



Western Australian  
**Regional Capitals Alliance**

**Western Australian Regional Capitals  
Alliance Meeting**

**AGENDA**

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# AGENDA

## 1 OFFICIAL OPENING

## 2 RECORD OF ATTENDANCE / APOLOGIES / ABSENCE

### Members:

|                   |                                  |
|-------------------|----------------------------------|
| Peter Long        | Mayor City of Karratha (Chair)   |
| Chris Adams       | CEO City of Karratha             |
| John Bowler       | Mayor City of Kalgoorlie-Boulder |
| John Walker       | CEO City of Kalgoorlie-Boulder   |
| Shane van Styn    | Mayor City of Greater-Geraldton  |
| Gary Brennan      | Mayor City of Bunbury            |
| Andrew Brien      | CEO City of Bunbury              |
| Dennis Wellington | Mayor City of Albany             |
| Andrew Sharpe     | CEO City of Albany               |
| Kelly Howlett     | Town of Port Hedland             |
| Mal Osborne       | Town of Port Hedland             |

### Gusets:

|                       |                                 |
|-----------------------|---------------------------------|
| Fiona Haslam-McKenzie | UWA                             |
| Sally Haslam          | Secretariat                     |
| Maureen Keegan        | EO City of Kalgoorlie - Boulder |

### Apologies:

|              |                               |
|--------------|-------------------------------|
| Ken Diehm    | CEO City of Greater Geraldton |
| Kenn Donohoe | CEO Shire of Broome           |
| Ron Johnston | Mayor Shire of Broome         |

### Absent:

**3 DECLARATIONS OF INTEREST**

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

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**OFFICER’S RECOMMENDATION**

**That the Minutes of the Western Australian Regional Capitals Alliance Meeting held on Thursday, 10 December 2015, be confirmed as a true and correct record of proceedings.**

## 5 WARCA STRATEGIC DIRECTIONS 2016

|                                |  |
|--------------------------------|--|
| <b>Report Author:</b>          | <b>CEO – City of Karratha</b>                |
| <b>Date of Report:</b>         | <b>19 January 2016</b>                       |
| <b>Disclosure of Interest:</b> | <b>Nil</b>                                   |
| <b>Attachment(s)</b>           | <b>DRAFT WARCA Strategic Directions 2016</b> |

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### **Purpose**

To seek WARCA's consideration of the proposed WARCA Strategic Direction 2016 document.

### **Background**

At the WARCA meeting that was held on 10/12/15 there was considerable discussion regarding the current and future direction of WARCA. At that meeting WARCA members indicated, that while the organisation had had some successes, there needed to be a focus on tangible, measurable outcomes from the organization in 2016. Clarity was sought on the roles, functions and deliverables of WARCA in the immediate term (0- 6months)

Subsequent to this meeting a Draft 2016 WARCA Strategic Directions was developed and circulated to WARCA CEO's. This intent of this document was to identify the:

- Key focus areas for WARCA in 2016
- Actions that WARCA would undertake in each focus area in 2016
- Measures on how we'll judge whether WARCA has achieved

The Draft document was not meant to replace the WARCA Establishment Agreement and was not meant to be a long term plan or a financial plan. A teleconference workshop between WARCA CEO's was held on 14/1/16 to discuss the content of the Strategic Directions Document. The document was subsequently revised/updated to reflect the commentary from CEO's (See attachment).

The draft document indicates that the key focus areas for 2016 will be on:

- Advocacy and policy influence;
- Research;
- Promotion; and
- Information sharing

### **Link to Strategic Directions**

N/A

### **Budget Implications**

Nil

### **Options**

Option 1 – Support the Recommendation

Option 2 – That WARCA Board Modify the Draft WARCA Strategic Directions 2016 Document.

Option 3 – That WARCA Board consider alternative directions/options for the future of WARCA.

**Conclusion**

While it is not a comprehensive Strategic Plan, the Draft WARCA Strategic Directions 2016 document does briefly outline the proposed immediate future and priorities of the WARCA. This should assist in providing focus for the group and clear direction for the short term.

**Recommendation**

**That WARCA:**

- 1. Adopts the WARCA Strategic Directions 2016 document**
- 2. Receives a report on the Status of the implementation of the Strategic Directions at each WARCA meeting**

## **DRAFT WARCA STRATEGIC DIRECTIONS 2016 (Attachment)**

### **1. Vision**

WARCA will assist in enabling the member regional capital communities to evolve into fully-fledged alternatives to the Perth metropolitan area.

### **2. WARCA Objectives**

#### **2.1 Cooperation**

To provide a strong and cohesive regional group that has the capacity to provide leadership and practical projects that will enhance the regional capitals within Western Australia

#### **2.2 National Participation**

To promote and participate in national forums which seek to enhance the role, stature and effectiveness of regional cities and regional capitals across Australia.

#### **2.3 Resource Sharing**

To promote inter-council cooperation and resource sharing opportunities where these add value and do not diminish the way individual councils provide services to their communities.

### **3. Key Focus Areas (2016)**

#### **3.1 Advocacy & Policy Influence:**

WARCA will contribute and meaningfully influence policy Agendas of the State and Federal Governments that relate to the development of regional cities.

##### **3.1.1 2016 Actions:**

- Relevant State Minister and/or Director General (DG's) to attend each WARCA meeting. CEO's to meet a minimum of two weeks prior to WARCA meeting establish a draft list of items for discussion with relevant Minister/DG's and circulate the list to Mayors/Shire President for review and input. Initial 'targets' for discussion in 2016 are:
  - WA Premier
  - Minister for Local Government
  - Minister for Regional Development
  - Minister for Planning
  - Minister for Aboriginal Affairs
- Subsequent to meetings with Ministers/ DG's, WARCA will seek to send a delegation to meet with the opposition spokesperson on the relevant issue.
- WARCA will make submission and/or delegations regarding State policies and/or legislative reforms that potentially impact on WA Regional Cities.
- A WARCA specific submission to be made to political parties prior to the 2017 State Government Election.
- WARCA will actively participate in RCA lobbying and advocacy positions particularly relating to regional cities policy development, the Federal budget and other relevant matters if/when they arise.

### **3.2 Research:**

Through its partnership with UWA, WARCA will develop quality demographic, social and economic indicators that demonstrate the value, importance and significance of the WARCA members to the State and Nation.

#### **3.2.1 2016 Actions:**

- Implementation the agreed UWA/WARCA research program.
- UWA research findings and implications to be presented to each member Council throughout 2016.

### **3.3 Promotion:**

WARCA will actively promote the importance of Western Australia's regional cities, WARCA's Policy Agenda and the significance of the UWA research findings through appropriate mediums.

#### **3.3.1 2016 Actions**

- WARCA (or its partners) will present at a minimum of two (2) State or National conferences in 2016 on relevant WARCA issues.
- Press releases will be distributed on WARCA's activities through local, statewide and/or national media when relevant and appropriate.
- Profile of WARCA activities/agenda in journals or industry publications when relevant and appropriate.
- A 'one pager' to be developed on "What is WARCA?"
- A 'one pager' to be developed on "Why is WARCA necessary?"
- Secretariat to prepare a database of email contacts and dissemination of information to occur as appropriate.
- Regular updates on website by UWA/Secretariat

### **3.4 Information Sharing**

As the largest regional local governments in Western Australia, there is an opportunity to learn from each other through discussion and information sharing amongst CEO's and elected members.

#### **3.4.1 2016 Actions:**

- At the joint CEO's WARCA pre-meeting, a Regional Cities Contentious and Emerging issues list will be developed. This list, along with a short description on the matter/s will be included for discussion on the subsequent WARCA Agenda.
- Where deemed appropriate by WARCA, a more comprehensive Agenda items and/or WARCA position statement will be subsequently developed on the relevant contentious or emerging issues.
- Development status, challenges and opportunities pertaining to the State Government Growth Plan process will be discussed at WARCA meetings.
- At least one meeting per year to be held at a regional capital with a field visit to be arranged to a local organisation which showcases innovation.



**4. Areas that WARCA is not planning to be extensively involved in.**

While there may be some value in pursuing the following matters at a later date, WARCA is not planning to actively engage in the following matters extensively throughout 2016:

- Joint Procurement
- Internal Policy Development
- Advocacy on matters being pursued/managed on a Statewide basis by WALGA (except when the WALGA position varies significantly from WARCA's)
- Resource Sharing between WARCA Members

**5. Review & Reporting**

A brief snapshot report on the status of the above listed 2016 Actions will be prepared and distributed as a component of each WARCA Agenda

**6 WARCA PROPOSED MEETING SCHEDULE 2016**

| Meeting Date                         | Comments   |
|--------------------------------------|--|
| Wednesday 2 March 2016<br>Confirmed. | Premier in attendance<br>Venue – UWA   |
| Wednesday 1 June 2016                |  |
| Tuesday 2 August 2016                | Local Government Week starts 3 August.   |
| Tuesday 25 October 2016              | Proposal to meet in Albany as the SEGRA (Sustainable Economic Growth for Regional Australia conference will be on in Albany at the same time.) This is an opportunity to meet the WARCA commitment to hold a meeting in member town/city and for members to attend the conference and network with relevant politicians who will also be present.) |
| December                             | To be confirmed at the October meeting.  |

## 7 WARCA MEETING WITH PREMIER

|                                |                               |
|--------------------------------|-------------------------------|
| <b>Report Author:</b>          | <b>CEO – City of Karratha</b> |
| <b>Date of Report:</b>         | <b>9 February 2016</b>        |
| <b>Disclosure of Interest:</b> | <b>Nil</b>                    |
| <b>Attachment(s)</b>           | <b>Nil</b>                    |

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### **Purpose**

To seek WARCA member's consideration and agreement regarding the topics that the group would like to raise with the Premier and the process that it proposes to use during the discussions

### **Background**

The Premier of WA has agreed to meet with WARCA members on Wednesday 2<sup>nd</sup> March at 1pm for one hour to discuss WARCA matters. At this point there is no agreed topics for discussion and no agreed process between WARCA members re how the discussions/presentation to the Premier should be held. To get the greatest value from the meeting it would be prudent to advise the Premier of the topics that WARCA intend raising with him.

### **Link to WARCA Strategic Directions/Establishment Agreement**

The Draft WARCA Strategic Directions 2016 document includes the following statements that are relevant to this matter:

### **Advocacy & Policy Influence:**

WARCA will contribute and meaningfully influence policy Agendas of the State and Federal Governments that relate to the development of Regional Cities.

#### 3.1.1 2016 Actions:

- Relevant State Minister and/or Director General (DG's) to attend each WARCA meeting. CEO's to meet a minimum of two weeks prior to WARCA meeting establish a draft list of items for discussion with relevant Minister/DG's and circulate the list to Mayors/Shire President for review and input. Initial 'targets' for discussion in 2016 are:
  - WA Premier
  - Minister for Local Government
  - Minister for Regional Development
  - Minister for Planning
  - Minister for Aboriginal Affairs
- Subsequent to meetings with Ministers/ DG's, WARCA will seek to send a delegation to meet with the opposition spokesperson on the relevant issue.

### **Budget Implications**

Nil

## Options

### Topics

Currently, there is no consolidated list of topics that WARCA would advocate to the Premier/Ministers on. It is suggested that topics that should be discussed be:

- Regional City focused and not on a particular LG issue or project.
- Topical to the current agenda of the State Government
- Relevant to the majority of WARCA members

Some preliminary suggestions for topics (as thought starters) include:

- WARCA's Role and Agenda
- UWA Research Findings and Implications for State Policy and Budget.
- Growth Plans – Transitioning from planning to implementation
- State Budget Cuts/Employment Freeze: Impacts on WARCA communities
- Need for Decentralisation of State Government bureaucracy
- Future of R4R funding
- Local Government reform
- Airline Ticket Pricing – Government support/intervention
- Others

### Process

There is no standard process for WARCA delegations. When WARCA last met with the Premier the process that was held was for the WARCA Chair to make some introductory comments, followed by the Premier making some comments then a general Q&A session with members. The Agenda was not particularly preconceived and the discussion (while interesting) roamed across multiple topics.

Other delegations to Ministers/Members by WARCA have been 'introductory' in nature, whereby small delegations of WARCA members have discussed 'What WARCA is' and what issues are impacting WARCA members within their respective portfolios. While these meetings have potentially raised the profile of WARCA somewhat, they have achieved little in the way of tangible outcomes. Options for the engagement with the Premier include:

- A presentation by WARCA representative/s followed by questions and discussion.
- Pre-submitting a list of topics and questions that we would like addressed and answered.
- Sending Briefing Notes to the Premier that provide some background to the issues and seek a commitment from the Premier on the matter.
- A combination of any or all of the above.

## Conclusion

The proposed meeting with the Premier is an opportunity for WARCA to re-start its profile raising within the WA Government. To make the best use of this opportunity, clarity is required in relation to topics that will be discussed and the process/tactics that WARCA proposes for the meeting.

**Recommendation**

**That:**

- 1. The Premiers Office be advised that the proposed topics for discussion with WARCA at the 2/3/16 meeting are:**
  
- 2. WARCA members agree that the process for the discussion with the Premier is to be \_\_\_\_\_**
  
- 3. In accordance with the Draft WARCA Strategic Directions document, an appointment be sought with the Opposition Leader, Mark McGowan, on the afternoon of the 2/3/16 to discuss the WARCA related matters listed in Point 1 above.**
  
- 4. That the delegation to the proposed Opposition Leader meeting include the following WARCA representatives:**

## 8 PROPOSED WARCA CONTENTIOUS AND EMERGING ISSUES LIST

|                                |   |
|--------------------------------|---|
| <b>Report Author:</b>          | <b>CEO - City of Karratha</b>   |
| <b>Date of Report:</b>         | <b>9 February 2016</b>  |
| <b>Disclosure of Interest:</b> | <b>Nil</b>  |
| <b>Attachment(s)</b>           | <b>Proposed template for WARCA Contentious and Emerging Issues List</b> |

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### **Purpose**

For WARCA members to consider the potential introduction of a more structured process for the emergence of issues on the WARCA Agenda.

### **Background**

WARCA Agenda issues have traditionally been raised by individual members with limited process or structure as to how projects and issues are selected and progressed as WARCA matters. It is proposed to introduce a WARCA Contentious and Emerging Issues List to provide greater clarity on how matters/projects are selected by WARCA.

### **Link to WARCA Strategic Directions/Establishment Agreement**

The Draft WARCA Strategic Directions 2016 document includes the following statements that are relevant to this matter:

#### **Information Sharing**

As the largest regional local governments in Western Australia, there is an opportunity to learn from each other through discussion and information sharing amongst CEO's and elected members.

#### **2016 Actions:**

- At the joint CEO's WARCA pre-meeting, a Regional Cities Contentious and Emerging Issues List will be developed. This list, along with a short description on the matter/s will be included for discussion on the subsequent WARCA Agenda.
- Where deemed appropriate by WARCA, a more comprehensive Agenda items and/or WARCA position statement will be subsequently developed on the relevant contentious or emerging issues

### **Budget Implications**

Nil

### **Options**

Option 1 – Support the Recommendation

Option 2 – That WARCA modify the Draft Contentious and Emerging Issues List template (as attached) by including/excluding the following information

Option 3 – That WARCA not support the introduction of the Draft Contentious and Emerging Issues List template and determine an alternate manner of establishing agreed WARCA Agenda matters.

### **Conclusion**

For discussion/decision

**Recommendation**

**That WARCA:**

- 1. Note and support the proposed use of WARCA Contentious and Emerging Issues List as Attached**
  
- 2. Receive and discuss the WARCA Contentious and Emerging Issues List at each scheduled WARCA meeting.**

## ATTACHMENT 1

## WARCA Contentious and Emerging Issues List

| No  | Issue                             | Description   | Potential WARCA Involvement   | Raised By         | WARCA AGREED DIRECTION  |
|-----|-----------------------------------|---|---|-------------------|---|
|     | 'Headline' statement of the issue | Description of issue (Max 50 word)  | How WARCA could be involved (Max 30 words)  | Who raised issue. | Can be 'Noted', 'Progress to Next WARCA Agenda' or 'Additional Info Required' |
| eg. | Airline Ticket Prices             | Airline ticket prices to WARCA cities are extremely high when compared to interstate, international and intrastate flights in other Australian states. While some advocacy has occurred on this matter, limited traction has been gained. | Potential advocacy to Min for Regional Development and Min for Transport on this issue seeking government intervention. | City of Karratha  |   |
| 1   |                                   |   |   |                   |   |
| 2   |                                   |   |   |                   |   |
| 3   |                                   |   |   |                   |   |
| 4   |                                   |   |   |                   |   |



## 9 UWA RESEARCH UPDATE

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|                                |                              |
|--------------------------------|------------------------------|
| <b>Date of Report:</b>         | <b>12 February 2016</b>      |
| <b>Report Author:</b>          | <b>Fiona Haslam-McKenzie</b> |
| <b>Disclosure of Interest:</b> | <b>Nil</b>                   |
| <b>Attachment(s)</b>           | <b>Nil</b>                   |

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- 17<sup>th</sup> December, 2015 Meeting and presentation by Profs Plummer and Haslam McKenzie re. *The Evolution of Regional Economies in Western Australia: Albany, Broome, Busselton, and Geraldton, 1984-2014* to Department of Regional Development with invitees from Landcorp, Department of Agriculture, Department of State Development and Department of Planning in attendance.

Precis:

- detailed insights into the spatial performance and levels of economic integration within Western Australia using four Western Australian regional economies.
- Assessment of the opportunities and barriers to regional growth and resilience across Western Australia.
- Contributing to evidence-based policy, indicating specific areas of policy that may require revision.
- Invitation, (and acceptance by FMcK), to present findings of 2015 WARCA research (competitive and comparative advantage) work to the Regional Capitals Australia conference April 2016.
- Disappointingly, it appears that the Western Australian Centre for Regional Development (WA-CRD) submission has not been successful. Two CEOs of Regional Development Commissions argued against it and the Minister for Regional Development has decided to defer the establishment of the Centre for Regional Development (date unknown).
- The WARCA Regional Analysis workshop dates for 2016 need to be decided ASAP.
- The Research Update meeting date needs to be decided ASAP, preferably before June when the School of Earth and Environment Head of School (Professor Matthew Tonts) will be going on sabbatical.

## 10 BUDGET UPDATE AND DRAFT 2016/17 BUDGET



**Report Title:** Treasurers Report - January 2016  
**Report Author:** K Diehm, Treasurer  
**Date of Report:** 12<sup>th</sup> February 2016  
**Disclosure of Interest:** Nil  
**Attachment(s)** One

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*Please find attached the following financial reports for the consideration of the Board:*

1. *Balance Sheet as at 31st January 2016*
2. *Budgeted Profit and Loss for the period ending 31st January 2016*
3. *Customer Balance Enquiry as at 31<sup>st</sup> January 2016*
4. *Supplier Balance Enquiry as at 31<sup>st</sup> January 2016*

*The following notes are provided as an explanation to significant variances in the Budgeted Profit and Loss Statement:*

1. ***UWA – Media Relations*** – *The invoice received from the UWA Secretariat has not been broken down into the respective cost allocations. This will be corrected in next month's report.*
2. ***UWA – Secretariat*** – *The invoice received from the UWA Secretariat has not been broken down into the respective cost allocations. This will be corrected in next month's report.*
3. ***UWA – Website Development*** – *The invoice received from the UWA Secretariat has not been broken down into the respective cost allocations. This will be corrected in next month's report.*

*Ken Diehm  
RCA Treasurer  
Date: 12<sup>th</sup> February 2016*

***Recommendation***

*That the Board receive and note the Treasurer's Report for the period ending 31st January 2016 and accompanying financial statements.*

8:59 AM  
03/02/16  
Accrual Basis

**WARCA**  
**Balance Sheet**  
As of January 31, 2016

|                                 | Jan 31, 16        |
|---------------------------------|-------------------|
| <b>ASSETS</b>                   |                   |
| Current Assets                  |                   |
| Chequing/Savings                |                   |
| Cash at Bank                    | 80,346.62         |
| Total Chequing/Savings          | 80,346.62         |
| Other Current Assets            |                   |
| Accounts Receivable             | 32,165.69         |
| Prepayments                     | 17,333.33         |
| Total Other Current Assets      | 49,499.02         |
| Total Current Assets            | 129,845.64        |
| <b>TOTAL ASSETS</b>             | <b>129,845.64</b> |
| <b>LIABILITIES</b>              |                   |
| Current Liabilities             |                   |
| Accounts Payable                |                   |
| Trade creditors                 | 52,356.00         |
| Total Accounts Payable          | 52,356.00         |
| Other Current Liabilities       |                   |
| Tax Payable                     | 14,055.58         |
| Total Other Current Liabilities | 14,055.58         |
| Total Current Liabilities       | 66,411.58         |
| <b>TOTAL LIABILITIES</b>        | <b>66,411.58</b>  |
| <b>NET ASSETS</b>               | <b>63,434.06</b>  |
| <b>EQUITY</b>                   |                   |
| Opening Bal Equity              | 136,570.00        |
| Retained Earnings               | 70,637.00         |
| Net Income                      | -143,772.94       |
| <b>TOTAL EQUITY</b>             | <b>63,434.06</b>  |

9:01 AM  
03/02/16  
Accrual Basis

**WARCA**  
**Profit & Loss Budget vs. Actual**  
July 2015 through January 2016

|                           | <u>Jul 15 - Jan 16</u> | <u>Budget</u>     | <u>\$ Over Budget</u> | <u>% of Budget</u> |
|---------------------------|------------------------|-------------------|-----------------------|--------------------|
| Ordinary Income/Expense   |                        |                   |                       |                    |
| Income                    |                        |                   |                       |                    |
| Interest received         | 336.81                 |                   |                       |                    |
| Memberships 2015/16       | 153,041.56             |                   |                       |                    |
| <b>Total Income</b>       | <b>153,378.37</b>      |                   |                       |                    |
| Gross Profit              | 153,378.37             |                   |                       |                    |
| Expense                   |                        |                   |                       |                    |
| Accountancy fees          | 1,500.00               | 2,500.00          | -1,000.00             | 60.0%              |
| Meetings & Functions      | 1,400.64               | 2,000.00          | -599.36               | 70.0%              |
| RCA Memberships 2015/16   | 56,000.00              | 56,000.00         | 0.00                  | 100.0%             |
| Secretariat               | 11,160.00              | 11,160.00         | 0.00                  | 100.0%             |
| Strategic Planning        | 7,080.00               | 7,080.00          | 0.00                  | 100.0%             |
| Travelling expenses       | 0.00                   | 4,000.00          | -4,000.00             | 0.0%               |
| UWA - Media Relations     | 0.00                   | 5,000.00          | -5,000.00             | 0.0%               |
| UWA - Secretariat         | 34,666.67              | 27,000.00         | 7,666.67              | 128.4%             |
| UWA - Website Development | 0.00                   | 8,000.00          | -8,000.00             | 0.0%               |
| UWA Research Contribution | 185,344.00             | 185,344.00        | 0.00                  | 100.0%             |
| <b>Total Expense</b>      | <b>297,151.31</b>      | <b>308,084.00</b> | <b>-10,932.69</b>     | <b>96.5%</b>       |
| Net Ordinary Income       | -143,772.94            | -308,084.00       | 164,311.06            | 46.7%              |
| Net Income                | -143,772.94            | -308,084.00       | 164,311.06            | 46.7%              |

9:47 AM

28/01/16

**WARCA**  
**Customer Balance Summary**  
As of January 31, 2016

|                 | <u>Jan 31, 16</u>       |
|-----------------|-------------------------|
| Shire of Broome | <u>32,165.69</u>        |
| <b>TOTAL</b>    | <u><u>32,165.69</u></u> |

9:48 AM

28/01/16

**WARCA**  
**Supplier Balance Summary**  
As of January 31, 2016

|                                 | <u>Jan 31, 16</u>              |
|---------------------------------|--------------------------------|
| Guild of Undergraduates         | 356.00                         |
| University of Western Australia | <u>52,000.00</u>               |
| <b>TOTAL</b>                    | <b><u><u>52,356.00</u></u></b> |

**11 STATE GOVERNMENT BUDGET CUTS: IMPACT ON WARCA MEMBERS**

Report to be tabled at meeting

**12 OTHER BUSINESS**

**13 CLOSURE & DATE OF NEXT MEETING**

The meeting closed at \_\_\_\_\_.

The next meeting is to be held on Wednesday, 2 March 2016 at 1pm at the University of Western Australia