



Goldfields Voluntary Regional Organisation of Councils

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Strategic Plan 2022 – 2026

## Disclaimer

Information in this Strategic Plan is believed to be reliable and accurate at the time of preparation. The Goldfields Voluntary Regional Organisation of Councils advise that users of the information take responsibility for their own assessment of the information.

## Organisation Details

Organisation Type:	Other unincorporated entity
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## Preparation:

This document has been prepared by Mann Advisory on behalf of the Goldfields Voluntary Regional Organisation of Councils.

## CONTENTS

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<b>Executive Summary</b> .....	<b>4</b>
<b>Situational Analysis</b> .....	<b>5</b>
About GVROC.....	5
Membership .....	6
GVROC Structure .....	7
GVROC Activities.....	7
Staffing .....	8
Achievements.....	8
Trends and Issues Facing the Goldfields Region .....	9
<b>Monitor and Review</b> .....	<b>10</b>
<b>Workshop Identified Topics and Issues</b> .....	<b>11</b>
<b>Strategic Plan</b> .....	<b>12</b>

## EXECUTIVE SUMMARY

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On 1 April 2022, representatives from the Goldfields Voluntary Regional Organisation of Councils (GVROC) members agreed to develop a new Strategic Plan which serves to define the direction of the organisation over the five-year time period 2022-2026.

The objectives determined by the group are, for GVROC to:

1. Be a strong, clear regional voice for Member Council communities to both State and Federal Government and advocate collaboratively for and on identified issues;
2. GVROC supports and advocates for the continued investment in regional infrastructure that assists individual community needs and aspirations across the region;
3. Develop a relevant, resilient and leading organisation that operates within good governance and focuses on Local Government sustainability and an enhanced role for Local Government;
4. Identify and develop innovative technologies in Local Government functions and services delivery for Member Councils, now and into the future; and
5. Collaboratively assist, support and potentially develop Local Government services to Member Council communities, now and into the future.

## SITUATIONAL ANALYSIS

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### About the Goldfield Voluntary Regional Organisation of Councils

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The Goldfield Voluntary Regional Organisation of Councils (GVROC) was formed in 2007, with the overarching principle to develop an alliance of Local Governments in the Goldfields, who contribute and work together to ensure the sustainability of individual members.

It consists of the:

- Shire of Coolgardie
- Shire of Dundas
- Shire of Esperance
- City of Kalgoorlie-Boulder
- Shire of Laverton
- Shire of Leonora
- Shire of Menzies
- Shire of Ngaanyatjaraku
- Shire of Wiluna

The Member Councils operate under a Memorandum of Understanding (MOU) which sets out general principles under the following areas:

#### Partnership

- Recognise that partnerships between the Local Governments in the MOU are essential to achieve sustainable social, environmental and economic development of the region.
- Be flexible and open to new approaches to service delivery and funding.
- Recognise and acknowledge the needs and constraints of all spheres of government, community and stakeholders.
- Recognise that new partnership agreements may be considered if initiated by either Local, State or Federal Government.

#### Roles and Responsibilities

- Identify, understand and respect the roles and responsibilities of all parties.
- Be open and transparent in all dealings.

### Communication

- Conduct open discussion on issues relevant to the region.
- Recognise the need for confidentiality when the subject matter requires.

### Consultation

- Appropriate consultation to facilitate understanding and consensus.

### Service Delivery

- Continual improvement practice in the efficiency, effectiveness, timeliness and appropriateness of Local Government service delivery.

### Outcomes

- Well defined and agreed outcomes and performance measures for all projects and activities.

### Accountability

- A transparent approach to all dealings within the organisation.
- Have clearly defined reporting, dispute resolution and review mechanisms.

GVROC's boundaries align with those of the Goldfields Esperance Country Zone of the WA Local Government Association, with GVROC meetings often held in conjunction with Zone meetings. GVROC's executive support also provides support to the Zone.

## Membership

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Each Member Council appoints two voting members to the GVROC. This can be the Shire President/Mayor and Chief Executive Officer (CEO) or two other elected members. In addition to this, each Member Council may appoint two other representatives as Deputies, who may attend meetings on behalf of the voting members in their absence. Each representative is able to remain part of the GVROC while they are employed by their Member Council or until they are removed by their Council.

Each Shire makes an annual contribution to the administration and operation of the GVROC, including the employment of an Executive Officer. Any new members joining are required to pay a start-up contribution as outlined in the MOU.

## GVROC Structure

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The roles of Chairperson and Deputy Chairperson are elected by the Member Councils at the first meeting of the GVROC following the Local Government elections and are held for a two (2) year term.

The Chairperson is responsible to preside over meetings and acts as the spokesperson for the GVROC. They liaise with the Executive Officer on all GVROC matters and on the performance of its functions. The Deputy Chairperson acts to support the Chairperson and assumes the role as Chair in their absence.

The position of Chairperson for the GVROC as at 1 January 2022 is held by Cr Mal Cullen, President of the Shire of Coolgardie and the Deputy Chairperson is President of the Shire of Dundas, Cr Laurene Bonza.

## GVROC Activities

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GVROC uses its collective influence to generate positive outcomes for all Member Councils and Goldfields/Esperance communities. It does this by:

- Acting as a collective in advocating on behalf of Members Councils and the region as a whole, through lobbying on a State and Federal Level. This includes attendance at consultations and meetings with relevant stakeholders in the region and Perth.
- Identifying appropriate funding opportunities for projects and initiatives which benefit the Member Council communities.
- Taking a collaborative approach to resource management to ensure adoption of the most cost effective and sustainable model.
- Prioritising initiatives and projects which retain and develop infrastructure and economic development in the region.

## Staffing

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The GVROC employs the services of an independent Executive Officer who undertakes all required advocacy, project management, secretarial services including member correspondence, meeting arrangements and minutes. Where required, the Executive Officer also reviews and tables recommendations for consideration by the Member Councils, on relevant GVROC matters.

This role is currently undertaken by Andrew Mann who is Managing Director and Principal of Mann Advisory.

The GVROC also currently fund employment of a Regional Climate Alliance Coordinator position as part of the 2-year pilot (2022-2023) of the Regional Climate Alliance Program in conjunction with WALGA and the State Government.

## Recent Achievements

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- Working collaboratively and cohesively – in the largest Voluntary Regional Organisation of Councils in the State.
- Assisted in development of the Goldfields Designated Area Migration Agreement (DAMA), which is a five-year labour agreement between the Federal Government, the City of Kalgoorlie-Boulder and the Shires of Coolgardie, Leonora and Menzies signed in March 2019. It aims to attract skilled migrants to work and live in Kalgoorlie-Boulder, Coolgardie, Leonora and Menzies, allowing Goldfields employers to sponsor skilled overseas workers in specified industries that are currently experiencing critical skill and labour shortages.
- Completed an infrastructure strategy for industry growth in the Goldfields Esperance Region - Opportunities identification study - January 2020
- Released a Roads of Strategic Importance (ROSI) paper – March 2020
- Released in conjunction with DPIRD and GEDC the Goldfields Esperance Region Camel Industry Analysis Report – August 2020
- Released an Economic Policy Plan for the Region – September 2020
- Successful in assisting Shires of Dundas and Coolgardie plus the City of Kalgoorlie Boulder to receive State Government funding to employ a Bushfire Risk Coordinator to develop Bushfire Risk Mitigation Plans.
- Successful GVROC Grant Application to the Regional Climate Alliance (RCA) Program (June 2021) administered by WALGA and the State Government to receive grant funding over two years to pilot trial Alliance model for addressing climate change within local governments.
- Released a GVROC Housing Strategy - February 2022 looking at prioritising improved government and social housing plus affordable residential housing for the Goldfields Esperance region.
- Coordinated GVROC regional responses, papers and submissions into various State and Federal Government reviews, inquiries and reports, including:



- Royal Commission into Child Sexual Abuse recommendation for Local Government Child Safety Officers
- WALGA for Review of the Road Asset Preservation Model (APM)
- Infrastructure WA – on the Foundations for a Stronger Tomorrow: Draft State Infrastructure Strategy
- Regional Telecommunications Review 2021
- Productivity Commission on its Draft Report into Remote Area Tax Concessions and Payments 2019
- Provided Goldfields Esperance Region view and input into the State Government Local Government Reform Agenda

## Trends and Issues facing the Goldfields Region

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- Importance of State and Federal funding programs for local government and community infrastructure and services ensuring local projects are prioritised for funding.
- Climate Change and its focus on the following:
  - Drought and water security in the region
  - The increased risk of bushfire threats
  - Alternative and efficient energy solutions via renewable energy
  - Waste management and sustainably at a regional scale.
- Regional Housing
  - Availability of social, GROH and affordable housing across the region to meet growing demand.
  - Availability of housing stock to attract workers to the region
- The closure of key State and Federal Government services and the relocation of government offices from the region.
- Addressing anti-social behaviours in the towns, particularly in the Northern Goldfields and the impact on Communities across the region.
- Covid-19 Pandemic and its impact on the region's community and businesses and how to build support into meeting future pandemics and natural disasters.
- Regional Business Development and attraction of skilled workers to the region to drive population and economic growth.

## MONITOR AND REVIEW

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The GVROC will monitor the implementation of the Strategic Plan on an ongoing basis with a formal review being conducted following the first two (2) years of implementation. At this time, those involved in the development of the document can assess the successful implementation of goals and key actions, and if circumstances have changed, make relevant edits to the document.

Periodic reporting of outcomes will be tabled at GVROC meetings.

## GVROC IDENTIFIED TOPICS AND ISSUES

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- Local Government Reform
  - Regional Digital and Telecommunications Infrastructure and Digital Connectivity
- Regional Housing:
  - Social
  - GROH
  - Affordable
- Unlocking industrial & residential land
- Transport and Logistics infrastructure funding:
  - Road Networks
  - Rail Network
  - Aviation Facilities and analysis
  - Maritime Facilities
- Local Government and Community Infrastructure Funding
- Addressing Climate Change:
  - Mitigating drought impacts and improving water security
  - Sustainably managing the increased risk of bushfire threats
  - Improving uptake of renewable energy and energy efficiency solutions
  - Managing waste sustainably at a regional scale.
- Management of Feral Pests e.g. Camels, Dogs, Horses
- Taxation Reform:
  - State Government:
    - Payroll tax subsidies for business and companies that support residential workforces in regional and remote towns; and
    - Stamp Duty relief or subsidies for regional and remote areas.
  - Federal Government:
    - Federal Government Tax offset review;
    - FBT concessions to encourage regional residential workforces; and
    - Review of Zone allowance to regional and remote workers.
- Developing Regional projects and solutions and attracting funding for implementation
  - Each LGA identifying top two economic development projects/concepts requiring funding
- Improved energy solutions, water security & waste
- Addressing and responding to population change and growth
- Addressing Law and Order and Social cohesion
- Regional Business Development
- Managing the Covid-19 Pandemic implications in the local community
- Building more support into future pandemics and natural disasters
- Reducing red tape
- Challenge of assisting new and existing industries in the region
- Community building/service provision
- Promoting a strong regional voice
- Energy cost and reliability
- Best use of built infrastructure
- Cost of service delivery
- Drive to turn unused roads into Tourism 4X4 tracks and remove them from Council Asset Registers would free up cash for each Council through saving to their Asset renewal Program

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**VISION**

*To coordinate a strategic alliance for the planning, development and retention of infrastructure and community services, acquiring funding from government grants, economic development initiatives and private sector funding.*

**MISSION**

*Enhance service delivery and infrastructure for our collective and individual communities*

**OBJECTIVES**

**GOALS**

*1. Be a strong, clear regional voice for Member Council communities to both State and Federal Government and advocate collaboratively for and on identified issues*

- 1.1 Develop a comprehensive list of key opportunities for the GVROC to lobby on, including relevant stakeholders associated with each item
- 1.2 Maximise the GVROC Member Councils and their networks to leverage influence and outcomes on a State and Federal level
- 1.3 Maintain a strong and consistent messaging to ensure that the region and local communities agreed priorities are factored into decision making at all levels of government.

*2. Supporting and advocating for the continued investment in regional infrastructure and services that assists individual community needs and aspirations across the region*

- 2.1 Identify and prioritise key regional infrastructure and service projects for the GVROC to endorse and proactively pursue
- 2.2 Identify key funding opportunities (State and Federal) which could be leveraged to fund priority GVROC infrastructure and services projects
- 2.3 Explore, prioritise and coordinate key opportunities and events for GVROC Member Councils to advocate on priority infrastructure and service projects to State and Federal Government

*3. Presenting a collaborative, relevant, resilient, and leading organisation that operates within good governance and focuses on Member Councils Local Government sustainability and an enhanced role for Local Government services.*

- 3.1 Review existing policies and procedures and identify opportunities to develop additional documentation
- 3.2 Investigate and identify opportunities for GVROC Member Councils to attend forums focused on Local Government sustainability and governance
- 3.3 Investigate existing work being undertaken by other Local Governments in Australia and around the world, in the area of innovation and technology services for potential adoption in the Goldfields-Esperance region.
- 3.4 Continue to explore shared service opportunities for Member Councils that assist, support and promote resilient and sustainable Local Governments.

*4. Working together to support and implement climate change mitigation and adaptation through its GVROC Regional Climate Alliance with a focus on water, energy, regional waste and natural disasters (bushfires and flooding).*

- 4.1 Attracting more projects – Coordinate, design and secure funding to deliver local government climate adaptation and mitigation projects in the region.
- 4.2 Collaborate - Support collaboration and information sharing with LGA’s industry and the community in the delivery of climate change activities and information.
- 4.3 Advocate for climate change projects and funding in the Goldfields Esperance region with relevant stakeholders.

*5. Supporting and advocating for improved government and social housing plus affordable residential housing for the Goldfields Esperance region*

- 5.1 Implementing the strategies and actions contained within the GVROC Housing Strategy – April 2022.
- 5.2 Establishing and funding a core advocacy group from Member Councils to drive this objective with core functions of:
  - Identifying what land is available for housing in the region
  - Identifying new innovative and cost-effective building designs and solutions
  - Identifying funding options for Member Councils to deliver these housing solutions on identified land
  - Attracting potential stakeholders and investors