

ANNUAL REPORT

SOUTH COAST ALLIANCE INC.

Outcomes and Activities
for the
2021 Financial Year



South Coast Alliance Inc.

OUR MISSION

To promote the sustainable growth of the
Lower Great Southern Sub-Region



With great respect, the South Coast Alliance acknowledges the Noongar people and their Elders past, present and emerging, as Traditional Custodians of the lands on which we live, learn and work.

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LETTER FROM THE CHAIR

It is my pleasure to introduce this Annual Report. The Shires of Denmark, Plantagenet and Jerramungup, together with the City of Albany established this Alliance because we believe that by working together, we can achieve more.

This Annual Report details our first formal review of how our collaboration is tracking, what we are achieving and how we feel about working together.

It is also our first year of engaging an Executive Officer, independent of the member Local Governments with consultant Juliet Grist commencing with us at the end of October 2020. This appointment has brought a new flavour to items for consideration within the Committee's agenda papers, with the addition of more detailed economic data to our deliberations. This, coupled with briefings on local and global trends, has made for many interesting discussions.

With an increased focus on data facts, the Committee is utilising for the first time a Collaboration Health Assessment Tool that has been specifically developed to measure how well collaborators work together. Pleasingly our Scorecard shows improvement across most measures.

A significant achievement for this year has been the baseline research and positioning for Climate Action, culminating in the Alliance becoming one of WA's first Regional Climate Alliances. This program will help Alliance partners share lessons, technology and analysis including fleet reviews, energy audits and other mechanisms that can help Alliance partners achieve efficiencies, whilst lowering emissions. With other programs in train, we hope in the forthcoming period to expand this focus beyond our own corporate situations to benefit the broader community.

The Committee also commissioned research to identify economic development opportunities across the Alliance, and we look forward to exploring these over the next year.

I thank the Committee for their contribution and commitment to the Alliance, and to staff within the Shires of Denmark and Albany who provided administrative support to the Treasurer, Chair and Secretary during the period.



Dennis Wellington
Chair
South Coast Alliance Inc.



MANAGEMENT COMMITTEE

The Management Committee of the Alliance consists of:

- The Shire President or Mayor
- The Deputy Shire President or Deputy Mayor and
- One other elected Councillor from each of the four member Local Governments.

THE 2020 - 2021 OFFICE BEARERS



Chair
Mayor Dennis Wellington
City of Albany



Deputy Chair
Cr. Chris Pavlovich
Shire President, Plantagenet



Secretary
Cr. Chris Thomson
City of Albany



Treasurer
Cr. Mark Allen
Deputy Shire President, Denmark

MANAGEMENT COMMITTEE

GENERAL MEMBERS OF THE MANAGEMENT COMMITTEE



Cr. Ceinwen Gearon
Shire President, Denmark



Cr. Jon Oldfield
Deputy Shire President, Plantagenet



Cr. Rob Lester
Shire President, Jerramungup



Cr. Jan Lewis
Shire of Denmark



Cr. Greg Stocks
Deputy Mayor, Albany



Cr. Len Handasyde
Shire of Plantagenet



Cr. Joanne Iffla
Deputy Shire President, Jerramungup



Cr. Julie Leenhouders
Shire of Jerramungup

LETTER FROM THE EXECUTIVE OFFICER

It has been a pleasure working with the Management Committee this year and contributing towards the achievement of a vision of Sustainable Economic Development. Having worked through the Strategic Direction of the Alliance in the first half of this reporting period, time and effort has been largely focussed on developing partnerships, activating resources, and otherwise creating enabling pathways for a range of projects.

Climate Action has received the most attention, with the Snapshot Report providing the base business case showing just how important this issue is for us. Various programs are under development in a range of areas that are important, not just for Local Government, but for industry and community sustainability.

Whilst I have been focussed on funding pathways for Climate Action, we have also engaged external consultants to review what sustainable economic development opportunities ought to be prioritised by the Alliance. These reports will be considered by the Management Committee over the next period, to determine pathways forward.

One of the key achievements this year has been the creation of a digital presence for the Alliance, with a website and independent email addresses allowing stakeholders to engage the Alliance directly. The website has also provided the tool for corporate memory with all Committee papers and research uploaded into a password protected members area. This should make things easier for incoming Management Committee members to quickly become familiar with Alliance matters.

As this Annual Report indicates, we have achieved many of our objectives this year, however we still have a way to go on some of the fundamental requirements of a collaboration that is rewarding for all. As the planning work translates to on-ground implementation, the value of the collaboration should become more tangible. In any event, a continued focus on good, honest communication will be key.

My personal thanks to the CEOs of member shires – Andrew Sharpe, City of Albany, David Schober, Shire of Denmark, Martin Cuthbert, Shire of Jerramungup and Cameron Woods, Shire of Plantagenet for their engagement and support provided to both myself and the SCA Management Committee.



Juliet Grist
Executive Officer
South Coast Alliance Inc.



OUR STORY

JULY 2015

The City of Albany, Shire of Denmark and Shire of Plantagenet signed a Memorandum of Understanding to form an alliance focussed on the economic development and future prosperity of their communities.

JULY 2018

The alliance was further formalised by the three Local Governments through the establishment of an incorporated association known as the South Coast Alliance Inc.

2019

The Shire of Jerramungup joined the Alliance.

CURRENTLY

The four Local Governments continue to work together to collaborate on initiatives that improve the economic prosperity and wellbeing of their communities.



OUR VISION

Leading sustainable economic development through collaboration

The South Coast Alliance Committee confirmed the organisation's vision at a series of strategic planning workshops held between December 2020 and February 2021.

The vision of *leading sustainable economic development through collaboration* encapsulates the dual purposes of the Alliance – increasing collaboration not just between Local Governments, but also other stakeholders within the region to together support the sub-region's continued economic success.

STRATEGIC FOCUS

OUR THREE AREAS OF STRATEGIC FOCUS



ADVOCACY

Supporting and working on behalf of the people in each of the member LGAs.



ECONOMIC DEVELOPMENT

Economic well-being improved with targeted goals and objectives



EFFICIENCY & CONSISTENCY

Working together to address issues in an efficient way



OUR GUIDING PRINCIPLES

Recognising that Local Government is only one player in a complex ecosystem that works together to create jobs and support local communities, members of the South Coast Alliance believe that the most value for the Alliance can be derived from a focus on projects and activities that:

- Activate and not duplicate
- Focus on enablers of economic development
- Address regional constraints
- Leverage partnerships
- Encourage private investment
- Clearly ensure SCA and LGAs are working together as trusted partners

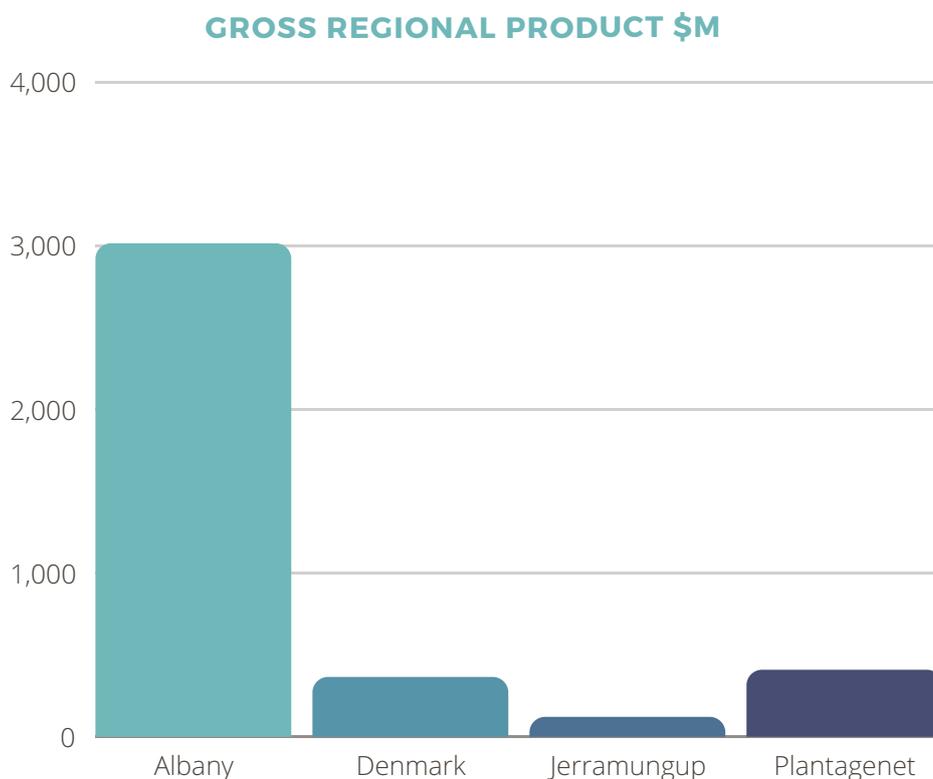
The Alliance has regard for the International Standard for Local Government Economic Development and recognises that Sustainable Economic Development is achieved at the INTERSECTION OF SUSTAINABLE ECONOMIC, ENVIRONMENTAL AND SOCIAL OUTCOMES.



ECONOMIC CHARACTERISTICS

The following description of the economic characteristics of the South Coast Alliance has been taken from a range of Committee briefing papers and presentations. These, and others, were utilised to inform the Committee whilst developing the strategic plan, and to highlight focus areas that were of interest to the Committee.

Economic modelling software, REMPlan, was utilised to provide a range of data to the Committee over the course of the year as demonstrated in the graph below which highlights each LGA's Gross Regional Product:



Source: REMPlan 2020 data feed



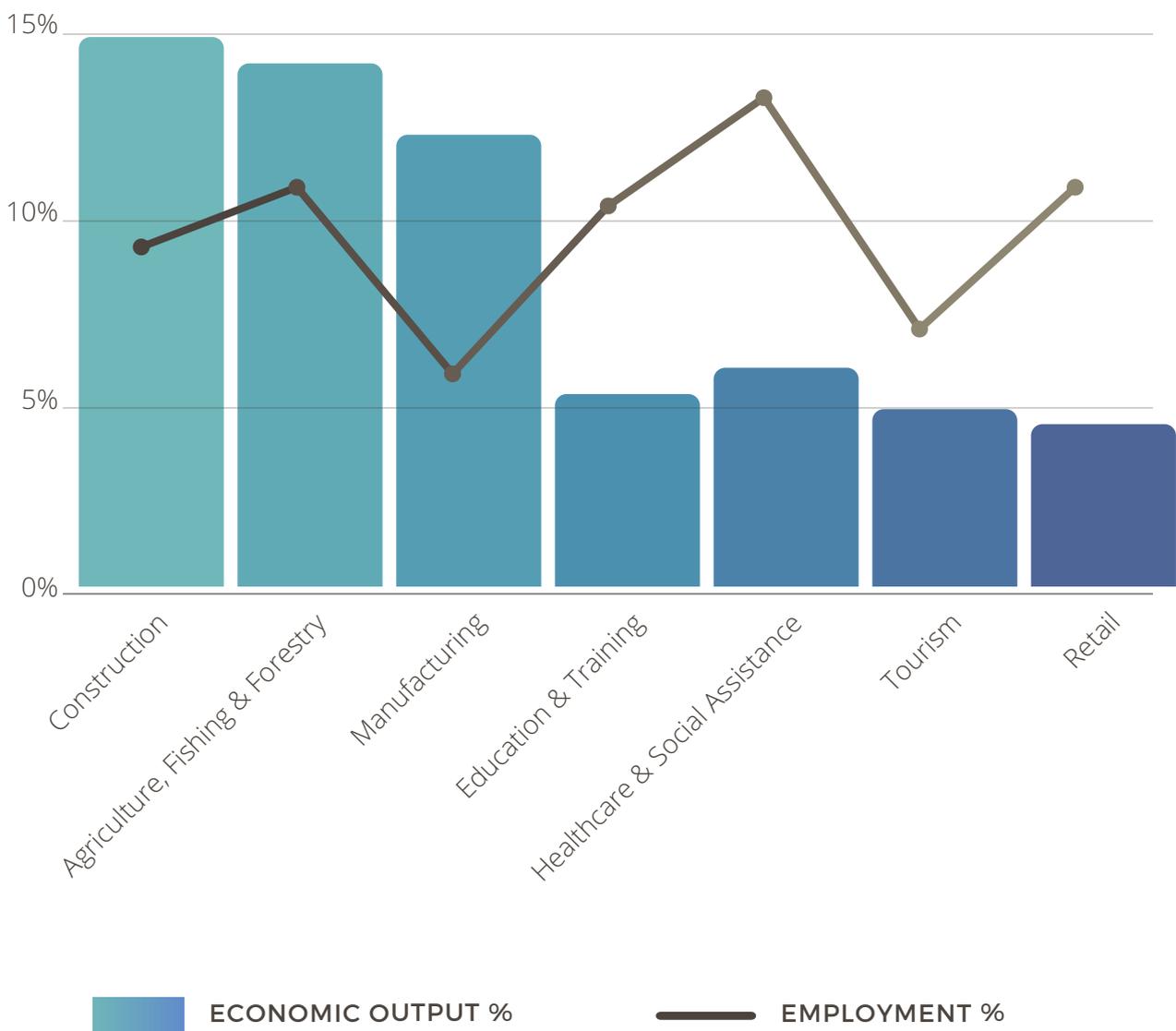
The size of the economy of the Alliance geography in Gross Regional Product.

**\$3.88
Billion**

Source: REMPlan 2020 data feed

ECONOMIC CHARACTERISTICS

The percentage of Economic Output of each of the seven highest contributing industry segments across the sub-region, and their relative contribution to employment, is shown in the following graph:



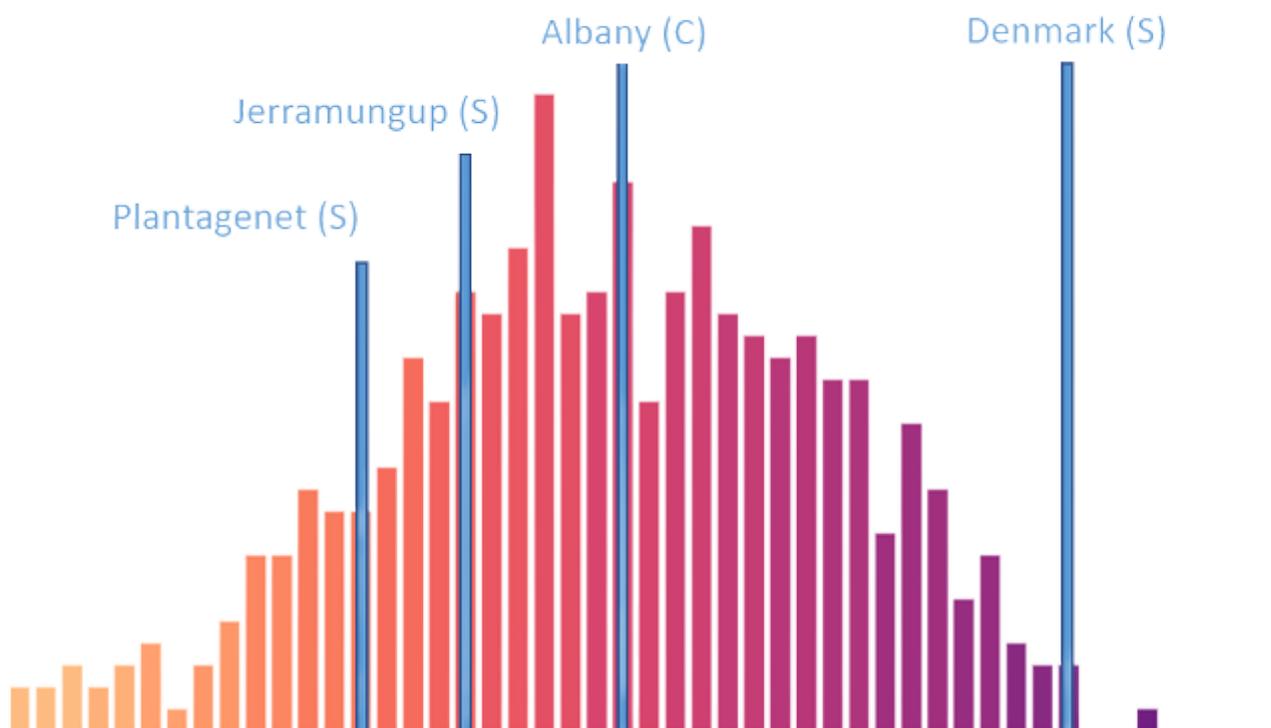
Source: Economic modelling software REMPlan 2020 data

ECONOMIC CHARACTERISTICS

INITIAL IMPACTS OF COVID-19 PANDEMIC

The Committee considered the percentage of local businesses that have applied for JobKeeper support as a reasonable proxy for the impact of the initial COVID-19 lockdowns on the small business sector. This showed that local economies experienced quite diverse levels of impact.

The following graph shows the JobKeeper registrations of the four member Local Government Areas, ranked least number (to left of graph) to highest number (right of graph), out of 535 LGAs in Australia.



THE HIGHER-THAN-AVERAGE IMPORTANCE OF TOURISM TO THE SHIRE OF DENMARK EXPLAINS ITS POSITION AT THE MOST IMPACTED END OF THE SPECTRUM.

KEY ACHIEVEMENTS

SUMMARY OF ACHIEVEMENTS OVER THE PAST YEAR

The Alliance looks for collaborative opportunities that progress sustainable economic development for our sub-region. Sustainable economic development includes a whole host of elements with an extensive range of individuals, businesses and organisations each playing an important role.

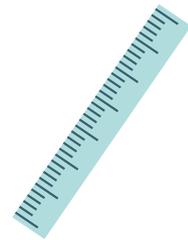
The Alliance is developing its understanding of how best to leverage resources to maximise value to its member Local Governments. For the 2021 and 2022 financial years, the support from Local Government partners has been focussed on contributing to:



GUIDING
VISION AND STRATEGY



SUPPORTING
ALIGNED ACTIVITIES



ESTABLISHING SHARED
MEASUREMENT PRACTICES



CULTIVATING COMMUNITY
ENGAGEMENT



ADVANCING POLICY



MOBILISING RESOURCES

KEY ACHIEVEMENTS

COLLABORATION HEALTH ASSESSMENT TOOL (CHAT) RESULTS

In December 2020, prior to the strategic planning workshop held in 2021, the Management Committee of the Alliance were surveyed using a Collaboration Health Assessment Tool (CHAT) developed by the Centre for Social Impact (CSI) and Collaboration for Impact (CFI). This evidence-based tool can help collaborators understand how well they are working together now and into the future.

The elements of CHAT that are important to the Alliance are those that capture the nature of the role that the Alliance seeks to undertake.

The health of the collaboration, as measured through this analysis, is key to determining whether such an Alliance provides value. Activities can be undertaken by Local Governments individually – the key measure of the Alliance’s strength is how these activities ‘mesh’ across the diverse membership to benefit all within the Alliance.

Information on activities is included in the Key Focus Areas section of this report.

1-5 RATING SCALE

WHERE 5 = VERY HEALTHY

CHAT scores for each dimension of collaboration range from 1 – 5 with higher scores representing greater “health” for that dimension.

Scores are calculated by averaging responses from each person who completed the survey.

75%

RESPONSE RATE

12 out of a maximum of 16 responses were received in both the 2020 (baseline) and 2021 (follow up) surveys.

KEY ACHIEVEMENTS

The following scorecard measures the short-term results of the Alliance, measured against a range of metrics designed to assess the health of the collaboration (the Alliance itself), combined with metrics for some of the underlying activities - such as funds secured from partners.

The results are mixed - with clear improvements in some areas and no movement in others.

Responses to the question “there are sufficient funds to sustain the collaboration” and “my organisation feels it’s worthwhile to stay and work within the collaboration” both declined in score over the period. However, answers to the later question remain very high (at an average score of 4.25 out of 5).

These are critical questions requiring a positive response if the Alliance is to be successful.

SCORECARD



LEGEND

- ACHIEVED
- PARTIALLY ACHIEVED
- NOT ACHIEVED

A red score is received if there is no change (as the goal is improvement).

OUTCOME 1 GUIDING VISION & STRATEGY



GOALS

- ✓ Define the vision and a short to medium term strategy
- ✓ Improve the average score under the Collaboration Health Assessment tool to the question “our collaboration has clearly defined the problem that it wishes to address”.

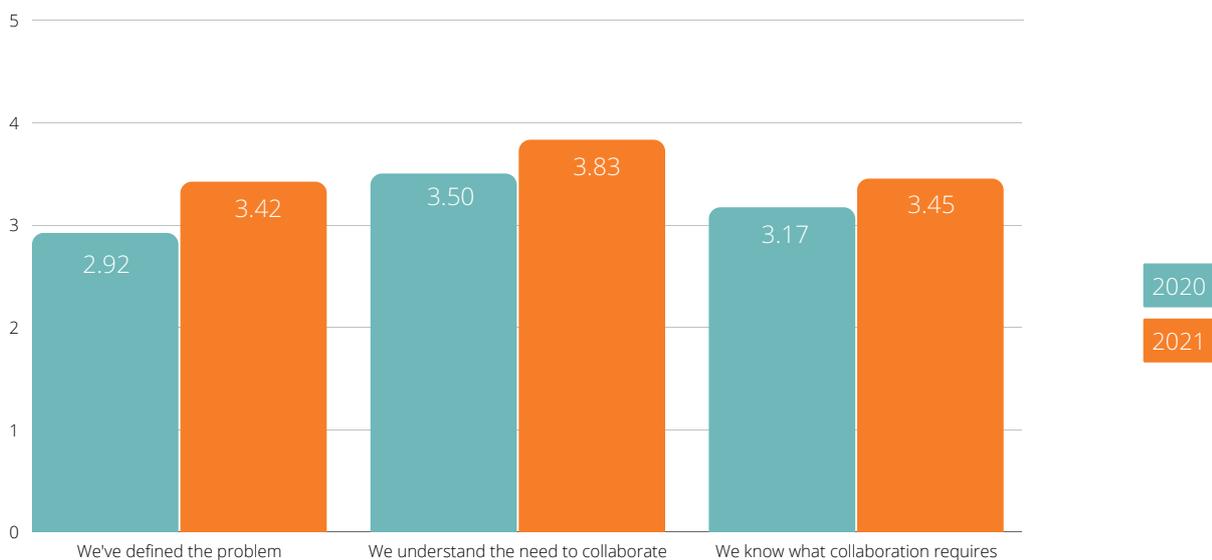
RESULTS & OUTCOMES

Significant activities were undertaken towards the development of the vision and a short to medium term strategy – encompassing collective member workshops, member LGA workshops, research, ideas gathering, budgeting and voting.

The goal of the engagement process used in developing the strategic plan was multifaceted. It sought to ensure that all members of the Committee were meaningfully involved, that the activities put forward for investment linked to the strategic plans of each member LGA, that recommendations were thoughtfully developed using facts and global trends and that recommended activities were actionable within a local context. The vision was confirmed and a short to medium term Strategy was developed.

Pleasingly, improvements in CHAT scores were evident across all areas.

SHARED VISION



This increased investment of time is reflected in an improved score from the baseline in the answer to the question “our collaboration has clearly defined the problem that it wishes to address”, which rose from an average of 2.92 to 3.42 (out of 5).

OUTCOME 2 SUPPORTING ALIGNED ACTIVITIES



GOALS

- ✓ Adoption of collaborative projects within the strategic plan
- ⊗ Improve the average score under the Collaboration Health Assessment tool to the question “my organisation feels it’s worthwhile to stay and work within the collaboration”.

RESULTS & OUTCOMES

The strategic planning process, which commenced in Q2, culminated in a range of agreed priority focus areas. A small selection of activities that were approved within the budgeting phase in March 2021 were commenced*:

- a. Climate - various
- b. Innovation - Blue and Green Economic Opportunities Review
- c. Youth - developing partnerships

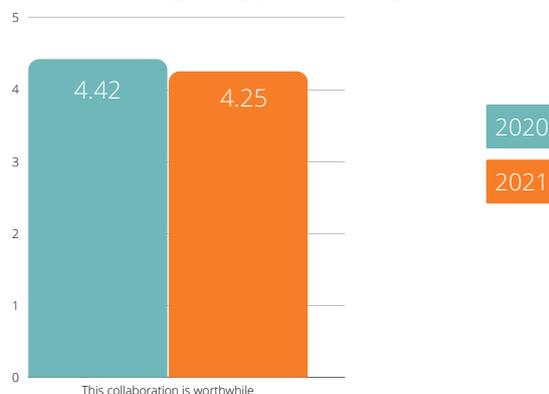
In addition to the priority areas identified, a smaller activity was initiated to support fact-based decision making with member LGAs, with an offer of a limited trial of Spendmapp for each LGA. Spendmapp is an online application that allows users to view expenditure activity in and from their region. It does this by taking bank transaction (EFTPOS) data and applying a proprietary data transformation to capture virtually all economic activity within a region.

The City of Albany and Shires of Denmark and Jerramungup took advantage of this offer and had an opportunity to experiment with the data sets and review the last two years of data (including getting a much better handle on COVID-19 impacts) at a discounted rate, with some surprising data facts emerging.

Later in the year, a group purchase discount was enabled for economic modelling software across member LGAs and associated workshops and information sharing occurred. However, this proved problematic with no agreed process for group buying in place to support this.

A group purchase would have resulted in savings of around 30% on current aggregated purchase costs, so we may try again for other opportunities as they emerge.

SUPPORTING ALIGNED ACTIVITIES



Scoring of the question “my organisation feels it’s worthwhile to stay and work within the collaboration” continued to be high, however, fell from the high score of 4.42 (out of 5) in 2020 to a current score of 4.25.

* Refer to the Key Focus Areas section of this report for further information.



INSIGHTS

Some insight into the decline of the CHAT score may come from a review of the responses to individual focus areas surveyed (please refer to the full CHAT Report for the questions and scores), which show varying degrees of alignment across short, medium and long term potential focus areas.

In this reporting period the bulk of energy has gone into progressing Climate Action. This has been largely opportunistic as significant funding opportunities have presented themselves that allow for activities to be progressed much faster than might otherwise have occurred.

Whilst the proportion of Committee members rating Climate Action as very important or critical has increased compared to the 2020 year, the survey indicates that there is still a large range of views. The size of the bars for each topic also indicates alignment on perceived importance. High alignment on the importance of a topic is indicated when a large proportion of responses are the same colour. Low alignment on importance of a topic is indicated by three boxes of roughly equal size, as was the case when asked about the importance of regional responses to climate change:

IMPROVE REGIONAL RESPONSES TO CLIMATE CHANGE - IMPORTANCE

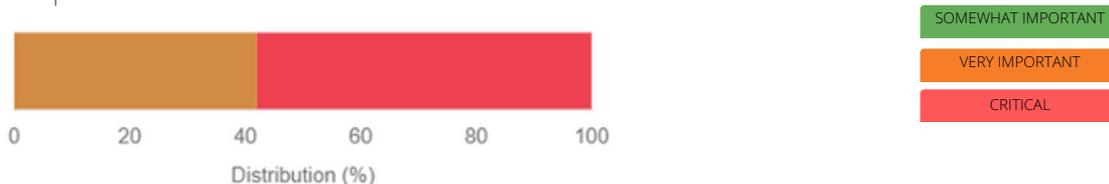
Responses = 12



The most important short term topic area (as reflected in the voting) was for the Alliance to encourage new investment in the region. The 'Blue' and 'Green' Economic Opportunity Review* underway reflects this priority, with business cases in development for three priority opportunities.

ENCOURAGE NEW INVESTMENT IN THE REGION - IMPORTANCE

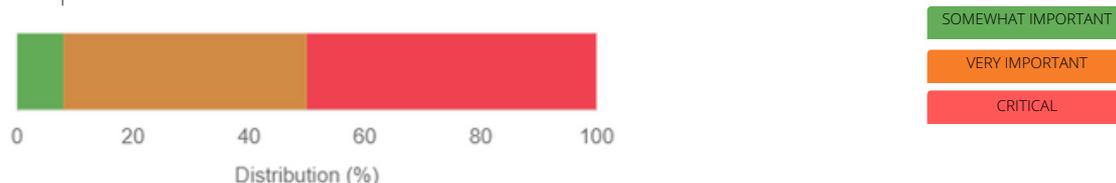
Responses = 12



Water Security arose as the most important long-term topic, however, the current funded activities within the strategic plan do not presently include any water security measures.

IMPROVE WATER SECURITY - IMPORTANCE

Responses = 12

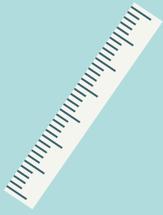


Striking the balance between including topics that are rated as of critical importance to Committee Members within the strategic plan and assigning resources to undertake such work is an ongoing challenge that the Alliance must meet head on, if the worth of the Alliance is to be proven.

* Refer to the Key Focus Areas section of this report for further information.

OUTCOME 3

ESTABLISHING SHARED MEASUREMENT PRACTICES



GOALS

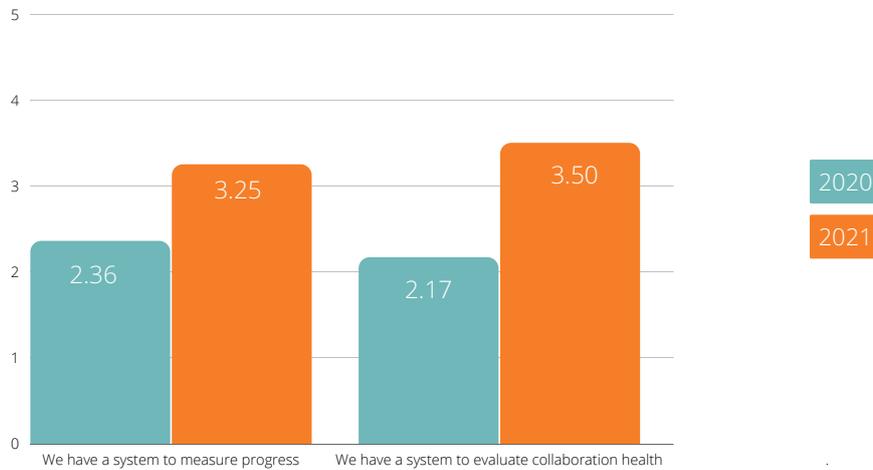
- ✓ Adopt the provision of an Annual Report as an accountability mechanism.
- ✓ Improve the average score under the Collaboration Health Assessment tool to the question “we have a system in place by which progress toward shared goals is measured”.
- ✓ Improve the average score under the Collaboration Health Assessment tool to the question “we have a system in place to evaluate how well our collaboration is performing”.

RESULTS & OUTCOMES

This inaugural Annual Report serves as evidence of achieving the first goal.

Improvements were achieved across both CHAT scores that relate to this outcome:

MEASUREMENT & EVALUATION



As detailed further in Key Focus Areas section of this report (page 24), the Alliance has also sought funding approval for a data dashboard.

If this application is successful, a dashboard is a resource that will make SCA part of an international data-focused community that believes that elevating data literacy can drive change.

OUTCOME 4

CULTIVATING COMMUNITY ENGAGEMENT



GOALS

- That industry and community see the Alliance as a collaborative partner
- ✓ Improve the average score under the Collaboration Health Assessment tool to the question “partners are willing to distribute power to achieve our goals”.
- ✓ Improve the average score under the Collaboration Health Assessment tool to the question “this collaboration has an external communication strategy to help achieve our goals”.
- ✓ Improve the average score under the Collaboration Health Assessment tool to the question “partners feel ownership in the results/products of their work”.

RESULTS & OUTCOMES

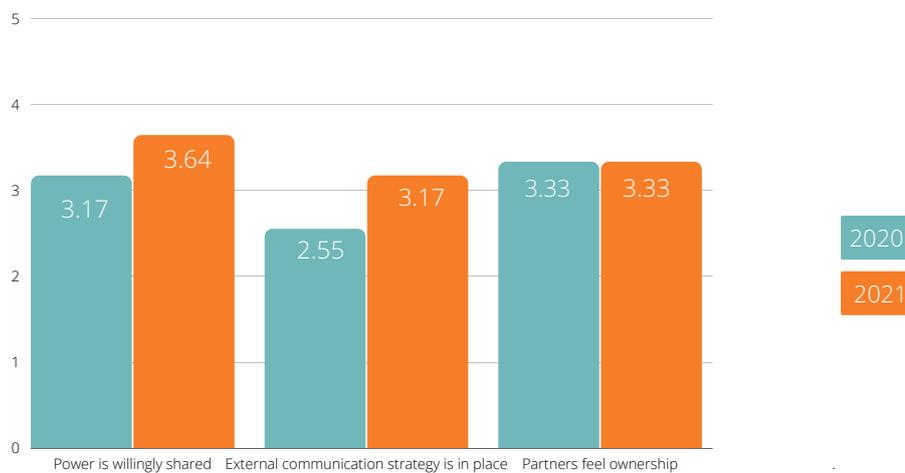
It is considered too early to determine whether industry and the community see the Alliance as a collaborative partner and for this financial year, neither industry nor community groups were asked the question for this reason.

The Alliance has significantly increased its external engagements over this financial year, developing relationships with stakeholders and undertaking partner discussions on various programs. This has resulted in securing some partners for the Climate Conference, with further partnerships under development.

Engagement activities are further detailed on page 39 of this report.

The outcomes of the CHAT survey under this measure show improvements across two of the measures with the third stable:

CULTIVATING ENGAGEMENT



OUTCOME 5

ADVANCING POLICY

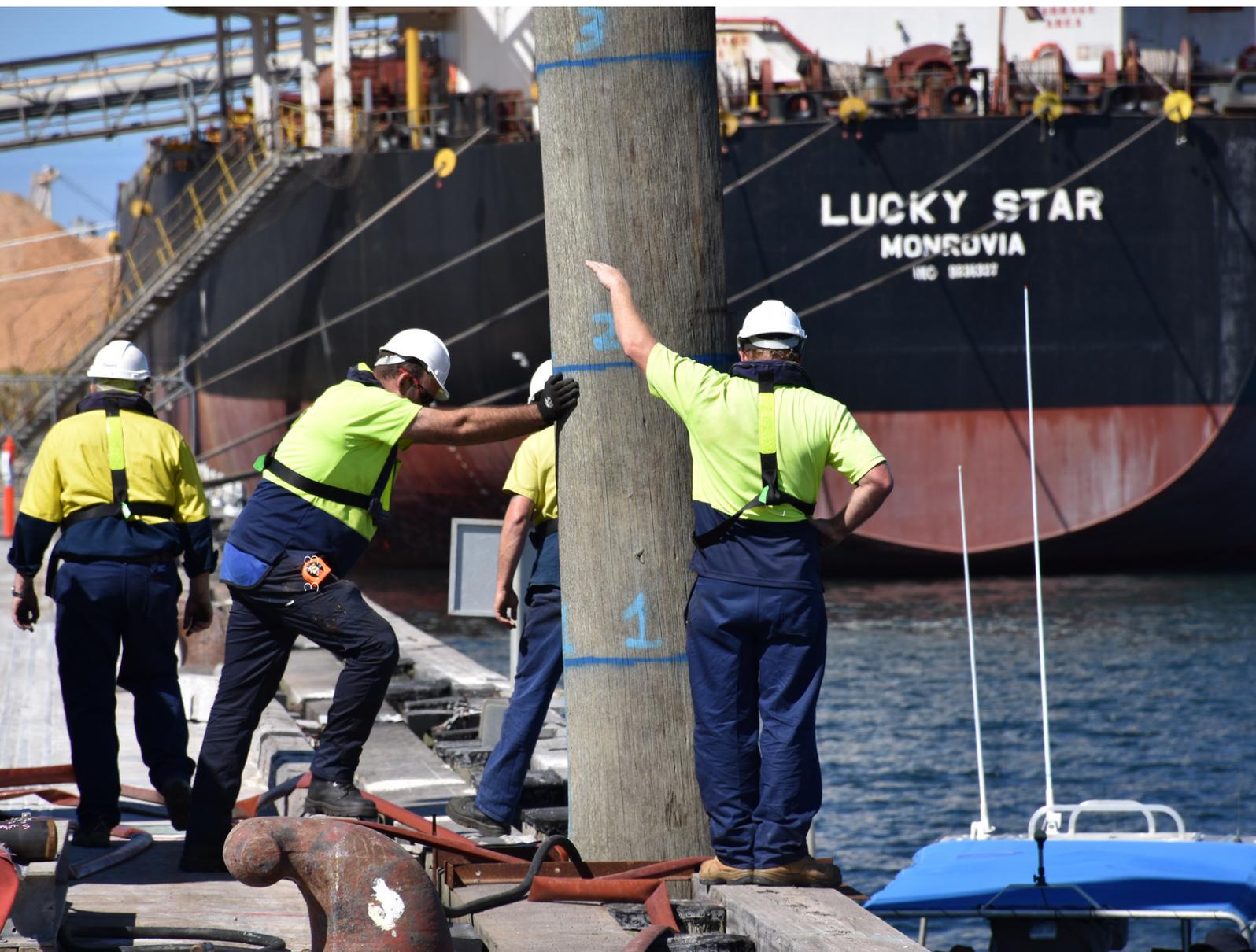


GOALS

- ⊗ The Alliance has a clear advocacy agenda
- ⊗ Advocacy is undertaken

RESULTS & OUTCOMES

Whilst discussions occurred at a Committee level, this outcome was not progressed in the reporting period, however, at the time of writing this report a process is underway to determine the sub-regional priorities for advocacy through the Alliance.



OUTCOME 6 MOBILISING RESOURCES



GOALS

- ✓ The Alliance continues to be financially supported by members
- The breadth and impact of Alliance activities grows through resources from other actors that are activated and leveraged.
- ⊗ Improve the average score under the Collaboration Health Assessment tool to the question “there are sufficient funds to sustain the collaboration for the next two years”.

RESULTS & OUTCOMES

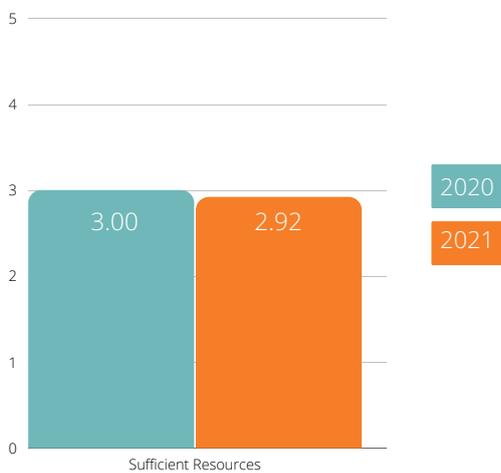
All Alliance members renewed their financial commitments for a further year at the 2020 AGM. During 2021, as part of the WALGA Regional Climate Alliance application, all member LGAs committed to financially supporting the Alliance for the two years of the Regional Climate Alliance pilot.

Resources from other actors have been committed within the reporting period, but will not flow through until the 2022 financial year - and so a partially achieved score is provided for the reporting period. Commitments to date include partner contributions of \$10,800 from community partners, and \$110,000 awarded through the Regional Climate Alliance Pilot.

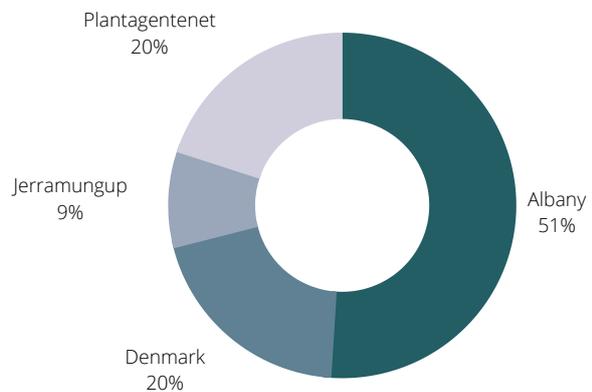
Further grant applications lodged and awaiting outcome total \$415,326 in value, with the Regional Climate Alliance also having a chance to share in a further \$200,000 through a competitive process over the next two financial years.

Responses to the question “there are sufficient funds to sustain the collaboration for the next two years” fell from a score of 3.0 (out of 5) in 2020 to a current score of 2.92. This may reflect more awareness amongst the Committee of the potential cost of delivering the strategic plan.

THE ALLIANCE HAS SUFFICIENT RESOURCES



CONTRIBUTIONS BY LOCAL GOVERNMENT



The level of financial contribution made by each Local Government to the Alliance for the 2021 financial year fell by \$34,224 compared to 2020 levels to a combined total of \$186,371.

This has implications for the delivery of the strategic plan and increases the dependency on securing outside resources – an area that has received significant focus in the second half of the reporting period.

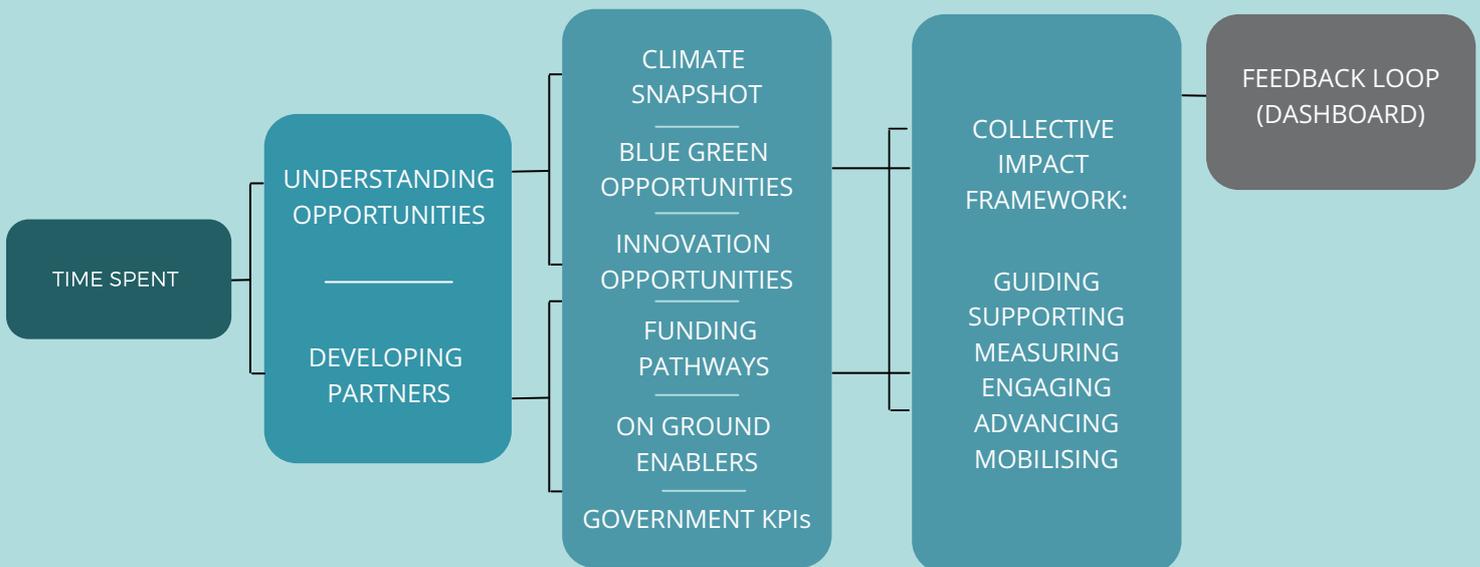
The Committee has determined to maintain the same proportions of contributions for the 2022 financial year.

KEY FOCUS AREAS

TIME HAS BEEN SPENT THIS YEAR ON DETERMINING PRIORITY PROJECTS THAT CAN BE DELIVERED WITHIN THE LIMITS OF THE BUDGET ALLOCATION AND DEVELOPING PARTNERSHIPS.

ACTIVITY PATHWAY

Year to Date 2021



The Executive Officer commenced in Q2, with Q2 and Q3 spent completing a review of member economic development plans, undertaking strategic planning research, workshops and budgeting for the Alliance.

Implementation commenced in Q4.

CLIMATE

THE SITUATION

Climate change is forecast to impact landscapes, ecosystems, food security and economic growth on a global scale. The State of the Climate report (2016) by the Bureau of Meteorology and CSIRO suggests a range of climate changes are occurring, many of which are affecting the South Coast. Across south-west Western Australia, these include:



Average temperatures will continue to increase in all seasons.



More hot days and warm spells are projected¹ and fewer frosts are projected²



A continuation of the trend of decreasing winter rainfall is projected² - i.e. May to July rainfall has decreased by around 19% since 1970 in the south-west of Australia. Spring rainfall decreases are also projected².



Increased intensity of extreme rainfall events is projected².



Mean sea level is projected to continue to rise and the height of extreme sea-level events is also projected to increase.¹



A harsher fire-weather climate is projected in the future.¹

1 Very high confidence level 2 High confidence level



CLIMATE

SUMMARY OF ACHIEVEMENTS OVER THE PAST YEAR

Climate Action Failure is the most impactful and second most likely long-term risk identified in the Global Risks Report 2021 (World Economic Forum). In the 2020 year, for the first time in 15 years of the GRPS, the five most likely long-term risks were environmental.

The BNP Paribas 2020 Global Entrepreneur Report surveyed entrepreneurs in 19 countries to discover their investment interests. Climate change action registered as the most important sustainable investment goal, with a third of respondents placing it as their primary concern. Decent work and economic growth, and affordable clean energy came second and third, respectively. Over the past two years the market for sustainable investment has grown by 34% to \$30.7 trillion, with substantial growth in sustainability bonds (including blue and green Bonds).

The Western Australian energy sector is undergoing rapid transformation since the release of the Energy Transformation Strategy (2019) and the Distributed Energy Resource Roadmap. The McKinsey Global Institute estimates that the internal rate of return from investing in technologies to improve energy efficiency in buildings is greater than 10% and generates an average of 14 job-years of net employment for each \$1 million invested.

The impacts of climate change will affect the region's biodiversity and ecology, agriculture, nature-based tourism sectors, energy supply, urban form and water supply. However, climate change also presents the opportunity for increased lifestyle migration and tourism, as the South Coast's climate remains cooler, wetter and greener than other regions in Western Australia.

The success of South Coast businesses to respond to a changing climate will depend upon their resilience and capacity to innovate.



CLIMATE

WHAT WE DID

COMPLETED A SNAPSHOT REPORT



This Climate Change Mitigation and Adaptation Strategies snapshot report, completed during the reporting period, helps to better understand the climate change actions and targets, policies and strategies that are already underway and that need further focus.

This document became the basic business case that supported the Regional Climate Alliance application, the Roadmap to Zero report and the Climate Conference.

Alliance members believe that whilst they can only control adaptation and mitigation actions at their own corporate level, they have a significant leadership role to play within their communities, in sharing information, inspiring and encouraging others in a collaborative effort.

BECAME ONE OF WA'S FIRST REGIONAL CLIMATE ALLIANCES



The \$500,000 Regional Climate Alliance pilot program is part of the Western Australian Climate Policy and encourages regional local governments to work together to address climate change and reduce greenhouse gas emissions.

The Regional Climate Alliance program is overseen by the Department of Water and Environmental Regulation and Department of Local Government, Sport and Cultural Industries in partnership with the Western Australian Local Government Association.

The South Coast Alliance was one of two applicants awarded the pilot following a competitive application process that resulted in eight applications, collectively representing a total of 51 regional local governments across the State.

This program provides the South Coast Alliance with \$55,000 per year for two years towards a Climate Coordinator, and the opportunity apply for a share of a further \$200,000 towards projects that address climate change.

The Climate Coordinator will help Alliance partners to share lessons, technology and analysis including fleet review, energy audits and other mechanisms that can help move Alliance partners forward.

CLIMATE

WHAT WE DID

COMMISSIONED A 'ROADMAP TO ZERO' REPORT



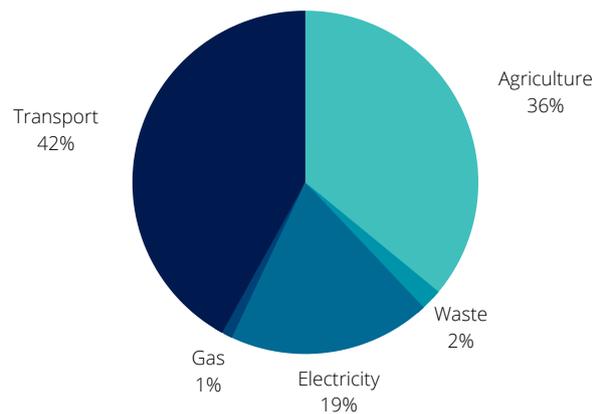
Beyond Zero Emissions (using a methodology and tools developed by Ironbark Sustainability) estimates that for the South Coast Alliance geography, total carbon dioxide equivalents amounted to 1,582,600 t in 2018 or 31.42 t/capita utilising the metric 'carbon dioxide equivalents'. This can be compared against Australia's per capital greenhouse gas emissions estimated at 13.44 t/capita in 2016.

To understand a pathway to reduce greenhouse gas emissions across the Alliance geography the SCA commissioned specialists Ironbark Sustainability to develop a **Regional Net Zero Emissions Roadmap**. The Roadmap will provide an understanding of actions, timeframes, and the pathway, for achieving a zero emissions goal by 2050. The main objective of the roadmap is to drive actions and generate emissions reductions that would not have otherwise occurred. For community interventions, the aim is to ensure that actions are either implemented earlier or on a larger scale than they otherwise would have. For this reason, understanding the business-as-usual trajectory for the community uptake of actions is critical both to identifying the appropriate places for each local government to intervene, and tracking the impacts of any interventions.

The two core elements of the commissioned work are to:

1. Develop a Net Zero Emissions reporting and monitoring framework and tools for use by the Local Governments – improving both knowledge and accountability.
2. Undertake a Regional Community Net Zero Emission Roadmap. The core purpose of this work is to understand the current and planned activities in the sub-region that will impact on emissions, so that community can understand what is being done and what more might need to be done to achieve a zero emissions target by 2050.

SCA REGIONAL TOTAL EMISSIONS
TONNES OF CO₂ EQUIVALENT



This report is scheduled for completion by April 2022.

CLIMATE

WHAT WE DID

FUNDING APPLICATION - CLIMATE CONFERENCE



A funding application was lodged for \$135,356 to support a World Environment Day Hybrid Conference (27 May 2022) as both an online and in-person conference held concurrently at four venues across member LGAs. Gondwana Link and South Coast NRM have also committed resources to this event. This event reflects a commitment to sharing climate change information and strategies with our community, creating momentum and commitment for action and most importantly showing the community how individual actions, when taken together, can make a real difference. This can provide both knowledge and hope to our community, which is located in one of the areas of Australia forecasted to be most impacted by a drying climate.

The proposed World Environment Day event looks to provide an opportunity for the community to hear about the issues affecting our region as a result of climate change and what mitigation and adaptation strategies are underway. It is intended as the launch event for sharing our 'Roadmap to Zero' and developing a forward pathway to zero emissions that all our community members can be valuable contributors towards.

The conference agenda has been built around the principal carbon emissions for the region - 97% of total carbon emissions in the Alliance geography are attributable to Agriculture, Transport and Electricity.

Speakers will look to the world stage to learn what strategies and actions are being undertaken and which could be adopted by local communities, including a case study on the 'zero emissions farm', noting the high contribution of agriculture to emissions within our sub-region.

This event can help inspire community action and allow individual climate adaptation and mitigation strategies to make community members feel more connected to the 'whole' and encouraging a sense of the community working together to make a difference.

The outcome of this application is expected at the end of 2021.

FUNDING APPLICATION - CLIMATE DASHBOARD & YOUTH CLIMATE CONFERENCE



A funding application for \$279,970 was lodged to:

1. Develop a customised web-based Climate Dashboard that allows for climate data to be easily accessed and understood by our community, including how we are trending on various issues, what we are doing as a community, and what our roadmap to zero carbon emissions looks like.
2. Expand upon Climate Conference workshops on World Environment Day to incorporate wellbeing sessions - especially for youth.
3. Supplemental funding to cover some organisational aspects of delivering the Climate Conference in four regional communities.

CLIMATE

WHAT WE DID CONTINUED...

FUNDING APPLICATION - CLIMATE DASHBOARD & YOUTH CLIMATE CONFERENCE

The two core outcomes from Stream 1 are to deliver a functioning dashboard and provide appropriate support and training for SCA members. The 'Roadmap to Zero' report will help shape the custom metrics tracked through the dashboard and offer monitoring against plans to identify the scale of work required to achieve net zero emissions.

This dashboard aims to provide focus and accountability for a shared goal across government, industry and community and be beneficial through:

- Providing the Alliance with data that can be used to create and strengthen partnerships between industry and Government.
- Community members being made aware of key information around climate impacts and mitigation activities across the sub-region.
- Encouraging a shared connection to sustainability actions with a shared sense of purpose.

In the short-term this will mean directly communicating climate mitigation or impacts such as:

- Council actions to reduce emissions from electricity, waste and the corporate fleet
- Overall emissions at community and regional level - as per data from snapshotclimate.com.au
- Community emissions mitigation including from agriculture, business, residential etc.
- Platform for other key data stakeholders to report into
- Climate adaptation actions including fire management in forestry, state/national parks, water
- Biodiversity
- Local renewable energy generators

Improving knowledge about effective strategies across community and business will support the whole community to progress towards carbon neutrality, increase collaboration and build resilience in our community. This is particularly true of youth (Stream 2 of funding application). The sub-region's youth comprise 10.8% of the total population and have taken a strong leadership role advocating for climate action in the sub-region, being pivotal contributors to City of Albany's Climate Change Action Declaration and Shire of Denmark's Climate Emergency Declaration.

In May 2020, the World Economic Forum's COVID-19 Risks Outlook warned of a 'next lost generation'. According to the Global Risk Perception Survey (GRPS), 'youth disillusionment' is a top neglected risk that will become a critical threat to the world over the next two years. Much of this is related to a sense of hopelessness related to inaction on climate change.

The purpose of the funding application is to increase the scope of the Climate Conference to create a 'Youth Stream' to allow for targeted presentation and participatory workshop for Youth attending from the SCA region's high schools.

Further detail is provided on page 37.

The outcome of this funding application is expected to be known Q1 2022.

INNOVATION

THE SITUATION

The digital revolution poses great challenges and opportunities for South Coast businesses. The World Economic Forum’s Future of Jobs report estimates that automation may displace 85 million jobs in only five years. While some jobs are threatened by redundancy and others grow rapidly, existing jobs are also going through a change in the skill sets required to do them.

COVID-19 and a changing global environment also provide challenges.

The Alliance determined that it was interested in understanding and developing priority industry focus areas that:



Have the potential to create economic activity and employment across several member Local Government Areas.



Are sustainable



Align with the values of the local community



INNOVATION

WHAT WE DID

UNDERTOOK ANALYSIS OF THE ECONOMIC DRIVERS OF THE REGION



A high-level review was undertaken as part of the strategic planning process, that included a review of the Job Vulnerability Index of each member LGA and of global challenges to industry, including potential challenges created as a result of 70% of our two-way trade partners having net zero emissions targets.

Utilising economic modelling tool, REMPlan, together with supporting publicly available information the Executive Committee considered a range of information for the Alliance as a merged geography, and for each member LGA including:

- Output by Industry (Gross Regional Product)
- The Impact of Tourism
- Employment by Industry for each local economy
- Key Economic Drivers of each local economy by Industry
- The Job Vulnerability Index of each member LGA

This information was overlaid with research on global changes occurring, with briefing notes and presentations provided to the Executive Committee.

The high-level review recognised that significant land and sea-based assets are located within the sub-region including a commercial port, a large aquaculture precinct, a substantial agricultural sector, and emerging opportunities across the Blue Economy space that may also serve the agricultural sector (e.g. reducing vulnerability to any inclusion of Scope 3 carbon emissions in future trade transactions).



INNOVATION

WHAT WE DID

ENGAGED WITH INDUSTRY



Regular conversations have occurred with a range of industry actors across the South Coast Alliance geography including the Chambers of Commerce, South Coast NRM, Gondwana Link, Impact Seed, Stirlings to Coast Farmers Group and others. These are designed to build understanding and create opportunities for partnerships to emerge.

A breakdown of the number of entities and engagements by type are included within this report on page 39.

COMMISSIONED A BLUE AND GREEN ECONOMIC DEVELOPMENT OPPORTUNITY REVIEW



A report was commissioned (via a competitive tender process) and awarded to a consortium of FAR Lane, For Blue, and Keston Economics to consider whether the region is well placed to capitalise on emerging trends.

The objective of the review is to:

1. Improve the knowledge and understanding of the South Coast Alliance and member LGAs, business and the community, on a range of economic opportunities that may exist within the SCA geography, in existing and emerging areas associated with the 'blue' or 'green' economies, that take account of the competitive advantages that the South Coast sub-region may enjoy.
2. Establish a pathway to advance a short list of viable options with identified stakeholders from the public and private spheres.
3. Create a strategic positioning of the sub-region as an opportunity for both public and private investment.

In summary, 57 existing and new blue and green economic development opportunities were identified. A prioritisation tool for use in assessing and shortlisting identified opportunities was developed and tested through an in-person workshop.

Five priority program areas were identified through analysis of the intersection of global megatrends and regional comparative advantages:

1. *Climate and resources*
2. *Agriculture and production*
3. *Transport and industry development*
4. *Tourism*
5. *Liveability*

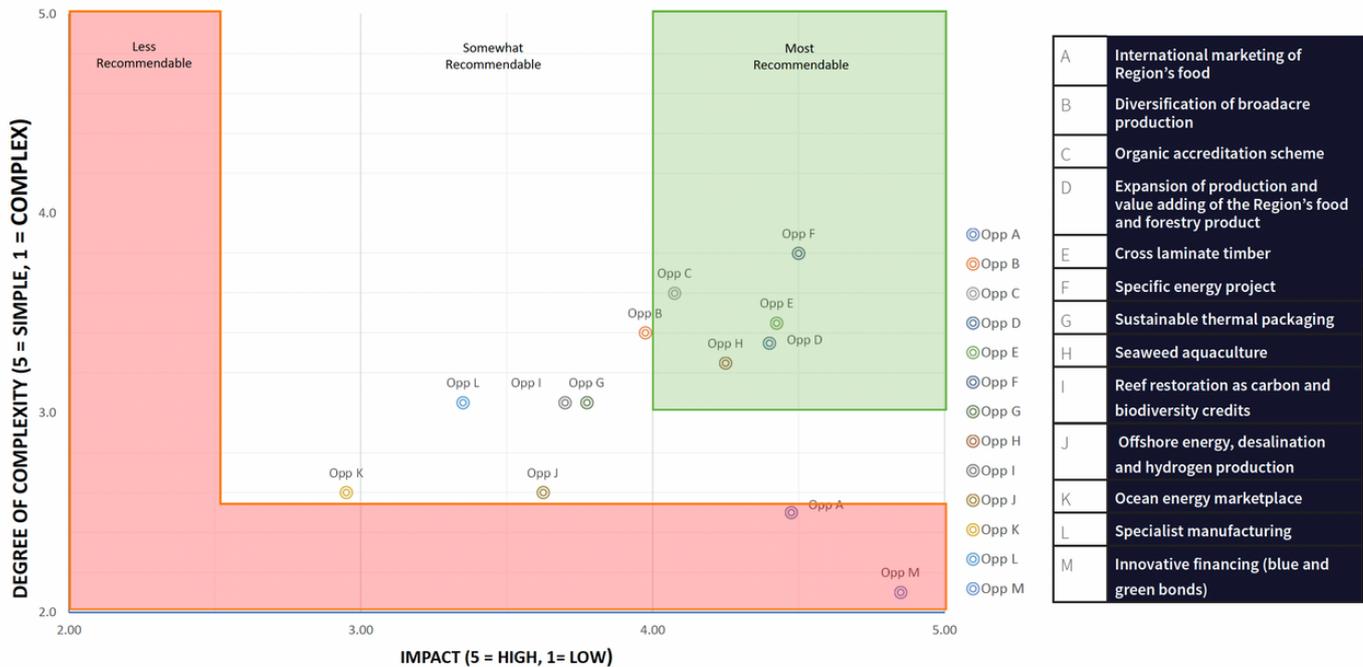
INNOVATION

WHAT WE DID CONTINUED...

When viewed in the context of the above program areas, the opportunities identified were concentrated within these top three program areas: climate and resources, agriculture and production, transport and industry development.

Utilising the outcome of the above trends and advantages analysis and high-level impact and complexity criteria, 13 opportunities were identified, profiled and workshopped with the SCA Board.

The prioritisation matrix was:



The Alliance gave the go-ahead for three opportunities to be immediately progressed to Business Case:

1. Targeted microgrid (most likely Bremer Bay)
2. Value add food
3. Seaweed aquaculture

These business cases will identify what interventions/partnerships are needed to enable the rapid development of these sectors and how the SCA might engage to facilitate this.

Final reports are due November 2021.

YOUTH

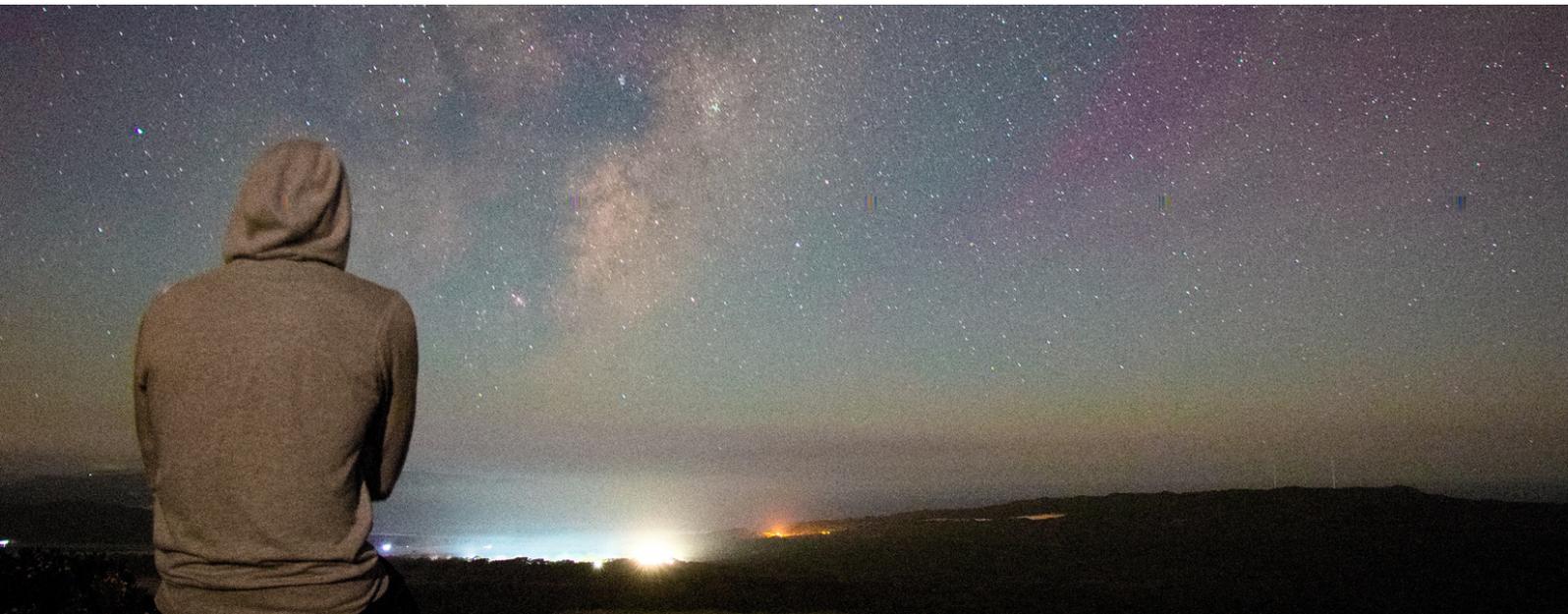
THE SITUATION

At the last census Youth (persons aged 15-24) made up just under 11% of the total population across the Alliance geography, with events of recent times having a disproportionate impact on this cohort.

In May 2020, the World Economic Forum's COVID-19 Risks Outlook warned of a 'next lost generation'. According to the Global Risk Perception Survey (GRPS), 'youth disillusionment' is a top neglected risk that will become a critical threat to the world over the next two years.

Research undertaken by the Centre for Social Impact on Covid-19 and Youth Unemployment notes that prior to the COVID-19 pandemic, young people aged 15-24 were already disproportionately adversely affected in the labour market compared to other age cohorts. The youth labour market is characterised by higher levels of employment in consumer facing roles such as in retail, hospitality, events, fitness, and entertainment industries and considerably higher rates of part-time employment and casual work than the general population. During the COVID-19 crisis, these characteristics of the youth labour market have meant that young people are more susceptible to losing their jobs and having their hours reduced. As young people are more likely to be casuals working in insecure employment, many were not eligible for the JobKeeper payments which enabled employees with longer-term attachments to a specific business maintain a formal connection with their (eligible) employer.

Young people who were long-term unemployed prior to COVID-19 now face even more difficulties in getting work and those in employment, greater difficulties in achieving target level of hours. One lasting effect that has occurred after past crises and that is likely to follow the COVID-19 pandemic, is that young people making the transition from education to work will find it more difficult to find employment at entry-level positions due to increased competition for jobs and declining availability of jobs.



YOUTH

THE SITUATION CONTINUED...

Further, in the immediate future, unemployed young people are at greater risk of experiencing mental health problems. Research published in 2015 found that as youth unemployment rates rose, mental health issues (anxiety, depression, panic attacks) among young people simultaneously rose. The unemployment levels that young people are experiencing are likely to have long-term impacts on their economic wellbeing.

Young people aged 15 to 24, with little or no work experience, entering the job market during a crisis are especially vulnerable. There is evidence that acute economic shocks, such as pandemics, can have profound long-lasting impacts on this cohort at a population level.

Studies have shown that those who are moving into the labour market during a major economic downturn have a lower probability of employment, and the future earnings for this cohort are cut for a decade or more. Without timely and targeted intervention, young adults are at a high risk of missing out on a strong entry into the labour market and, therefore, of being financially disadvantaged and even being welfare dependent for their whole lives. Not only is employment a pathway for maintaining positive mental health, it also facilitates social connections with others. Long-term engagement in employment, and building a career, are often the key pathways in which young people can initially build skills and active citizenship and navigate pathways for making their contribution to society.

Issues experienced by young people, particularly at this time, are multi-layered and complex, hence youth is a focus area of the Alliance.



YOUTH

WHAT WE DID

UNDERTOOK RESEARCH



A range of Australian and International research was reviewed and a summary analysis provided to the Committee. This noted the disproportionate impact of Climate Change and COVID-19 on youth, including the general changing nature of work and education. Following the prioritisation workshop and recommendations of the Executive Officer, the Alliance prioritised youth as a focus area.

SUPPORTED YOUTH FOCUSED FOUNDATIONS BASED IN THE SOUTH COAST ALLIANCE



The Alliance recognises that across the South Coast Alliance geography, there are specialist youth-focussed agencies and not-for-profits, implementing a range of programs and activities. For the short-term the Alliance considered the best way of contributing productively was to ask, 'how can we help?'

In April 2021, the Alliance provided in kind support for a workshop led by a Charitable Trust with a Youth Focus, through the provision of the Civic Room and associated catering, at the City of Albany. This event brought together service providers to the Youth Sector so that relevant actors (including the organising Charitable Trust) could better understand what existing actors saw at the gaps that needed supporting. The Chair, and the CEO of the City of Albany both attended this event.

The Alliance has continued to make its Executive Office available to provide support in research, analysis, or in other ways that may be identified by the Charitable Trust. The long-term goal is that this support will encourage and facilitate investment by the Charitable Trust and others, in infrastructure, programs or activities that provide support to our youth.

DEVELOPED A YOUTH FOCUSED STREAM WITHIN THE CLIMATE CONFERENCE



In an endeavour to provide a greater sense of agency, a specialist youth stream has been added to our proposed Climate Conference. This includes an interactive workshop based around Design Thinking principles to support youth to generate innovative strategies to tackle climate change and support climate action.

Youth will be invited to form groups and pitch their ideas at a Youth Pitch Fest in the weeks after the conference. The Youth Pitch Fest will provide ongoing community engagement following the event and empower the youth to contribute positively to the community through influencing decision making and designing actions to make a difference to climate change. The Alliance has allocated a portion of its budget towards this activity, and is awaiting the outcome of a grant application for the balance of funds required.

ECONOMIC UPDATES

During this reporting period the following Economic Updates were provided to the Executive Committee to improve the understanding of the regional economy, especially the impacts of COVID-19. This provided factual evidence to support decision making.

REPORTS BY REGION	SOUTH COAST ALLIANCE	ALBANY	DENMARK	JERRAMUNGUP	PLANTAGENET	OTHER
EMPLOYMENT BY INDUSTRY WITH TOURISM AS A DESIGNATED SECTOR	✓	✓	✓	✓	✓	
DISTRIBUTION OF THE TOURIST DOLLAR BY INDUSTRY	✓	✓	✓	✓	✓	
BASILINE ECONOMIC DATA FOR THE SOUTH COAST ALLIANCE	✓	✓	✓	✓	✓	
BUILDING APPROVALS		✓	✓	✓	✓	✓ Great Southern Region
KEY ECONOMIC DRIVERS OF EACH LOCAL ECONOMY BY INDUSTRY	✓	✓	✓	✓	✓	
JOB VULNERABILITY INDEX		✓	✓	✓	✓	
MUNICIPAL CARBON EMISSIONS SNAPSHOT	✓	✓	✓	✓	✓	✓ Australia
LABOUR FORCE - SMOOTHED UNEMPLOYMENT UPDATE		✓	✓	✓	✓	

OTHER REPORTS:

COVID-19 IMPACTS

- Employment
- Output (sales)
- Wages + salaries
- Household mortgage levels
- Potential impact of COVID-19 support measures

COVID-19 IMPACTS SOME MEASURES OF FINANCIAL VULNERABILITY

(YEAR ON YEAR SEASONALLY ADJUSTED)

- Youth Allowance
- Age Pension
- Commonwealth Rental Assistance
- Job Seeker

RESIDENTS LIVING IN POVERTY SOUTH COAST ALLIANCE TREND DATA

CHAMBER OF COMMERCE & INDUSTRY WA - REGIONAL PULSE SUMMARY FINDINGS

ENGAGEMENT ACTIVITIES

Engagement activities over the course of the year, after the appointment of the Executive Officer, focussed on partner development and stakeholder communication. Engagement activities were not tracked prior to October 2020.

	NUMBER OF ENGAGEMENTS	NUMBER OF ENTITIES
INDUSTRY GROUPS	9	5
FEDERAL DEPARTMENTS OR AGENCIES	3	2
STATE DEPARTMENTS OR AGENCIES	10	3
LOCAL GOVERNMENT	33	4
OTHER ACTORS	19	16
TOTAL	74	30

Face to face
(and with COVID-19
notable online)
meetings averaged
8.7 per month
equivalent to 1 per
executive working day

The high allocation towards Local Government reflects engagement with Alliance members, particularly through the strategic planning process.

During this reporting period a domain name was secured, and organisational emails and a functional website established - www.southcoastalliance.org.au. This provides a digital presence for the organisation, high level information to the public on the South Coast Alliance including how to make contact, a confidential 'Members Area' to hold the organisations 'corporate memory' and access for the Executive Committee to view and download Board and briefing papers.

In due course additional efforts are likely to be needed to develop the Alliance branding and story, with a budget allocated for this in the 2022 financial year.

This year the Executive Committee has built its understanding of the issues and opportunities identified by our local businesses with the addition of the first industry tour of 888 Abalone whilst in the Shire of Jerramungup. This continues with an Industry tour now scheduled at the end of each quarterly Executive Committee meeting.

South Coast Alliance Inc.

Prepared October 2021





South Coast Alliance Inc.

REFERENCES

- i. REMPlan 2020 data feed
- ii. Data sourced from economic modelling software REMPlan 2020 data.

MANAGEMENT COMMITTEE

GENERAL MEMBERS OF THE MANAGEMENT COMMITTEE



Cr. Ceinwen Geron
Shire President, Denmark



Cr. John Oldfield
Deputy Shire President, Plantagenet



Cr. Rob Lester
Shire President, Jerramungup



Cr. Jan Lewis
Shire of Denmark

MANAGEMENT COMMITTEE

GENERAL MEMBERS OF THE MANAGEMENT COMMITTEE



Cr. Len Handasyde
Shire of Plantagenet



Cr. Jo Iffla
Deputy Shire President, Jerramungup



Cr. Julie Leehouwers
Shire of Jerramungup

CLIMATE

WHAT WE DID

LODGED A FUNDING APPLICATION FOR A CLIMATE DASHBOARD



A funding application for \$279,970 (contingent upon a successful Climate Conference application) was lodged with Lotterywest to:

1. Develop a customised web-based climate dashboard that allows for Climate data to be easily accessed and

understood by our community, including how we are trending on various issues, what we are doing as a community, and what our roadmap to zero carbon emissions looks like.

2. Expands upon the workshops offered within a Climate Conference scheduled to coincide with World Environment Day (subject to a concurrent funding application with FRRR) to allow the incorporation of wellbeing sessions/workshops, especially for youth.

3. Supplement the funding sought from FRRR to cover some organisational aspects of delivering the Climate Conference in four regional communities.

The two core outcomes from Stream 1 are to:

- a) Deliver a functioning Dashboard to the requirements of the SCA
- b) Deliver support and training for SCA members to be able to operate the Dashboard as desired.

The 'Roadmap to Zero' report will help to shape the custom metrics built into and tracked through the Dashboard and will allow monitoring and tracking against plan and how much still needs to be done to reach the goal of net zero emissions.

The Dashboard Project will provide SCA with data that can be used to *create and strengthen partnerships between industry and Government, by providing focus and accountability for a shared goal.*

This Dashboard will allow *community members to understand key information about climate impacts and mitigation activities across the region.* It is intended to encourage and connect our community to sustainability action, improve the *sense of connection* and create a *shared sense of purpose* that supports the view that we are all in this together.

