



Transitioning Regional Economies Interim Report

Productivity Commission

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About CME

The Chamber of Minerals and Energy of Western Australia (CME) is the peak resources sector representative body in Western Australia. CME is funded by its member companies who are responsible for most of the State's mineral and energy production and are major employers of the resources sector workforce in the State.

In 2015-16, the value of Western Australia's mineral and petroleum production was \$88 billion. Iron ore is currently the State's most valuable commodity, accounting for more than half the State's production value at \$48 billion. Petroleum products (including LNG, crude oil and condensate) follow at \$18.4 billion, with gold third at \$10 billion.

The sector is a major contributor to the state and the Australian economy. The estimated value of royalties the state received from the resources sector composed almost 34.8 per cent of estimated total state revenue in 2015-16, or around \$4 billion (Iron Ore - \$3.4 billion).

Key Findings

- FIFO is a matter of choice for individuals about where they want to work and where they want to live.
- There is no clear financial benefit of one work arrangement over another. The decision of an individual to choose, and a company to provide, long distance commute arrangements over residential arrangements is predominantly based on the worker's individual situation, rather than a decision based on financial incentive alone.
- Multiple factors are considered by companies when determining which combination of FIFO and residential workforces are most appropriate. These factors are not weighted with a material priority or considered in isolation to other factors.
- Over time the industry has developed an employment model to attract and retain its skilled workforce in the safest and most competitive manner. The workforce model is a combination of residential and FIFO.
- Use of temporary worker accommodation and residential housing are complementary, not supplementary approaches in a total workforce management package, with the mixture of accommodation type governed by the project circumstances.
- Where a resource sector company identifies a need for a TWA facility, the local government authority should consider this on its merits and enable the company to retain the right to accommodate their workforce using the most appropriate option. In the long term, this will assist in normalising local markets and lessen the potential for spikes in local housing, hospitality and recreational markets.

Context

In 2016 the Productivity Commission (the 'Commission') commenced a study into, *Transitioning Regional Economies* (the 'Study').¹

The purpose of the Study was to: *'examine the regional geography of Australia's economic transition, since the mining investment boom, to identify those regions and localities that face significant challenges in successfully transitioning to a more sustainable economic base and the factors which will influence their capacity to adapt to changes in economic circumstances.'*

CME made a submission to the Study, outlining:

- While a transition is underway from a mining investment boom, the economic and social contribution of the Western Australia resources sector continues to be significant to the National, Western Australian and regional economies as a consequence of the ongoing, typically larger, operations that are the result of that mining investment boom.
- Policies designed to promote diversification of regional economies post the mining investment boom, must also take into account comparative advantage of a region based on factors such as installed infrastructure and natural resource endowments.
- Policies that restrict access to natural resources such as land and water, or confer high costs with respect to access to these resources or establishment of infrastructure fundamentally limit the ability of regions to respond.
- Concentrating regional development policies on economic activities where regions have a comparative advantage will, all else equal, provide the best chance of fostering growth and prosperity.
- Periods of population stagnation or moderate decline that occur after an expansion phase, occur in a regional economic and social environment substantially more robust than it was prior to the expansion. This is because production capacity has been increased, additional infrastructure has been created or new knowledge/technology developed that will inform future development.
- Policies designed to give effective transition from the mining investment boom in the Kimberley Region should focus more on addressing access, tenure and logistic to pave the way for diversification in sectors in which the Kimberley has the basis for comparative advantage, as well as improve opportunities for the development of its resource endowments
- Policy settings that should be applied to the Pilbara, should focus on preserving its existing comparative advantage and optimising its benefits to the local community, as opportunities for diversification of the Pilbara economy are more limited.
- FIFO is a matter of choice for resources sector workers – choice about where they work and where they live.
- Geographic labour mobility is a 'win-win', combining regional development and commercial benefits.
- Indirect benefits of FIFO occur from:
 - those doing FIFO spending their wages and salaries in the regional communities in which they live;

¹ <http://www.pc.gov.au/inquiries/current/transitioning-regions>

- payments by companies of airport fees and charges and purchases from local suppliers;
- support by companies for community programmes and events in communities in which their employees live.

On Friday 21 April 2017, the Australian Government's Productivity Commission released its initial Transitioning Regional Economies report (the report). The report highlighted that transition of the national economy is being driven by post mining investment boom adjustments and other key factors including technological innovation, globalization and environmental change. The combination of these factors has resulted in a variety of outcomes in geographic regions across Australia, with some regions experiencing high levels of resilience and prosperity while others less so.

This submission sets out CME's response to the initial report, and addresses issues discussed with representatives from the Productivity Commission during a meeting in Perth on 14 June 2017. Discussions centred around four main issues:

- Key drivers behind workers choosing a FIFO lifestyle in contrast to the choice to live residentially;
- Incentives (such as tax offsets and allowances) for the FIFO and residential lifestyle choices;
- Factors which influence the decision for resource companies to choose FIFO over a residential workforce; and
- Factors which influence the choice for companies to use temporary worker accommodation instead of residential housing for workers.

Response to the report

CME broadly supports the findings of the report. Due to the nature of the report and the scope of the study, it is recognised not all findings are relevant to the resources sector in Western Australia. CME supports the following key findings of the report which are relevant to the resources sector in Western Australia:

- Regions with a strong mining base are most resilient to change and have a relatively high capacity to adapt.
- Regions with a strong reliance on manufacturing have a lower capacity to adapt, as do remote and very remote (including Indigenous) communities.
- Employment growth has been positive in most regions, although all regions experienced employment fluctuations. Changes in employment numbers were not solely linked to the mining investment boom, but were also driven by agricultural innovation and automation.
- Geographic labour mobility positively contributed to the Australian economy by spreading the impact of the mining investment boom across regions.
- Factors influencing economic transition include: accessibility to services and infrastructure, people factors (such as employment rates, skill levels and community cohesion), industrial diversity, and access to agricultural land.
- There is no 'one size fits all' strategy to enable successful economic transition. Ideally, strategies would be identified and led by the local community in partnership with all levels of government, would build on the region's strengths and subject to rigorous evaluation.

Factors influencing worker's choice of FIFO or residential lifestyle

In WA, the majority of resource operations are remotely located without a nearby regional centre. In this environment, providing employees with choice is paramount, choice of what job they do, who they work for and importantly of where they choose to live. Employees cannot be forced to live in regional or remote locations if they don't choose to do so. Opting for a FIFO role enables employees to work in an industry or region and live where they choose.

In 2015 the Chamber of Minerals and Energy of Western Australia partnered with independent global research firm Ipsos to undertake a survey to collect data on the Western Australian resources sector workforce to capture information on demographics, preferences, satisfaction and wellbeing.

To form a more comprehensive understanding of the FIFO lifestyle, the survey sought to:

- Gauge employees' satisfaction with various aspects of life;
- Understand factors that are important to employees in considering a residential role and/or a non-residential role; and
- Capture demographic information of employees working FIFO as well as those who work in a residential role.

The survey targeted those working FIFO, those working residential on site and those who are residential in the Perth metropolitan area. After a data collection period across May/June 2015, 2,513 electronic surveys and 90 paper copies were completed, a sample size of 2,603 – approximately 2.7% of the Western Australian resources sector workforce. The composition of responses included 1,393 FIFO workers, 518 residential regional workers and 688 residential metro workers. The demographics of the survey cohort are shown in Figure 1. In relation to demographics, the survey found that:

- The majority of FIFO workers are aged 35-54 years and more than four in five are in a relationship.
- Just 3% of the resources sector workforce is aged 18-24 years and they are as likely to be in a residential role as a FIFO role.
- Three in five FIFO workers have been in their current role for more than five years.

The survey identified clear preferences of individuals which influenced their decision to work in a FIFO, regional residential or metropolitan residential role. Data is presented in Figure 2, Figure 3 and Figure 4, and summarised as follows:

- Over 75% of workers are in relationships, many of which involve children. These workers all have individual needs and circumstances which influence their choice of work arrangement.
- A FIFO role enables workers to choose to live in a location which best suits the needs of their partners and families, including choice about access to schools, health services and community services.
- Both financial and lifestyle factors were equally important considerations in a worker's choice, with neither factor prevailing in importance over another. The decision to choose FIFO or residential is driven by personal circumstances and the nature of their job.

Over half of the workers in the industry have moved from residential to FIFO and vice versa at different points in their careers, dependent on personal circumstances. In some instances companies are able to accommodate a role as either residential or FIFO. However, this is determined by a combination of factors such as job type, location of the project, shift duration and individual personal requirements.

Based on data from the survey around three in five resources sector workers, whether FIFO or residential, would consider taking on a different work arrangement in the future with this being driven by a desire for progression and career development.

FIFO is a matter of choice for individuals about where they want to work and where they want to live.

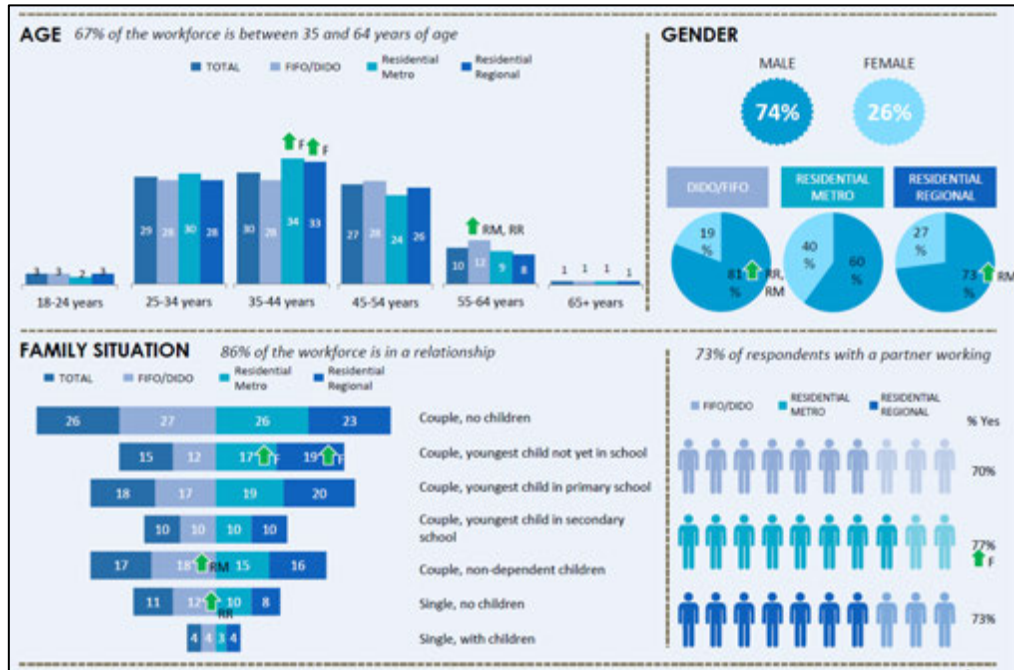


Figure 1 – Typical demographic of the Western Australian FIFO workforce²

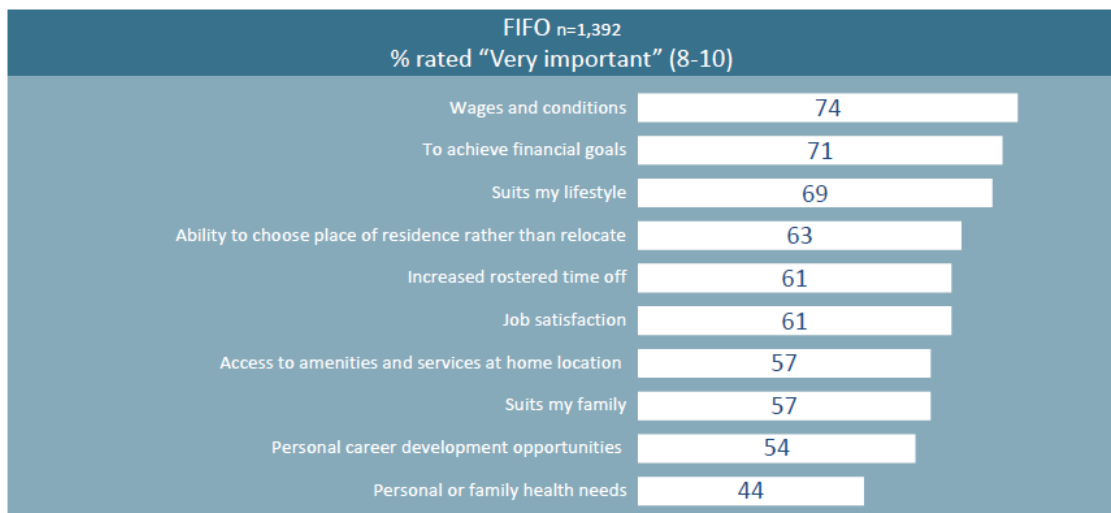


Figure 2 – Top 10 Factors influencing decision to choose a FIFO lifestyle³

² Ipsos Australia on behalf of the Chamber of Minerals and Energy of Western Australia, June 2015, *Resources Workforce Study*.

³ Ibid.

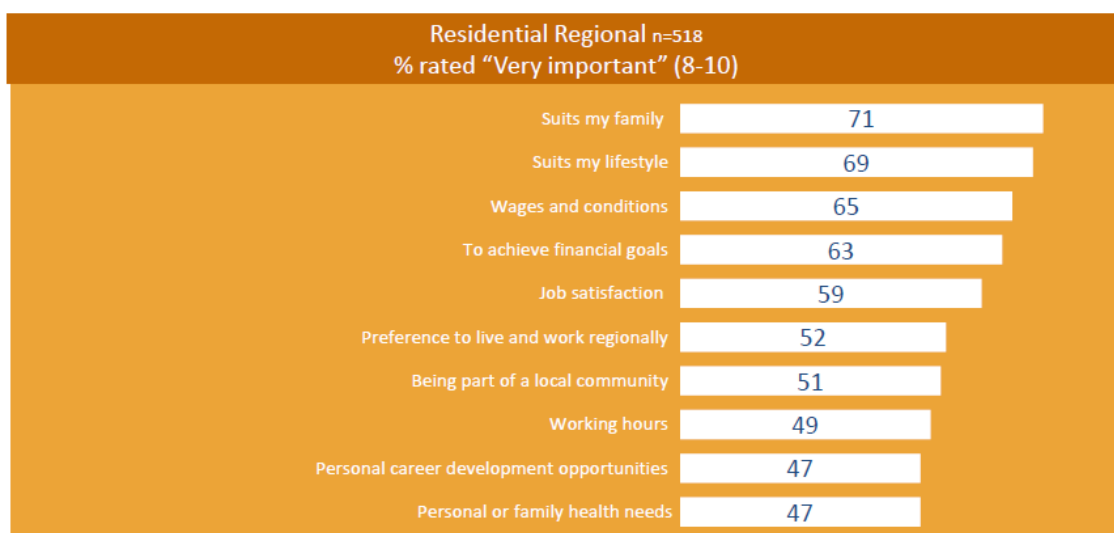


Figure 3 – Top 10 Factors influencing the decision to choose a regional residential lifestyle⁴

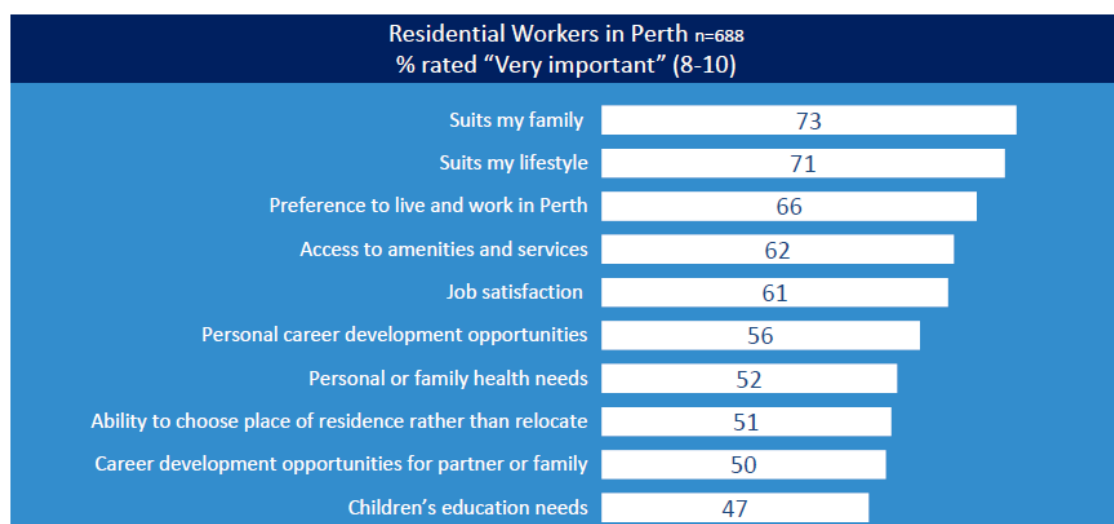


Figure 4 – Top 10 Factors influencing the choice to live and work in Perth⁵

FIFO and residential lifestyle financial incentives

Concerns regarding the impact of exemptions from fringe benefits tax often appear to result from a mischaracterisation by some stakeholders in the broader community of the purpose of the tax arrangements. Fringe benefits tax was introduced in 1986 and exemptions were provided for goods that would otherwise be taxable for fringe benefits tax purposes as a means of supporting employment in regional and remote areas.

Exemptions were made on the basis that goods were either so necessary to the working arrangements in question they should not be considered of a genuine remuneration nature, or that they should be supported from a policy perspective to assist employers that would

⁴ Ibid.

⁵ Ibid.

otherwise have difficulty in attracting the necessary skills to locations involving relatively higher degrees of isolation.

The fringe benefits tax exemption for employees' long distance commute flights to remote areas, including offshore petroleum installations, has been a feature of the scheme since its introduction in 1986. In 2011, the exemption was extended to remote international locations.

In both circumstances, the exemption was recognised as being necessary and appropriate in connection with long distance commute arrangements. The rationale for extending the exemption was articulated in the explanatory memorandum to the Bill introducing the changes:

Extending the exemption will ensure that Australian residents working for Australian employers in remote areas on fly-in fly-out arrangements are taxed consistently, regardless of whether they are working in Australia or overseas, as well as eliminate any possibility of double taxation on such benefits.⁶

These fringe benefits tax exemptions for resources sector companies are no different to those a politician, for example, would be afforded travelling to Canberra during parliamentary sitting weeks.

The final report from the Productivity Commission's 2014 inquiry into geographic labour mobility did not make any recommendations to change the current fringe benefits tax arrangements. However, it summarised:

The current [fringe benefits tax] regulations aim to distinguish between genuine business operating costs (that is, cases where benefits such as housing or travel are essential for employees to perform their role) and other more private types of benefits. This approach appears appropriate in the context of broader fairness objectives.⁷

Total concessions for remote residential arrangements provide scope for the largest *value* of assistance to individuals and companies, despite a greater *range* of fringe benefits tax concessions potentially applying to long distance commute employees, compared to residential employees. For example, rent-free permanent accommodation, assistance with purchasing a house and meeting ongoing mortgage interest could be provided over an extended period.

CME supported changes enacted in November 2015 to the zone tax offset arrangements, which are also relevant to supporting sustainable regional and remote communities. The original zone tax offset provision was introduced in 1945 and provided a deduction for qualifying individuals as an allowance for the broadly higher costs of living in regional and remote areas.

Prior to these changes, to qualify for the zone tax offset, an individual must have lived or worked in a remote area for 183 days or more (not necessarily continuously) during the income year. Employees based in non-residential areas who spend more than 183 days in regional areas, such as long distance commute employees, were able to receive the offset, which was not the intent of the provision. The changes ensure the zone tax offsets deliver a real financial incentive to employees actually residing in regional and remote areas.

Overall, there are no clear tax incentives provided to companies that would privilege a long distance commute employee over a residential employee. While tax treatment is a consideration of resources sector companies, as with all companies, it is not the key factor influencing resources sector companies' decision to employ staff on long distance commute arrangements. Furthermore, consideration of tax benefits or other allowances does not have a significant influence on an individual's choice of a FIFO lifestyle over another lifestyle choice.

⁶ Parliament of the Commonwealth of Australia, 2011. *Tax Laws Amendment (2011 Measures No. 6) Bill 2011*, p. 11.

⁷ Productivity Commission, 2014. *Geographic Labour Mobility*. Melbourne: Australian Government, p. 256.

Considerations of tax offsets and allowances available to a FIFO worker would need to be considered against the financial benefits of living residentially, which often involves company subsidised housing, cars and other benefits directly linked to the specific community the worker is considering. For example, the below table summarises at a high-level the range of benefits available and their respective tax treatments given the individual's circumstances.

	FIFO remote (e.g. Port Hedland)	FIFO non-remote (e.g. Gladstone)	Residential Remote (e.g. Karratha)	Residential non-remote (e.g. Darwin)
Accommodation	No FBT	No FBT	No FBT or reduced FBT	FBT applies
Meals	No FBT or reduced FBT	No FBT or reduced FBT	FBT applies	FBT applies
Flights	No FBT	FBT applies	Reduced or full FBT	Reduced or full FBT
Utilities	No FBT	No FBT	Reduced or full FBT	FBT applies
Zone tax offset	Possibly, subject to time requirement	Depends on whether location qualifies and time limit	Available to individual	Depends on whether location qualifies and time limit
Corporate deductibility	Yes	Yes	Yes	Yes

Table 1 – General summary of tax offsets and allowances available to individuals based on circumstance.

Lifestyle is a key consideration for all workers and is not necessarily traded-off for the perceived financial gains of FIFO work. Rather, it is possible to get both lifestyle and financial gain from any work arrangement depending on individual circumstances and values.

There is no clear financial benefit of one work arrangement over another. The decision of an individual to choose, and a company to provide, long distance commute arrangements over residential arrangements is predominantly based on the worker's individual situation, rather than a decision based on financial incentive alone.

Factors influencing company choice of FIFO or residential workforce

FIFO has become common to Western Australian as a way of managing workforces across vast distances, and as a means for navigating the expensive (to both government and industry) and socially challenging process of town construction and then abandonment – or rapid expansion and then slow contraction. The FIFO model has developed to respond to the increased trend of urbanisation in Australia. With the majority of the Australian population residing in metropolitan locations, workforce management models need to be flexible enough to allow workers to commute long distances between their place of residence and the remote locations where they work.

Companies are influenced by a range of factors when recruiting for roles, including remoteness of locations, the feasibility of a residential workforce, obtaining the skilled workforce required to complete the job. Companies also need to remain competitive in the recruitment market which may mean offering residential or FIFO roles depending on the individual. In recent years, more residential based roles have been advertised in the first instance, and then the option of FIFO offered if there are extenuating issues/requirements.

The main factors, which are not mutually exclusive, in companies determining which combination of FIFO and residential workforces are most appropriate includes:

- Location of the work – whether the project is remote or in proximity to an established town, and whether the project is fixed (i.e. a single operational site) or variable (utilising rail or port).
- Safety – A common concern amongst resources companies is the distance between project sites and the closest community. There is inherent risk involved where workers are required to drive extended periods of time, often on unsealed regional roads, before or after shifts which need to be managed.
- Required skillset – Whether the local workforce has the capacity and the skills required to meet all the demands of the project. Even where the workforce is primarily residential, companies may engage employees on a FIFO basis to fill a gap when specific technical skills or professional experience cannot be sourced locally.
- Nature of the role – whether the project is in an operational, shutdown or construction phase has significant bearing on workforce choice. The latter two are variable or fixed term, and therefore more likely to be serviced primarily by a FIFO workforce.
- Shift duration and roster configuration – Companies manage and configure shift patterns in adherence with the Western Australian *Government's Code of practice: Working hours*⁸. Bussing workers in and out of nearby towns on a daily basis for example can add significant travel time on top of a shift, and needs to be assessed for potential impacts on worker fatigue.
- Availability of appropriate quality accommodation – the quality of housing for workforces varies widely in regional areas. CME has noted one of the most significant impediments to offering more roles as residential is availability of quality housing.
- Suitability of local infrastructure – whether the local community has sufficient infrastructure in place to cope with increased numbers of residential workers as a result of the project. If local infrastructure is insufficient and is upgraded as a result of the project, there is a need to ensure the local community is able to afford to maintain the infrastructure once the project has ended and residential workforce numbers decrease.

While cost factors are considered, on a high-level comparison of items such as accommodation costs (capital & maintenance versus provision of housing), transport (flight, buses versus relocation expenses) **these come out relatively close and hence tend not to be weighted with a material priority or in isolation to the factors above, on a role by role basis.**

While the resources sector is a significant user of FIFO work practices due to the remote location of operations, many different sectors also utilise long distance commuting such as public administration, scientific and technical services, and health care.

In 2013 a study undertaken by KPMG in partnership with the Minerals Council of Australia found the proportion of the total Australian workforce identified as a long distance commuter (LDC) to be 1.7% in 2006 and 2.1% in 2011. The study identifies the distribution of LDC is spread across all 19 industries of employment with mining representing 21% and construction represented 13% of total LDC workers.¹

FIFO is a workforce model that is not unique to the resources sector. Governments and other sectors also need to be able to fly employees in to and out of communities regularly, in order

⁸ Retrieved from: <https://www.commerce.wa.gov.au/sites/default/files/atoms/files/copworkinghours.pdf>

to provide services across distances, while avoiding the establishment of infrastructure at prohibitive cost.

Like employers in the resources sector, government agencies and others encounter extreme difficulty in meeting demand for skilled labour in regional Western Australia and today deliver services using non-residents on FIFO rosters. This, for example, occurs in the health sector, where distances between communities means a FIFO workforce model is, at times, essential to the delivery of health care services, and also occurs in large-scale Government infrastructure projects, for example roads, where a large workforce is required for a relatively short period of time.

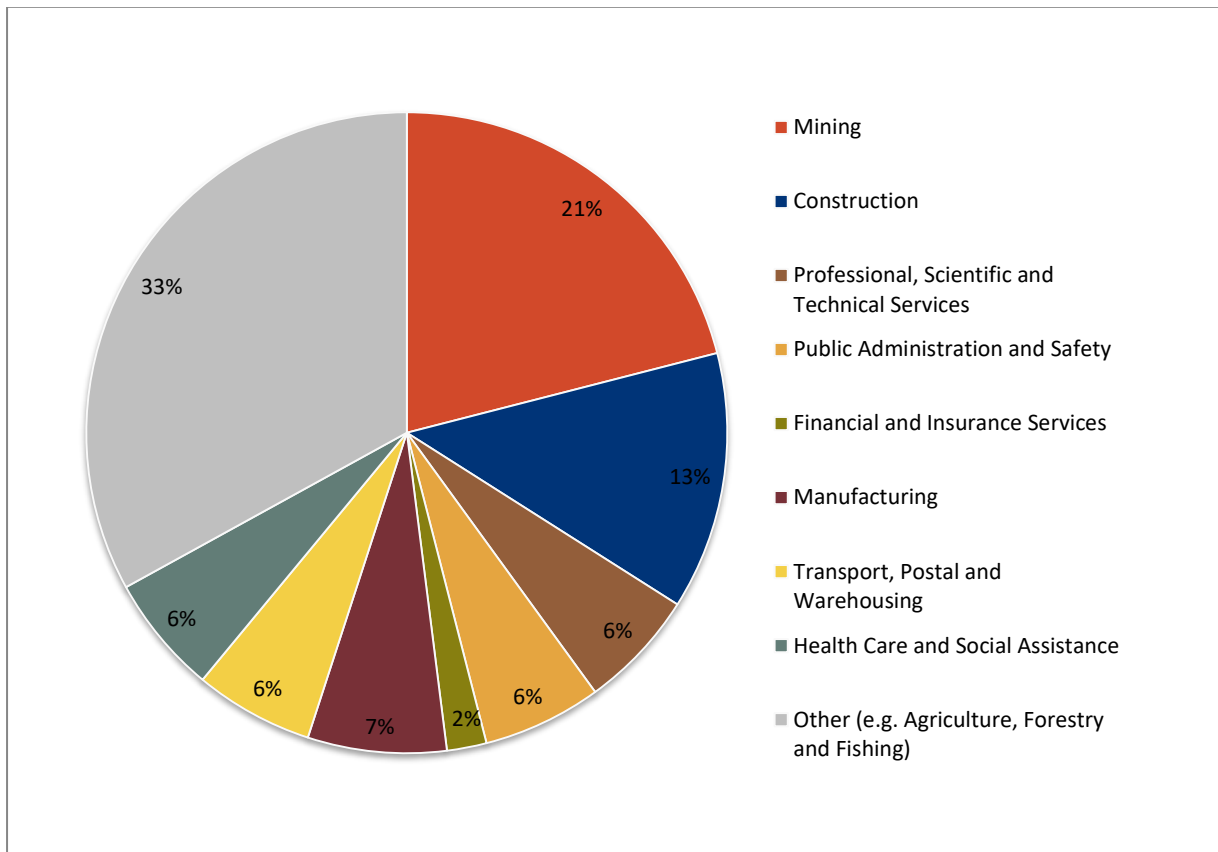


Figure 5 - Proportional split of LDC workers across Australia by industry of employment, 2011

With most resource projects operating or under development in regional and remote Australia, resource companies are working against this long term trend in sourcing a skilled workforce. The importance of FIFO for resource projects is recognised nationally, where mobility in the workforce is required to service projects.

The contrast between large, highly mobile construction workforces employed for a short timeframe and smaller operational workforces over longer timeframes, means it is unrealistic for construction workers to be expected to take permanent residence in remote communities.

The short-term nature of construction versus ongoing operations, the relatively short life of some new mines, the cost of building towns with a limited life and with no alternative economic supports, and the reality of workers seeking to make individual lifestyle choices for themselves and their families, requires that many new and expanding mines be operated by long-distance commuting workforces.

This is not a situation peculiar to WA, but is exacerbated here by the large size of the state, and the mineral rich regions being in the less populated areas. While mineral and energy development will be the most important industry in regional Australia for the foreseeable future,

an increasing proportion of resource recovery will occur in locations at some distance from existing towns.

The percentage increase in FIFO employment over the last 10 years has been driven by a tighter and more competitive labour market, increasing volatility in the resources sector, increased disparity between the relatively large construction workforces and smaller operational workforces in new projects, and increased dispersion of resources operations. FIFO employment offers companies and individuals the spatial and temporal flexibility necessary to develop these resources profitably and in a sustainable way.

Workforce models vary between company to company, site to site and depend greatly upon what stage each project is at – construction, operational, maintenance or shut-down. Each of these workforce models will require different skill sets and different accommodation options at different times. The demand and supply of suitably qualified personnel has created in WA a skilled labour market that is reliant upon flexibility and adaptability.

Over time the industry has developed an employment model to attract and retain its skilled workforce in the safest and most competitive manner. The workforce model is a combination of residential and FIFO.

Factors influencing company choice of worker accommodation

Where FIFO is used, there are several different types of accommodation arrangements and facilities. For example:

- company owned accommodation on a mining or exploration lease, which is operated by a third party for the company's employees and contractors;
- company owned accommodation which may straddle a mining tenement such that it is neither exclusively on or off the mining or exploration lease, which is operated by a third party for the company's employees and contractors;
- company owned accommodation within town boundaries, which is operated by a third party for the company's employees and contractors;
- third party owned and operated accommodation within town boundaries, which is used by only one company client, for that company's employees and contractors;
- third party owned and operated accommodation within town boundaries occupied by a combination of persons working at mining operations and other workplaces covered by the Green Bill, but is not a motel/hotel; and
- accommodation provided in motels/hotels or serviced apartments.

Many labour-intensive, short-term projects such as construction and maintenance work are managed through FIFO arrangements requiring Transient Worker Accommodation (TWA). This approach recognises the short-term and high intensity nature of the project work, and the impracticalities of workers and their families relocating for a relatively short duration of time.

The use of TWAs also enables companies to manage fatigue and ensure the safety and health of their employees by providing a secure and comfortable environment which promotes rest, relaxation, and healthy habits such as exercise.

Employees have more time for recovery from their work shifts in these environments given responsibilities they may have when in their home environment such as cooking and cleaning are fully provided for in the TWA. Policies can also be put in place to manage sound in the TWA environment to help enable shift workers to sleep during the day. Quality sleep during the day in residential accommodation is often more difficult to achieve due to uncontrolled sound from the local neighbourhood.

The Western Australian Government's Pilbara Planning and Infrastructure Framework (2012) acknowledges FIFO workforces are an important method of adapting to constantly changing

labour requirements, particularly for specialist skills and during the construction stage of projects. The Framework also recognised a cause and effect relationship between an insufficient supply of land and accommodation, and the demand for FIFO workforce accommodation.

State and local governments have since worked to rectify the availability of land for workforce accommodation and the need for a variety of accommodation types in local areas. This does require ongoing monitoring to ensure land use planning ensures sufficient land is available for development purposes when required.

Approvals for current TWA camps come under either the Local Government Act, the Minister for Lands if they are located on undeveloped crown land, the Mining Act if on mining leases or State Parliament if they are built on State Agreement land. These facilities are sometimes owned directly by resource companies or owned by third parties that operate the TWAs on behalf of resource companies or are speculative investments by entrepreneurs that do not have any one major client.

These camps are set up both for construction workforces and for operational workers who fly in from other parts of the state or country. As construction activity has decreased and operations increase, there is pressure from some sections of the community to close TWA facilities and encourage resource companies to accommodate employees in permanent housing, or use other existing short stay/hotel accommodation.

Whilst it is recognised there is value to be gained in guiding principles delivering stable and consistent 'policy' outcomes with respect to TWA options in regional towns, the resource industry holds the view businesses should retain the right to accommodate their workforce in the most appropriate and cost effective option available. In addition, providing choice to workers is critical to the resources industry and the economy, and reflects the need to attract and retain a mobile, skilled national labour pool.

Looking at long-term options for the State, TWA will continue to be used into the future for shutdowns, future construction works and operational FIFO workers. If another construction boom occurs then the flexibility and responsiveness that TWA provide will be invaluable.

Use of temporary worker accommodation and residential housing are complementary, not supplementary approaches in a total workforce management package, with the mixture of accommodation type governed by the project circumstances.

A general lack of understanding of the ownership arrangements of TWAs often leads to confusion around how TWAs are utilised and located. Many TWAs are independently owned and operated by third parties seeking to make a commercial return on their investments.

Resource sector companies are not seeking to become accommodation providers to the general public, rather consider having ongoing access to TWA essential to be able to manage their workforce, both for operational and maintenance purposes. In some instances, license conditions imposed by some local government authorities require companies to make rooms available to the general public and shire workers. This typically occurred during peak construction when room occupancy was at a premium.

However, the resources sector does not seek to compete with other types of accommodation providers, particularly hoteliers. This lack of differentiation is leading some stakeholders determining resource sector companies are acting inappropriately in relation to use of TWA by disadvantaging local providers.

Local governments have sought to encourage those workers using TWA to utilise local restaurants and gym facilities by not approving these in the design of the TWA. While local government authorities seek 'integration' of the resource sector workforce in the local community, this desire is often not adequately planned to address the challenges it raises.

Most resources projects have shift changeover at two points throughout the day resulting in peak periods when residents in TWA seek to utilise facilities. Local restaurants and gym

facilities are not able to cope with the influx of customers at peak periods resulting in discontent by the local community at the inability to use the facilities at the same time. Subsequently, local businesses also experience peaks and drops in clientele, which presents difficulties in maintaining a consistent business model.

Some local governments have sought to force residential accommodation options over TWA by not extending leases or by limiting leases to short-term only. A driver exists for local government authorities to force companies to house their workforce in permanent dwellings through increasing income from rates payable. However, if the volume of TWA beds decrease, this will require industry to utilise hotel accommodation or permanent dwellings, at a higher cost. The unintended consequence of this is a negative impact on the tourism market.

Where a resource sector company identifies a need for a TWA facility, the local government authority should consider this on its merits and enable the company to retain the right to accommodate their workforce using the most appropriate option. In the long term, this will assist in normalising local markets and lessen the potential for spikes in local housing, hospitality and recreational markets.

Conclusion

CME supports the findings of the interim report and welcomes the recognition of the important contribution the resources sector has had in the development of regional Australia.

If you have any further queries regarding the above matters, please contact Nicole Roocke, Deputy Chief Executive

Authorised by	Position	Date	Signed
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