

South Coast Alliance Inc.

Leading sustainable economic development through collaboration.

MINUTES

**City of Albany
Shire of Denmark
Shire of Plantagenet
Shire of Jerramungup**

Friday 4 March, 2022

City of Albany

12.45pm

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1. OPENING

The meeting was opened at 12:40pm by the Chair, Cr Joanne Iffla.

2. RECORD OF ATTENDANCE AND APOLOGIES

Executive Committee (Voting):

Cr Joanne Iffla, Chair
Mayor Dennis Wellington
Cr Chris Thomson entered the meeting at 12:45pm
Cr Rob Lester
Cr Jon Oldfield
Cr Ceinwen Gearon
Cr Chris Pavlovich
Cr Julie Leenhouders
Cr Kinsley Gibson
Cr. Sandie Smith
Cr. Karen Woltering

Alliance Member Chief Executive Officers (Non-Voting):

City of Albany (CEO)	Andrew Sharpe
Shire of Denmark (CEO)	David Schober entered at 12:53pm
Shire of Jerramungup (CEO)	Martin Cuthbert
Shire of Plantagenet (CEO)	Cameron Woods

Observers:

Juliet Grist – Executive Officer, South Coast Alliance
Duncan Olde – City of Albany
John Fathers – Shire of Plantagenet
Cr Ken Clements – Shire of Plantagenet
Cr Len Handasyde – Shire of Plantagenet
Rachel Smith – Shire of Jerramungup

Apologies:

Cr Jan Lewis

Guests:

Laura Bird – SCA Climate Coordinator
Natasha Monks – GSDC

3. DECLARATION OF INTEREST

Nil

4. MINUTES OF PREVIOUS MEETING

MOVED: Cr Kinsley Gibson

SECONDED: Cr Jon Oldfield

The Minutes of the Meeting held on 26 November 2021 in Denmark were confirmed as a true and accurate record of the meeting.

Unanimously supported.

5. CORRESPONDANCE OF NOTE

Inward

- Federal Dept. Industry, Science, Energy & Resources – Climate conference sponsorship decline.
- Keith Bradby – provision of Carbon Industry Overview Paper
- Various Invoices for payment
- Western Power – Electricity Supply Map Bremer Bay
- Fabiana Tessele – Summary – Waste to Energy Great Southern project paper
- WALGA – EV Charging Network – clarification that project ineligible for Project Funding
- Invitation to attend City of Albany Water Sensitive Cities Index Benchmarking Workshop (declined)
- UNRCE – various
- Lotterywest Funding approval notification.
- Letters of Support FRRR grant from Stirling to Coast Farmers, Albany Business Centre, ACCI, DCC (and provision to FRRR)
- Murray Gomm, Oranje Tractor – offer to collaborate Climate Conference
- Cross Laminated Timber draft business case
- Request to connect Carnegi with local stakeholder for Wave Prediction AI pilot (safety focussed) – connection provided to DPAW on CoA advice that they own the relevant rock fishing locations.
- Invitation to City of Albany Executive Management Team meeting to provide an update on SCA activities
- PESTEL analysis – Ironbark Sustainability for Roadmap to Zero
- Regional Climate Alliance Project Grant guidelines

Outward

- Request to all CEOs to engage staff on the Roadmap to Zero project, preliminary to Ironbark/Climate Coordinator engagement.
- Provision of Annual Report – Bruce Manning, Natasha Monks, Simon Lyas
- Introduction to Chris Pavlovich (Great Southern Haulage) of Florian Popp (Gemtek Pty Ltd) re: potential electric truck pilot (first in WA)
- Provision of information to manufacturers in the added-value stakeholder group on funding opportunity for \$2m+ projects
- WALGA Progress Report December
- Provision of background strategic documents to Ironbark Sustainability to inform the Roadmap to Zero work.
- Provision of “Regional Transition Hub” Pitch document to CEOs and Members for comment/review and various inward correspondence relating thereto.
- Advice to CEOs/Chair on Lotterywest approval.
- “An Executive Officer’s Perspective” email to all CEOs and members
- Various Sponsorship requests and associated ongoing engagements – DWER, RAC, Synergy, ACCI, South Coast NRM, Gondwana Link

6. PROGRESS AGAINST ACTIONS FROM PREVIOUS MEETING

Item No	Meeting Date	Action	Responsible Officer	Status	Date Completed
64	27 November 2020	SCA undertake investigation for accreditation as an approved voluntary work provider with a view to being positioned to offer volunteering opportunities	Juliet Grist	Application documentation secured. Not yet proceeded with due to eligibility matters.	
66	26 March 2021	Invitation to RAI to present on Move to More campaign et al	Juliet Grist	Lack of housing availability – EO has not prioritised due to this and other priority agenda items.	

7. MAYOR/SHIRE PRESIDENT UPDATE TO LOCAL ECONOMIC DEVELOPMENTS

City of Albany – Dennis Wellington

- Construction of 6 units at Middleton Beach has commenced. Cost was surprising to Development WA with each unit costing in excess of \$800k;
- Meeting with proponents of hotel went very well with the City expecting a development application in the next 4-6 weeks and construction starting in November;
- Government has gone out to tender for water and electricity for the two vacant blocks adjoining the Albany Marina. Planned usage is for 2 restaurants/cafes;
- Presented to the Federal Government for funding based around elections. \$120 million dollars. Development of Range Road into Yakamia, development of land creating 3,000 blocks. Head works charges very expensive;
- Development WA are in discussions regarding the land between the Albany Golf Club and Emu Point and potential development of the area. A possibility is a caravan park, however fauna in the area is the main issue;
- Twiggy Forrest development still going ahead;
- Taste Great Southern hasn't been affected by COVID. 60% of tickets have been sold;
- Town is experiencing anxiety regarding COVID-19. Members of the public are refusing to wear masks and staff are getting upset. In particular Coles are refusing to enforce the mandate which is causing staff to be unhappy. Advice from the Premiers Department is that it is the responsibility of the store owner to enforce this mandate.

Shire of Denmark, Cr Ceinwen Gearon

- Main activity in Denmark at the moment is fixing damage to roads sustained in last year's flooding event;

- Bayview Rise bushfire event started in the Shire of Denmark on 5 February 2021. Currently in the recovery period following this significant bushfire in which 4 homes were lost and other damage sustained. This was a Level 3 event so the State took over the management of the fire and they were well supported by DFES and various agencies;
- There is anxiety in Denmark at the moment regarding a Special Electors Meeting to be held on Tuesday 8 March. There are a number of residents who want Denmark to be a Pro Choice community in relation to the State Government vaccination mandates. Meeting is causing anxiety to public as they feel it is a waste of Council time and resources.

Shire of Jerramungup, Councillor Jo Iffla

- Bremer Bay Recreational Boat Ramp tender has been awarded and contracts executed. \$1.6 million project to construct new recreational boating facilities. Works due to commence in March 2022 with anticipated completion end June 2022;
- Construction works nearing completion on the \$4.2 million Jerramungup Pool project – anticipated works completed by end second quarter 2022. Works see construction of new 25 m swimming pool that has been undertaken in partnership with DoE;
- Tourism – the 2021-2022 annual holiday period seen unprecedented visitation to Bremer Bay town site and environs;
- Shire is finalising land assembly matters to create new emergency services precinct in Bremer Bay. Project set to see all emergency services consolidated on a single reserve and discussions have commenced with both St John WA and WAPOL to have new purpose built buildings constructed to meet emerging demands for services;
- Bremer Bay Airstrip – currently preparing RAUP and RAD’s applications for the construction of new cross runway and various upgrades to facilities at the Bremer Airstrip. Upgrades to improve function an operations of water bomber facilities and taxi and apron areas for the RFDS;
- Electric Hwy – working with Synergy regarding the potential to establish a recharging station at Jerramungup as part of the state governments electric highway program;
- Works crews expediting works programs to ensure various road works/upgrades are completed following delayed start due to extended wet season.
- Continuing to experience housing and staff shortages across the Shire;
- On 11 February there were 2 significant fire events in the Shire – 1 in the town site of Jerramungup and the other in UCL and farm land in Bremer Bay. Pleasing to see that Shire mitigation works contributed to suppression of fire.

David Schober entered the meeting at 12:53pm

Shire of Plantagenet, Cr Chris Pavlovich

- Shire was fortunate to receive several rounds of funding from the Government which will be allocated across tourism and infrastructure projects. Finding contractors to complete jobs within times frames has been a challenge.
- Looking into a new emergency services precinct on Albany Highway.
- Tourism providers are experiencing a high level of interest with accommodation being booked out months in advance.
- Recent Wildfire at Perilup – millions of dollars of third party property. Water bombers did fantastic job.

- State Government and Non-For-Profit groups are assisting with housing shortage by building 12 houses. Still in early proposed stage.
- Experiencing issues with the State Government and the Yerriminup Industrial Park development. A major investor is keen to move into area which will be a major economic driver for region and create lots of employment opportunities.
- Applied for \$1.3 million for the Swimming Pool Stage 2 however this was cut back to \$750k. Thankful to receive this funding but will be unable to finish the last stage of this development however will be able to complete most of above ground works.

8. GREAT SOUTHERN DEVELOPMENT COMMISSION – MOU DISCUSSION

Natasha Monks, CEO GSDC will be attending at 1pm for a discussion with the Board on what a formal MOU between the SCA and the GSDC might contain. The GSDC has requested a formal MOU in order to establish clarity around roles and expectations.

A reminder of the role of the GSDC as articulated in their [website](#) duplicated here for ease:

The GSDC's role is to coordinate and support endeavours that build the economy and promote growth in the Great Southern region of Western Australia. The GSDC works with the public, private and not-for-profit sectors.

Core functions identified by the Board include undertaking regional planning and appropriate projects, advising the State Government and providing a link to the Government on key issues and policies that impact the region.

Four goal areas encompass the work of the Commission:

- Economic growth and diversification
- Essential infrastructure and services
- Community and environment
- Knowledge and innovation.

The [staff](#) based at the GSDC address its strategic directions through a variety of project work. Our motivated and skilled staff:

- Support and develop industry and community projects
- Coordinate approaches to government on strategic economic and social issues
- Provide access to information on government programs and industry support services
- Provide information and advice to promote business development within the region
- Maximise job creation and improve career opportunities in the region
- Assist with resources for regional projects through grants schemes
- Identify infrastructure services to promote economic and social development
- Identify and promote investment opportunities in the region
- Seek to ensure that the general standard and access to government services in the region are comparable to the metropolitan area

Many of these functions are also activities that are contained within the SCA (and probably every other economic development focussed body) and so it makes sense to work out 'who does what' and how we can support each other's efforts.

MOVED: Mayor Dennis Wellington SECONDED: Cr Chris Pavlovich

That the CEO's of the South Coast Alliance meet with the CEO of GSDC to draft a formal MOU and present to South Coast Alliance.

Unanimously supported.

9. EXECUTIVE OFFICER REPORT

Face to face and notable zoom meetings

With	Topic	Outcome
WALGA	Regional Climate Alliance Projects Information Session	Clarity
Ironbark	Inception meeting Roadmap to Zero	Clarity and guidance
Christopher De Cuyp, Fremantle Seaweed	Seaweed Aquaculture business case stakeholder	Update on activities of Fremantle Seaweed's site exploration in the SCA region. Connection with the Blue Growth fund work with a view to partner for a CRC-P
Karen Gardham, program manager, Northern Alliance for Greenhouse Action (NAGA), Victoria	Regional Climate Alliance	Discussion around how the NAGA project worked, what collaborative projects were undertaken, key learnings.
WALGA	Climate Conference	WALGA offered assistance in securing sponsorships should the FRRR grant be declined.
Natasha Monks, GSDC	Update on SCA Activities and focus areas, request for engagement	Relationship building
Simon Lyas, RDA GS	Update on Leadership program, request for sponsorship	Partner update
Richard Ball (Keston), John Tredinnik (Forest Products Commission)	Draft Business Case Cross Laminated Timber - review	Various amendments to the draft business case. FPC providing further technical detail. FPC happy with draft and indicated they would likely continue to partner to progress some of the identified future work required.
Rick Wilson, Nola Marino, Ceinwen Gearon	Seeking guidance for funding support. Introduction of the SCA.	Advice to SCA to reach agreement.
Lisa Smith and ACCI Committee	Update on SCA Activities and focus areas	Relationship building, partnership development
City of Albany, EMT	Update on SCA Activities and focus areas	Relationship building, Knowledge sharing.
Andrew Sharpe, David Schober, Cameron Woods, Martin Cuthbert	SCA Processes	Juliet to redo information provided to Members into a Local Government layout with a view that this will be easier for Committee members and provide to the Committee prior to the next Board meeting. Juliet to provide background information to the CEOs to aid in their preparation for the SCA workshop to precede the ordinary meeting.
Jo Iffla, Chair	Work through of Agenda papers	Chair approval to issue Agenda.

Group Meetings and Events attended by EO.

Nil on behalf of SCA	
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Program Evaluations undertaken during the period.

Nil.

Research Work undertaken during the period.

Nil.

Engagement via ENews, surveys, social media and website

Website Executive Committee updated.

New members page – briefing papers.

The Committee should be aware that the issuance of briefing papers in the new format, with links created for further information has had implications for the secure storage of SCA project plans and other corporate information.

Specifically, previously all information has been provided to Committee members and CEOs through a password-controlled member access website. This has provided security to the information under consideration by the Committee as well as agendas, minutes, budgets, strategy etc.

The creation of linkages inside documents required a decision to be made around ease of access. If the base document was still inside the secure members area, then when you click on a link you would be asked to input your username and password before you could open the supporting document. Whilst this provides security to the documents, the EO felt that this would significantly impact the user experience, and restrict the ability of the briefing papers to be utilised to engage others within the LGA that may wish or need to know about the projects (such as key staff).

Accordingly, the base documents have been duplicated onto another non-public SCA website storage page that it not part of the secure members portal. This means that all documents could be subject to discovery by others who were not the intended audience. This is a risk the Committee needs to consider.

Commentary

My engagement has slowed this quarter to allow the SCA to ‘catch up’ some consulting hours, and as the EO is awaiting Committee decisions prior to the next phase of work. Apart from work on the WALGA Regional Climate Alliance, the majority of time spent has been administrative (briefing papers, agenda preparation, website updates, liaising with proposed sponsors and grant providers). Stakeholder engagement has been minimised and no new projects are under development.

Tasks allocated within the budget approved for this financial year are all commissioned will be completed by the end of May (the delivery of the Roadmap to Zero).

There are no future activities approved at this stage for the EO moving forward.

It is hoped that we can work through the project briefing papers at the 4 March meeting so that the work the Committee wishes to be undertaken over the next quarter is clear.



Juliet Grist



9.1.CEO consulting/pro bono work

Standing agenda item – for transparency.

Organisation	Shire	Topic	Type
Denmark Futures	Denmark	Various	Pro bono

NB: All future pro-bono work will be undertaken through the Denmark Futures entity (of which I am Chair), and so this standing item may perhaps no longer be relevant?

10. FOR DECISION – CLIMATE CONVERSATIONS LOTTERYWEST FUNDING

NB: the Hon. Reece Whitby MLA Minister for Environment; Climate Action has requested a meeting on Wednesday 13 April to meet with representatives of the South Coast Alliance and present the Lotterywest grant certificate.

Summary

The following is a duplication of [Briefing note 22030201](#).

On 20 December 2021 Lotterywest [awarded](#) the South Coast Alliance (SCA) an amount of \$324,989 for the 2022 and 2023 financial years. The funding amount consisted of the following elements:

1. \$173,330 being 100% of the external consulting costs for the development and implementation of the climate dashboard to occur in the 2023 financial year. EO recommendation – Accept.
2. \$62,659 towards the Climate Conference to occur in the 2022 financial year. EO recommendation – Accept/Decline in line with the Decision Tree on page 14, based upon whether the FRRR funding is awarded.
3. \$45,000 for project management costs for the dashboard and the conference. EO recommendation – Accept proportionately in line with the Decision Tree on page
4. \$45,000 to enable evaluation of the impact of the conference and the dashboard. EO recommendation – Accept proportionately in line with the Decision Tree on page

The purpose of this briefing note is to provide information to the SCA Board for members to formally confirm acceptance of the individual items within the Lotterywest grant, at the next SCA Ordinary meeting, scheduled for 4 March 2022. Items 1 and 2 are independent of each other, however shared the same application for convenience. They are not contingent on each other and can be dealt with separately by the SCA Board.

Item 1 (Dashboard) and item 2 (Conference) are thus treated separately below.

Background - Dashboard

To understand a pathway to reduce greenhouse gas emissions across the Alliance geography the SCA has 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, and is due to be finalised in the 2022 financial year.

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.

The ***Climate Dashboard*** builds on the *Roadmap to Zero* data facts and stories and provides an easily accessible ‘showcase’ of key information that can be used to create and strengthen partnerships between industry, government and the community, 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.

The two core outputs enabled by the Lotterywest funding are

- a. Delivery of a functioning Data Dashboard to the specifications of the SCA (phase 1 of the project allows the specifics to be refined following lessons learned from the development of the Local Government Carbon Emissions measurement tool being delivered as part of the *Roadmap to Zero* work, due end April 2022 – the Dashboard is intended to integrate with this data tool).
- b. Provision of technical support and training for SCA members to be able to operate the Dashboard as desired (maintenance and support for a further 12 months is also included).

Although it is not the focus of the Dashboard, during Phase 1 of the project, integration of Local Government data with an *individual* LG dashboard that tracks carbon emissions will be explored for feasibility.

Key functions of the Dashboard

The four primary functions of the dashboard are intended to be:

1. Summary Visuals
2. Multi-Metric Reporting
3. Data Exploration and Data Demonstration; and
4. Collaboration across the Community

The quotation allows for the design of multi-metric reporting, using simple, clear and understandable images. Data exploration and data demonstration will be used as a sub level below the multi metric reporting and could involve linking to other stakeholders and websites for those interested in detailed actions and planning. Further information and examples are shown in the [Ironbark quotation](#).

Timelines

The Timeline provided to Lotterywest for the delivery of the Climate Dashboard is outlined in Table 1. Work on the Dashboard is not due to commence until after the finalisation of the *Roadmap to Zero* expected April/May 2022, as the outputs of the Roadmap become some of the inputs to the Dashboard. The project is due for finalisation by June 2023.

Table 1 – Indicative Project Timeline

Project	Deliverable	FY23 Q1	FY23 Q2	FY23 Q3	FY23 Q4
Climate Dashboard	Consolidation of Dashboard functions				
	Software Specification document				
	Dashboard tested				
	Presentation of Dashboard to SCA Board				
	Training				
	Develop launch itinerary				
	Testing completed				
	Launch Dashboard				

Budget/Financial Implications - Dashboard

A breakdown of the Dashboard project budget is provided in Table 2 below. SCA contribution is in kind – provision of EO and Climate Coordinator time. Included within the budget is \$20k of the \$45k project management funding, and \$10k of the \$45k evaluation funding.

Table 2 – Project Budget

Item	SCA Cost \$	Explanation	Lotterywest \$	Total \$
Workshop with SCA and Councils to define the specific needs of the dashboard	12,300	4 days EO, 2 months Climate Coordinator	4,080	16,380
Investigation of data streams and integration pathways	12,464	EO stakeholder engagement	5,950	18,414
Preliminary design of the dashboard			10,200	10,200
Software development third parties			35,000	35,000
Graphic development third parties			16,000	16,000
Review of preliminary design and function			3,400	3,400
Develop dashboard to specifications			66,500	66,500
Testing and engagement	2,018	1 day EO, 1 week Climate Coordinator	6,800	8,818
Training and Capacity building	2,018		10,200	12,218
General Admin		Includes \$20,000 project management (part approved item 3)	31,400	31,400
12 months maintenance & support			3,800	3,800
Evaluation		(part approved item 4)	10,000	10,000
Total	\$28,800		\$203,330	\$232,130

The Climate Coordinator’s salary is met through the WALGA Regional Climate Alliance funding with funding through the lifecycle of this project (completion June 2023). Provision of the EO will require continued funding by the SCA, however the \$17,264 allowed is well within the current allocated budget of \$120,000. Based on current LGA contributions, this amount represents 9.26% of the total budget, and 14.4% of funds set aside for the Consultant EO.

Throughout this project Ironbark will work closely with the Regional Climate Alliance Coordinator to review objectives, assumptions, data sources and timelines. The EO will engage with external stakeholders to develop partnerships for data sharing (e.g., South Coast NRM) and maintain an overview of progress.

Future Budget Financial Implications -Dashboard

The final software for this Dashboard will be owned by SCA. There are no ongoing licence costs. Quotations were obtained from other providers, however ongoing licence costs more than \$36,000 per annum were applied. On this basis they were subsequently discarded.

The principal financial implication relates to the updates of data into the Dashboard to ensure its continued currency.

The intention is that SCA, and its associated local governments, will be able to update the data within the dashboard without external support. Training and ongoing support will be focused on ensuring that this is the case, however a key question for Local Governments moving forward will be the continued relevance of the data for their LGA, and whether they wish to continue to update the data relating to their own Local Government emissions.

For Local Governments that are intending to report their carbon emissions as part of their existing community commitments, it is hoped that the Dashboard will provide an easy means of doing so (and the *Roadmap to Zero* Local Government carbon emissions measurement tool will provide the methodology). For those LGAs that have not yet made such a decision, implementation of the data gathering and reporting at an LGA level from the 2024 financial year onwards will need consideration. These costs are not considered here, however a discussion on how the SCA member group may wish to approach this prior to the 2024 financial year would be useful.

Whatever is decided at a Local Government level, case studies will continue to need updating, and it is expected that SCA will need to take responsibility to ensure that each Shire's data (and any data feeds from other stakeholders) are updated regularly.

The Dashboard will have ongoing support provided by the project team for 12 months after the conclusion of the project (the costs of this are included within the Lotterywest approval). This can be extended if required for an annual cost of \$3,800.

EO considers that a reasonable allocation would be for \$20,000 be applied from the SCA forward budget from the 2023 financial year onwards for ongoing management costs.

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 Draft Climate Conversations Project Plan provided in the September 2021 Board pack (available in the Members Area of the SCA Website). The Final version of this [Project Plan](#) has been provided to all LGA CEOs and is also uploaded to the Members area, with the Risk Management Plan for the Dashboard on pages 44-45.

It should be noted that during Australia's flu season, and during the current and ongoing outbreak of Covid-19 (Coronavirus), it is possible that absenteeism of staff will impact the delivery schedule. This includes Ironbark staff as well as staff from SCA local governments and other relevant stakeholders. Ironbark has several systems in place that minimize risk during this time, such as enabling remote working and having processes for document management and note-keeping to enable handovers at short notice. With a growing team of 37 staff members, Ironbark also has the capacity to absorb short-term shocks and move resources around as required. However, this risk will remain open for the duration of the project.

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)
DASHBOARD										
Performance of contractors	Moderate	Possible	High	Contractors' performance does not meet expectations due to poor communication channels and misunderstanding of expectations	Project delays; Increased costs; Reputational damage; Dashboard does not make expected impact	Robust Contract and project plan. Contractors to provide regular reporting on project progress against plan.	Project Manager/EO	Moderate	Unlikely	Medium
Unexpected increase in the cost of software Alliance members don't contribute to commitments of 'Roadmap to Zero' Funding	Moderate	Possible	High	Weak contract	Increased costs	Strong contract reviewed by Board before signing.	EO	Minor	Possible	Medium
	Major	Likely	Very High	SCA members lack commitment to the alliance and project objectives are unable to be achieved	Regional target of net zero carbon emissions jeopardised	Shared and compatible objectives committed to the realisation of collaborative advantage and betterment of the region	EO	Major	Unlikely	Medium
	Major	Likely	Very High	Funding is unable to be obtained to the benefit of all SCA members	Member decides to withdraw from projects, weakening regions overall position.	Shared and compatible objectives committed to the realisation of collaborative advantage and betterment of the region	EO	Major	Unlikely	Medium
Resource sharing	Major	Likely	Very High	Push back from Alliance member that benefits of Alliance are not equitable	Member decides to withdraw from projects, weakening regions overall position.	Strong governance structures	Alliance Members / EO	Major	Unlikely	Medium
Targets are not achieved	Major	Likely	Very High	Publicly communicated	Community disengagement	Strong Stakeholder Engagement Plan and Communication Plan in	Alliance Members / EO	Major	Possible	High

Background - Conference

The Lotterywest conference funding is specifically focussed on:

- I. Youth engagement (workshops et al)
- II. Some organisational aspects of the conference

The Lotterywest conference funding (and associated elements of 3 and 4) is *conditional upon the conference proceeding, with final budget to be confirmed with Lotterywest.*

This element of the Lotterywest approval relates to support towards a hybrid conference (online and at four locations within the Alliance) to coincide with World Environment Day, intended to start a conversation with our community and showcase what climate change mitigation actions are already happening within the South Coast Alliance geography.

The outcome of the conference is to stimulate further climate change mitigation efforts and improve the feeling of individual agency through demonstrating how individual actions are connected to the ‘whole’, encouraging a sense of the community working together to make a difference.

This conference will build on work being done across the Alliance geography both by Local Government and other actors across industry and community, providing a ‘collective impact’ view to the community. The “Roadmap to Zero” will be the anchor communication document around which the conference agenda will be built.

The draft 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.

Timelines

The Timeline that was provided to Lotterywest for the delivery of the Climate Conference supported activities is outlined in Table 3. The project is due for finalisation by September 2022 although evaluation reports are not due until June 2023.

Table 3 – Indicative Project Timeline

Project	Deliverable	FY22 Q2	FY22 Q3	FY22 Q4	FY23 Q1	FY23 Q2	FY23 Q3	FY23 Q4
Climate Conference	Comprehensive Project documentation							
	Funding achieved							
	Vendors engaged and contracts signed							
	Conference schedule finalized.							
	Marketing & Communication strategy, Stakeholder Engagement strategy							
	Website Published							
	Vendors prepared for event delivery							
	Rehearsal completed							
	Conference delivered							
	Feedback report							
	Youth Design Thinking Workshop							
	Youth Climate Pitch fest							

	Community communication and education							
Evaluation	Tailored outcome metrics							
	Organisational Capacity building							
	Standardised survey template							
	Schedule of organisation inputs, outputs and outcomes							
	Evaluation and monitoring plan							
	Program technical report							
	Project evaluation analysis							
	Program evaluation report							

Budget/Financial Implications

A summary of the conference budget is provided in Table 4 below. A [detailed budget](#) is available for review.

The total cost of the Conference, including event management and program evaluation (supported by quotations), is \$281,798. As of 3 February, the financing of this conference is not fully supported, with a funding gap of \$70,749 (after allowing for FRRR). Various requests for sponsorship remain in play with approximately \$25,000 expected in the short term, however it is expected that a funding gap will still arise, albeit one that is likely to be manageable.

Table 4 – Project Budget

Income	Sponsorship Gap	Sponsorship and income	Total \$ (exc. GST)
Registration fees		21,000	21,000
Sponsorship confirmed		10,800	10,800
Other additional required	25,749		50,749
South Coast NRM	10,000		
Department of Water & Environmental Regulation	10,000		
RDA GS	5,000		
Media required	20,000		20,000
SCA Cash and in-kind contribution		21,620	21,620
Foundation for Rural & Regional Renewal (application \$49,970)	49,970		49,970
Lotterywest Approved Grant \$122,659		122,659	122,659
Total Income:	120,719	161,079	281,798
Expenses	Sponsorship Gap	Sponsorship/ income allocation	Total \$ (exc. GST)
Admin costs	nil	87,136	87,136
Tech costs	2,170	45,450	47,620
Speaker/Presenter Costs	20,500	39,925	60,425
Carbon Neutral Consultant	Nil	5,000	5,000
Conference logistics - labour	Nil	5,641	5,641
Conference Venues	24,320		24,320
Bus - transport high school students to event	Nil	3,656	3,656
Marketing	35,518	12,842	48,000
Total Conference Expenses:	70,749	211,049	281,798

The SCA contribution of \$21,620 includes approximately one month's time for the EO (mostly stakeholder/sponsor briefings and engagement with the event organiser), and the allocation of the SCA Youth budget of \$10,000 towards the youth elements of this event.

\$25,000 of the Lotterywest project management funding is intended to be allocated towards a professional event organiser. \$35,000 of the Lotterywest project evaluation funding is intended to be directed towards the Conference and Youth events. These costs are reflected in the [detailed budget](#).

The FRRR is the key required funding without which the conference cannot proceed. The outcome of this has been delayed until early March. The recommendation provides a suggested decision tree so that guidance can be provided to the EO should the funding arise. With the FRRR funding, the conference can be amended online only, or Albany and online within the expected available funds (\$25,000 pending, and media sponsorship not yet sought).

Future Budget Financial Implications - Conference

The Climate Conference and associated youth stream is a single event with no ongoing budget implications.

Strategic & Corporate Plan Implications

Both the Conference and the Climate Data Dashboard support the goals articulated through the various themes of the [SCA Strategic Plan](#) and a range of Implementation Strategies. Full details are provided in the [Briefing note](#).

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 Draft Climate Conversations Project Plan provided in the September 2021 Board pack (available in the Members Area of the SCA Website). The Final version of this [Project Plan](#) has been provided to all LGA CEOs and is also uploaded to the [Members area](#), with the Risk Management Plan for the both projects on pages 44 onwards.

Comment on Covid 19 - Conference

There is a likely risk that the Conference event will be impacted by Covid 19, and if the borders open at the end of March, the Conference may well be during the peak of WA's Covid cases. In line with the proposed Risk Management plan, a hybrid conference has been constructed so that it can continue in an online format if Covid 19 activity in WA makes that a better delivery mechanism. All sponsors have been provided with this rationale and it is included within the Lotterywest application.

If the conference becomes online only, it is intended to negotiate with Lotterywest to allow the Youth elements (which are scheduled to occur after the conference anyway) to continue to proceed, with Youth provided online access to the event rather than face to face attendance (this will involve shifting some budget elements away from bus travel towards enabling Conference access to youth).

The key risks are outlined in Table 5 below.

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Table 5: Risk Identification Table - Conference

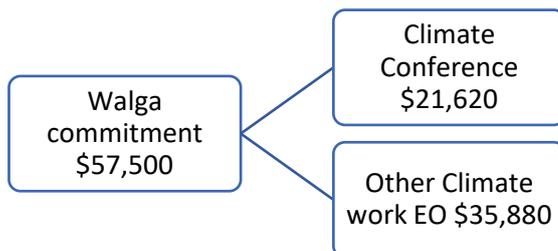
Risk Identification Table										
Risk summarised title	Consequence	Likelihood	Risk Rating (without controls in place)	Causes	Consequences/impacts	Description of treatments – measures to be implemented to mitigate/prevent the risk	Risk Owner	Consequence after controls	Likelihood with controls	Residual Risk Rating (with controls in place)
CONFERENCE										
Safety hazards that lead to worker accidents and injuries	Catastrophic	Possible	Very High	Inadequate safety training provided. Safety culture on-site does not meet OSH legislative requirements.	Conference shut down; Injury	Risk transferred to contractor. Project contractors to have insurance in place, together with safety processes in line with Western Australian Occupational Safety and Health legislation.	Contractor Project manager oversight	Catastrophic	Unlikely	High
Insufficient funding	Catastrophic	Likely	Extreme	Unsuccessful grant applications. Withdrawal of partners/sponsors.	Conference unable to proceed as planned, including reducing number of locations	Multiple partners engaged and concurrent applications submitted.	EO	Major	Possible	High
Poor attendance	Major	Likely	Very High	Advertising (late, not targeted etc) does not generate enough interest	Community benefit	Experienced marketing contractor engaged, with responsibility for advertising, PR, media, marketing collateral	Project Manager	Major	Unlikely	Medium
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 hold a hybrid conference will allow for conference to be held wholly virtually if necessary.	Project Manager	Minor	Possible	Medium

EO Recommendation

As a requirement of the application to WALGA to be accredited as a Regional Climate Alliance, South Coast Alliance member local governments have all committed to a focus on climate action until 30 June 2023.

As part of that application process, the SCA committed to cash contributions for the 2022 financial year amounting to \$57,500, representing the cost of the Consultant EO for consulting work relating to climate change mitigation activities and supervision of the Climate Coordinator.

The Climate Conference financial commitment of \$21,620 sits within this commitment and is not an additional expense:



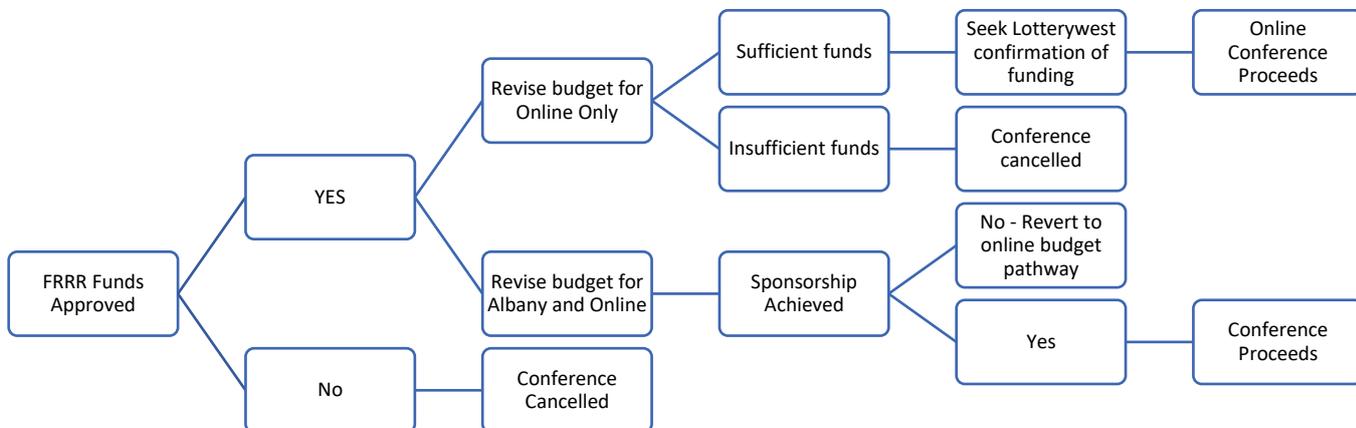
No commitment was made for the 2023 financial year with the application noting that the 2023 budget process had not been undertaken.

The proposed \$17,264 of expenditure in the 2023 financial year will be recommended within the 2023 budget, due to go before the Committee prior to the end of May 2022. Based on current LGA contributions, this amount represents 9.26% of the total budget, and 14.4% of funds set aside for the Consultant EO.

Both the Conference and the Dashboard provide benefit to the broader SCA community – both residents and businesses, through the provision of information, tools and strategies, and will help create a strong sense of ‘working together’ on an important issue. This will help strengthen the community’s perception of the leadership provided by the SCA and associated Local Governments.

Given its priority focus, the recommendation is that the SCA Board:

- a. **ACCEPT element 1 of the Lotterywest Grant for \$173,330 being 100% of the external consulting costs for the development and implementation of the climate dashboard to occur in the 2023 financial year.**
- b. **ACTION element 2 of the Lotterywest Grant for \$62,659 based upon the following decision tree:**



- c. In line with the decision tree outcome outlined above, **ACCEPT** the proportional contribution of element 3 of the Lotterywest funding (\$45,000) for project management costs associated with the approved projects (dashboard and conference elements).
- d. In line with the decision tree outcome outlined above, **ACCEPT** the proportional contribution of element 4 of the Lotterywest Funding (\$45,000) to enable evaluation of the impact of the dashboard, climate conference and youth program.
- e. Instruct the EO to reflect the \$17,264 of Consultant commitment within the 2023 forward budget (rounded up to \$20,000).

Late Addition: I had a meeting with WALGA at their request on 16th February. WALGA are confident that if the FRRR funds were declined, but the Conference was deferred to the second half of the year, they would be able to assist to raise sufficient alternate sponsorship funds as cash or in-kind support to meet our needs. This is another option for the Board to consider. That is, the word “deferred” could be substituted for “Cancelled” under the decision tree above.

DECISION	ITEM 10.1
MOVED: Cr Chris Pavlovich	SECONDED: Mayor Dennis Wellington
That the South Coast Alliance:	
<ul style="list-style-type: none"> a. ACCEPT Recommendations A and C of the Lotterywest Grant for \$173,330 plus \$45,000 being 100% of the external consulting costs including project management for the development and implementation of the climate dashboard to occur in the 2023 financial year. b. Decline recommendations B, D & E. 	
Unanimously supported.	

11. FOR DECISION – REGIONAL LEADERSHIP INITIATIVE

The following is a duplication of [Briefing Note 22100201](#).

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.

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						
Phase 3: Participant Selection	Ideal program participants defined						
	Program advertised across the region						
	50 applicants shortlisted						
	40 program participants selected and notified						
Phase 4: Program Delivery	Regional awareness of program participants						
	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				\$33,600	Learning management system, project coordination and materials review
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 indicated in the [briefing note](#) provided via email and available on the website.

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 required; Disengaging content	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 successfully chosen for the program	Steering Committee	Major	Unlikely	Medium
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

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)
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.

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.

DECISION	ITEM 11.1
MOVED: Cr Ceinwen Gearon	SECONDED: Cr Kingsley Gibson
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 (<i>Federal</i>) grant for \$711,184 of funding under the <i>Building Resilient Regional Leaders Initiative</i>, with program delivered by Great Southern Universities Centre.	
Unanimously supported.	

12. FOR DECISION – REGIONAL TRANSITION HUB

The following is a duplication of [Briefing Note 22210201](#).

Context

This proposal was put to the Board at the [November 21](#) meeting, with a draft “pitch” document provided shortly thereafter.

The proposal is conceptual with estimates of what is needed, and costs, based on discussions with stakeholders.

Various email correspondence observed following the Board meeting suggests that this proposal is not currently broadly supported – however, it has not undertaken a formal vote.

The purpose of this Briefing Paper is to provide background and recommendations for consideration and voting at the 4 March meeting.

It is the EO’s recommendation that the Regional Transition Hub ***be treated as the principal activity for the SCA for the next two years***, with the EO tasked to seek collaborative funding from the State and Federal Governments (including exploring whether it would be eligible as a Market Led proposal through the Dept. Finance WA).

Many of the areas explored in the Regional Transition Hub are also under exploration by other regions. It is the EOs view that failure to act in this space will likely place the SCA at a competitive disadvantage compared with other regions that are taking industry development action, and industry proponents may choose to develop these opportunities elsewhere, where the environment is more supportive.

If the concept is supported, then a further work up of detail, and securement of partners is recommended to strengthen the proposal prior to any formal submission for funding.

Summary

In 2021, in recognition of both the vulnerability and opportunities being created by a changing global landscape, the Alliance commissioned an analysis to assist it to understand what might be priority industry focus areas that have the potential to create economic activity and employment across several member Local Government Areas, that are sustainable, and that align with the values of the local community.

This work identified 57 existing and new economic development opportunities, with a prioritisation matrix utilised to reduce the focus area to 13 opportunities. Other opportunities to resolve industry problems also emerged during this process (such as the conversion of agricultural waste to energy).

Business Cases on the top four focus areas have identified the size of the opportunity, if fully realised, as substantive - with the potential to add around **\$1 billion to Gross Regional Product and approximately 2,700 jobs**.

The EO has proposed a **Regional Transition Hub** that works as a connector and enabler, identifying roadblocks, creating research and industry collaborations to resolve barriers, identifying opportunities, and creating an environment that supports and encourages innovation – to help bring these identified opportunities to life.

The Regional Transition Hub incorporates 5 of the 13 shortlisted opportunities identified by the Blue Green Economic Opportunity Review (Seaweed aquaculture, microgrid Bremer Bay, Manufacturing 4.0, Value-add) in addition to progressing a select number of other aligned opportunities (Waste to

Energy, Voluntary Carbon market Support, United Nations Regional Centre of Excellence, and the creation of a Regional Prospectus).

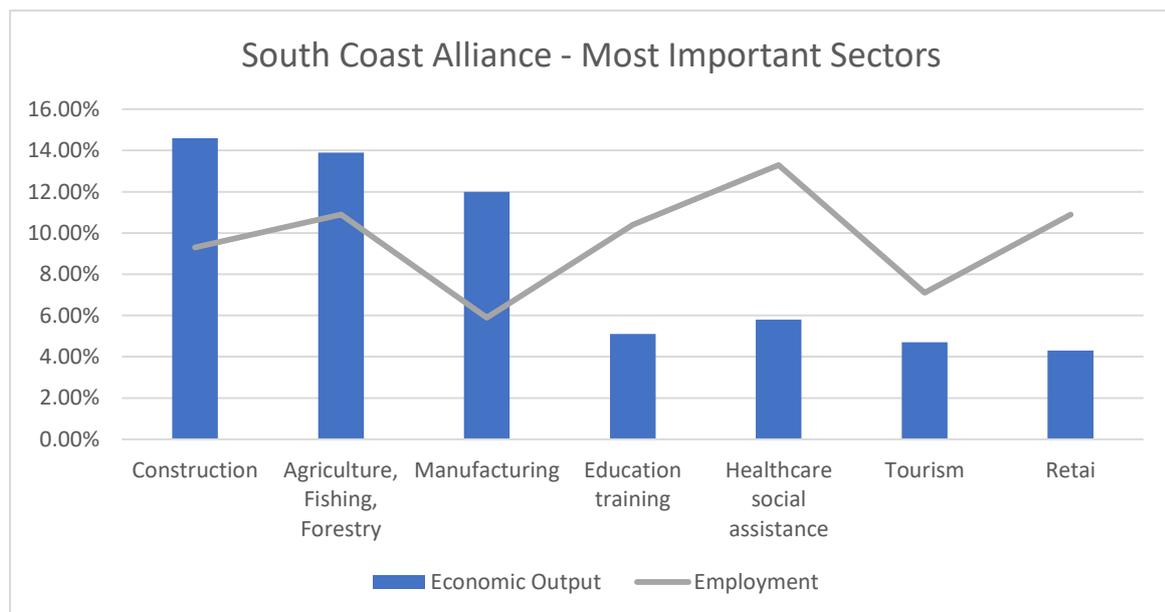
It will support the development of a defined number of clearly articulated opportunities, whilst remaining nimble to support opportunities that may be escalated by industry directly, ultimately culminating in substantive private investment to realise the region’s potential. All opportunities have identified industry participants with whom opportunities can be explored.

Background

The South Coast Alliance Gross Regional Product for the last financial year amounted to \$3.88 Billion.

The industry sectors which are the key drivers of the South Coast Alliance’s economy in terms of regional exports, employment, value-added and local expenditure on goods and services (backward linkages) have been identified as:

- Construction – Largest by Output, 4th largest by employment
- Agriculture, Forestry & Fishing – 2nd largest by Output, equal 2nd largest by employment
- Manufacturing – 3rd Largest by Output, 7th largest by employment
- Health Care and Social Assistance - 4th largest by output, largest by Employment



Disruptive technologies are transforming all end-to-end steps in production and business models in most sectors of the economy. The products that consumers demand, factory processes and footprints, and the management of global supply chains are being re-shaped to an unprecedented degree and at unprecedented pace.

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.

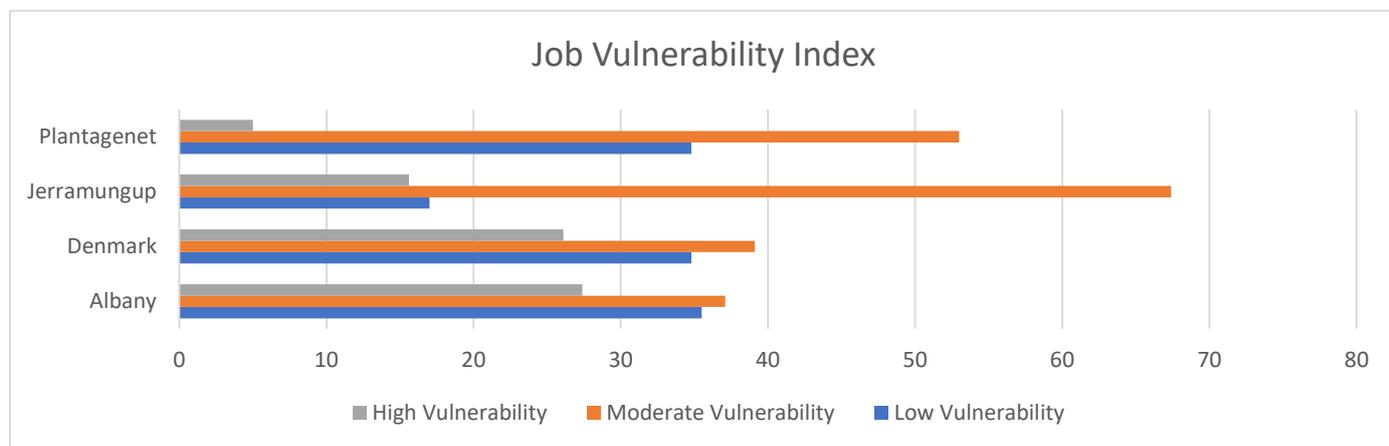
Recent research suggests that part of the slowdown in aggregate productivity growth in Australia reflects slower diffusion of cutting edge-technologies and processes, and firm-level improvements, as

in other advanced economies. It is suggested that policies that facilitate more widespread adoption of emerging digital technologies can play a role in improving productivity performance.

DPIRD have a digital manufacturing education and implementation program under development and believe that the acquisition of digital manufacturing capabilities is likely to help address major challenges faced by WA SMEs such as high input and operating costs, constrained labour and skills supply and the rapid digitisation of value chains including local, national and export food service and supermarkets.

With Manufacturing one of the largest industry sectors for the SCA region, this is of critical importance. The manufacturing elements suggested in the Regional Transition Hub leverage this DPIRD program, looking to provide resources to improve the outcome for SCA and other regional areas.

The [Job Vulnerability Data Tool](#) developed by the Regional Australia Institute estimates job vulnerability in the South Coast Alliance geography as:



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Supporting the acquisition of digital technology whilst providing opportunities for new employment will be critical to the ongoing economic health of our community.

70% of Australia's two-way trade is signed to net zero emission. The past 18 months has witnessed an explosion of global corporates committing to reduce their emissions to net zero before 2050 (Apple, Microsoft, Google, Facebook, Amazon, BP, Shell, Unilever, Coca-Cola, Nestle, BHP, Telstra, Qantas and Australian Super). This has implications for Australia with Scope 3 measuring emissions from the supply chain, and for the South Coast Alliance geography where Agriculture is a significant industry.

The strength of the South Coast Alliance economy moving forward will depend upon its ability to remain competitive, and develop new opportunities, in this environment of changing technology and global and consumer requirements.

Timelines

The elements included within the Regional Transition Hub (RTH) proposal are at differing stages and have differing stakeholders. The RTH reflects a belief in [Collective Impact](#) and seeks to engage to support others in rapidly activating these opportunities, many of which are aligned (e.g., development of the Cross Laminated timber industry could support and be supported by a carbon market, development of seaweed aquaculture could support value add food industry etc, and waste to energy and manufacturing 4.0 can support virtually all).

The Regional Transition Hub is envisaged to work in a similar way to a [Backbone](#) Organisation – a centralised hub that provides support and enabling resources to the various stakeholders doing the work, to ensure collective progress towards and agreed outcome (with outcome measurement and accountability to stakeholders).

By seeking ‘group’ funding for the progression of a range of connected strategies, many of these initiatives can be brought forward,

The timeframe depends upon the securement of capital to progress this initiative.

Budget/Financial Implications

The following table includes the costs of implementing those recommendations provided (and calculated) by the Consultants for the Blue Green Economic Opportunity Review that the EO considers vital to achieving the aims (and excludes other items/overheads the EO deems non-critical), and an estimate for other items.

These estimated amounts have placed into the Regional Transition Hub proposal, with the intention of seeking State/Federal funding support.

For a proposed budget of \$7.35m over three years the following areas of engagement are intended:

Program Element	Activities	Key “lead” Stakeholder
Innovation Program - \$980,000	<ol style="list-style-type: none"> 1. Website repository of research materials on what is happening in industry globally and in Australia. 2. Active connection with incubation and education hubs (Meshpoints, For Blue, Agristart Connect, FutureMap et al) 3. Industry Impact Labs to explore innovations and collaborations. 4. Celebration of local case studies via podcast/storytelling 5. Connect business with innovation grants and programs. 6. Active connection with State and Federal initiatives, private investment and opportunities for collaboration. 7. Project management of the Transition Hub projects 8. First point of contact for proponents of new industry development for the region – concierge service. 9. Acquittals, communication, reporting 	Albany Chamber of Commerce & Industry Denmark Chamber of Commerce
Seaweed Aquaculture - \$360,000	<ol style="list-style-type: none"> 10. Short list of priority species and recommendations for how to maximise the value from them, with priorities for further research. 11. Facilitated CRC-P application at the next round with a collaboration of industry partners (from 8 above). 12. Identification of local market opportunities for seaweed products where they may complement or protect existing industries. 13. Provision of industry forums, support for funding applications, R&D connections, assistance with licence applications to commence trials in this region. 	For Blue

	14. Business case for infrastructure, advocacy or investment based on priority sites, species, markets and proponents.	
Microgrid Bremer Bay (Aquaculture and Tourism development) - \$200,000	15. Map industry growth prospects and anticipated power needs over the next 5-10 years with critical investment decision pathway (888 Abalone et al) 16. Work with Western Power and private industry to develop a microgrid solution that allows for future growth 17. Assist with business case and funding applications to ARENA or others.	Shire of Jerramungup
Manufacturing 4.0 - \$2,150,000	18. Digital Manufacturing Mobile Demonstration Unit - \$2 million estimate (mobile demonstration unit for use in regional areas – supported by the proposed manufacturing 4.0 demonstration site at Neerabup (Robotics and Automation Precinct) , that allows businesses to see, touch and review digital technologies). 19. Industry engagement and concierge.	DPIRD Food Industry Innovation
Enhancing Value Add Capacity in Agribusiness - \$390,000	20. Industry engagement and concierge – growth champion 21. Identification of collaboration opportunities for shared production or logistics infrastructure	Albany Chamber of Commerce & Industry Denmark Chamber of Commerce
Cross Laminated Timber/Value Add Timber - \$200,000	22. Feasibility Study on manufacturing plant (preliminary investigations included) 23. Industry Stakeholder management and engagement	Forest Products Commission
Waste to Energy - \$650,000	24. Feasibility Study on a Co-digestion Plant (capital cost estimate \$10-20M) – Fabiana Tessele and others (inc. GSDC) are working towards a <i>Bio-Resource Recovery Centre of Excellence</i> . 25. Stakeholder management, collaboration development, business case and MOU development 26. Application support to ARENA or others	Teselle and GSDC and City of Albany
Voluntary Carbon Market Support - \$1,150,000	27. Development of tools and mechanisms to support the voluntary carbon market between local business, the Aboriginal community, agribusinesses, and local industry groups. \$1,000,000 28. Training and education on measurement, acquittals and reporting for industry participants.	Gondwana Link
UNRCE – United Nations Regional Centre of Excellence - \$1,150,000	29. Contribution to ongoing case study preparation and local awareness/education 30. Mapping regional activity against the Sustainable Development Goals 31. Impact fund to support the expansion of range of community projects \$1,000,000	UWA Albany - UNRCE
Regional Prospectus - \$120,000	32. Preparation of a Regional Prospectus showcasing industry development opportunities to activate commercial investment.	South Coast Alliance

TOTAL \$7,350,000		

Future Budget Financial Implications

The SCA budget is currently insufficient to progress this initiative but ***is sufficient to progress the concept to garner stakeholder buy in, co-contributions, and make an approach for funding.***

The funding pathway is recommended to be the development of partnerships, with the support of ideally both the State and Federal Governments.

There is currently no forward commitment to any implementation actions and thus no forward budget implications at this time.

Strategic & Corporate Plan Implications

The Regional Transition Hub supports the goals articulated through the various themes of the [SCA Strategic Plan](#) and a range of Implementation Strategies. Further detail is available in the [Briefing Note](#).

Risks

An initial risk analysis has been undertaken by the EO.

There is also potential reputational risk if the SCA does carry any economic development action forward.

The top three risks identified for the Regional Transition Hub relate to stakeholder buy-in and access to funding:

Risk	Detail	Probability	Consequence	Management
Regional Transition Hub				
Competition for funding	Successful application for public funding of this size will be competitive within the region, and across state and nation	Almost certain	Major	<ul style="list-style-type: none"> Project to be priority project for SCA and articulated as such. Comprehensive partnership development to leverage the existing ecosystem Project alignment to partners generates co-contributions. Seek funding through market led approaches. Support to existing players (add value, not replace) Invest in writing quality applications to ensure they are competitive
Competition for projects within the Hub.	SCA LGA members have varying priorities within the program mix, leading to disagreement and lack of SCA support.	Possible	Moderate	<ul style="list-style-type: none"> Project outcomes to be focussed on “hub” rather than individual elements. Hub to be priority project for SCA and articulated as such. Across the breadth of projects within the Hub, various opportunities exist for each LGA.
Uncooperative stakeholders	Stakeholders may Not	Possible	Major	<ul style="list-style-type: none"> Engage with stakeholders to build trusted relationships

	agree that SCA should play this 'backbone' role			<ul style="list-style-type: none"> • Work with those who are cooperative and focused on whole industry development • SCA not to 'duplicate' work being done by others, but to act in support of the ecosystem. • Staff education on the role of Backbones, and Collective Impact to ensure this philosophy is reflected in stakeholder communications.
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EO Recommendation

This proposal was put to the Board at the [November 21](#) meeting, with a draft [“pitch”](#) document provided shortly thereafter.

The proposal is conceptual with estimates of what is needed, and costs, based on discussions with stakeholders. If the concept is supported, then a further work up of detail, and securement of partners, will be needed – prior to any approaches for funding.

Various email correspondence observed following the Board meeting suggests that this proposal is not currently broadly supported – however, it has not undertaken a formal vote.

The purpose of this Briefing Paper is to provide background and recommendations for consideration and voting at the 4 March meeting.

It is the EO’s recommendation that the Regional Transition Hub ***be treated as the principal activity for the SCA for the next two years***, with the EO tasked to seek collaborative funding from the State and Federal Governments (including exploring whether it would be eligible as a Market Led proposal through the Dept. Finance WA).

Many of the areas explored in the RTH are also under exploration by other regions. It is the EOs view that failure to act in this space will likely place the SCA at a competitive disadvantage compared with other regions that are taking industry development action, and industry proponents may choose to develop these opportunities elsewhere, where the environment is more supportive.

The [Pitch](#) document has been provided, confidentially, to the GSDC, to facilitate an internal discussion. Natasha Monks (CEO) has advised that her initial quick review suggests that many of the suggested items are also on their radar, with some project work occurring (for example, in waste to energy). Natasha has requested that it be provided on a confidential basis, acknowledging that it has not been adopted by the SCA Board and is still the subject of discussion, so that the GSDC Board can have a discussion around how they may be able to collaborate. The full Business Cases for the Blue Green Economic Opportunity review have also been provided to the GSDC with detailed discussions yet to occur.

In addition, it may be useful to explore whether the RTH might qualify under a Market Led proposal through the Department of Finance (the [Sustainability Waste Alliance](#) has taken this approach).

Further, if the proposal receives Board support, a formal approach to both State and Federal members of Parliament may help identify suitable innovation/economic development funding pathways (noting WA’s [\\$100m Investment Attraction and New Industries Fund](#) and various alignments Federally).

If the RTH is not supported, it is recommended that the Board consider the Blue Green Economic Opportunity Review so that there is some identifiable economic development action arising from the research work undertaken to date.

Business Cases on the top four opportunities identified through the Blue Green Economic Opportunity Review suggest the size of the potential impact for those options alone, as substantive, with the potential to add around \$1 Billion to Gross Regional Product and approximately 2,700 jobs.

The SCA budget is currently insufficient to progress the Regional Transitions Hub but ***is sufficient to progress the concept to garner stakeholder buy in, co-contributions, and to make an approach for funding.***

EO recommends that the Board:

- a. **Support the concept of a Regional Transitions Hub as the priority project for the SCA for the forthcoming year.**
- b. **Instruct the EO to:**
 - a. **Develop the concept further through a more detailed exploration with key stakeholders to ensure that the RTH is focussed on accelerating industry development beyond what is already planned by other stakeholders.**
 - b. **Establish the activities and appropriate costings of the RTH over a three-to-five-year period as a collaborative project.**
 - c. **Establish the level of co-contributions available from key stakeholders to progress the initiative.**
 - d. **Following the above, complete the self-assessment checklist for a Market Led Proposal to test eligibility and advise the Committee (and if appropriate as agreed by the Chair, seek the mandatory pre-submission meeting).**
 - e. **Liaise with GSDC to brief Local State members.**
 - f. **In conjunction with the Chair, brief Local Federal Member and known election candidates on the proposal and request support.**
 - g. **Progress reports to be provided to the Committee at each Monthly EO report and at the next Ordinary Meeting.**

DECISION	ITEM 12.1
MOVED: Cr Kingsley Gibson	SECONDED: Cr Ceinwen Gearon
That the South Coast Alliance no longer proceed with Regional Transition Hub as a project and EO hands over all relevant material and documents to GSDC and request GSDC to progress the project.	
Unanimously supported.	

13. FOR DECISION – BLUE GREEN ECONOMIC OPPORTUNITY REVIEW

The following is a duplication of [Briefing Note 22170201](#). Consideration of this item depends upon the outcome of Item 12 above. If Item 12 above is passed as recommended, then Item 13 becomes obsolete.

Summary

The principal economic drivers of each Local Government economy within the South Coast Alliance [vary](#), (for example, the economic drivers of Plantagenet include *Manufacturing and Agriculture, Forestry & Fishing*, whilst for Albany one of the key economic drivers is *Education and Training*).

The South Coast Alliance is particularly 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, and align with the values of the local community.

The impetus for this review was an acknowledgement of the comparative assets within the SCA, as well as acknowledgement of the risks to our agricultural sector from accounting for Scope 3 emissions. It was postulated that we may be able to support industry development that also serves to protect our agricultural sector's international competitiveness.

Business Cases on the top four focus areas have identified the size of the opportunity as substantive, if fully realised, with the potential to add around \$1 Billion to Gross Regional Product and approximately 2,700 jobs.

Background

The objective of the review was to:

- a. improve the knowledge and understanding of the South Coast Alliance Inc. and member Councils, 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 Alliance Inc. may enjoy.
- b. establish a pathway to advance a short list of viable options with identified stakeholders from the public and private spheres.
- c. create a strategic positioning of the region as an opportunity for both public and private investment.

In summary:

1. 57 existing and new blue and green economic development opportunities were identified.
2. A Prioritisation Tool for use in assessing and shortlisting identified opportunities was developed and tested through an in-person workshop.
3. Utilising the outcome of a trends and advantages analysis and high-level impact and complexity criteria, [13 opportunities](#) were identified, profiled, and workshopped with the SCA Board on 3 September 2021 with the go-ahead provided for three opportunities to be immediately progressed to Business Case -:
 - Targeted microgrid (most likely Bremer Bay)
 - [Value add food and beverage](#)
 - [Seaweed aquaculture](#)

It was agreed to progress a further business case for [Cross Laminated Timber](#) if the EO could establish partnerships to provide the additional funding required (Forest Products Commission subsequently secured). This last business case has been received in draft format.

Other opportunities to resolve industry problems emerged during this process (such as the [conversion of agricultural waste to energy](#)).

Recommendations of the Business Cases

The high level business cases present costed, scoped recommendations with an [Action Plan](#) for the most impactful next steps.

The high-level business cases showed significant opportunity for business development, with a projected impact of around \$1billion to the SCA economy, and more than 2500 jobs, if all four opportunities were able to be realised. The biggest job growth opportunities appear to be in Seaweed aquaculture and Cross Laminated Timber, however various challenges exist to any development in the short term.

Significant opportunity exists to progress resolutions to some of the identified challenges through a collaboration model with industry players, that can help facilitate the connection between the various pieces necessary to complete the puzzle.

The core next steps recommended include:

- Seaweed aquaculture – attract co-investment in the initial scopes of work: site selection, species shortlisting, market quantification and industry development. This initial work can create the foundations for industry growth and be used to facilitate large scale private investment.
 - The initial scoping is occurring through a Blue Growth initiative with [For Blue](#).
- Value add – contribute and/or source funding for a Growth Champion to work one on one with key identified industry participants with current expansion plans, to overcome key industry barriers.
- Powering Bremer Bay – this business case is presently with the Shire of Jerramungup for review.
- Cross Laminated Timber – attract co-investment in the initial scopes of work: small manufacturing plant case study exploration, species shortlisting, specifications for use of forestry waste, and industry development. This initial work can create the foundations for industry growth and be used to facilitate large scale private investment, including potential expansion of manufacturing employment.

These recommendations have been incorporated into the [Regional Transitions Hub](#) proposal. The intention of the Regional Transition Hub is to support the development of a defined number of clearly articulated opportunities, whilst remaining nimble to support opportunities that may be escalated by industry directly, ultimately culminating in substantive private investment to realise the region's potential. All opportunities have identified industry participants with whom opportunities can be explored.

The specific elements of the Blue Green Economic Opportunity Review that it is proposed be carried forward are:

Seaweed aquaculture

1. Short list of priority species and recommendations for how to maximise the value from them, with priorities for further research.
2. Facilitated CRC-P application at the next round with a collaboration of industry partners (from 8 above). 1
3. Identification of local market opportunities for seaweed products where they may complement or protect existing industries.
4. Provision of industry forums, support for funding applications, R&D connections, assistance with licence applications to commence trials in this region.
5. Business case for infrastructure, advocacy or investment based on priority sites, species, markets and proponents.

In the short term SCA has engaged [For Blue](#) through the Blue Growth Fund (grant) to engage further with the industry with a view to developing partnerships preliminary to a CRC-P application. The outcome of these engagements will be known in the next month or so.

Food and Beverage Value Add

1. Industry engagement and concierge – growth champion
2. Identification of collaboration opportunities for shared production or logistics infrastructure.

This has great potential for collaboration with the Chambers of Commerce.

Cross Laminated Timber

1. Case Study, then Feasibility Study on small scale (sub 50,000 cubic metres) manufacturing plant
2. Industry Stakeholder management and engagement

The draft business case is sufficiently compelling for the FPC to advise that they will likely be amenable to further financial partnerships to progress this industry development opportunity. A key element may be further research into the use of current non high specification wood into laminated timber.

The [targeted microgrid \(Powering Bremer Bay\)](#) business case currently rests with the Shire of Jerramungup for decision.

Timelines

Industry proponents were engaged as part of the consultation process preliminary to preparation of the business case. The timeframe for investments depended upon the various constraints being addressed. In some cases (aquaculture, cross laminated timber), other regions are also active in industry development activities.

The SCA has not currently approved a project to take forward the recommendations of the Review. There is thus no timeline. However, failure to act in this space will likely place the SCA at a competitive disadvantage compared with other regions that are taking industry development action, and industry proponents may choose to develop these opportunities elsewhere, where the environment is more supportive.

Budget/Financial Implications

The following table includes the costs of implementing those recommendations provided (and calculated) by the Consultants that the EO considers vital to achieving the aims (and excludes other items/overheads the EO deems non-critical).

These estimated amounts have been taken directly into the Regional Transition Hub proposal, with the intention of seeking State/Federal funding support.

Activity	Description	Est. Resources	Year 1	Year 2	Year 3
Enhancing Value-Add Capacity in the SCA					
Growth Champion	Salary and Related Expenses	\$360,000	\$120,000	\$120,000	\$120,000
Operations Plan	Engage external consultant in collaboration with the GC to identify strategies to engage with the sector, address industry establishment/expansion barriers	\$30,000	\$30,000		
Sub total		\$390,000	\$150,000	\$120,000	\$120,000
Seaweed Aquaculture Industry Development					
Site Investigation	Conduct study based on the 2018 South Coast Aquaculture Development Zone Site Investigation scope and methods. The output would be a report and site recommendations that could accelerate licences and leases, and recommendations for zone development.	\$70,000	\$70,000		
Species Shortlist	Engage with academics and commercial proponents to short list and prioritise species to focus on. The output would be a report on priority species and recommendations for how to maximise value from them, and priorities for further research.	\$60,000	\$60,000		
Market Quantification	Identification of local market opportunities for seaweed product where they may complement or protect existing industries. The output would be a report and data that can be used by proponents in business cases and to attract investment.	\$80,000	\$40,000	\$40,000	
Industry Development	Encourage commercial proponents to commence trials in this region – e.g., publish contacts and key resources, facilitate forums, support funding applications, R & D connections, and licence applications. The outcome would be trials conducted as a basis for full commercial projects.	\$90,000	\$30,000	\$30,000	\$30,000
Supply Chain Facilitation	Review specific constraints to industry development based on priority sites, species, markets and proponents. The output would be business cases for infrastructure advocacy or investment.	\$60,000	\$20,000	\$40,000	
Sub total		\$360,000	\$220,000	\$110,000	\$30,000
Cross Laminated Timber					
Sites	Conduct investigation of sites appropriate for CLT industry development, considering regulatory/zoning issues, logistics and utilities requirements.	\$20,000	\$20,000		
Feedstock	Conduct investigation of the most suitable feedstock for CLT manufacture in the region, based on species availability and suitability. Engage with plantations to understand capacity of	\$30,000	\$30,000		

	supply and potential commercial arrangements.				
Supporting Infrastructure and Capability	Review whether existing regional infrastructure (e.g., sawmills, distribution channels, architects, engineers and builders) is suitable to support the industry or whether development of some or all of these supporting sectors is required.	\$25,000	\$25,000		
Market quantification	Determining the appropriate volume to manufacture in a new facility based on existing and projected demand, existing and planned competitor output, availability of supporting industries, etc. Understand what additional infrastructure is required to support industry development and whether this requires public or private intervention (or a combination).	\$50,000		\$50,000	
Prospectus Development	Draw together the detailed market, sites, feedstock and infrastructure work into a comprehensive prospectus for attracting industry proponents focused on commercial or conservation outcomes.	\$25,000		\$25,000	
Industry Development	Engage with commercial proponents and industry bodies, connect with manufacturing funding streams, develop industry	\$50,000	\$12,500	\$25,000	\$12,500
Sub Total	\$150,000	\$200,000	\$87,500	\$100,000	\$12,500
Total		\$950,000	\$457,500	\$330,000	\$162,500

Future Budget Financial Implications

The SCA budget is currently insufficient to progress all elements of these initiatives.

The Business Cases have been provided to the GSDC with detailed discussions yet to occur.

The funding pathway is recommended to be the development of partnerships, with the support of ideally both the State and Federal Governments. There is currently no forward commitment to any implementation actions from the Blue Green Economic Opportunity Review, and thus no forward budget implications at this time.

Strategic & Corporate Plan Implications

The Blue Green Economic Opportunity Review supported the goals articulated through the various themes of the [SCA Strategic Plan](#) and supports a range of Implementation Strategies as indicated in the Briefing Note provided via email and available on the website.

Risks

An initial risk analysis has been undertaken by the Consultants with each Business Case including a Risk Table.

In addition to the risks identified by the Consultants, EO believes there are potential reputational risks to the SCA that could result from the quality of the delivery of the project. The selection of delivery partners for this project will be critical.

The businesses cased undertook industry engagement with 23 stakeholders (value add and seaweed aquaculture). There is also potential reputational risk if the SCA does carry any action forward.

The top Key risks identified for each Business Case include:

Risk	Detail	Probability	Consequence	Management
Cross Laminated Timber				
Competition for funding	Successful application for public funding will be competitive within the region, and across state and nation	Almost certain	Minor	<ul style="list-style-type: none"> Engage with funding agencies early so they are aware of project Invest in writing quality applications to ensure they are competitive
Viable industry	The sites or feedstock or other constraints prevent the industry being viable	Possible	Major	<ul style="list-style-type: none"> Don't raise expectations of stakeholders Ensure any studies and projects are comprehensive so there is no doubt as to results Advance the work in steps and stages, with adequate resources.
Uncooperative stakeholders	Stakeholders (e.g., site owners, LGAs, plantations) may not cooperate with SCA	Likely	Moderate	<ul style="list-style-type: none"> Engage with stakeholders to build trusted relationships Work with those who are cooperative and focused on whole industry development
Value Add				
Industry Engagement	Inability to engage a critical mass in the industry	Possible	Moderate	<ul style="list-style-type: none"> Recruitment of suitably qualified Growth Champion Development of evidence-based strategic operations plan Stakeholders to review operations plan to identify if changes can address identified issues
Operations Plan	Inability to determine route to effective operations within the three-year period	Unlikely	Major	<ul style="list-style-type: none"> Engagement of suitably qualified consultant through extensive tendering process
Addressing Industry Barriers	Inability to effectively address industry barriers to expansion	Possible	Moderate	<ul style="list-style-type: none"> Engage suitability qualified/experienced GC.
Seaweed Aquaculture				
Competition for Funding	Successful application for public funding will	Almost Certain	Minor	<ul style="list-style-type: none"> Engage with funding agencies early so they are aware and guidance can be obtained

	be competitive within the region, and across state and nation.			<ul style="list-style-type: none"> Invest in a quality application
Uncooperative proponents	Commercial proponents may not cooperate or co-invest with SCA, or other proponents	Likely	Moderate	<ul style="list-style-type: none"> Engage with proponents to build trusted relationships Provide value and adjust application and projects taking account of proponent needs and input Work with those who are cooperative and focussed on whole industry development
Viable Industry	The site or other immutable constraints prevent the industry being viable	Possible	Major	<ul style="list-style-type: none"> Don't raise expectations of stakeholders Ensure studies and projects are comprehensive so there is no doubt as to the result Advance the work in stages, with adequate resources

EO Recommendation

Business Cases on the top four opportunities identified through the Blue Green Economic Opportunity Review suggest the size of the potential impact as substantive, if fully realised, with the potential to add around \$1 Billion to Gross Regional Product and approximately 2,700 jobs.

Further, there are active proponents with an opportunity for targeted support to make a real difference to the securement of private investments to the region.

However, the SCA budget is currently insufficient to progress these initiatives.

Combined commitments outlined in Briefing Notes 22030201 and 22100201, total \$26,864 for the 22/23 financial year out of projected total income of \$186,371. This leaves \$159,507 available for other purposes which would be sufficient to progress year 1 of either Cross Laminated Timber OR Value Add.

It is the EO's view that progression of these recommendations depends upon activating support resources from other parties. A clear example of that is our engagement of *For Blue* to explore a CRC-P application to progress the resolution of barriers and constraints identified in the Seaweed Aquaculture business case.

The EO's initial recommendation to the Committee at the November 2021 meeting was that these (and other aligned opportunities) be 'packaged up' into a single [Regional Transition Hub](#), which would then form a cohesive project that could be of interest to the State/Federal government. This remains the EO recommendation.

EO accordingly recommends that the Board:

- a. **Defer consideration of implementation actions associated with the Blue Green Economic Opportunity Review until it has considered the Regional Transitions Hub (working title) concept further.**
- b. **That the EO be instructed to continue existing efforts to build a collaboration model with industry partnerships through:**
 - a. **The *For Blue* work currently underway for Seaweed Aquaculture**
 - b. **Continued partnership development with the *Forest Products Commission* for work related to Cross Laminated Timber.**

DECISION	ITEM 13.1
MOVED: Cr Sandie Smith	SECONDED: Cr Chris Pavlovich
a. That the EO be instructed to not continue existing efforts to build a collaboration model with industry partnerships through:	
a. The <i>For Blue</i> work currently underway for Seaweed Aquaculture	
b. Continued partnership development with the <i>Forest Products Commission</i> for work related to Cross Laminated Timber.	
Unanimously supported.	

14. WALGA REGIONAL CLIMATE ALLIANCE

A [Briefing Note](#) is available to provide the background to this project.

The importance of the Roadmap to Zero work is accentuated by the initial findings of Ironbark Sustainability, in its analysis of the projected carbon emissions profile of the SCA region:

Over the coming decades emissions in the South Coast region will be subject to upwards and downwards pressures.

Upwards pressures, include:

- *Population growth*
- *Economic growth*
- *Rising car usage and ownership*

Downwards pressures include:

- *Technology improvements and efficiencies*
- *The uptake of electric vehicles*
- *Electricity grid emissions intensity*
- *Installation of renewable energy systems*

*Based on these and possibly other factors, such as changing state and federal policy environments, **total emissions are expected to increase** (emphasis added).*

By sector, emissions related to transport and agriculture are expected to increase whilst emissions related to energy use in the residential, commercial and industrial sectors are expected to decrease. Emissions from waste are expected to remain relatively consistent.

That is, the initial view is that whilst LGAs may well achieve zero emissions as Corporates based upon their own corporate actions, the Region, and thus it's contribution towards the State and Federal targets, will not (if the projections are correct) do its part in contributing to a zero emissions future. In fact, the reverse. The Roadmap to Zero work will help engage our community to help activate the behaviours and strategies required.

14.1. Regional Climate Alliance Coordinator Report

My first quarter as the Regional Climate Alliance Coordinator has been like starting a jigsaw puzzle. First step: identify all the pieces and work out a plan. I started by talking to the variety of stakeholders across the alliance so I could progress the Roadmap to Net Zero project. This has involved speaking with each of the sustainability officers or 'defacto' sustainability officers in the case of Jerramungup and Plantagenet shires; and working with them to identify who to go to within their council to access the required data to measure each council's corporate carbon emissions.

The first meeting in December 2021 identified the scope for the emission tool, this involved consultants from Ironbark, the council sustainability officers and their relevant executive team members. It was decided at this meeting that we would focus primarily on scope 1 and 2 emissions as these were seen as the largest contributors and should be relatively easy to gather the data. These included electricity, water, and fuel usage. Other areas can be added into the emission tool later, if/when councils are ready to expand their scope.

The next part of the process was accessing the relevant usage data; this is different for each council due to the council make up, responsibilities, and size. To do this I connected with different staff within the councils who had access to the relevant data including finance managers, payroll staff, GIS technical officers, fleet managers and IT managers. Working as a team we have been able to uncover different ways to access this data and identify possible ways forward to make collecting it more efficient in the future. This highlights the importance of working across teams when working on projects of this nature.

One of the biggest challenges I have had to date has been working around everyone's availability, especially due to the Christmas holiday break and the part-time nature of many of our roles. However, I have been really pleased with the enthusiasm and eagerness of all council staff when I have asked for their help to access data, also their readiness to share their expertise, which where possible I have been able to share across the councils.

At this point the baseline corporate data is almost complete which will enable the tool to be functional; I will then work with the council staff to teach them how to update the tool and keep it current. Finding the data has highlighted the need to make collecting data more automated and efficient; through discussions with a variety of stakeholders we are coming up with solutions to make this a much more straightforward process. I have also reached out to other councils on the WALGA network and further afield to see what lessons can be learnt so we don't reinvent the wheel.

It is important to note that many council staff I have been working with were not aware of the Roadmap to Net Zero and the Corporate Emissions Tool project before I contacted them; 90% were really enthusiastic to be involved, but a few have questioned why I am doing this project. Therefore, a key learning for me is to involve the sustainability staff from each council at the beginning stage of a new project so they can bring their ideas into future projects and identify all key stakeholders within their council.

I have tried to be available to any staff member who wants to discuss carbon emission reduction ideas; I have spoken with planning managers, fleet managers, business planning coordinators and addressed an executive team with updates. I look forward to working with all council staff and progressing their ideas that the SCA Alliance endorses.

Kind regards

Laura Bird

Regional Climate Alliance Coordinator.

15. FINANCE

15.1. FINANCIAL REPORT

[Financial Report](#) for the period July 21 to January 22.

RECOMMENDATION	ITEM 15.1
That the Financial statements and the Financial Report for the period to xx be accepted.	

DECISION	ITEM 15.1
MOVED: Cr Jon Oldfield	SECONDED: Cr Karen Woltering
That the Financial statements and the Financial Report for the period to 31 January 2022 be accepted.	
Unanimously supported.	

15.2. PROCUREMENT POLICY

Background from the EO

Whilst the SCA, as an Incorporated Association is not bound by the same rules that apply to Local Government, the feedback has been that, for consistency, SCA Policies and Procedures should, where possible, align with Local Government requirements.

At the [26th March 2021](#) meeting, the following broad procurement guidelines were agreed so that the SCA could function:

1. Expenditure under \$10k to be approved by the Chair or the Treasurer so long as the budget item has already been approved.
2. Expenditure above \$10k requires 3 quotes and then can be approved by Chair and the Treasurer together so long as the budget item has already been approved.
3. Items outside the budget approval: Variations with value under \$5,000 can be approved by the Chair so long as the budget is adjusted to allow for them (this will allow for unexpected small opportunities).

These delegations have been a practical solution, however they were only intended to be short term.

In May 2021 the EO explored the development of a SCA Procurement Policy and advised the Board at the May 2021 Committee meeting of the opportunity to have access to the WALGA Procurement Toolkit (and other tools and services) through a WALGA Associate Membership. The annual fee at that time was around \$750. There is not a budget line item for this activity.

Expenditure to date has been limited and so a formal procurement policy has not been prioritised, however with the recent awarding of Grants, it will be necessary to provide clear guidance on the processes the EO is to follow (number of quotations, who can approve etc). Whilst the above delegations can still work, I'm conscious that there are no tender requirements (so they do not align with the LGA procurement frameworks).

A draft Procurement Policy for consideration at the March 4 meeting is under preparation and will be provided as a late item by no later than March 2.

REPORT – PROCUREMENT POLICY

Responsible Officer:	Cameron Woods Chief Executive Officer – Shire of Plantagenet
Author:	John Fathers Deputy Chief Executive Officer – Shire of Plantagenet
Proposed Meeting Date:	4 March 2022

PURPOSE

The purpose of this report is to recommend to the Executive Committee that consideration be given to the adoption of a procurement policy.

BACKGROUND

The Executive Officer (EO) has informed the Treasurer that at the next SCA meeting scheduled for 4 March 2022, *‘there are a number of decisions relating to the acceptance of funds. If these are passed, then they will need to be deployed in March.’*

Guidance has been sought on a procurement policy, in order to expedite the projects. It was suggested that an example Shire policy be reviewed for applicability.

The EO has further advised as follows: *‘Whilst the SCA, as an Incorporated Association is not bound by the same rules that apply to Local Government, the feedback has been that, for consistency, SCA Policies and Procedures should, where possible, align with Local Government requirements.’*

At the 26th March 2021 meeting, the following broad procurement guidelines were agreed so that the SCA could function:

- 1. Expenditure under \$10k to be approved by the Chair or the Treasurer so long as the budget item has already been approved.*
- 2. Expenditure above \$10k requires 3 quotes and then can be approved by Chair and the Treasurer together so long as the budget item has already been approved.*
- 3. Items outside the budget approval: Variations with value under \$5,000 can be approved by the Chair so long as the budget is adjusted to allow for them (this will allow for unexpected small opportunities).*

In May 2021, the EO explored the development of a SCA Procurement Policy and advised the Board at the May 2021 Committee meeting of the opportunity to have access to the WALGA Procurement Toolkit (and other tools and services) through a WALGA Associate Membership. The annual fee at that time was around \$750. There is not a budget line item for this activity.’

Further to this, the Executive Officer has requested that a mechanism be put in place for the payment of ongoing costs such as the website and email. These are currently covered using the Executive Officer’s personal credit card as the Alliance has no ability to meet this type of payment directly.

OFFICER COMMENT

The South Coast Alliance model rules state as follows in respect to the control of funds.

Control of funds:

- (1) The Association must open an account in the name of the Association with a financial institution from which all expenditure of the Association is made and into which all funds received by the Association are deposited.
- (2) Subject to any restrictions imposed at a general meeting, the committee may approve expenditure on behalf of the Association.
- (3) The committee may authorise the treasurer to expend funds on behalf of the Association up to a specified limit without requiring approval from the committee for each item on which the funds are expended.
- (4) All cheques, drafts, bills of exchange, promissory notes and other negotiable instruments of the Association must be signed by —
 - (a) 2 committee members; or
 - (b) one committee member and a person authorised by the committee.

The EO advised:

'Expenditure to date has been limited and so a formal procurement policy has not been prioritised, however with the recent awarding of Grants, it will be necessary to provide clear guidance on the processes the EO is to follow (number of quotations, who can approve etc).'

Whilst there has been insufficient time for the EO to prepare a Purchasing Policy for this meeting as the decision to create one was not made until 22nd February, it is proposed that the Committee provide guidance for the creation of a Policy under certain guidelines, with the Treasurer and Secretary given authority to approve the wording (utilising the WALGA Procurement Toolkit for templates).

This will enable the rollout of Grant funding should the Committee have voted for acceptance of such.'

The EO has made the following recommendation to deal with this:

1. The Purchasing Policy is to provide a clear goods and services purchasing framework to ensure the SCA delivers value for money, efficiency, transparency and integrity to its service delivery.
2. The goods and services required shall be purchased in accordance with the applicable purchase threshold listed in table 1 unless:
 - a) exempted under the Local Government Act 1995 and associated regulations; or
 - b) purchased from a WALGA Preferred Supplier Panel member; or
 - c) under a current Shire contract for provision of those goods and/or services; or
 - d) exempted under this policy.

Table 1 – Purchasing Process Threshold Guide

Purchasing Value (Excl GST)	Required Purchasing Process
\$0 - \$2,500	Direct purchase from suppliers. No quotation required. Market testing is encouraged.
\$2,501 - \$6,000	Obtain at least one written quotation (includes copies of supplier catalogues or websites). Market testing is encouraged.
\$6,001 - \$25,000	Seek to obtain at least two (2) written quotations from suppliers based upon a brief provided to suppliers outlining specified requirements. Supplier appointment directed by best value for money principle.
\$25,001 - \$75,000	Seek to obtain at least three (3) written quotations from suppliers based upon a brief provided to suppliers outlining specified requirements. Supplier appointment directed by best value for money principle.
\$75,001 - \$249,999	Conduct a formal Request for Quotation (RFQ) process in accordance with the Shire's Request for Quotation procedures. Seek to obtain at least three written RFQ submissions. Procurement decision shall be based on pre-determined evaluation criteria that assesses value for money considerations.
\$250,000 and above.	Conduct a public Tender process in accordance with the Local Government Act 1995 and associated regulations. The purchasing decision shall be based on pre-determined evaluation criteria that assesses value for money considerations in accordance with Policy C013 Tender Selection Criteria

3. The wording of the policy and any support policies shall be guided by the templates provided in the WALGA Procurement toolkit, to be purchased by the SCA.
4. Approval be given to the Treasurer and Secretary to jointly approve the wording of such policies on behalf of the SCA, on the advice of the CEO group.

In the interim and if there is a need for procurement decisions to be made outside of the Executive Committee meeting cycle, then it is recommended that a special meeting of the Executive Committee be called by electronic means (Zoom or similar) to endorse such matters, on the basis of a majority of members being available to attend.

Alternatively, members of the Executive Committee could be given delegated authority to sign off, which can be up to a specified limit. This could possibly be the Chair and Deputy Chair jointly or Chair and Treasurer jointly.

In regard to payment of ongoing costs, the payments for Google Workspace (for example) do require some form of credit or debit card. If agreed, a second bank account with an associated debit card could be established, but it would be on the basis of 'one to sign'. While not contemplated in the model rules, the amounts are relatively small and the purchases will presumably result from an authorisation from the Executive Committee.

RECOMMENDATION

That a Purchasing Policy be developed as follows:

1. The Purchasing Policy is to provide a clear goods and services purchasing framework to ensure the SCA delivers value for money, efficiency, transparency and integrity to its service delivery.
2. The goods and services required shall be purchased in accordance with the applicable purchase threshold listed in Table 1 unless:
 - a) exempted under the Local Government Act 1995 and associated regulations; or
 - b) purchased from a WALGA Preferred Supplier Panel member; or
 - c) under a current Shire contract for provision of those goods and/or services; or
 - d) exempted under this policy.

Table 1 – Purchasing Process Threshold Guide

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\$25,001 - \$75,000	Seek to obtain at least three (3) written quotations from suppliers based upon a brief provided to suppliers outlining specified requirements. Supplier appointment directed by best value for money principle.
\$75,001 - \$249,999	Conduct a formal Request for Quotation (RFQ) process in accordance with the Shire's Request for Quotation procedures. Seek to obtain at least three written RFQ submissions. Procurement decision shall be based on pre-determined evaluation criteria that assesses value for money considerations.
\$250,000 and above.	Conduct a public Tender process in accordance with the Local Government Act 1995 and associated regulations. The purchasing decision shall be based on pre-determined evaluation criteria that assesses value for money considerations in accordance with Policy C013 Tender Selection Criteria

3. The wording of the policy and any support policies shall be guided by the templates provided in the WALGA Procurement toolkit, to be purchased by the SCA.
4. Approval be given to the Treasurer and Secretary to jointly approve the wording of such policies on behalf of the SCA, on the advice of the CEO group.

Prior to the adoption of a Procurement Policy, if there is a need for procurement decisions to be made outside of the Executive Committee meeting cycle, then:

Option 1

A special meeting of the Executive Committee be called by electronic means to endorse such matters, on the basis of a majority of members being available to attend.

Option 2

Members of the Executive Committee be given delegated authority to sign off on procurement decisions, which can be up to a specified limit as appropriate in each instance. This could possibly be the Chair and Deputy Chair jointly or Chair and Treasurer jointly (or other combinations as considered appropriate).

A bank account with an associated debit card be established for the South Coast Alliance on the basis of 'one to sign', where required for relatively small ongoing electronic payments resulting from an authorisation by the Executive Committee.

DECISION	ITEM 15.2
MOVED: Cr Jon Oldfield	SECONDED: Cr Chris Pavlovich
That further clarification is required and the matter lay on the table to return to a future SCA Meeting Unanimously supported.	

Natasha Monks GSDC left the meeting at 2:04pm and did not return.

16. GENERAL BUSINESS

16.1. SHARING OF BRIEFING NOTES TO LGA EXECUTIVE STAFF

RECOMMENDATION	ITEM 16.1
That CEOs of all Member LGAs be authorised to provide all SCA briefing notes and any supporting documents to both Executive staff and Elected Members as they see fit.	

DECISION	ITEM 16.1
MOVED: Cr Kingsley Gibson	SECONDED: Cr Ceinwen Gearon
That CEOs of all Member LGAs be authorised to provide all SCA briefing notes and any supporting documents to both Executive staff and Elected Members as they see fit.	
Unanimously supported.	

Mayor Dennis Wellington left the meeting at 2:15pm

Cr Julie Leenhouders left the meeting at 2:16pm and did not return

Mayor Dennis Wellington returned to the meeting at 2:18pm

16.2. ACTIONS ARISING FROM THE WORKSHOP ON 4TH MARCH

Andrew Sharpe thanked everyone for their participation in the survey and workshop.

Continuation of the South Coast Alliance is supported however felt there needs to be a period of consolidation and finish what has already been committed to.

The CEO group will prepare an action plan, advocacy position, work plan and draft budget for members to consider. Report to be presented at next meeting.

17. FUTURE MEETING SCHEDULE

Date	Time	Location
Ordinary May 20	11am	Shire of Jerramungup
Proposed Ordinary – July 22	11am	Shire of Plantagenet

18. CLOSURE

Chair Cr Joanne Iffla closed the meeting at 2:24pm.

ⁱ Data sourced from economic modelling software REMPlan 2020 data.

ⁱⁱ Data sourced from Regional Australia institute Job Vulnerability Tool