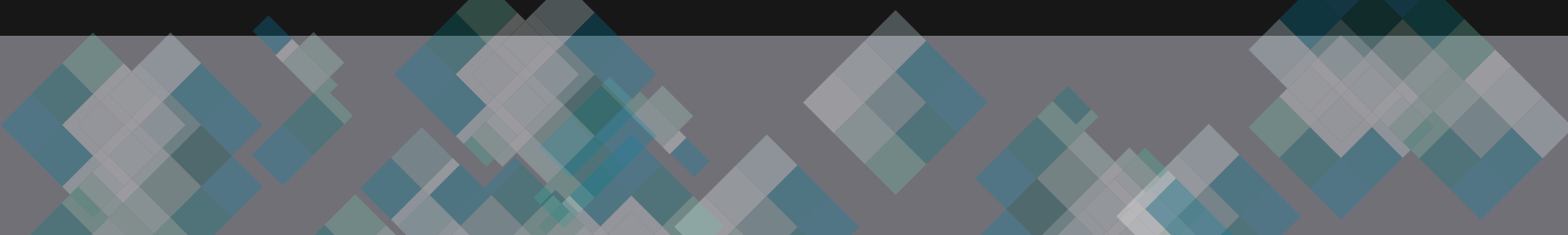


# NEFLUENTI





**VISION:** Ben Wyatt is aiming to reform energy markets. **Photo:** Attila Csaszar



**SUCCESS:** Bill Beament campaigned against a gold royalty increase. **Photo:** Attila Csaszar

# Leadership can take many forms

Our annual analysis of the state's movers and shakers explores how the Legislative Council and union movement could shape the state government's agenda.



**Matt McKenzie**

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@Matt\_Mckenzie\_

**8-PAGE FEATURE**

## Key takeaways

- **Legislative Council has had a big impact on state government policy**
- **Mark McGowan remains the state's most influential person**
- **Richard Goyder moves into the arts (page 20)**
- **Rita Saffioti plans to make her mark, early days yet (page 18)**

**S**OMETIMES the best examples of influence are demonstrated not by what change an influencer starts, but rather what they can stop.

A case in point emerged last year when the state opposition and crossbench combined in the upper house to block a hike in the gold royalty rate, which would have raised nearly \$400 million in revenue for the new state government.

When the proposal was announced in the budget, gold

miners immediately opposed the move, which would have meant a 50 per cent increase in royalty payments when the gold price was above \$US1,200 per ounce.

Speaking to *Business News* on the day of the announcement, Northern Star Resources executive chairman **Bill Beament** said the higher rate would lead to reduced exploration and potential job losses.

He was one of many industry leaders to speak out against the policy.

Others included Chamber of Minerals and Energy of Western Australia chief executive **Reg Howard-Smith**, who had earlier led a successful campaign against a proposed increase of iron ore royalties.

Despite what was a strong show of lobbying force, it took the opposition Liberal Party about a month to settle on a position.

By that point, the Nationals WA and other minor parties had come out against the move.

To put it into perspective, Labor holds 14 seats in the upper house, with 19 votes needed to pass any legislation, while the Liberals hold nine and the Nationals four.

Crossbenchers hold the balance, with nine.

In the Legislative Assembly, Member for Kalgoorlie **Kyran O'Donnell** was one of the strongest opponents of the royalty rise, with gold miners a core part of his constituency and the seat potentially threatened by the Nationals.

Deputy Liberal leader **Liza Harvey** also spoke out publicly against her party's indecision on the issue.

A second proposed royalty rise was also later rejected by the parliament.

Interestingly, a further budget measure with potentially wider ramifications, a \$435 million increase of payroll tax, made it through the Legislative Council.

The different fates for two different revenue raisers illustrated both the influence of

WA's resources sector, and the power of Liberal, National and crossbench parties to shape the political agenda through the upper house.

The **Electrical Trades Union** has similarly been successful in stopping energy market reform by successive governments, led by state secretary Peter Carter.

The most recent win for the ETU's WA branch was last year, when it helped drive Labor's state election success with a scare campaign against a partial sale of Western Power.

The union earned multiple rebukes for overreaching in advertising, including from Australian Competition and Consumer Commission chair Rod Sims, who said his views had been misrepresented in commercials.

The ETU has remained a player in the past year, with Energy Minister **Ben Wyatt** backing away from a move towards increased competition in the electricity retailing market.



## Business as usual

By contrast to the world of politics, the state's business sector has undergone a reasonably stable period.

A new entrant to the Most Influential list is Wesfarmers chief executive **Rob Scott**, who took over from Richard Goyder in November.

Mr Scott has already broken with his predecessor in a major way, announcing a plan to spin-out supermarket giant Coles, a decade after Mr Goyder led the original acquisition.

**Mr Goyder** has faced criticism for a more recent foray, the company's move into the UK hardware market through the purchase of Homebase.

But Mr Goyder is still widely respected and influential, chairing Woodside Petroleum, the AFL Commission and the WA Symphony Orchestra (see story, page 20).

Other notable corporate moves included **Elizabeth Gaines'** promotion to chief executive of iron ore miner Fortescue Metals Group, while Nev Power moved to be chairman of Perth Airport.

Former BHP Billiton boss **Jimmy Wilson** resurfaced at grain handler CBH Group, bringing his supply chain expertise.

**Mark Barnaba** left his role at Macquarie Bank to take a seat on the Reserve Bank of Australia board, while Rob Cole took over as chair of government-owned power generator Synergy.

Other senior business figures are working on opportunities to shape the state in the years ahead.

Woodside Petroleum chief executive **Peter Coleman** could spur a major resurgence of investment in the energy industry through a decision to develop the Scarborough or Browse fields.

Fortescue's **Andrew Forrest** is similarly expanding his influence, moving into onshore energy exploration, while pursuing a potential deal to supply gas to the east coast.

**Gina Rinehart** and **Kerry Stokes** remain influential, with Mrs Rinehart building a pastoral portfolio to complement her iron ore business, and Mr Stokes retaining control of Seven West Media.



**LEADING:** Elizabeth Gaines will have an opportunity to shape the iron ore industry. Photo: Photography Project



**TOP:** Mark McGowan is WA's most powerful person. Photo: Attila Cszasz

His Liberal opposite, Dean Nalder, says the delay of action in this space is due to the government's desire to appease unions.

Mr Wyatt says any lag on policy is simply because a lot of work needs to be done in the sector before competition can go ahead.

One big test of union power within the new government will be the **Maritime Union of Australia's** opposition to an outer harbour development.

Despite the advancement of the business case for an outer harbour having been among Labor's major election commitments, the MUA and others combined to pass a motion at the party's state conference last year which said the existing inner harbour remained sufficient.

Many other influential decisions touch on the portfolios of Transport, Lands and Planning Minister **Rita Saffioti** (see analysis, page 18).

Some new members on the *Business News* Most Influential graphic (see page 16) are Saffioti appointments, among them **Anthony Kannis**, who is leading the government's Metronet team, and **Nicole Lockwood**, who heads the outer harbour taskforce.

In the lands part of Ms Saffioti's portfolio, February's

announcement that the state government will allow urban development north-east of Alcoa's waste dump in Mandogalup was a win for businessman **Nigel Satterley**.

He had fought hard against a 2016 move by the previous state government to extend a buffer zone around the Kwinana industrial region.

That was reviewed by the Environmental Protection Authority, which eventually recommended against it.

The EPA also recommended against the development of Mineral Resources' J5/Bungalbin iron ore project, which had attracted some opposition.

### Leadership

Not surprisingly, **Mark McGowan** holds the top spot in the Most Influential list.

State political figures in his orbit remain unchanged from last year, with Ms Saffioti, Mr Wyatt and Deputy Premier Roger Cook all in the topechelon.

After a year in office, the government is yet to notch many major wins on the economic reform agenda, although it has passed its flagship jobs bill and stared down Police Union dissent over wages policy.

The proposed establishment of Infrastructure WA earned plaudits, while an effort to

**\$435m** PAYROLL TAX INCREASE

rationalise the public service is under way.

Education Minister **Sue Ellery**, who leads the government in the Legislative Council, has been widely seen as a key player in Mr McGowan's team, although she has suffered some major setbacks in her portfolio that may have drained political capital.

Those included a u-turn on an election promise to move Perth Modern school to an inner-city high-rise location, and a reversal on cuts to the School of the Air, which had been announced in December.

In late January, Ms Ellery came under pressure over lead found in school water, and campaigning by regional communities against the closure of Moora Residential College continues.

Federally, WA's reach has grown.

**Michael Keenan** was promoted to the Turnbull cabinet as human services minister in a reshuffle late last year.

**Mathias Cormann** was elevated to be government leader in the Senate, **Michaelia Cash** picked up the innovation

portfolio, and **Christian Porter** was moved to be attorney general.

However, the litmus test for the WA members of federal cabinet will remain long-term reform to the distribution of GST revenue, with a Productivity Commission review into the issue due for release in coming months.

Senators **Dean Smith** and **Linda Reynolds** feature on the list, with Senator Smith spearheading changes to marriage laws, while Senator Reynolds is a highly visible advocate for local industry.

In the ranks of local government, the one notable missing name is **Lisa Scaffidi**, who featured on lists as recently as 2015.

Ms Scaffidi and the City of Perth council were suspended after ongoing internal warfare resulted in two acting chief executives taking personal leave.

That followed revelations of a \$25,000 investigation by law firm Herbert Smith Freehills into acting chief executive Martin Mileham, driven by a complaint by property developer Adrian Fini.

# Centre stage - WA's

## GROWING INFLUENCE

- **Michael Keenan**  
Promoted to federal cabinet
- **Legislative Council crossbenchers**  
Holding balance of power
- **Elizabeth Gaines**  
New chief at Fortescue
- **Rob Cole**  
Chairing Synergy
- **Jimmy Wilson**  
Former BHP boss resurfaces at CBH
- **Mathias Cormann**  
Now Senate leader
- **Rita Saffioti**  
Stamping footprint on planning, transport
- **Nicola Forrest**  
Chairing Black Swan, influencing school education

## REDUCED INFLUENCE

- **Lisa Scaffidi**  
Dismissed as Lord Mayor by state government
- **Sue Ellery**  
Forced to backflip on key policy moves
- **Deidre Willmott**  
Has left helm of CCI
- **Lyndon Rowe**  
Finished term as chair of Synergy
- **Michael Chaney**  
Completed long terms at Woodside, UWA
- **Richard Goyder**  
No longer running the country's biggest employer

## STATE POLITICS



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Find out more about these and other people in our Most Influential feature – enter their name in our BNIQ Search Engine.

**BNIQ SEARCH** Mark McGowan

There are **792** results from our index of **94,035** articles, **9,317** companies and **32,150** people

## NATIONAL POLITICS



# biggest influencers

## AUSTRALIAN BUSINESSES

### John Langoulant

Ceda WA president, Langoulant review chair

### Rob Cole

Synergy, Southern Ports

### Rob Scott

Wesfarmers



### Nigel Satterley

Property developer



### Adrian Fini

Property developer

### Elizabeth Gaines

Fortescue Metals Group

### Kerry Stokes

Chairs Seven Group, Seven West Media



### David Singleton

Austal



### Diane Smith-Gander

Director Wesfarmers, AGL

### Peter Coleman

Woodside Petroleum

### Richard Goyder

Chairs Woodside, AFL

### Michael Chaney

Chairs Wesfarmers



### Gina Rinehart

Hancock Prospecting

### Chris Salisbury

Rio Tinto

### Edgar Basto

BHP

### Nigel Hearne

Chevron

### Dale Alcock

ABN Group

### Bill Beament

Northern Star Resources

### Nev Power

Chairs Perth Airport

### Sam Buckeridge

BGC

### Tracey Horton

Chairs Navitas, Commissioner of Tourism WA

### Mark Barnaba

Director Fortescue, Reserve Bank board member

### Paul Holmes a Court

Heytesbury

### Rod Jones

Hoperidge Capital, chairs Study Perth

### Chris Ellison

Mineral Resources

### Jimmy Wilson

CBH Group

### Michael Parker

Alcoa

### Ryan Stokes

Seven Group

### Graham Kerr

South 32

### Seiya Ito

Inpex Australia

### Zoe Yujnovich

Shell Australia

### Chen Zheng

Citic Pacific

## INTERNATIONAL BUSINESSES

# Saffioti shaping state's future



**LEADER:** Rita Saffioti has taken a proactive approach to managing her portfolios since March last year, building a team of experienced industry leaders.

Rita Saffioti is stamping her mark on the transport, lands and planning portfolios she took on last March, initiating a number of major reviews and appointing several industry leaders.

**Katie McDonald**

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REFLECTING on the first year of the McGowan government, it's clear that Rita Saffioti has emerged as one of the busiest and most influential ministers.

From driving the state government's Metronet urban rail project to establishing a planning reform team, her decisions have the potential to profoundly shape Perth's development over coming years, in a similar way that Alannah MacTiernan influenced Perth's development when she held the same portfolios during the Gallop and

**“ I am very keen to have all the parties work together to achieve an agreed outcome**

**– Rita Saffioti (regarding 3 Oceans Iconic Scarborough project)**

Carpenter governments.

During the past 12 months, Ms Saffioti has steered a number of additional initiatives, including: the proposed merger of the state's two land agencies, LandCorp and the Metropolitan Redevelopment Authority; pushing for housing diversity with a new draft statement

promoting micro-lots; and pledging the first major revamp of strata reform in 20 years.

Property Council of Australia WA executive director Lino Iacomella said Ms Saffioti deserved credit for addressing WA's rigid planning system and streamlining the state's land agencies.

Metronet, he said, presented a good platform for pressing on with much-needed reforms to state and local government processes.

“The challenge for the minister in 2018 is to continue the reform process, including shaking up WA's transport agencies like Main Roads, and getting local governments to meet a common standard of planning performance, particularly along the Metronet lines,” Mr Iacomella said.

Urban Development Institute of Australia WA president Nick Allingame was encouraged by Ms Saffioti's enthusiasm for

reform, and understanding of the need to develop a compact, connected and liveable city.

“UDIA is hopeful that we will see some real results stemming from the minister's reform agenda and we look forward to continuing to work collaboratively to ensure the best possible outcomes for the industry and the broader WA community,” Mr Allingame said.

## Change

Beyond the policy front, Ms Saffioti has been active in surrounding herself with a number of handpicked people to help progress her plans.



## Key takeaways

- Metronet a key priority, first stage under way
- Planning reform on the agenda
- Merger of MRA and LandCorp to reduce duplication
- Optus Stadium footbridge, privatisation of Landgate to be resolved

experienced town planner and urban designer Evan Jones for the top position, who last month unveiled his initial ideas at a UDIA luncheon with green paper consultation already under way.

At the end of last year, Ms Saffioti announced her plans to merge MRA and LandCorp, the first step being the creation of a shared board in the lead up to the merger, appointing long-term LandCorp board member George McCullagh as chair.

The minister's latest appointment is David Caddy, who was chosen to chair the WA Planning Commission from April 16, and will bring more than 40 years of planning and leadership expertise to the role, with the goal of delivering an accessible and streamlined planning system.

In another effort to streamline processes, last week the office of the government architect announced it would move to the Department of Planning, Lands and Heritage from the Department of Finance on April 1 2018, to enable closer collaboration on projects such as the draft Design WA suite of policies and Metronet.

Project-wise, Ms Saffioti has promoted the Forrestfield-Airport rail link, while she endeavours to finalise planning and funding for subsequent stages of Metronet.

Another noteworthy decision was the move to allow urban development north-east of Alcoa's industrial waste area in Mandogalup, which had been

blocked by the previous government's move to extend a buffer zone around the industrial area.

## Priorities

Ms Saffioti's agenda to drive change was challenged late last year when the MRA knocked back 3 Oceans Property's Iconic Scarborough project.

It was not long afterwards that MRA chief executive Kieran Kinsella and chairman Richard Muirhead finished up at the MRA, as the LandCorp merger commenced.

Ms Saffioti said the state government was disappointed the issues with the project could not be resolved prior to the MRA's decision.

"The site has been earmarked for significant development in the Scarborough planning framework," she said in December.

"I am very keen to have all the parties work together to achieve an agreed outcome."

As a result, 3 Oceans Property has produced revised plans, with the public comment process commencing last Saturday and the MRA-LandCorp board to consider the project in April (see page 32).

Shadow minister Liza Harvey was also disappointed with the knock-back of Iconic Scarborough, saying the planning system had become over-prescriptive.

Ms Harvey said she would be interested to see what would come out of Ms Saffioti's reform process.

Ms Harvey said a significant issue was the current review of Landgate, which was widely expected to lead to privatisation.

This would be a backflip on Labor's promise of no asset sales and could lead to higher fees on land and property transactions.

She was also interested to see what tangible plans Labor produced.

"What I'm waiting for in earnest is to see an actual Metronet business case developed and for some clarity around what's been proposed in respect to funding mechanisms," Ms Harvey told *Business News*.

"There have been a lot of committees formed but we haven't actually seen any radical changes yet.

"Time will tell."



**EXPERIENCE:** WAPC chair David Caddy. Photo: David Phillips



**CHANGE:** Planning reform principal Evan Jones. Photo: Julius Pang



**MERGER:** George McCullagh chairs the LandCorp-MRA board. Photo: Frances Andrijich

**20**  
YEARS SINCE  
PREVIOUS STRATA  
REFORM OVERHAUL

The appointment of Anthony Kannis to lead the Metronet team in May last year was her first significant move, followed by Infrastructure Australia board member Nicole Lockwood as chair of the Westport outer harbour taskforce.

Ms Saffioti then launched her planning reform team, selecting

Photo: Attila Csaszar



# Influencers and innovators

An eclectic mix of corporate heavyweights, private philanthropists and innovative disruptors have helped to shape the state's arts sector.

**Tori Wilson**

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MAKING the arts more accessible to the broader community has long been the goal of prominent influencers and emerging players who steer Western Australia's creative direction.

In a state such as WA, with its small population and geographical isolation, perhaps it's to be expected that a relatively small cohort of names regularly feature when events in business and the arts are making news, highlighting the connections between the two.

Many of the state's corporate leaders champion major arts organisations as board members, utilising their business experience and established connections. On the other hand, some arts leaders set a precedent for change with disruptive ideas.

For example this month's news that **Richard Goyder** had been appointed chair of the WA Symphony Orchestra was not a surprise, given Wesfarmers' ongoing investment in the orchestra significantly progressed during his tenure as chief executive.

Previous Waso chair **Janet Holmes à Court** is another example of a key businessperson guiding the state's arts sector.

Mrs Holmes à Court is the deputy chairman of the Chamber of Arts and Culture and the inaugural chair of Black Swan State Theatre Company.

Mrs Holmes à Court has overseen 15 consecutive years of profit while at the helm of WASO.

She has driven the organisation further into the community, garnering the support of Tianqi

Lithium for its music education program, *Crescendo*, operating out of Kwinana.

And the Heytesbury Group chair has overseen decisions for the orchestra to hold movie-themed concerts and Karijini Experience performances.

Equally, former Rio Tinto chief executive **Sam Walsh** has held a number of prominent arts sector roles, including as inaugural chair of the Chamber of Arts and Culture WA, established to unite the arts and lobby government.

Mr Walsh joined the Australian Council for the Arts board in late 2016 to achieve arts influence at a federal level.

He also took on the role of chair of the Art Gallery of Western Australia last year, and has sought to attract younger audiences to the gallery with the introduction of free contemporary exhibitions, such as the popular *Heath Ledger: A Life in Pictures*.

Early in his tenure, Mr Walsh gave Premier Mark McGowan a tour through the gallery as part of a successful mission to have the Labor government commit \$10 million to its rooftop activation.

Planned for completion in 2020, the rooftop activation is expected to attract greater crowds to the gallery and is AG-WA's first capital development project in 25 years.

Minderoo Foundation chief executive **Nicola Forrest** has recently secured a government commitment to match Minderoo's \$26.4 million grant to a 10-year early childhood project with Telethon Kids Institute.

The Sculpture by the Sea patron has also in the past month been appointed Black Swan

State Theatre Company chair, having been a board member for five years and championed the establishment of its first 'future fund'.

Business strategy consultant and Anglicare WA chair, **John Barrington**, joined Perth Festival in 2012, becoming chair in 2015.

Mr Barrington initiated a strategic review for the festival last year, which led to a number of changes, including executive director Nathan Bennett carrying forward a rebranding process that endeavoured to reflect a greater focus on accessibility for all aspects of community.

With Mr Bennett bringing private philanthropy and corporate partnership experience to the team, the review guided the organisation to diversify revenue.

It has since attracted close to \$600,000 in philanthropic support for the 2018 financial year, Mr Bennett said, partly achieved through significant donors including the Ungar Family Foundation, Fogarty Foundation and **Adrian and Michaela Fini**. (This more than doubles the \$280,000 sourced in the previous year.)

Property developer Mr Fini sits on the board of Perth Festival and the Art Gallery of WA Foundation.

He also leads the Historic Heart of Perth project, which has attracted at least \$500,000 split between the state government and the private sector in its first year.

Strategy consultant **Janelle Marr** has been Screenwest chair since 2015, having guided its transition from a government agency into an independent not-for-profit body.

A 2012 40under40 winner, Ms Marr established the Western Australian Regional Film Fund, securing \$16 million worth of state government across four years.

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## TOP 10 WA ARTS ORGANISATIONS

Organisation	Chairperson
<b>WA Museum</b>	Alan Robson
<b>Screenwest</b>	Janelle Marr
<b>Artrage</b>	Anthony Robinson
<b>WA Symphony Orchestra</b>	Richard Goyder
<b>Perth Theatre Trust</b>	Morgan Solomon
<b>Perth Festival</b>	John Barrington
<b>Art Gallery of WA</b>	Sam Walsh
<b>West Australian Ballet</b>	Robert Edwardes
<b>FORM</b>	Paul Chamberlain
<b>Black Swan State Theatre</b>	Nicola Forrest

Ranked by revenue

See BNiQ List for full breakdown

## Innovators & disruptors

Fringe World Festival chief executive and artist in his own right, **Marcus Canning**, has shaken up the art scene by developing a festival with broad appeal.

This year's 750 festival events reached \$10 million in box office sales with an attendance of more than 800,000 people.

Mr Canning has also partnered with Mr Fini in a collaborative effort to bring the Fringe zeitgeist to Perth year-round with the reopening of the historic Rechabites Hall as an arts and music bar, planned for completion early 2019.

That's in addition to the new cultural precinct Mr Canning is working on at the former Perth Girls School in East Perth.

Perth Symphony Orchestra (PSO) founding director **Bourby Webster** is another innovator who has challenged the sector by flipping the traditional orchestra model on its head.

Ms Webster has created a business model that does not depend on funding or large philanthropic efforts, but drives revenue predominately via ticket sales.

PSO bridges the divide between orchestral instruments and modern music genres, including George Michael, INXS, and sell-out Nirvana performances among its repertoire.

The contemporary orchestra has taken rock symphony to new settings, such as the Kwinana community, and will collaborate with Aboriginal elders for the opening of the Swan River Pedestrian Bridge.

Ms Webster is also the founder of Perth Arts Leaders Collective, which strives to disrupt the typical nature of arts organisations operating in silos by instead pooling resources.

**Thomas de Mallet Burgess** is another disruptor within the music space, having pioneered contemporary opera in WA with Lost and Found Opera, taking it to unexpected locations, from apartment blocks to former hospital sites.

FORM chief executive **Lynda Dorrington** has leveraged her creative organisation to take visual art into the community.

That included its street art project *PUBLIC*, funded by BHP Billiton, and its CBH Group-funded silos that were painted with bright designs, adding art to areas including the Wheatbelt.

Cultural adviser **Richard Walley** is another influencer of note.

A Nyoongar man, Mr Walley has provided cultural advice on numerous government projects, including the Aboriginal Health Unit and the New Museum Project, and has spent decades educating Australia about Nyoongar culture through the arts.



# shape arts sector outcomes



Bourby Webster (top left), Nicola Forrest (top right), Janet Holmes à Court with Richard Goyder (middle), Sam Walsh (bottom left) and Marcus Canning



# MOST INFLUENTIAL

**BNiQ** SEARCH *most influential*



There are **209** results from our index of **94,035** articles,  
**9,317** companies and **32,150** people.

## Mind-blowing' recognition for Limeburners

13 Oct 2017 by Fraser Beattie

annual edition. "This is a phenomenal result," Limeburners founder Cameron Syme said. "To have the most ... influential whisky publication in the world name us as the best whisky in the Southern Hemisphere is simply ...

## \$US650,000 scholarship for Perkins researcher

24 May 2017 by Katie McDonald

inclusion in the 2015 Knowledge Nation 100, a list of the country's most influential visionaries, intellectuals ...

## Gaines for women at the top

04 Dec 2017 by Mark Beyer

Australia chairman Zoe Yujnovich as the most influential WA women in business. Ms Gaines selection is ...

## Super union merger a cause for concern

17 Aug 2017 by Steve Knott

most influential unions? The local branches of the Construction, Forestry, Mining and Energy Union, the ...

## WA in China fashion deal

03 Feb 2017 by Matt McKenzie

break onto the global stage. "It will put our WA designers in the hands of the most influential players ...

## Leading front on equity agenda

24 Mar 2017 by Katie McDonald

nation. Some of the state's most influential chief executives are working to change that. CEOs for Gender ...

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Horton  
McGow  
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Jimmy  
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Cole  
Wayne  
Lyn  
Mike  
Chen  
Dave