERALL WINNER: SHIRE OF GINGIN**

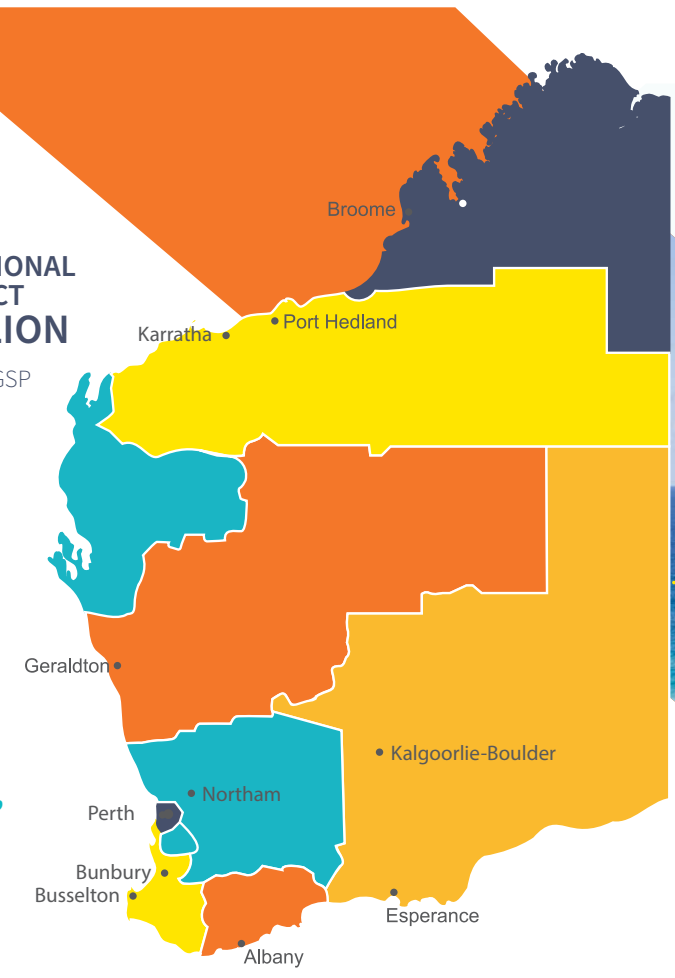




## INVESTMENT FRAMEWORK: STATS

**PORT PRODUCTION**  
**\$71 BILLION**  
74% of WA's total exports

**GROSS REGIONAL PRODUCT**  
**\$33 BILLION**  
13% of WA's GSP



**EMPLOYMENT**  
11% of WA's employment

**TOURISM**  
**\$2+ BILLION**  
18% of WA's economy

“Western Australia’s ten regional capitals are home to over 250,000 people; that is half the population of regional Western Australia and the engine room of the nation.”

**\$365K AVERAGE HOUSE PRICE**  
Significantly below the national average house price of \$571k

**\$4 BILLION AGRICULTURE**  
14% of WA's economy

“ We lead the sustainable strategic growth of Western Australia’s regional capitals, with a focus on excellence and opportunity creation.”

## INVESTMENT FRAMEWORK: WHY?

To seek a bipartisan commitment from State and/or Federal Governments, over a ten year period, beyond election cycles, so as to leverage the \$3.6b forward capital works programs of Alliance members.

This commitment could be accessed by Alliance members, based on demonstrating a clear alignment with State and Federal Policy, Priorities, and Benefits to surrounding Local Government communities and providing a cogent business case.

### Why now?

The current global economic headwinds of COVID-19 pandemic, potential trade wars and the uncertainty of China’s position in the world requires a Western Australian paradigm shift.

Many layers of government and private enterprise, since COVID-19, have presented the requirement for Australia to quickly move from a ‘harvest’ mindset to an economy that is more reliant on secondary processing of our abundant natural resources.

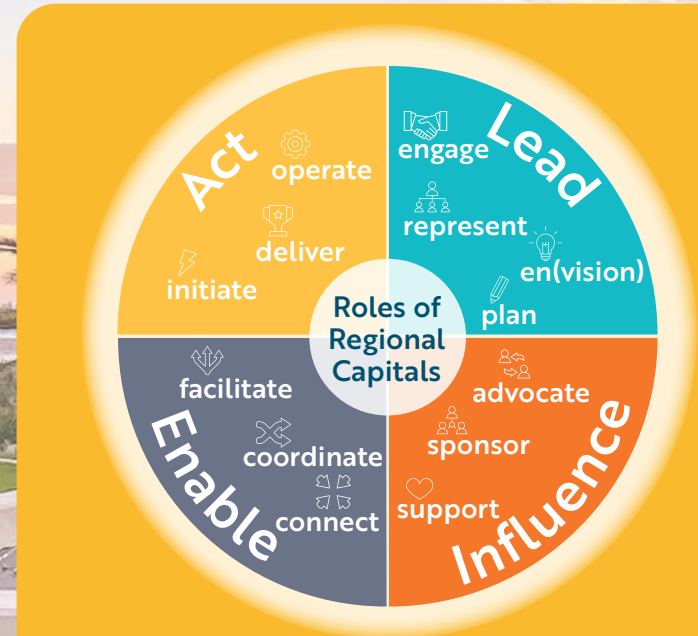
It is the time to facilitate and fast track economic development opportunities through faster pre-feasibility studies, opportunity approvals and development beyond the current WA Government Recovery Plan.

Those actions need to clear a path for investment and create an appropriate regulatory environment for public and private capital to navigate the complexities and challenges of approvals, which will then give comfort to investors.



## REGIONAL CAPITAL INVESTMENT FRAMEWORK PRINCIPLES

- Deliver outcomes for WA and Australia
- Planned & strategic economic development
- Outcomes focused across People, Place, Business and Economy
- Provide regional leadership
- Collaborative approach
- Use our connections with industry and government
- Opportunities are business driven
- Active use of non-financial levers



## RCAWA PROPOSED APPROACH

Facilitate, coordinate and connect with businesses of all sizes and community groups to identify key projects for the Regional Capital and region.

Identify all relevant stakeholders for each project.

Workshop 'best-path' options with other Regional Capitals to use experience of RCAWA.

Consult locally with community, regional local governments, business and relevant State and Federal Government authorities to develop project rationale and 'why'.

Develop clear Regional Capitals economic development and social plan linked to the region.

Ensure projects are attractive for all funding options available from State Government, Federal Government, business and investment groups.

Identify non-financial levers that will accelerate achievement of the vision and projects.

Support and/or prepare strategic comprehensive and coherent business cases for each project with stakeholders.

### Regional Capitals Project Opportunities

**880** TOTAL REGIONAL CAPITALS PROJECTS  
Including ~10 aggregated projects

**\$3.6B** TOTAL VALUE  
**\$4M** AV. VALUE OF PROJECTS

**36** AGGREGATED PROJECTS PER REGIONAL CAPITAL

### Megaprojects and Large Projects

**\$50M+** PROJECT VALUE  
**15** PROJECTS

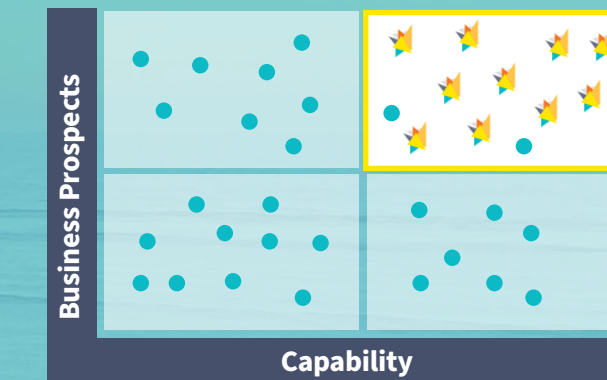
**\$5M+** PROJECT VALUE  
**88** PROJECTS

### Economic & Fundamental Infrastructure Projects

**TRANSPORT** **\$1.25B** | **TECHNOLOGY** **\$150M**

**ENERGY** **\$25M** | **HEALTH** **\$125M**

### A DELIVERY MODEL FOR INVESTMENT CAPABILITY / BUSINESS PROSPECTS MATRIX



○ Other Regional LG's | ● RCAWA Alliance Members

### Regional Capitals in the National Interest

- RED TAPE**
  1. Reform Local Government for better regional decision making.
  2. Streamline land tenure and native title processes.
  3. Integrate project approvals. A single integrated land, planning, environment and development system.
- EMPLOYMENT**
  1. Support skilled migration into regional capitals to match skill-based needs.
  2. Reform FBT in remote regional Australia to incentivise work and living regionally.
  3. Develop a National settlement Strategy that focuses on regional capitals.
- TOURISM**
  1. Provide more support to promote iconic attractions in regional capitals.
  2. Reduce cost of regional airfares.
  3. Build better collaboration between regional capitals and Tourism Australia.
  4. Build tourism related infrastructure and facilities.
- INFRASTRUCTURE**
  1. Fast track regional capitals funding deals.
  2. Adopt the Regional Investment Framework approach.
  3. Include regional capitals in National Energy Policy discussions.
  4. Establish arts and cultural facilities funding program.





## STAKEHOLDER ENGAGEMENT

A total of six Alliance meetings were held over the 2021-2022 financial year. The meetings were well attended by RCAWA members and visiting speakers including:

- Hon. Alannah MacTiernan MLC; MLC BA, Minister for Regional Development; Agriculture and Food; Hydrogen Industry.
- Hon. Nola Marino MP; Assistant Minister for Regional Development and Territories
- Simon Millman MLA; Parliamentary Secretary Minister for Health; Mental Health
- Ms. Marije van Hemert; Senior Policy Adviser for Minister Sanderson
- 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
- Mike Rowe; Director General, Department of Communities

- Anthony Kannis; Director General, Department of Planning, Lands and Heritage
- Michelle Reynolds; CEO City of Perth
- Basil Zempilas; Lord Mayor City of Perth
- Cr Karen Chappel; President WALGA
- Tracey Roberts; Mayor City of Wanneroo, President WALGA
- Nic Sloan; CEO WALGA
- Craig Hansom; LGIS Contract Manager, WALGA
- Rachael Sweeney; RCA Executive Officer
- Greg Cash; Elysian Consulting
- Ian Gordon; MainSheet
- Christopher Micks; Mainsheet
- Gerard Moody; MainSheet Capital





## STAKEHOLDER ENGAGEMENT

**In addition to attendances at RCAWA meetings, the following Government and industry representatives had engagements with the Alliance's Executive Officer regarding their portfolios and alignment with the Regional Capitals agendas.**

Hon Mark McGowan; Premier; Treasurer; Minister for Public Sector Management; Federal-State Relations

Hon Roger Cook; Deputy Premier; Minister for State Development, Jobs and Trade; Tourism; Commerce; Science

Hon Alannah MacTiernan BA LLB BJuris JP MLC; Minister for Regional Development; Agriculture and Food; Hydrogen Industry

Hon Paul Papalia CSC MLA; Minister for Police; Road Safety; Defence Industry; Veterans Issues

Hon Rita Saffioti BBus MLA; Minister for Transport; Planning; Ports

Hon Amber-Jade Sanderson BA MLA; Minister for Health; Mental Health

Hon John Carey BA MLA; Minister for Housing; Lands; Homelessness; Local Government

Hon Don Punch BPsych BSocwk MBA MLA; Minister for Disability Services; Small Business; Fisheries; Seniors and Ageing

Hon Reece Whitby MLA; Minister for Environment; Climate Action

Hon Dr Tony Buti BPE DipEd MIR LLB DPhil MLA; Minister for Finance; Aboriginal Affairs; Racing and Gaming; Citizenship and Multicultural Interests

Michael Barnes BBus (Hons), PSM; Under Treasurer

Hon Nola Marino MP: Assistant Minister for Regional Development and Territories

Hon Neil Thompson: Shadow Minister for Planning; Lands; Heritage

Jessica Stojkovski; MLA, Kingsley, Parliamentary Secretary to the Minister for Transport

Ms Rebecca Stephens MLA; Member for Albany, Acting Speaker of the Legislative Assembly

Anthony Kannis; Director General Department of Planning, Lands and Heritage



## STAKEHOLDER ENGAGEMENT

Duncan Ord; Director General Local Government, Sports and Cultural Industries

Mike Rowe; Director General, Department of Water and Environmental Regulation

Jodi Cant: A/Director General Department of Planning Lands and Heritage

Vaughan Davies; Assistant Director General of Heritage and Property Services Department of Planning Lands and Heritage

Erin Gauntlet; Executive Director, Department of Local Government Sport and Cultural Industries

Sarah Stevens; Director, Executive Services Office Director General Department of Communities

Richard Struik; Executive Officer, Department of Communities

Mark Brydon; Executive Director Housing Department of Communities

Shanaeya Sherdiwala; Director Corporate Services Department of Premier and Cabinet

Tim Fraser; Executive Director Department of Local Government Sport and Cultural Industries

Emma Colombera; Principal Policy Officer Minister for Housing; Lands; Local Government

Kym Francesconi; Senior Manager, WA Partnerships and Industry Tourism WA

Declan Morgan; Program Director, Department of Primary Industries and Regional Development

RDC CEO's Department of Primary Industries and Regional Development

Ben Harvey; Executive Director, Heritage Services Department of Planning Lands and Heritage

Cameron Bulstrode; Planning Director Department of Planning Lands and Heritage

Cesar Rodriguez; Manager Heritage Projects Department of Planning Lands and Heritage

Geraldine Thomas; Senior Policy Officer planning and strategy, Infrastructure WA

Tristan Prasser; Assistant Advisor to Brigid McKenzie

Di Bain; Chair, Tourism WA and Deputy Mayor City of Perth

Hon Martin Ferguson (Chair); Australian Trade and Investment Commission Planning; Ports

Sue Middleton; WA representative on the Federal Government Regional Telecommunications Review

Chris Fogarty; Director Regional Telecommunications Review





## STAKEHOLDER ENGAGEMENT

Graeme Gammie; CEO Landgate  
 Tony Brown; General Manager, WALGA  
 Tracey Roberts; President WALGA  
 Nic Sloan; Chief Executive Officer, WALGA  
 Nicole Matthews; Executive Manager Policy WALGA  
 Susie Moir; Policy Manager, Resilient Communities WALGA  
 Kelly McManus; Member, Signature Leadership Program WALGA  
 Tim Lane; Manager Strategy and Association Governance WALGA  
 Lisa Smith; CEO City of Albany CCI  
 Julie Waylen; CEO NDS WA  
 Chris Mitchell; Kimberley Regional Group (KRG) Chair  
 Deb Goostrey; Kimberley Regional Group (KRG) Executive Officer  
 Liz Ritchie; CEO Regional Australia Institute

Anne Finlay; CEO Mid-West Development Commission  
 Michelle Reynolds; CEO City of Perth  
 Candy Choo; CEO, Local Governments Professional Association (LGPRO)  
 Wayne Sheggia; Policy Officer LGPRO  
 Cath Hart; Executive Director Housing Industry Association HIA  
 Michelle Mackenzie; CEO Shelter WA  
 Rhiannon Bristow-Stagg; Projects Shelter WA  
 Leith Fradd; CEO Parks and Leisure WA  
 Duncan Ord; Greensted Consulting  
 Gerard Moody; MainSheet Capital, Director  
 Andrew Howe; Principal Element WA Market Force  
 Brian Sharp; Brian Sharp Consulting  
 Greg Cash; Elysian Consulting



## OUTLOOK

**Western Australia's economy has continued to perform strongly, driven by domestic activity (as measured by State Final Demand, SFD), which grew by 5.25% in 2021-22 – the strongest rate of growth in a decade.**

This momentum is expected to continue in 2022-23, with SFD forecast to grow by a further 4%. This strong economic growth is expected to generate approximately 30,000 jobs across Western Australia, in 2022-23. The unemployment rate is forecast to average 3.75% in 2022-23, the lowest rate since 2008-09. Which emphasises the need, identified earlier, for the Alliance to be well prepared for the housing pressures this will create.

This tight labour market is expected to flow through to a lift in wages growth, from 2% in 2021-22 to 2.75% in 2022-23. This has already been reflected in Alliance members budgets for 2022-23 and its challenge in attracting quality staff. Broader price pressures, accelerated in the tail end of the 2021-2022 year, particularly in

response to high global oil prices, as well as supply chain disruptions, COVID-19 related absenteeism, adverse weather events in other parts of the country, will continue to exacerbate these pressures.

The Perth Consumer Price Index is expected to grow by 2.75% in 2022-23, as inflationary pressures begin to moderate with the anticipated easing of supply chain issues and other global factors. The strength in the domestic economy is underpinning overall economic growth, with Gross State Product (GSP) estimated to grow by 2% in 2022-23.

The Alliance, mindful of these opportunities, is focusing on addressing impediments to realising this potential such as housing shortages in the social, residential and worker services accommodation sectors along with challenges in job creation and provision of government services to meet potential population growth scenarios.

Along with these challenges comes the task of building internal workforce capacity and capability in a tight employment market by attracting quality staff and ensuring strategic community, financial and asset management processes and principles are at the forefront of planning and decision making.

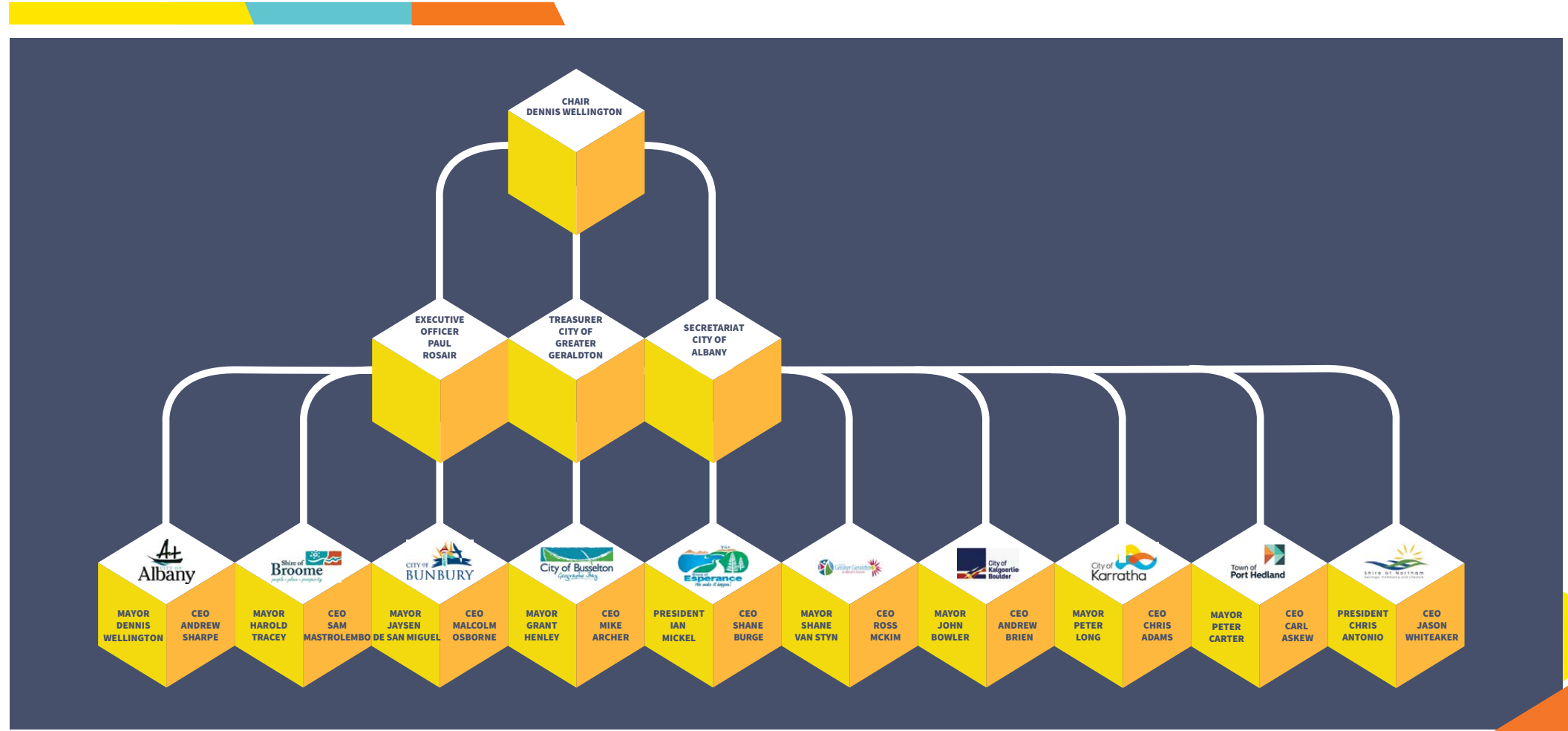
The COVID-19 pandemic demonstrated how workers can successfully operate remotely or from home. This has created the perfect storm of events for the Alliance to create the right business, liveability incentives and climate to lure Industry and the community to re locate to and prosper in regional WA.

The Alliance is uniquely placed, as a trusted advisor to and partner with all layers of Government, a collaborator within regional communities and developer of local entrepreneurs within the private sector to advise on how and when to harness the capacity of WA's regional capitals in achieving this recovery.



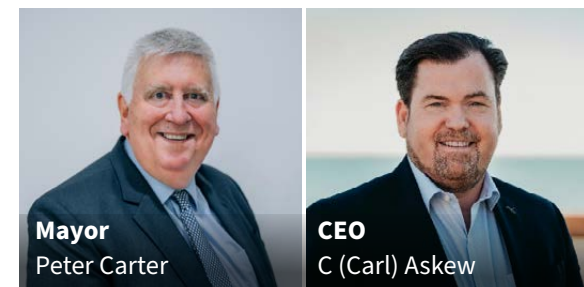
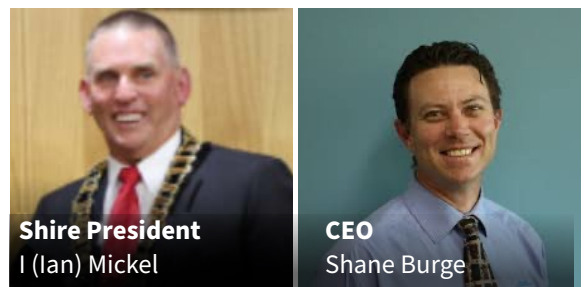
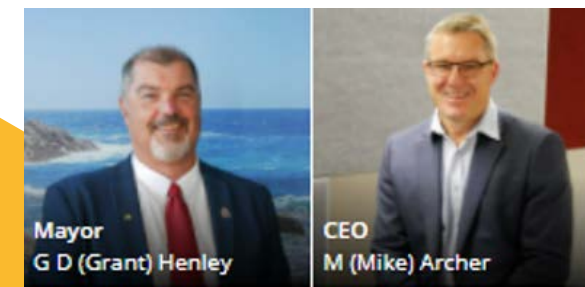
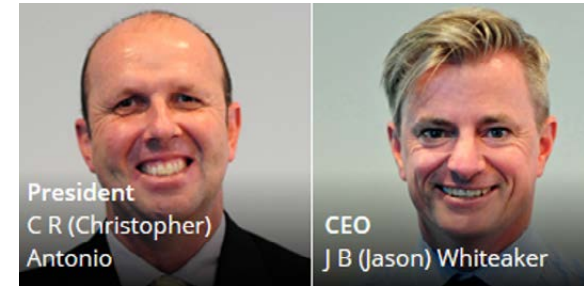
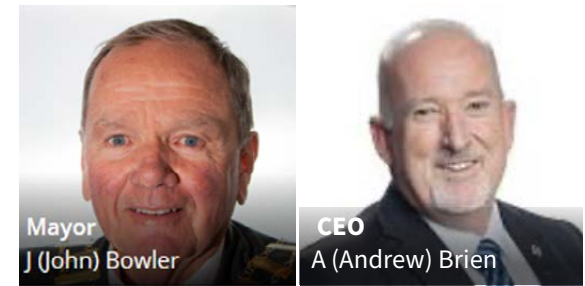
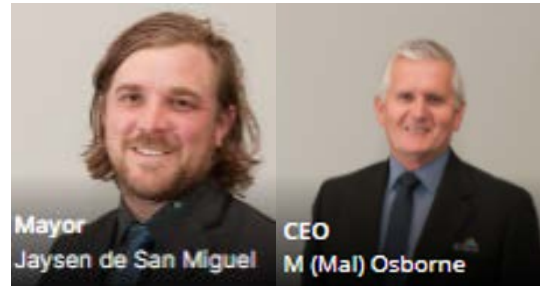
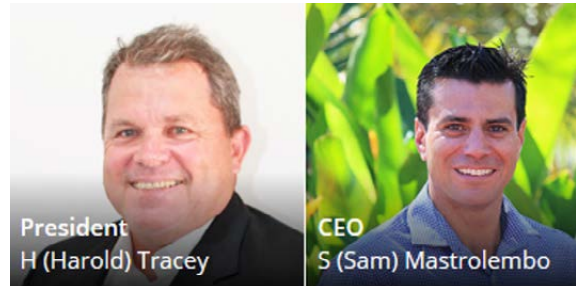


BOARD STRUCTURE





**MEMBERS**





RCAWA FINANCIALS FOR YEAR ENDED 30 JUNE 2021



Accountants and Business Advisors

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66 Chapman Road, Geraldton WA 6530  
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reception@midwestfinancial.com.au

25 August 2022

The Committee Members  
Regional Capitals Alliance Western Australia Inc.  
PO Box 101  
GERALDTON WA 6531

Dear Committee Members

MANAGEMENT LETTER FOR YEAR ENDING 30 JUNE 2022

We advise that we have recently completed the audit of Regional Capitals Alliance Western Australia Inc for the year ended 30 June 2022.

Our audit has been conducted in accordance with Australian Auditing Standards. Our procedures included examination, on a test basis, of evidence supporting the amounts and other disclosures in the financial report and the evaluation of significant accounting estimates. While our procedures are designed to identify any material weaknesses and detect misstatements from fraud and error, there is an unavoidable risk that even some material misstatements may remain undiscovered. This unavoidable risk is due to the test nature and other inherent limitations of an audit, together with the inherent limitations of any accounting and internal control system.

During the review, we noted no matters that we believe need to be brought to your attention.

If you have any queries for the above, please do not hesitate to contact us.

We would like to take this opportunity to thank you for your assistance provided during the course of our audit.

Yours sincerely

JIM DILLON  
CPA AUSTRALIA 699724  
Director  
Midwest Financial



PROFIT AND LOSS STATEMENT FOR THE YEAR ENDED 30 JUNE 2021

	2022	2021
		\$
<b>INCOME</b>		
Interest Income	5	15
Memberships	150,000	150,000
	<b>150,005</b>	<b>150,015</b>
<b>LESS EXPENDITURE</b>		
Accountancy Fees	960	928
Administration Costs	14,927	18,150
Audit Fees	1,100	1,300
Bank Fees	139	144
Donations	500	-
Executive Support	81,932	77,273
Meetings and functions	-	2,727
Projects	11,520	38,397
Rent	3,250	6,449
Travelling expenses	2,834	1,958
	<b>117,162</b>	<b>147,326</b>
<b>NET OPERATING PROFIT (LOSS)</b>	<b>32,843</b>	<b>2,689</b>

STATEMENT OF FINANCIAL POSITION AS AT 30 JUNE 2020

	2022	2021
		\$
<b>ASSETS</b>		
<b>BANK</b>		
Regional Capitals Alliance Western Australia Inc	68,204	34,657
Regional Capitals Alliance Saver	47,578	47,573
<b>TOTAL Bank</b>	<b>115,782</b>	<b>82,230</b>
<b>CURRENT ASSETS</b>		
Trade Receivables	0	1,292
<b>TOTAL CURRENT ASSETS</b>	<b>0</b>	<b>1,292</b>
<b>TOTAL ASSETS</b>	<b>115,782</b>	<b>83,522</b>
<b>LIABILITIES</b>		
<b>CURRENT LIABILITIES</b>		
Accounts Payable	10,132	11,969
Provision for audit fees	1,000	900
Tax Payable	-2,782	-3,935
<b>TOTAL CURRENT LIABILITIES</b>	<b>8,350</b>	<b>8,934</b>
<b>TOTAL LIABILITIES</b>	<b>8,350</b>	<b>8,934</b>
<b>NET ASSETS</b>	<b>107,432</b>	<b>74,588</b>
<b>EQUITY</b>		
Opening Bal Equity	136,570	136,570
Retained Earnings	-61,981	-64,671
Net income	32,843	2,689
<b>TOTAL EQUITY</b>	<b>107,432</b>	<b>74,588</b>

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2020

1. Summary of Significant Accounting Policies

This special purpose financial report has been prepared for distribution to the members to fulfil the Committee of Management's financial reporting requirements of the *Associations Incorporation Act 2015*. The accounting policies used in the preparation of this report, as described below, are consistent with the financial reporting requirements of the Group's constitution, and are, in the opinion of the Committee of Management, appropriate to meet the needs of members.

(a) The financial report has been prepared on a cash basis of accounting, including the historical cost convention and the going concern assumption.

(b) The requirements of Accounting Standards and other professional reporting requirements do not have mandatory applicability to Regional Capitals Alliance Western Australia Inc. because it is a not a "reporting entity". The Committee of Management has, however, prepared the financial report in accordance with all the measurement but not disclosure requirements of Accounting Standards and other professional reporting requirements.

2. Events after the reporting date

COVID-19 was declared a Pandemic by the World Health Organisation on 11 March 2020. The situation has been and continues to evolve very quickly. Significant economic damage has been seen globally and locally in Australia. The final financial impact of this Pandemic is unknown but maybe significant to the operation of the Organisation.





# Regional Capitals Alliance

WESTERN AUSTRALIA

