



RCAWA ANNUAL REPORT 2017-2018



**Regional
Capitals
Alliance**

WESTERN AUSTRALIA

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Welcome to the 2017-2018 RCAWA Annual Report





- ✓ Unity
- ✓ Participation
- ✓ Communication

The Regional Capital Alliance of western Australia is home to over 250,000 people; that is half the population of regional Western Australia and the engine room of the nation.

Peter Long RCAWA Chair

1. Forward: Peter Long - RCAWA Chair

Western Australia's ten regional capitals play a pivotal role in both strengthening the Western Australian economy, and supporting the growth of their region's economy. The Regional Capital Alliance of Western Australia (RCAWA) is home to over **250,000 people**; that is half the population of regional WA.

Together, regional capitals represent the most significant concentration of employment in regional Western Australia. The combined value of trade exports from and through Western Australia's regional centres has consistently performed above expectations.

Regional Western Australia is growing and we plan to see it reach its full potential. Trends show that regional capitals have capacity to grow, with a number experiencing very significant growth over the past five years, while the growth in State capital cities has slowed.

We know that regional growth is critical to the future of our whole state. Consequently, the Alliance has been formed to ensure regional centres work together with a common voice to lead sustainable, strategic regional growth.

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.

We advocate so that government policy and private sector investment match our growth needs in a way that enables our regional communities to prosper.

Each of the regional capitals has high capability and prospects, positioning them as ideal locations in which to grow both the population base and economic diversity of the state.

Leveraging this momentum and building communities that offer a real alternative to the metropolitan area requires a focused and tailored approach.

I believe this Alliance has become a trusted advisor to Government and to the private sector on the issues impacting on, and often unique to, regional areas of Western Australia. Building outcomes that benefit regional communities also provides growth opportunities for all of Western Australia and indeed the entire nation.

I would like to thank Alliance members, Chief Executives, the Executive Officer and all our stakeholders in working towards greater investment in the regional capitals of Western Australia.

**Peter Long,
Chair**



- ✓ Advocacy
- ✓ Partnership
- ✓ Representation

"It is an exciting time for regional Western Australia as it prepares for the next phase in the economic cycle"

Paul Rosair, Executive Officer

2. Overview: Paul Rosair – Executive Officer

Western Australia's sustained population and economic growth relies on the ongoing existence of strong and resilient regions. Indeed, regional Western Australia continues to contribute significantly to the national economy.

I am pleased to report that RCAWA's pursuit to secure more investment into the strategic growth of Western Australia's regional capitals is gaining support and momentum.

Through this Alliance, strong and resilient regions are possible because each regional capital has committed to pool their resources in the pursuit of cross-regional opportunities, or when responding to challenges as they arise.

This Annual Report contains information about RCAWA's activities and finances as a non-for-profit organisation during the 2017 / 18 financial year.

Specifically, it outlines key strategic priorities and actions undertaken during the 2017/18 year, organised into three key focus areas:

- Advocacy and Policy Influence
- Partnership and Collaboration
- Representation

It is an exciting time ahead for regional Western Australia as it prepares for the next phase in the economic cycle. The combined productivity (currently \$26 Billion and 10% of WAGSP) of WA's regional capitals, is picking-up speed.

Research shows a correlation between population and economic growth in regional Western Australia. There is a need to build capacity for growth knowing that each region has its own competitive advantage with some regional capitals growing faster than others.

I would like to thank our strategic partners. During 2017/18 the alliance engaged with senior Cabinet Ministers, public servants, business executives all interested in the views and advice of the Alliance.

That is why the alliance is uniquely placed into the future to become a trusted advisor to Government, collaborator with regional communities and to develop entrepreneurs with the private sector. It is best placed to advise on how and when to best match the needs and harness the capacity of regional capitals.

The success of the alliance relies on a diverse network of stakeholders reaching common ground. It has been my pleasure working individually and collectively with the ten Mayors and Presidents of each regional capital and their Chief Executives in the pursuit of sustainable strategic growth for our regional communities.

Paul Rosair
Executive Officer

WHAT WE DO

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

Our Vision:

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

Our Focus:

Advocacy and 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 and 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.

How We Work:

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 contribution to the development of regional capitals across Australia.

Communication

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

Strategic Goal: Advocacy and Policy Influence

Highly liveable, sustainable regional capitals offering a real alternative to the metropolitan area.

We Will:

- ✓ Advocate for equitable access to regional services and infrastructure
- ✓ Drive the development of a clear, consistent regional investment strategy based on capability and business prospects
- ✓ Advocate for and enable decentralisation of the workforce across government and industry
- ✓ Campaign for legislation and government policy that supports sustainable regional growth

Strategic Goal: Partnership and Collaboration

Innovative and sustainable networked system of regional capitals that are that are good places to live, work, visit and invest.

We Will:

- ✓ Share best practice in community building, leadership and place making
- ✓ Partner to facilitate decentralisation of the workforce to the regions
- ✓ Highlight investment opportunities across the regions
- ✓ Deliver alliance-wide and niche group projects
- ✓ Foster collaboration and entrepreneurialism to accelerate the growth

Strategic Goal: Representation

Regional capitals are represented by a common voice.

We Will:

- ✓ Collaborate with our members and our regional partners to understand, and communicate about, strategic issues and opportunities
- ✓ Build brand awareness, and the reputation of, RCAWA
- ✓ Exemplify excellence in stakeholder engagement and corporate communications.

2017/18 Strategic Actions

In accordance with the RCAWA Strategic Plan 2017-2022 a range of actions were undertaken during the 2017-18 year, organised into three key focus areas.

1. Advocacy and Policy Influence:

Key Outputs:

- Public policy participation
- Advocating RCAWA's regional Investment Framework
- Input into Government's Regional Service Delivery Model

Highlights:

- ✓ Local Government Act Review Submission
- ✓ Planning reform Green Paper Submission
- ✓ Land Tenure Policy review
- ✓ Regional Growth Fund policy and guidelines
- ✓ Senate Economic References Committee submission
- ✓ Local government professionals benchmarking
- ✓ Regional airfare review submission
- ✓ Public libraries review submission

2. Partnerships and Collaborations:

Key Outputs:

- Regional investment framework developed with stakeholders
- Investment attraction strategy developed with stakeholders
- Synergies/opportunities identified in current regional projects

Highlights:

- ✓ MACWA Awards established and run
- ✓ Regional City Deals and Smart Cities collaborations
- ✓ Workers compensations claims review
- ✓ Growing profile of the RCAWA brand
- ✓ Regional Investment Framework delivered to Government
- ✓ Growth Planning paper prepared

3. Representations:

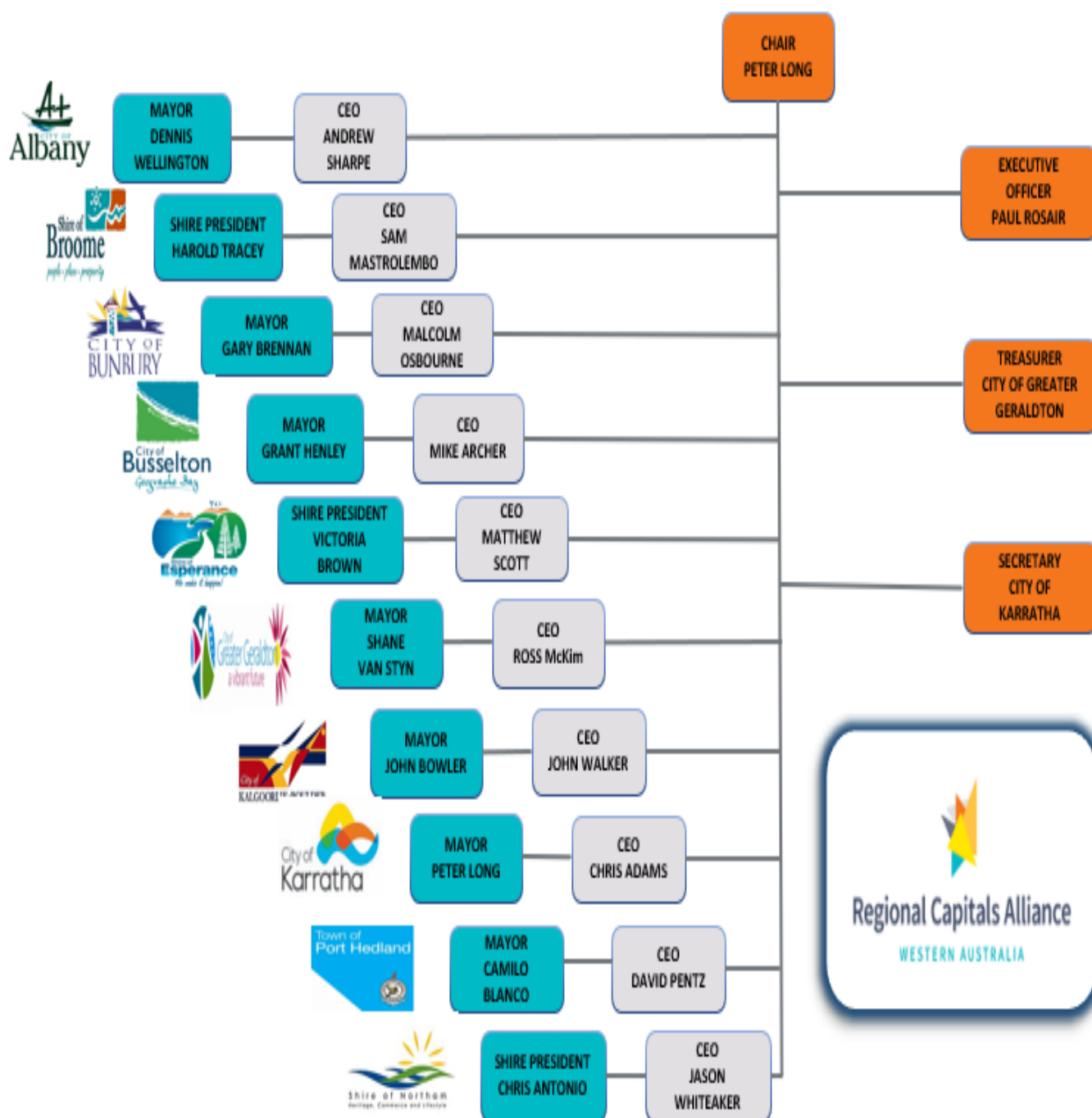
Key Outputs:

- Cost-effective Board governance
- Regular CEO's group conferences
- Publicly available RCAWA reports and minutes

Highlights:

- ✓ RCAWA meetings, communications and reporting schedule
- ✓ Ministerial attendance at RCAWA meetings
- ✓ Election of new office bearers
- ✓ Meetings with senior Cabinet Ministers
- ✓ Meetings with senior Public Servants
- ✓ Strategic Plan implementation
- ✓ Communications Plan activated
- ✓ Presentation to Segra (Sustainable Economic Growth in Regional Australia)

RCAWA BOARD STRUCTURE



RCAWA MEMBERSHIP

CITY OF ALBANY

As the oldest permanently settled town in WA, the City of Albany is a picturesque community featuring heritage buildings enhanced by a dramatic coastline and surrounding pockets of natural beauty. Tourism is a key industry, with cruise ships regularly boosting the already strong tourist visitation numbers. Other key drivers include agriculture, timber production, fishing and aquaculture, with the Port also providing an essential export facility.



SHIRE OF BROOME

The iconic tourist town of Broome is a dynamic and exciting community that is projected to experience high permanent population growth over the next ten years. In addition to tourism, Broome's economy is centred on servicing the pastoral, horticultural, aquaculture and the minerals and energy sectors. As a thriving services hub, Broome blends commercial and economic activity whilst retaining its natural beauty where the wilderness meets the ocean.



CITY OF BUNBURY

As the key commercial and administrative hub of the South West region, Bunbury offers a well-serviced community in an attractive beach side setting. With key industries including mining, manufacturing, agriculture, timber production, retail and services, and tourism, Bunbury has a diverse economy.

Its port is one of Australia's largest regional facilities, exporting significant quantities of bulk commodities.



CITY OF BUSSELTON

As one of the fastest growing towns in Western Australia, Busselton's population is expected to double by 2026. This modern beach side community has a strong tourism sector, including cruise ship visitation, along with a range of significant industries such as construction, agriculture, education and services, and manufacturing.



SHIRE OF ESPERANCE

Esperance offers the advantage of a compact regional centre, combined with the natural beauty of its pristine coastline. The area's key industry activity centres in agriculture, manufacturing, fishing, and tourism, while it also plays a pivotal support role to the nearby mining area of the goldfields as the main export port for the region.



CITY OF GREATER GERALDTON

Servicing the Midwest region, Geraldton's natural coastal assets are an iconic feature of the city. With industries including mining, fishing, manufacturing, agricultural, construction, retail and tourism, the City has a diverse economy. The Port of Geraldton is the major seaport for the region, significant as both an export and import point as well as welcoming cruise ships.



CITY OF KALGOORLIE-BOULDER

With a rich heritage as a gold-rush town, Kalgoorlie-Boulder is Australia's largest outback city. The local economy continues to be based on mining, with the region being a significant contributor to Western Australia's \$30 billion mining industry, in 2015-16 the total value of mineral production in the region totalling nearly \$9 billion.



CITY OF KARRATHA

Karratha is a 'City of the North' and is the largest contributor to the national economy of all local governments in Western Australia, and the sixth largest contributor in Australia. Known best as a major service and extraction hub, Karratha also offers modern, first-class community facilities and a vibrant and exciting lifestyle.



SHIRE OF NORTHAM

As the regional hub of the Avon Valley and Central Wheatbelt, Northam offers the charm of a historic rural community with modern services, just a short distance from the metro area. Nestled alongside the Avon River, this traditionally agricultural focused hub is rapidly diversifying into industries such as retail, health, education and tourism, including recreational aviation.



TOWN OF PORT HEDLAND

Port Hedland is a global economic hub, with an ancient heartbeat, rich cultural heritage and dramatic natural beauty. Located on Kariyarra country it is known as the Gateway to the Pilbara. A vibrant community, it is the second largest town in the area, and is home to the world's largest bulk tonnage export port, an international airport and major industry leaders.



RCAWA FINANCIALS

BALANCE SHEET

AS OF JUNE 30, 2018

ASSETS

Current Assets

Chequing/Saving

WARCA Cheque Account	100.54
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WARCA Saving Account	<u>29,572.15</u>
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Total Chequing/Savings	<u>29,672.69</u>
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Total Current Assets	<u>29,672.69</u>
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LIABILITIES

Current Liabilities

Other current Liabilities

Accrued Charges	7,159.09
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Tax Payable	<u>-2,300.45</u>
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Total Other Current Liabilities	<u>4,858.64</u>
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Total Current Liabilities	<u>4,858.64</u>
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NET ASSETS	<u>24,814.05</u>
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EQUITY

Opening Bal Equity	136,570.00
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Retained Earnings	-101,968.85
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Net income	<u>-9,787.10</u>
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Total Equity	\$ <u>24,814.05</u>
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RCAWA FINANCIALS

PROFIT AND LOSS
JULY 2017 THROUGH JUNE 2018
ORDINARY EXPENSES

Income

Interest Received	107.43
Memberships 2017/2018	<u>85,000.00</u>

Total Income **85,107.43**
GROSS PROFIT
85,107.43

Expense

Accounting fees	400.00
Executive Support	80,532.88
General expenses	220.00
Interest Paid	66.05
Meetings and Functions	1,585.82
Miscellaneous/sundry	220.23
Supplies	
Marketing	<u>11,869.55</u>
Total Supplies	<u>11,869.55</u>

Total Expenses **94,894.53**
Net Ordinary Income **-9,787.10**
NET INCOME
\$-9,787.10



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AUDIT REPORT WESTERN AUSTRALIAN REGIONAL CAPITALS ALLIANCE

SCOPE

I have audited the accompanying 30th June 2018 financial statements for the Western Australian Regional Capitals Alliance. The City of Greater Geraldton is responsible for the preparation and presentation of the statements and the information contained therein. I have conducted an independent audit of the financial statements in order to express an opinion to the Members of the Western Australian Regional Capitals Alliance so as to comply with the association's constitution.

These Statements have been prepared for the purpose of fulfilling the Western Australian Regional Capitals Alliance reporting requirements under the terms of the constitution. I disclaim any assumption of responsibility for any reliance on this report or on the statements to which it relates to any person other than the Members of the Western Australian Regional Capitals Alliance, or for any other purpose other than that for which it is prepared.

My audit has been conducted in accordance with the Australian Auditing Standards to provide a reasonable level of assurance as to whether the statement is free of material misstatement. My procedures included examination on a test basis, of evidence supporting the amounts and other disclosures in the financial report, and the evaluation of accounting policies and significant accounting estimates. These procedures have been undertaken to form an opinion as to whether in all material respects, the financial report is presented fairly in accordance with the conditions of the constitution.

AUDIT OPINION

In my opinion, the attached financial statements are to the best of my knowledge and belief, true and fair, and are in agreement with proper records and accounts of the Western Australian Regional Capitals Australia.



Jim Dillon, CPA
Dated at Geraldton this 10th day of September 2018

RCAWA OUTLOOK

During the 2017/18 financial year period the combined productivity of WA's regional capitals strengthened and pick up speed. The success of the alliance during this period relied on a diverse network of stakeholders reaching common ground.

The Alliance engaged with senior Cabinet Ministers, public servants and business executives, all interested in the views of the Alliance in its pursuit of greater investment in the regional capitals of Western Australia.

Notwithstanding some short-term volatility in the global economy, it is an exciting time ahead for regional Western Australia as it prepares for the next phase in the economic cycle.

In this context there is an on-going need to build capacity for growth knowing that each region has its own competitive advantage with some regional capitals growing faster than others.

In 2018/19 the Alliance is uniquely place as a trusted advisor to Government, a collaborator within regional communities and developer of local entrepreneurships with the private sector. It is best placed to advise on how and when to harness the capacity of Western Australia's regional capitals.