



# **RCAWA ANNUAL REPORT 2018 - 2019**



**Regional  
Capitals  
Alliance**

WESTERN AUSTRALIA



## Acknowledgements

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 2018-2019 year or who have assisted with, or provided a forum for challenges and opportunities facing the Alliance.



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- ▲ 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*

## Forward Peter Long RCAWA Chair

Regional Capitals Alliance Western Australia had another very successful year in 2019 where our group continued to gain a more prominent profile. The advocacy of our Executive Officer, Paul Rosair and his many meetings with senior government officials, meant that we had a Minister or Director General attend most of our meetings throughout the year.

At our first meeting in February, we held our initial RCAWA Tourism Round Table where the Chairperson of Tourism WA, Nathan Harding spoke and key government and industry leaders attended. This aligned well with the WA Regional Tourism Conference, which was held in Regional Capital, Karratha in September.

We continued our previous advocacy and lobbying for regional Western Australia this year including promoting a regional investment strategy, input into various reviews including the Heritage Act, the Inquiry into Regional Inequality and the Service Priority review. We continued to push for a regional City Deal and we welcomed the government's creation of a new rural fire division and the commitment to an \$18M Bushfire Centre of Excellence.

We prepared a submission to the Productivity Commission inquiry into Remote Area Tax Concessions and Payments and continued our support of the Most Accessible Community Awards. This year we agreed to a Regional WA Benchmarking Framework, to be led by Albany, at a very nominal cost for each council and we began to push for a fairer contribution by our members with regards to the premium we each pay, through LGIS, for Workers Compensation.

This constant engagement and the work we have done in a range of policy areas, has resulted in an invitation by the State Government for RCAWA to participate in the Local Government Stakeholder Reference Group which will assist with shaping the delivery of the outcomes outlined in the State Government Action Plan for Planning Reform. We were also invited to join the WALGA working group this year, to review State Council and Zone Structures and Processes.

Regional Capitals Alliance Western Australia has matured into a trusted advisor to government and the private sector on the issues impacting our regional areas. I am very proud to be a part of this organisation which represents half of our largest state's

regional population, from the tropical north to the beautiful south. Together we exported \$154 billion of commodities last financial year, and not only kept our capital Perth alive – but our nation as well. I would like to thank our Alliance members and our Executive Officer for their participation this year.

Regional Australia is essential to our country's well-being and our role as advocates and advisors is vital.

Peter Long  
Chair







- ▲ Advocacy
- ▲ Partnership
- ▲ Representation

*“Regional Western Australia is well poised to grow its Economic base and lead Australia as it navigates its next phase of growth and the RCAWA will be at the forefront of this journey”*

*Paul Rosair, Executive Officer*

## Overview Paul Rosair Executive Officer

It has been another exciting chapter in the growth of Regional Western Australia with the Alliance making a major contribution in areas of economic, social and community development, building capacity and resilience amongst membership and, more importantly, the communities it represents.

The focus of the Alliance has been on establishing a platform for growth by setting a clear agenda and set of priorities to collaborate with all layers of government to realise their shared goals. This focus has concentrated on four clear pillars:

- building or renewing key infrastructure,
- developing an enabling environment to increase employment,
- leveraging economic opportunities, through a focus on tourism
- working with State and Federal Governments through a clear set of actions to reduce red tape and streamline approvals to achieve these outcomes.

Alliance members contribute over \$33bn to Gross Regional Product, comprising 13% of WA's Gross State Product. It also makes up over 10% of WA's employment and produces \$71bn of port production (74% of WA's total exports). Combining this with \$4bn (or 14% of WA's economy) of Agricultural produce and

\$2bn in Tourism, the Alliance makes a significant contribution to the State's Economy.

This Annual Report contains information about RCAWA's activities and finances, as a not-for-profit organisation, during the 2018/19 financial year, as part of its obligations under the Associations Incorporation Act 2015.

Specifically, it outlines key strategic priorities and actions undertaken throughout the 2018/2019 financial year, organised into three key areas of focus:

- Advocacy and Policy Influence
- Partnership and Collaboration
- Representation

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 and strategic growth for our regional communities.

On a sad note the Alliance lost Dawn Rouse, who had been my Executive Assistant for well over 15 years and the RCAWA's Executive Assistant for two years. She was a passionate and dearly loved friend and colleague who made a significant contribution to our State. I would like to thank Jane Lewis, who has taken on the role admirably, and with the Assistance of Tishka Hanlon, EA to the CEO City of Karratha, have ensured disruptions from Dawn's untimely passing were minimised.

Finally, once again I would like to thank our strategic partners. During 2018/2019 the Alliance engaged with senior Cabinet Ministers, public servants, community representatives and business executives, all interested in the views and advice of the Alliance.

The Alliance is uniquely placed and has now become 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.

Paul Rosair,  
Executive Officer



## Strategic Plan

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 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.

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

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.

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:

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 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 to 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 contributions 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.

## Overview of Key Outcomes for 2018/2019

RCAWA is committed to providing representation and outcomes that deliver value to all members and constituents of the Regional Capitals.

It delivers these benefits by:

- Providing Strong Advocacy and Policy Influence
- Creating opportunities for Partnerships and Collaboration
- Representation

In support of these objectives, significant achievements by RCAWA members during the past year are as follows:



## Agenda For Growth

Link to Strategic Directions:

- Providing Strong Advocacy and Policy Influence
- Representation

The Agenda For Growth was developed as a tool for the Alliance Members to demonstrate to State and Federal Government the reasons for investment into the regional capitals of Western Australia.







LIVEABLE

Established communities with well developed infrastructure, services and lifestyle opportunities.

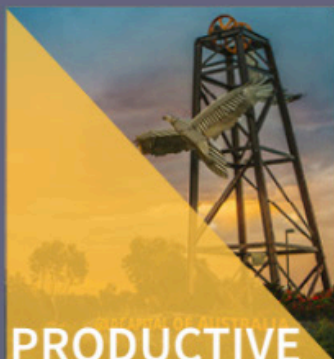
WA's regional capitals are well established centres and are now home to over 250,000 people; that is half the population of regional WA.



CONNECTED

Although each regional capital has a unique local context they share much in common.

WA's regional capitals are connected by global supply chains and are interacting with emerging global economies, each with capacity and prospects to grow.



PRODUCTIVE

Together regional capitals continue to contribute significantly to the national economy.

WA's regional capitals have high concentrations of employment with a number experiencing significant growth over the past five years.



OPPORTUNITY

Each regional capital has a high capability to grow its population base and economic diversity.


WA's regional capitals collaborate to deliver transformative projects positioning them as ideal locations to focus Government and industry investment.


## ADVOCACY COLLABORATION REPRESENTATION


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




### CONTACT US

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*"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.'"*

- Chairman, Peter Long  
Mayor City of Karratha

## OUR MEMBERS



*Images courtesy of our members and Freepik.com*





# AGENDA FOR GROWTH

## 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.

## REGIONAL CAPITALS ALLIANCE WESTERN AUSTRALIA: A BREAKDOWN

“The combined value of trade exports from and through Western Australia’s regional centres has consistently performed above expectations.”

**POPULATION**  
**250,000**

50% of WA’s Regional Population



**GROSS REGIONAL PRODUCT**  
**\$33BILLION**



13% of WA’s GSP

**PORT PRODUCTION**  
**\$71 BILLION**

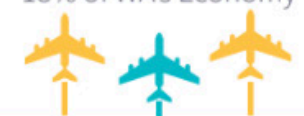
74% of WA’s total exports



**EMPLOYMENT**  
11% of WA’s Employment

**TOURISM**  
**\$2+ BILLION**

18% of WA’s Economy



**\$365K AVERAGE HOUSE PRICE**

Significantly below the national average house price of \$571k

**\$4 BILLION AGRICULTURE**

14% of WA’s economy



## Regional Investment Framework and Implementation Strategy

### Link to Strategic Directions

- Providing Strong Advocacy and Policy Influence
- Creating opportunities for Partnerships and Collaboration
- Representation



In order to promote growth in Western Australia, RCAWA members promote their view that a network of sophisticated, well serviced regional capitals is vital. In 2018 a Regional Investment Framework was developed which proposed a new approach to investment in the regions. The Framework proposes the development of a multi-formula approach with a combination of merit and need-based funding pools to support strategic growth and development in the regions. RCAWA highlights the opportunity to use the Regional Investment Framework to inform decision making regarding the allocation of funds marked for investment in the regions. In further considerations of this Framework, the Alliance are now focused on refining the document to align with the State Government's Our Priority - Sharing Prosperity and the six priorities outlined within.

### Benchmarking Framework

#### Link to Strategic Directions

- Creating opportunities for Partnerships and Collaboration

With research proving that benchmarking with similar entities provides a sound basis for organisational learning and improvement, RCAWA has been developing a benchmarking framework which will provide meaningful information that can be used to inform and improve the performance of all participants.

### Tourism

#### Link to Strategic Directions

- Creating opportunities for Partnerships and Collaboration
- Representation

At the RCAWA meeting on 7 February 2019, a Tourism round-table was held and attended by representatives from Tourism WA, Tourism Council of WA, Australian Tourism Export Council, WAITOC and AHA. Discussions covered many areas surrounding tourism, with each of the guests providing information on their organisation's role in tourism and the focus and issues confronting them.

Following on from this meeting, partnerships have continued to be strengthened between tourism bodies and Alliance Members, with positive outcomes being achieved including regional tourism campaigns, famil tours, discussions on airline flight costs and Australian Tourism Exchange regional profiling.





## Alternative Energy Strategy

### Link to Strategic Directions

- Providing Strong Advocacy and Policy Influence
- Creating opportunities for Partnerships and Collaboration

Engagement with Public Utilities Office regarding the State Government's current work program in the electricity market.

Specifically, the four major projects which the Office is working on:

- Modelling of future electricity generation requirements in the South West of the State
- Reform to the Wholesale Electricity Market
- Improving access to Western Power's network
- Reform to the framework governing electricity supply in the Pilbara

### Federal City Deals

Link to Strategic Directions:

- Providing Strong Advocacy and Policy Influence
- Creating opportunities for Partnerships and Collaboration
- Representation

The Alliance formed a case for, and submitted a letter to the Premier of Western Australia seeking the State's support of nominating Albany for the Federal City Deals.

**Rural Fire Division** RCAWA was in correspondence with Minister Fran Logan regarding the new rural fire division; location and strategy

**Workers Compensation** Collaborative insurance opportunities

**Modernising the WA Planning System** Identified key issues contained within the RCAWA submission document and collated a summary document which highlights the key initiatives that RCAWA members would like to see as part of this reform process.

**Review of Local Government Act 1995** As an ongoing activity, the Alliance continues to liaise and advocate with relevant government and industry bodies regarding the Local Government Act Review:

### Other Activities

Papers submitted or consultations made regarding:

- ▲ Service Priority Review
- ▲ Public Library System
- ▲ Review of Heritage Act 1990
- ▲ Senate Economics References Committee
- ▲ Inquiry into the Indicators of, and Impact of Regional Inequality in Australia



## RCAWA Meetings

A total of five Alliance meetings were held over the 2018-2019 financial year. RCAWA would like to acknowledge Tourism WA for the use of their Boardroom and hospitality for the majority of these meetings. The meetings were well attended by RCAWA members and visiting speakers including:

**Hon. Rita Saffioti** Minister for Transport, Planning and Lands

**Dr Lesley Arnott** Representative for Rick Wilson, Member for O'Connor

**Nick Sloan** Director, Department of Local Government, Sport and Cultural Industries

**Ken Parker** Principal Strategy Officer, Department of Local Government, Sport and Cultural Industries

**Jonathon Seth** CEO, LGIS

**Jordan Reid** Strategic Development Manager, LGIS

**Nathan Harding** Chairman Tourism WA

**Ian Johnson** Minister for Tourism Policy Officer

**Brodie Carr** Managing Director, Tourism WA

**Chris Pye** President, Tourism Council of WA

**Kym Francesconi** Partnership Manager, Tourism WA

**Deb Carr** WA Branch Manager Australian Tourism Export Council

**Robert Taylor** CEO WAITOC

**Bradley Woods** CEO/Executive Director AHA

**Victoria Jackson** Government Relations Manager AHA

**Mike Rowe** Director General, Department of Water and Environment Regulation

**Germaine Larcombe** Director Regulatory Compliance, Department of Water and Environment Regulation

**Julie DeJong** Executive Director – Strategic Business Innovation, Department of Mines, Industry Regulation and Safety

**Niegel Grazia** Deputy Director General, Industry and Economic Development, Department of Primary Industries and Regional Development



## Stakeholder Engagement list

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

**Tony Brown** Executive Manager Governance & Strategy - WALGA

**James Guillion** Manager – Synergy

**James Birkmanis** Manager – Western Power

**Matt Keogh** Manager – Horizon Power

**Peter Schneider** CEO – Eastern Metropolitan Regional Council

**Candy Choo** CEO LG Professionals

**Zaeen Khan** Director Energy Coordination Public Utilities Office

**Aden Barker** A/Director - Public Utilities Office

**Leslie Arnott** Rick Wilson's, Federal Member O'Connor, Policy Officer

**Lynne Craigee** President of WALGA

**Robert Taylor** CEO – WAITOC

**Frank Marra** CFO Finance & Strategy – LandCorp

**Dean Mudford** Executive General Manager Finance & Strategy - LandCorp

**Duncan Ord** Director General Department of Local Government, Sports and Cultural Industries

**Peter Yu** Board Member of the North Australian Indigenous Land and Sea Management Alliance

**Melissa Northcott** Count Me In Ambassador, Local Government Disability Committees, MACWA Judge

**Jonathan Seth** CEO LGIS

**Nathan Harding** Chairman of Tourism WA

**Derryn Belford** Executive Director Tourism WA

**Elaine Jolliffe** CEO Broome CCI

**Hon Don Punch** MLA Bunbury

**Tina Williams** CEO Volunteering WA

**Tony Dichiera** CEO Prendiville Group

**Rob Thompson** CEO Sports Foundation WA

**Nick Sloan** Executive Director Department of Local Government, Sports and Cultural Industries

**Gwyn Dolphin** Former CEO WA Tourism and Events Corp

**Peter Zadeian** Former Executive Director Dept of Planning & Lands

**David Hunter** Executive Director Racing and Wagering WA (RAWWA)

**Adrian Murphy** Principle of Social-Licence, Former Premier in Cabinet Officer

**David Menzel** President Shire of Wyndham East Kimberley, Board Member Kimberley Regional Group

**Tim Frazer** Chief of Staff for Paul Papalia-Minister for Tourism; Racing and Gaming; Small Business; Defence Issues; Citizenship and Multicultural Interests

**Bill Johnson**; Minister for Mines and Petroleum; Energy; Industrial Relations

**Ralph Addis** Director General Primary Industries and Regional Development

**Paul Ferrante** Executive Director LandCorp

**Tony Engelbrecht** Executive Director LandCorp

**Cole Thurley** Chief of Staff for Alanna MacTiernan

**Chris Starcevich** CEO Goldfields Esperance Development Commission (GEDC)

**Melissa Murphy** Executive Director Department of Primary Industries and Regional Development (DPIRD)

**Tiffany Allen** Director Land and Housing, Construction, Department of Communities

**Minister Paul Papalia** Minister for Tourism, Racing and Gaming, Small Business, Defence Issues, Citizenship and Multicultural Interests

**Joe Ostojich** Deputy Director General Policy Planning and Economic Development, Department of Jobs, Tourism, Science and Innovation

**Mike Rowe** Director General Department of Environment and Regulation (DER)

**Brodie Carr** Managing Director Tourism Western Australia

**Graeme Gammie** Executive Director Planning Reform DPL&H

**Evan Jones** Principal Responsive Environments

**John Zender** Executive Pacifica Pty Ltd

**Greg Cash and David Jones** Executive Directors Department of Communities, Housing

**Kym Francesconi** Partnerships Manager Tourism WA

**Mark Webb** Director General - Department of Biodiversity Conservation and Attractions

**Rachel Sweeney** Executive Officer – RCA

**Brett Sabien** A/Director Investment Management Department of Primary Industries and Regional Development

**Adam Maskew** Regional Manager South West - Department Water and Environmental Regulation

**Hon. Francis Logan MLA** Minister for Emergency Services; Corrective Services

**Hon. Steve Irons MP** Assistant Minister to the Prime Minister

**Matt Darcy** Executive Director Lands, Department of Planning, Lands and Heritage

**Hon Peter Ryan and Panel** Chair of the Strategic Regional Growth Panel – Select Committee on Regional Development and DeCentralisation

**Marcus Falconer and Catrin Alsop** CEO RTO, Golden Outback and Australian South West





## 2018-2019 MOST ACCESSIBLE COMMUNITY IN WESTERN AUSTRALIA AWARDS

Following the success of the inaugural MACWA awards for 2017-18, the Regional Capital Alliance of Western Australia (RCAWA), as stewards of the MACWA awards, once again invited nominations from local councils around the state. In order to retain consistency, the nominations were again assessed on the following criteria:

- Accessibility of Council infrastructure and public open space
- Inclusive communication technology and information initiatives
- Accessible and inclusive Council services, programs and events
- Exercises leadership and influences community attitudes and perceptions

The awards were promoted by RCAWA, WALGA, Ryan Campbell (City of Bunbury community partnerships officer, disability and seniors), Disability Services Board and Melissa Northcott (Ambassador for Most Accessible Communities WA awards, Disability Services Commission Board Member).

Judges this year were Julie Waylen (State Manager NDIS), Bruce Langoulant (Chair Disability Services Commission Board), Kirstie Davis (WALGA) and Melissa Northcott, as above. Entries for the 2018-2019 round were 30% up on last year, and the quality of nominations was exemplary, with some fantastic examples of ability access, programs and community collaborations.

Comments made by the judges included: "The physical access elements are to be commended but also anticipated in this modern world. Examples of Inclusion and Inclusive activities and creative and enduring practices are a newer frontier and celebrate how we live together- with and without disability.

There were some great examples of this in the nominations, and particular mention was made to activities, relationships and partnerships that were mutually beneficial in the community.

### List of winners

#### Most Accessible Regional City / Capital:

##### City of Greater Geraldton

Judges' comments:

- a. Inclusive font size in submission
- b. Good initiatives such as passport, website, 10 sponsors, public open space was impressive
- c. 8 employees who identify with having a disability

#### Most Accessible Metropolitan Council:

##### City of Cockburn

Judges' comments:

- a. Upgrade to Administration building, website improvements and accessible information key strengths
- b. Reference to employment and public open space as new initiatives
- c. "Know numbers and constituents well"
- d. Increased partnerships for e.g. WAPOL and Autism WA
- e. Good testimonials

#### Most Accessible Regional Shire / Town:

##### Shire of Augusta Margaret River

Judges' comments:

- a. Uplifting and well written application with reference to broad and active programs and initiatives
- b. Co-design evidence throughout
- c. Strong employment focus

#### OVERALL WINNER: City of Greater Geraldton

Judges Commendations: City of Wanneroo and City of Mandurah

# MACWA



Shane Van Styn, Mayor City of Greater Geraldton and judge  
Melissa Northcott

## **AUDIT REPORT**

### **WESTERN AUSTRALIAN REGIONAL CAPITALS ALLIANCE**

#### **SCOPE**

I have audited the accompanying 30 th June 2019 financial statements for the Western Australian Regional Capitals Alliance. The Board of Directors of the Western Australian Regional Capitals Alliance 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 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 inform 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 Alliance.



**Jim Dillon, CPA**

Dated at Geraldton this 11 th day of October 2019

# WA Regional Capitals Alliance Inc

## Balance Sheet Previous Year Comparison

June 30, 2019

	Jul 18 - Jun 19	Jul 17 - Jun 18	\$ Change
<b>Assets</b>			
<b>Current Assets</b>			
WARCA Cheque Account	1,526.53	100.54	1,425.99
WARCA Savings Account	62,495.62	29,572.15	32,923.47
Total Chequing/Savings	64,022.15	29,672.69	34,349.46
Total Current Assets	64,022.15	29,672.69	34,349.46
<b>Total Assets</b>	64,022.15	29,672.69	34,349.46
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Accounts Payable			
Trade creditors	17,916.45	0.00	17,916.45
Total Accounts Payable	17,916.45	0.00	17,916.45
<b>Other Current Liabilities</b>			
Accrued charges	0.00	7,159.09	-7,159.09
Provision for Audit Fees	400.00	0.00	400.00
Tax Payable	-3,228.04	-2300.45	-927.59
Total Other Current Liabilities	-2828.04	4,858.64	-7,686.68
Total Current Liabilities	15,088.41	4,858.64	10,229.77
Total Liabilities	15,088.41	4,858.64	10,229.77
Net Assets	48,933.74	24,814.05	24,119.69
<b>Equity</b>			
Opening Bal Equity	136,570.00	136,570.00	0.00
Retained Earnings	-111,755.95	-101,968.85	-9,787.10
Net Income	24,119.69	-9,787.10	33,906.79
Total Equity	48,933.74	24,814.05	24,119.69





**WA Regional Capitals Alliance Inc**  
**Profit and Loss Previous Year Comparison**

**July 2018 through June 2019**

	Jul 18 - Jun 19	Jul 17 - Jun 18	\$ Change
Ordinary Income/Expenses			
<b>Income</b>			
Interest Received	323.47	107.43	216.04
Membership Fee 2018/19	117,000.00	0.00	117,000.00
Membership Fee 2019/20	0.00	85,000.00	-85,000.00
Memberships 2017/2018	0.00	0.00	0.00
<b>Total Income</b>	<b>117,323.47</b>	<b>85,107.43</b>	<b>32,216.04</b>
<b>Gross Profit</b>	<b>117,323.47</b>	<b>85,107.43</b>	<b>32,216.04</b>
<b>Expenses</b>			
Accountancy fees	192.50	400.00	-207.50
Audit fees	800.00	0.00	800.00
Bank charges	33.50	0.00	33.50
Executive support	87,713.84	80,532.88	7,180.96
General expenses	219.59	220.00	-0.41
Interest expense	0.00	66.05	-66.05
Meetings & Functions	1,959.46	1,585.82	373.64
Miscellaneous/ Sundry	97.66	220.23	-122.57
Printing and stationary	272.73	0.00	272.73
Supplies			
Marketing	0.00	11,869.55	-11,869.55
<b>Total Supplies</b>	<b>0.00</b>	<b>11,869.55</b>	<b>-11,869.55</b>
Travelling Expenses	1,914.50	0.00	1,914.50
<b>Total Expenses</b>	<b>93,203.78</b>	<b>94,894.53</b>	<b>-1,690.75</b>
<b>Net Ordinary Income</b>	<b>24,119.69</b>	<b>-9,787.10</b>	<b>33,906.79</b>
<b>Net Income</b>	<b>24,119.69</b>	<b>-9,787.10</b>	<b>33,906.79</b>

## RCAWA Outlook

During the 2018/2019 financial year the combined productivity of WA's regional capitals strengthened and picked up speed. The success of the Alliance during this period relied heavily on a diverse network of stakeholders reaching common ground.

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

At the State level Treasury believes the short-term economic outlook – globally, nationally and at the State level – has deteriorated since the 2018/19 Mid-year Review stating that “In Western Australia, this is coinciding with completion of construction work on the last of the mega-LNG projects, which is acting as a drag on business investment. Nonetheless, growth in the State's economy (as measured by Gross State Product (of which Alliance member jurisdictions contribute 13%)) is expected to accelerate from 2% in 2018-19 to 3.5% in 2019-20”.

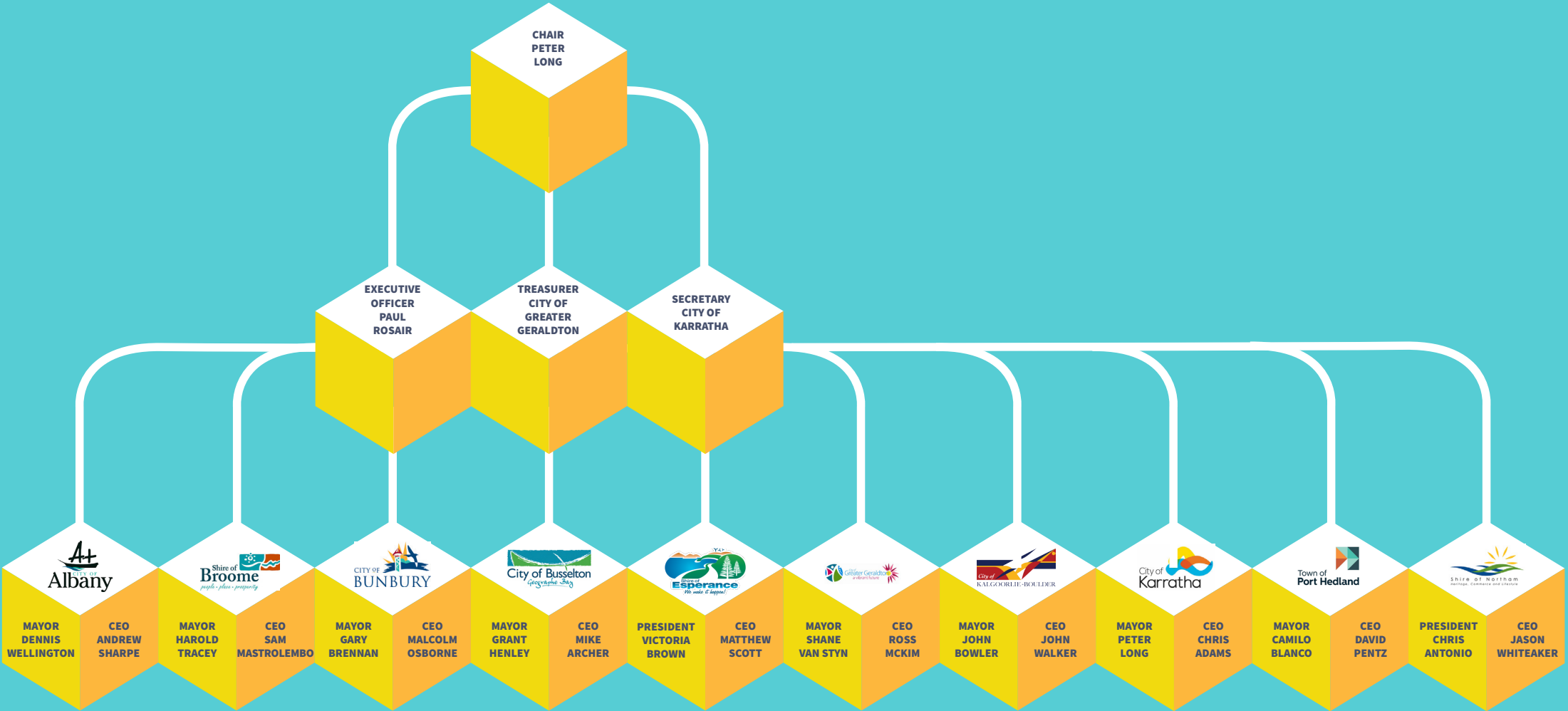
This reflects an expectation of continuing solid growth in exports, primarily from Alliance member's port facilities which account for 74% of WA's total exports, combined with increasing business investment as spending on a new wave of resource sector projects (mostly iron ore and lithium), again largely located within the Alliance member's jurisdictions, gathers pace.

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 2019/20 the Alliance is uniquely situated, as a trusted advisor to Government, a collaborator within regional communities and developer of local entrepreneurship with the private sector to advise on how and when to harness the capacity of Western Australia's regional capitals.



# RCAWA Board Structure





## 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.



## 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.



## 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.



## 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.



## 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.



## 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.







**Regional  
Capitals  
Alliance**  
WESTERN AUSTRALIA