



South Coast Alliance Inc.

Leading sustainable economic development through collaboration.

SUBJECT : **Briefing Note: Building Resilient Regional Leaders Initiative**
AUTHOR(S) : Juliet Grist
DATE : 10th February 2022
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Summary

South Coast Alliance have collaborated with Stanford University and Great Southern Universities Centre to develop the [Leading Change for Sustainability and Resilience Program](#). This integrates theoretical and conceptual knowledge with practical skills and tools, and draw on Stanford's unique strengths in design thinking, systems thinking, transformative leadership, innovation and sustainability science, to give leaders skills needed to drive transformative change aligned with the goal of sustainability and resilience. Participants work with regional case studies and undertake field trips to increase regional activation, encouraging collaboration throughout the program and into the future, leading to a more connected and resilient region.

On 4 November 2021 the South Coast Alliance Inc. (SCA) submitted application number BRRLI000173 to the Department of Infrastructure, Transport, Regional Development and Communications (*Federal*) for \$711,184 funding to support the following expenses in delivery of a regional leadership program:

1. \$428,850 representing the costs to Stanford University to deliver the Leadership Program.
2. \$100,157 to Great Southern University Centre to provide academic support, access to facilities, venue hire, alumni establishment and facilitate regional networking.
3. \$31,475 for program participants to undertake regional field trips.
4. \$118,300 for administration, local content creation, marketing and governance. A proportion of this work would be undertaken by SCA EO with \$9,600 in co-contributions from SCA for this purpose, with the balance fully funded by the grant.
5. \$42,000 to enable evaluation and independent audit of the impact of the leadership program.

The outcome of the Grant was initially due in mid-February; however, the Department now advises that announcements will now not occur until March. Accordingly, whilst the chance

of success may be small, the 4 March meeting is likely to be the only time the Board will meet prior to any requirement to execute a grant agreement with the Department.

The purpose of this briefing note is to provide information to the SCA Board for members to formally confirm acceptance of *Department of Infrastructure, Transport, Regional Development and Communications* grant if successfully obtained, at the 4 March Ordinary meeting.

EO sees this program as having the largest potential impact on the long term sustainable economic development of the region, of any program currently on the SCA workplan. Accordingly, it is strongly recommended. Refer page 9 for the full recommendation.

Background

The *Leading Change for Sustainability and Resilience* Program delivered by Stanford University will provide program participants a global perspective on issues affecting the region. Through the program, participants will:

- Learn about the dynamic interplay between humans and the natural world, and the fundamental ingredients that must be balanced in solving complex, global problems.
- Develop a personal vision of transformative leadership and build their capacity to lead behaviour change in individuals, teams and organizations.
- Develop skills that enable them to identify key leverage points and design innovative and transformative interventions to shift the behaviour of our scaled and complex systems toward greater sustainability and resilience.
- Work together on a series of 'Capstone' projects to integrate the knowledge into our local context, developing partnerships and improving regional resilience.

Over 12-month period ending May 2023, program participants will undertake a transformative leadership journey using both online and face-to-face elements including live virtual workshops, Stanford online self-paced courses, facilitated discussions, regional field trips and participation in a capstone project with their peers.

The target audience is 40 self-nominating (although some may be approached by the SCA to nominate) regional leaders who are motivated to build on skills for future challenges, interested in widening their networks, and willing and able to commit the time and effort to the course requirements.

The program is designed to be fully funded by the grant and there would be no fees for the participants – indeed this is a requirement of the Grant. SCA has committed \$9,600 towards delivery of the project, if the grant application is successful.

Expected outcomes of the Leadership Program

- ✓ 40 regional leaders who understand the dynamic interplay between humans and the natural world, and the fundamental ingredients that must be balanced in solving complex, global problems.
- ✓ 40 regional leaders with a personal vision of transformative leadership and the capacity to lead behaviour change in individuals, teams, organizations and across the region.
- ✓ 40 regional leaders with the skills that enable them to identify key leverage points and design innovative and transformative interventions to shift the behaviour of our scaled and complex systems toward greater sustainability and resilience.

- ✓ A leadership network that fosters trust, respect, empathy and appreciation of diversity in the community.
- ✓ A Community of Practice where individuals can expand their collective thinking and learn and innovate together to strengthen resilience of the region.
- ✓ Strengthened business ecosystem that creates regional competitive advantage.
- ✓ A region inspired by the success and outcomes of the Leading Change for Sustainability and Resilience Program and the collective action it generates.
- ✓ Strengthened community resilience.

The funding application includes provision for an outcomes evaluation framework and program evaluation data gathering system that provide measurement of achievement of program objectives and evaluation of participants experience in the program. The framework supported by the data gathering system will allow for integrated monitoring of program effectiveness and participants learning journey, through combining self-gathered subjective measures with objective data gathered through assessments. Together, the tracking of these measures over the course of the program and for 18 months following the program (through the Alumni network), will allow the SCA and RDA (through GSUC) to gauge the impact that the leadership program has had on the regions business ecosystem and regional resilience outcomes

Timelines

The Timeline provided to the Department of Infrastructure, Transport, Regional Development and Communications for the delivery of the Leadership Program is outlined in Table 1. Work on the project would be due to commence as soon as funding is announced late March 2022. The Leadership Program would be delivered to participants over 12 months, commencing May 2022 and ending April 2023. It is a requirement that the project be completed by end May 2023.

Table 1 – Indicative Project Timeline

Phase	Deliverable	FY22 Q3	FY22 Q4	FY23 Q1	FY23 Q2	FY23 Q3	FY23 Q4
Phase 1: Project Governance	Governing body established						
	Program Manager appointed						
	Program Charter						
	RACI Matrix						
	Work Breakdown Structure						
	Risk Management Plan						
	Marketing & Communication Strategy, Stakeholder Engagement Strategy						
	Project Closure Report						
Phase 2: Program Design	Project partners engaged with MOU and/or contracts signed						
	Program Design and Delivery Schedule finalised						
	Local content developed						
	Program Overview and Schedule published						
	Ideal program participants defined						

Phase	Deliverable	FY22 Q3	FY22 Q4	FY23 Q1	FY23 Q2	FY23 Q3	FY23 Q4
Phase 3: Participant Selection	Program advertised across the region						
	50 applicants shortlisted						
	40 program participants selected and notified						
	Regional awareness of program participants						
Phase 4: Program Delivery	40 participants enrolled in leadership program						
	Technology established for 40 leadership program participants						
	<i>Orientation completed</i>						
	<i>Leadership Program – Part 1 delivered</i>						
	<i>Leadership Program – Part 2 delivered</i>						
	<i>Leadership Program – Part 3 delivered</i>						
	Capstone projects presented						
Phase 5: Monitoring & Evaluation	Graduation and Alumni network established						
	Tailored Outcome Metrics						
	Standardised Survey Template						
	Report on baseline measurement of program participants						
	Evaluation and Monitoring Plan						
	Program Technical Report						
	Project Evaluation Analysis						
Program Evaluation Report							
PROJECT							

Budget/Financial Implications

A breakdown of the project budget is provided in Table 2 below. Co-contribution was not a requirement of the grant funding however a notional amount (\$9,600) of EO time was offered. Some of the budgeted items can be undertaken by SCA if preferred (project management, evaluation as two examples). It is proposed that a project manager be employed – RDA GS have offered to be the ‘home’ of this resource if SCA prefer.

Table 2 – Project Budget

Components/ Activities	Unit Fee	Number of Units	Unit Type	Fee	Notes
Stanford University – Leading Change for Sustainability and Resilience					
Program development				\$30,000	Program and project design
Live virtual instruction	\$15,000	12	Session	\$180,000	80 minutes per session
Self-paced course 1	\$295	40	Person	\$11,800	8 hours
Self-paced course 2	\$995	40	Person	\$39,800	12 hours
Self-paced course 3	\$675	40	Person	\$27,000	6 hours
Facilitated discussion	\$8,000	6	Session	\$48,000	80 minutes per session
Capstone sessions	\$15,000	2	Session	\$30,000	80 minutes per session
Project management				\$33,6000	Learning management system, project coordination and materials review

Components/ Activities	Unit Fee	Number of Units	Unit Type	Fee	Notes
Total \$USD (with 25% discount)				\$300,195	
Total \$AUD (based on \$0.70 exchange rate)				\$428,850	
Local delivery					
Administration				\$1,000	Website
Program creation and coordination				\$7,600	Participant selection and enrolment, participant support
Program design and delivery, including GS-Unicentre support				\$85,750	Access to all facilities, student academic support, engagement with Stanford, student pastoral support, graduation event
Steering Committee				\$17,280	Program governance
Working Group				\$23,040	Local content development, participant co-creation
Venue hire				\$6,240	Venue hire
Field trips				\$31,475	Bus, field trips, case studies in practice
Alumni Development (24 months post course completion)				\$8,167	Alumni establishment, regional networking
Marketing				\$12,505	Marketing Strategy, radio and print advertising
Measurement and evaluation				\$35,000	
Independent Audit				\$7,000	1% of program value
Project management				\$56,875	Project planning, risk management, reporting, participant liaison), vendor management, implementation of marketing plan
TOTAL				\$720,784	
In-kind Contribution				\$192,040	
<i>costs of diverting from usual occupation to participate in program 100 hours per participant (\$48.01 / hour as referenced in Volunteer Benefits Calculator)</i>					
TOTAL PROJECT VALUE				\$912,824	
Cash contribution				\$9,600	
Grant Request Value				\$711,184	

Future Budget Financial Implications

SCA will be expected to contribute \$9,600 towards the delivery of the project before the end of FY23. There are no other future budget financial implications for SCA delivering this project.

When combined with other commitments outlined in Briefing Note 22030201, a cumulative total of \$26,864 of EO time has been committed for the 2023 financial year – representing 22.4% of the allocated EO budget.

LGA leaders and/or local government elected officials may choose to apply and participate in the program if they are selected.

To ensure that Stanford faculty are across the regions unique opportunities and issues, a team of regional leaders from local government, emergency services, social enterprises, industry and academia will form a Working Group to inform the inclusion of relevant regional content in the program. Following the commencement of the program, leadership program participants will be invited to participate in the Working Group on a rotational basis, to ensure their unique perspectives and experiences in the region are considered in the program design.

Members of the Executive Committee will be requested to nominate themselves to sit on selection panel for participants in the leadership program, and this will represent a contribution in kind.

Strategic & Corporate Plan Implications

The Building Resilient Regional Leaders Project supports the goals articulated through the various themes of the **SCA Strategic Plan** and supports a range of Implementation Strategies as **highlighted** in Annexure A.

Risks

An initial risk analysis has been undertaken that is specific to the project and based on the ISO31000:2009 guidelines and was included within the [Building Resilient Regional Leaders Project Plan](#) provided in the November 2021 Board pack following submission, with the Risk Management Plan on pages 45-47.

The Key risks identified include:

Risk Identification Table											
Risk - summarised title	Consequence	Likelihood	Risk Rating (without controls in place)	Causes	Consequences/impacts	Description of treatments - measures to be implemented to mitigate/prevent the risk	Risk Owner	Consequence after controls	Likelihood with controls	Residual Risk Rating (with controls in place)	
Leadership Program											
Insufficient participation	Major	Possible	High	Lack of awareness of program; Program commitment too onerous; Companies don't support employee participation	Program outcomes not achieved; Reputational damage; Program does not make expected impact	Regular participant feedback on how course is progressing to allow pivot of approach.	Project Manager; Steering Committee; Partners	Moderate	Unlikely	Medium	
Unexpected increase in the cost of software	Moderate	Possible	High	Weak contract	Increased costs	Strong contract reviewed by Board before signing.	EO	Minor	Possible	Medium	
Outcomes are not achieved	Major	Likely	Very High	Program design and delivery do not meet participants expectations	Participant disengagement; Community disengagement	Delivery partners with exceptional experience in delivery of leadership programs; Monitoring and Evaluation	Steering Committee	Major	Possible	High	
Safety hazards that lead to worker accidents and injuries	Catastrophic	Possible	Very High	Inadequate safety training provided. Safety culture throughout program does meet OSH legislative requirements.	Program shut down; Injury	All program participants to undertake safety briefing in line with Western Australian Occupational Safety and Health legislation; All participants agree to abide by Program Code of Conduct	Project manager oversight; Steering Committee; SCA Board	Catastrophic	Unlikely	High	
Poor attendance	Major	Likely	Very High	Employers not supportive of participation in program; Participants do not understand time commitment	Program outcomes not achieved; Reputational damage; Program does not make expected impact	Delivery partners with exceptional experience in delivery of leadership programs; Participants provided schedule in application and asked to commit if	Steering Committee	Major	Unlikely	Medium	

Risk Identification Table											
Risk - summarised title	Consequence	Likelihood	Risk Rating (without controls in place)	Causes	Consequences/impacts	Description of treatments - measures to be implemented to mitigate/prevent the risk	Risk Owner	Consequence after controls	Likelihood with controls	Residual Risk Rating (with controls in place)	
				required; Disengaging content		successfully chosen for the program					
Pandemic	Major	Possible	High	Outbreak of virus causes lockdown across the region.	Cancellation of venues; community collaboration unable to be achieved; Speakers unable to attend	COVID-19 Plan. Decision to develop hybrid delivery will allow for program to be held wholly virtually if necessary.	Project Manager	Minor	Possible	Medium	
Application of leadership program not supported by organisations participants work for	Major	Possible	High	Employers not supportive of participation in program; Lack of understanding of the benefits of the program; No opportunities for participants to share learnings in their workplace or community	Objectives of program not achieved	Include condition in application that potential participants discuss the opportunity with their employers before applying; Develop briefing pack for employers; Include 'learning tasks' for participants that provide opportunities to share and apply what they've learned in the workplace	Steering Committee	Major	Unlikely	Medium	
Currency risk	Major	Likely	Very High	Stanford fees are quoted in \$USD, should currency fluctuate the price of contract could increase in \$AUD	Unable to pay major vendor and delivery partner; Delivery of program cancelled	Currency protection mechanism purchased from NAB, to remove exposure to risk	EO	Major	Unlikely	Medium	

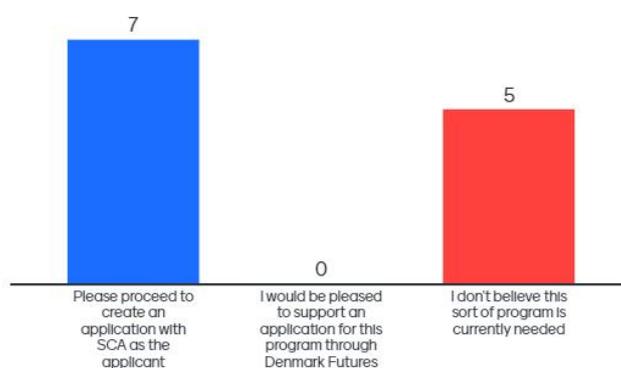
EO Recommendation

The opportunity to progress a leadership program for the region was first put to the SCA EO by the City of Albany on 10 September 2021 who identified the funding opportunity.

A draft proposal was worked up by the EO and put to the Board via email on 17th September, followed by a Menti survey on 26th September - the vote came in 7/5 in favour of the SCA making an application for the proposed program, designed in conjunction with Stanford University.

Multiple Choice

Mentimeter



I undertook to put it back to the SCA once the scope was complete, with a final Menti Vote to determine whether the SCA applied (noting there was an alternative local NFP that was also happy to be the lead applicant).

The final project plan was put to the Committee via email as part of the October 21 EO briefing (Zoom conducted on 29th October) with a Menti survey prepared, however it was raised at the Zoom meeting that a Menti Survey did not have any validity as a Board decision. So, whilst the general consensus was that an application could proceed given the deadline closed prior to the next Board meeting and so a quick decision needed to be made (with all four Shires providing letters of support), the matter has not formally been brought to a Board meeting for approval.

The outcome of this grant was due by mid-February however the Department has advised that it will not occur in February but is expected 'around March'. The required start date of activities is March 2022. The March 4 meeting is thus the only opportunity for a final decision on this program.

This innovative leadership program will support the regions current and emerging leaders to develop their leadership and resilience skills, enabling them to become strong local voices who can help sustain our regions long-term resilience to the impacts of climate change, natural disasters such as bush res and the impacts of COVID-19.

Strengthened connections will build the foundations for a community of practice, that can help sustain our regions long-term resilience to the impacts of climate change, natural disasters such as bush res or COVID-19. This will be coordinated by GSUC, to strengthen

networks among program participants and more broadly with existing regional leaders. The Alumni will be encouraged to continue to collaborate and showcase at ongoing events for a two-year period to ensure program learnings are embedded into networks and collaborative practice.

Consultation with local stakeholders in the design of this program including government, industry and emergency services shows the willingness and capacity of the local community to engage with and leverage this program, which fills a strong local need (there being no alternative leadership programs locally available). We have received already approaches from individuals for consideration for this program should it be awarded.

The program is expected to provide the following outcomes:

- Improved capacity and capability among participants to support the Lower Great Southern's economic and social wellbeing, especially through future challenges.
- Enhanced engagement across and between the region's leaders on issues of resilience.
- Increased resilience and adaptability of communities as leaders become more focused, collaborative and responsive.
- A leadership network that fosters trust, respect, empathy and appreciation of diversity in the community.
- A Community of Practice where individuals can expand their collective thinking and learn and innovate together to strengthen resilience of the region.

A resilient region is not one that will just return to how things were before a crisis, it is one that has the capacity to transform, led by leaders with the attitudes, beliefs, agility, and structures that not only supports recovery but moves the region forward. The lower Great Southern region needs resilient leaders that recognise and reinforce shifts from a "today" to a "tomorrow" mindset.

EO recommends:

- a. that if the SCA is awarded the grant, the recommendation is that the SCA Board ACCEPT - Department of Infrastructure, Transport, Regional Development and Communications (*Federal*) grant for \$711,184 of funding under the *Building Resilient Regional Leaders Initiative*.
- b. That if the SCA's application is declined, the SCA Board instruct the EO to continue to identify alternative funding opportunities to progress this initiative.

Annexure A

Strategic & Corporate Plan Implications

The Building Resilient Regional Leaders Project supports the goals articulated through the various themes of the **SCA Strategic Plan** and supports a range of Implementation Strategies as highlighted:

Vision			
The South Coast Alliance, leading sustainable development through collaboration.			
Strategic Theme – Advocacy			
Goals			
To proactively connect industry and the community with opportunities and resources to progress their ideas.		To support multi-stakeholder partnerships working for the benefit of the community in the South Coast Alliance geography.	
Strategic Initiatives			
Workforce Development initiative		Support an innovation culture	
Strategic Theme - Economic Development			
Goals			
To lead the communication of regional sustainable development thinking, activating opportunities for our community.		To proactively measure and communicate population level social outcomes, activating partnerships to address issues of concern.	
Strategic Initiatives			
Support an innovation culture across all sectors.		Innovation Program	
Strategic Theme – Efficiency & Consistency			
Goals			
To share knowledge, opportunity, research and resources across the South Coast Alliance to maximise efficiency and collective action opportunities.	To provide a forum for individual members to bring forward ideas for exploration that impact more than one LGA.	To provide a forum for regional stakeholders to engage on issues that cover more than one LGA.	
Strategic Initiatives			
Develop a mechanism to encourage the surfacing of ideas across the network.	Allocate a pool of funds each year for exploration of ideas.	Communication Strategy to include engagement with key regional stakeholders.	SCA identified as a key regional development actor.

Implementation Strategies:

- Targeted engagement of a diversified and broadened stakeholder base, with a focus on industry and business networks, to gather opinion on key priority issues for the SCA.
- Host regular “industry topic” Impact Labs to create momentum and encourage partnerships.
- Create information flows with research organisations and commentators and disperse knowledge throughout the community.
- Complete and communicate case study stories showcasing innovators in the social sector of SCA geography. Celebrate success.
- Develop communication strategy to encourage and inspire

Local Government Planning References:

Shire	Policy alignment	Strategic alignment
City of Albany	Strategic Community Plan – Albany 2032 2019-2022 Community Development Strategy	Strategic Community Plan – Albany 2032 Pillar: People Outcome: A diverse and inclusive community. Pillar: Planet Outcome: A resilient community that can withstand, adapt to, and recover from natural disasters Pillar: Leadership Outcomes: Proactive, visionary leaders who are aligned with community needs and values. A well informed and engaged community.
Shire of Denmark	Sustainability Strategy 2021 - 2023	1.3 Prioritise investment in community initiatives to improve health, wellbeing and community connection. 1.4 Support initiatives that create connected communities with key service areas. 3.1 Build a skilled, confident, and knowledgeable workforce who can positively respond to the challenges of sustainability and climate change.
Shire of Jerramungup	Shire of Jerramungup Community Plan 2016-2026	Governance & Leadership: Work cohesively with groups from across the community to improve engagement and to promote community participation
Shire of Plantagenet	Plantagenet 2026 Strategic Community Plan	1.3.1 Encourage and support community groups and initiatives to help people to work together for the benefit of our community 1.4.1 Promote programs that assist in youth development and leadership 4.1.1 Provide effective leadership for the community 4.5.1 Provide opportunities for the professional development of Shire staff members