

# **Western Australian Regional Capitals Alliance Strategic Planning 2014**

## ***Alliance Meeting – Planning Session Outputs***

*24<sup>th</sup> May 2014*

# Workshop objectives and expectations

## Objectives:

- Review the broad strategic direction and priorities.
- Gain an appreciation for the strategic situation – challenges and opportunities.
- Revisit the strategic intent and high level objectives of WA Regional Capitals Alliance.
- Discuss strategic options and choices – scenario planning.
- Provide guidance to operationalise the strategic intent and direction.

## Outputs:

- Workshop outputs – key themes and discussion items

## Expectations:

- Really clear activities – practical
- Regional Centres Development – next 12 months
  - Super Towns (x9) funded to develop growth plans (\$85m expended FY11/12)
  - Landcorp, DRD, RDCo.
- Brand and profile
- Where's the value in all this – define it?
- Outcomes and strategies
- Push WARCA to be recognised – the go-to for regional development
- Gap – advocacy
- KDC – Frameworks – Blueprints – how we align
- Collective alignment
- Recognise difference challenges
- Clear work plan for the next 12 months

# RECAP and REVIEW:

## Where are we now?

### ***External environment analysis:***

(“trends identified external to the Alliance”)

- PESTEL analysis
- Other key trends in regional development
  - Player analysis

### ***Internal environment analysis:***

(“trends identified within Alliance”)

- Performance of the Alliance
- Key trends and issues around performance

### ***Situation analysis:***

- SWOT analysis
- Key challenges

# External environmental analysis

Political	Economic	Social	Technology	Environment	Legal/ governance
<ul style="list-style-type: none"> <li>Abbott government – no radical reform anticipated, simplification and leveraging changes made by previous government</li> <li>Change of Minister – reaffirming previous commitments (especially 1<sup>st</sup> 6 months) however greater focus anticipated on process-driven approaches and more strategic planning</li> <li>Absence of clear government policy intent for regional development (State versus Regional Development)</li> </ul>	<ul style="list-style-type: none"> <li>Consolidation period anticipated - more government budget cuts anticipated and focus on activity/ outcome based funding</li> <li>New face of Royalties for Regions – unclear of flow-on impact, majority of funding over next 4 years based on growth plans and analysis, roll out?</li> <li>Anticipate degree of cost shifting – e.g. reuse water/ green amenity</li> <li>Increasing need for collaboration as well as competition across all sectors</li> <li>Increasing push for new ways of government measuring value – away from GDP, towards triple/quadruple bottom line (social value, sustainability reporting)</li> <li>Some regions impacted by commodity pricing – different impacts across regions (wheat versus iron ore for e.g.)</li> </ul>	<ul style="list-style-type: none"> <li>Doubling of populations estimated for regional areas, infrastructure required to manage growth</li> <li>UWA research indicates specific areas of policy making that requires revision</li> <li>Barriers to regional growth and resilience building – need to be clearly understood through further research</li> <li>Greater transparency required to demonstrate social value of WARCA – increasing focus on return on investment (SROI) and measuring outcomes</li> <li>Anticipate greater key stakeholder involvement in planning required</li> </ul>	<ul style="list-style-type: none"> <li>New approaches to consumer and community engagement required – going forward – deliberative democracy integrating technology solutions where possible for efficiencies</li> <li>Smarter use of technology in general required across all sectors and regional areas</li> <li>Increasing focus on iPhone apps, plug and play, bots and apps revolution</li> <li>Social media for communication</li> </ul>	<ul style="list-style-type: none"> <li>Lack of accessibility to energy a major challenge for regions – minimal investment, electricity, basic access to energy for large programs</li> <li>Increasing need for transparency in reporting of waste management, water use, energy use, etc</li> <li>Increasing focus on sustainability as a source of competitive advantage and to build resilience in communities – demonstrating social return on investment of programs and advocacy efforts can assist in differentiation in a crowded marketplace</li> </ul>	<ul style="list-style-type: none"> <li>Greater advocacy and influencing required for regional development</li> <li>Increasing need for strong governance frameworks for e.g. across planning expansion of Super Towns model</li> <li>\$16m business case to expand Super Towns model; more growth centre planning; investment attraction – private sector \$\$, economic development framework, overarching approach to bring all growth plans together (State Planning Strategy priority areas)</li> </ul>

# Internal performance summary



## Discussion (incl. SWOT analysis/ key challenges next slide):

- Lack of effectiveness:
  - Not enough traction on key items as we'd like
  - In the last 12 months work on Regional Development Centres planning/ next phase – we have not been spoken to – what does this say about us that we're not at the table?
- Really define our value – we've never put a list together of the key items we need to be advocating on?
- Federal government see 100,000 as a village – we need to be equal in these situations and visible
- Role of UWA research – intent to set up a database model that can utilised for scenario mapping
  - Need to ensure staff with Regional Capital teams have understanding of reports and research to translate into policy statements and positions
  - Integrate information and evidence base into daily activities, e.g. economic impact profiling
  - Labour/ liveability research is great data but we need to analyse and simplify the information (still very academic for practical purposes)
    - Translation of findings into advocacy efforts – government should invest in X, Y, Z?
- Funding base diversification – currently all member based funds and no RforR funds. Grant to UWA for research (~\$80K), RCA (~\$40K) and secretariat (~\$20K)

## What we have achieved in the recent 12 months:

1. Arts policy outcomes of latest budget and government announcements
2. Research paper – Executive summary of what the UWA research means to the Regional Capitals Alliance
3. Regional Centres Policy - significant contribution to this policy
4. GDP collective figures
5. Increased government interaction and consideration of regional development
6. RCA research and advocacy national efforts (Canberra) on behalf of WARCA

## Confirm PRC can assist with:

- Compiling Executive Summary (1-2 pager) of the contributions and achievements of the WARCA
- To include translating what UWA research indicates to date on labour/ liveability

# SWOT and key challenges/ opportunities



Strengths	Weaknesses
<ul style="list-style-type: none"> <li>▪ Reputation, credibility and respect with politicians</li> <li>▪ Very motivated, passionate and experienced group of individuals collaborating for the sake of WARCA</li> <li>▪ UWA Research already conducted is extensive</li> <li>▪ Lots of potential to influence – power to meet about anything we believe important</li> </ul>	<ul style="list-style-type: none"> <li>▪ Insular perspective, financial sustainability</li> <li>▪ Infrastructure projects – some regions don't have major projects planned</li> <li>▪ No consistent Blueprints for planning</li> <li>▪ Lack of prioritisation and political advocacy</li> <li>▪ Lack of traction – daily distractions</li> <li>▪ Lack of resources to help drive and ownership (PRC doing secretariat and possibly additional effort may assist in this regard)</li> <li>▪ Minimal engagement of key stakeholders and we're just not at the table</li> </ul>
Opportunities	Threats
<ul style="list-style-type: none"> <li>▪ Increasing demand for advocacy and influencing for regional development- proper representation of Regional Centres to communities (loads of opportunities)</li> <li>▪ UWA research translation into policy arena</li> <li>▪ Clear and strong positioning with WALGA, Federal and State government dependent on strategic direction</li> <li>▪ Defining what are the growth centres?</li> </ul>	<ul style="list-style-type: none"> <li>▪ Increasing competition for Royalty for Regions funding and new and innovative models for advocacy efforts</li> <li>▪ Impacts of new Minister and policies</li> <li>▪ Lack of clear understanding of what a Regional Capital is – clear definition for all key stakeholders, blurry lines – Super Towns? Regional Centre?</li> </ul>



## Key challenges and opportunities:

- Clear definition of Regional Capital and relevant language/ terminology – agreed and known by all key stakeholders
- Clearly defining the organisation's value proposition and promotion
- Financial sustainability and diversification – challenges of a member based advocacy organisation
- Clearly defined list of key advocacy and influencing initiatives founded on strong, evidence based data
- Translating evidence base into policy and position statements and clear understanding of what's required to build resilient Regional Capitals
- Demonstrated value and measurement of return on investment to key decision makers

# Strategic situation – refer to Draft A3 Strategy (on a Page)



- Whilst WARCA has achieved much in establishing itself as a collaborative, advocacy group for regional development, the WARCA still faces many of the typical challenges of a newly formed advocacy group including clearly defining it's value proposition and positioning to effect change across the multiple stakeholder groups it is advocating on behalf of.
- Focus in the short term (12 – 18 months) must be placed on consolidating existing practices (e.g. UWA research, initial advocacy efforts) to position around a set of key priority advocacy and influencing areas with the support of Pilbara Regional Council for resourcing effort.
- WARCA will need to invest resource effort to improve performance in the following areas – the strategic maturity expected of a strong advocacy body:
  - ✧ Governance and performance monitoring/ reporting – increase the sophistication of reporting required to demonstrate ongoing achievements to key funding and decision makers;
  - ✧ Strategic and operational planning – translation of evidence base from UWA research into Regional Capitals strategic plans and collaboration across visible key themes common to the group of Regional Capitals within the Alliance;
  - ✧ Marketing and promotion (including communications) – clearly defining the unique value proposition/ go-to-market strategies for WARCA; increasing influencing networks particularly if anticipate centralisation of decision making into city or major regional areas; and sensitivity required in communications with new Minister (differences, very process-driven, more strategic planner);
- If WARCA can build strong foundations in the short term as well as improve performance, then the alliance is in a strong position to drive continued and rapid growth and achievement of it's overarching objective of being the leading and go-to body for all things regional development.

# Where are we going, by when?

- REVISIT: Vision and values
- Activity: High level objectives and growth scenarios



# Purpose

The WA Regionalisation Strategy – produced by the WA Regional Capitals Alliance:

Purpose:

- WARCA will enable the 7 member regional capital communities to evolve into fully-fledged alternatives to the Perth metropolitan area with populations of at least 50,000 by 2026.

Group discussion:

- We're really an advocacy body – for regional development, enabling services and facilities for population growth
- Like reference to 7 member regional capitals; remove reference to fully-fledged alternatives; add something about our strategic and proactive approach to addressing common issues; focus on collective experience and energy to influence – a holistic approach

## Considerations:

- What does fully-fledged alternatives mean? Is it simply all of the strategies noted in the WA Regionalisation Strategy such as - a vision of a positive, progressive and collaborative future – WA Regionalisation Policy? OR Regional Living Pathways – A series of strong vibrant young and growing regional city (capital) centres? OR all of the policy pillars – Regional Devolution Strategy? Strengthening Regional Business? Planning Regional Capital Cities? Building Regional Industry?
- How are we tracking to this intent by 2026?
- Anything else? Does this really say enough about what we're all about?

**Suggested alternative Purpose statement for consideration:**

- **To enable responsible and sustainable development of our seven (7) member Regional Capitals by 2026**

# WARCA – overarching goal (BHAG)



## *To be recognised as the go-to experts for all matters regional development*

### **What does this look like in practice?**

- Within 2 years we see the current government recognise us as the go-to experts for all matters regional development
  - Government refers to us for comment and thought leadership; and we are included and referenced by Ministers
  - Agencies are required and directed to us as a mandatory element of key processes around regional development
- Media, academia, thought leadership (like the GRDs in the marketplace) – around people, place, prosperity (e.g. liveability, prosperity, progressive, health, education, infrastructure, services, population, community development)
- Policies that reflect equality, equity and accessibility due to our advocacy and influencing efforts
- Seat at Regional Australia Institute
- Recognised by WALGA as legitimate within our spaces; Tier 2 - local government for the good of the regions

### **What's our niche within the marketplace – our value proposition, what will help us to be recognised?**

- Positioning around Regional Capitals – our deep understanding of liveability, wellbeing, lifestyle, opportunity, health of our regional communities
- Extent to which we can be engaged with as a group/ collaborative body – as advocacy group (ease of dealing with us)
- Conglomerates give us more for Centres of Excellence (the hubs)

# Objectives – alternative of 3 – 5 key objectives

- ~~will work to develop a collaborative framework to engage with and partner with both **Regional Capitals Australia**, the Western Australian and Australian Governments and **key stakeholders to advocate for regional development**;~~
- will work collaboratively to achieve the future sustainable development of the State of Western Australia;
- will work towards being accepted as a legitimate and respected grouping within the arrangements resulting from the current Local Government Structural Reform process;
- will ensure that the emergence of the Alliance occurs in a balanced fashion, recognising the infrastructure needs and associated funding requirements of sub-regional centres in their hinterlands;
- ~~will work towards a framework to evolve into fully fledged alternatives to the Perth metropolitan area as locations for the growing population of the State;~~
- ~~will actively participate in State Population Policy development to ensure the State's future population growth and its associated demands for social, economic and environmental amenity are distributed in a sustainable fashion. The Alliance believes that the realistic target is for 50% of projected population growth to occur in regional areas, with 25% to be located in regional cities; and~~
- are positioned and resourced to represent the interests of its members and to enable synergies at operational and strategic levels.

Alternative option(s) for consideration:

- To engage and partner with the Western Australian and Australian government, Regional Capitals Australia and other key stakeholders to advocate and influence regional development
- To ensure strategic alignment of the Alliance's members around common themes that will enable responsible and sustainable regional development
- Identify opportunities and barriers to the sustainable development of WA Regional Capitals and develop innovative options to manage them
- To position and resource the Alliance to represent the interests of its members and to enable synergies at operational and strategic levels
- To advocate for appropriate funding to invest in services and infrastructure for Alliance members Regional Capitals

# Priority areas – alternative key focus areas

The WA Regional Capitals Alliance is committed to delivering results and action.

To meet this aim the Alliance is focused on key priorities that include:-

- **Establish common platform to seek support from the State Government.**  
This initiative is already progressing and should continue to build on the momentum by seeking agreement from the State government.
- **Drive results from the UWA Partnership.**  
The Cooperation Agreement with UWA was executed in December 2011 and should be driven to deliver results in the immediate future.
- **Develop regional growth plans for each member.**  
To ensure consistency across the regional cities, a framework for the development of regional growth plans needs to be established.
- **Influence policy development of the Regional Centres program**

# Where are we going, by when?

- Activity: Strategic, operational and organisational choices (brainstorming)

# Strategic activities – high priority

Strategic initiative	Description
<p>UWA Research</p>	<ul style="list-style-type: none"> <li>Year 1 – The ‘Model’ – scenario planning and breakdown of activities for calendar year based on strategic discussion of WARCA; each region to conduct scenario mapping exercises to translate to existing situation</li> <li>Year 2 and Year 3 to be determined based on findings of research in Year 1 calendar year</li> </ul>
<p>Advocacy – High priority areas (Year 1 and ongoing)</p>	<p>Regional Arts next steps - \$24m to include:</p> <ul style="list-style-type: none"> <li>Request meeting with DCA (Alan Ferris) early August</li> <li>Comment on the outcome – Chair/ spokesperson/ CEO – PRC to assist</li> <li>Audience with the Minister – small representative group</li> <li>Press release</li> </ul> <p>Influencing Regional Settlement Policy to include:</p> <ul style="list-style-type: none"> <li>Definition of the hubs – clear position statement on this to State Department of Planning – proactive approach to position around 7 versus 11 Regional Capitals and decision making process</li> <li>Clear guiding principles of WARCA to be devised – enabling advocacy for 7 not 11 RCs, using strong evidence base and UWA research</li> </ul> <p>Regional Capitals Policy:</p> <ul style="list-style-type: none"> <li>Regional statements, local government reform policy</li> <li>Land affordability – housing issues, low cost housing, affordability options</li> <li>Impacts of issues around energy (electricity, gas access)</li> </ul> <p>Regional Library Services – determination fully funded or not? And next steps based on determination</p> <p>Elite sporting facilities – influence decision making, if not in Regional areas at least accessibility to them</p> <p>Engagement with WALGA – Local Government Act:</p> <ul style="list-style-type: none"> <li>Analysis including financials around councils to influence reduction in red tape – lessons learnt that influence infrastructure decisions</li> </ul>

# Strategic activities – medium priority

<i>Strategic initiative</i>	<i>Description</i>
Advocacy – Medium priority areas  (Year 2 and ongoing)	<p>Centres of Excellence – education, health, maritime, fisheries, agriculture</p> <p>Relationship with RCA – how do we do this? Include Tony to discussion, standard item on our agendas in future for circulation list</p> <p>Other peak body alliances:</p> <ul style="list-style-type: none"> <li>▪ To ensure that we're at the table, memberships, seats on committees</li> <li>▪ Regional Australia Institute (seat), ACELG, CEDA, Infrastructure Australia? ABS, UDIA</li> </ul> <p>Options analysis for efficiencies of Councils – salary sacrifices, tax benefits</p> <p>Broader WA debates - Asian engagement and connection? And regions as viable options</p>

# PRC support

Require support from the Pilbara Regional Council in addition to secretariat support:

- **Engagement framework for WARCA**
  - Guidelines for WARCA for the purposes of engagement with key stakeholders, funders, decision makers and policy makers (across government, private sector and other players)
- **Marketing and promotions**
  - Communications support – drafting, circulating for approval and distributing key communications
  - Calendar of communications, media and public relations activity and support
  - Marketing activities – high level plan of activities, social media, website, options available and key messages for WARCA based on strategic direction, research findings and evidence base
  - Explore options available for marketing – perceptions, branding, key messages
- **Governance**
  - IT support – drop box established for WARCA to disseminate documentation
  - Data repository to be established for WARCA to access all research materials and policy papers
  - Quality check process to ensure consistency and transparency in WARCA activities
  - Calendar of WARCA committee meetings, locations and coordination (4 per year), review papers to ensure efficient use of members time – Perth x 3 and Regional x 1 each year

PRC to develop these activities into a program of work and develop scopes for WARCA to sign off and approve (fee-for-service basis)



# Next steps

#	<i>Description</i>	<i>Whom</i>
1	Document outputs for next meeting – this pack and A3 Strategy (on a page)	Janelle Marr, StepBeyond
2	Meet with Pilbara Regional Council to discuss outputs of session	Janelle Marr, StepBeyond and Tony Friday, Pilbara Regional Council
3	Pilbara Regional Council to document program/ project scopes, resourcing and budget for support requirements of WARCA for next committee meeting	Tony Friday, Pilbara Regional Council
4	Next WARCA meeting – 3rd June in Port Hedland (annual regional meeting) – table outputs of strategy session and discuss PRC support options	All

# Janelle Marr - Futures and Strategy



## **Background & experience:**

Janelle is Founder and Director of StepBeyond, a boutique consultancy that provides strategic advisory services to corporate, government and not-for-profit organisations across health and community services; energy and resources; and environment.

She is an experienced strategist and facilitator with over 15 years experience providing advisory services in Perth, Melbourne and London and brings considerable management consulting experience having worked in the advisory arms of KPMG and Ernst & Young.

She is a graduate of the Australian Institute of Company Directors; and currently holds directorships with ScreenWest and Diabetes WA (and is a member of both organisation's Finance, Audit and Risk Management sub-committees).

Previous board positions include Mosaic Community Care Inc.; Community Arts Network WA; Deputy Presiding Member of Local Council; range of small not-for-profit organisations; and member of CCIWA's Small Enterprise Network Advisory Panel.

In 2012 she was awarded a coveted 40Under40 WA Business News Award for her contribution to health and community services. In 2013 Janelle was a Finalist in the WA Telstra Business Women's Award and her consultancy StepBeyond won the Micro-Business category of the WA Telstra Business Awards.

Recent clients include Rio Tinto Iron Ore, Chevron, WA Health, DEC, WA Water Corporation, Western Power, UWA, Curtin University, Silver Chain, RAC WA, Australia Post, WoundsWest, BreastScreen WA, Activ Foundation, Diabetes WA, Richmond Fellowship WA, WA AIDS Council, Ready to Work and People Who Care.

## **Areas of expertise:**

- Board governance
- Strategic planning
- Operational review
- Leadership development
- Change management
- Project management

## **Qualifications:**

- Graduate, Australian Institute of Company Directors, GAICD
- Master of Business Administration, MEBS/MBS, Melbourne
- Bachelor of Arts, University of Western Australia, Perth
- Associate Fellow, AIMWA
- Human-Synergistics LSI/ GSI Accreditation

## **Industry focus:**

- Health, community and social services
- Energy and resources
- Environment and sustainability
- Small enterprise

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