

# ANNUAL REPORT

## SOUTH COAST ALLIANCE INC.

Outcomes & Activities for the  
2022 Financial Year



# SOUTH COAST ALLIANCE INC.

## OUR MISSION

*TO PROMOTE THE SUSTAINABLE GROWTH OF THE  
LOWER GREAT SOUTHERN SUB-REGION*



**WITH GREAT RESPECT THE SOUTH COAST ALLIANCE  
ACKNOWLEDGES THE NOONGAR PEOPLE, AND THEIR  
ELDERS PAST, PRESENT AND EMERGING, AS  
TRADITIONAL CUSTODIANS OF THE LANDS ON WHICH  
WE LIVE, LEARN AND WORK.**



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## LETTER FROM THE CHAIR

This last year has seen the South Coast Alliance realise some of its true potential. Thanks to the particular skill set of our Principal Consultant we have been able to bring some very significant economic growth opportunities into sharp focus. The capacity to develop sustainable, job-rich industries which will support the continued growth and health of our communities has been laid out very clearly and I recommend you all take the time to read the descriptions of these potential projects and industries in this report.

In another sense, we have been victims of our own success in that these projects and their further development is at a scale that seriously challenges the resources and capacity of the member local governments. After careful deliberation, the Alliance has taken the view that further development of these projects is better carried forward by the State Government and accordingly we have engaged with the Great Southern Development Commission (GSDC) in the hope and expectation that they will take carriage of developing the potential we have identified.

In a related but separate activity, our regional response to climate change has been warmly embraced by all member-councils and we have made significant progress on developing a measurement tool in the form of a climate dashboard which has the potential to allow us to track our regions entire carbon emissions and their progressive reduction going forward. This is a valuable tool for all our communities.

I would like to thank all those who have been involved in our progress this year; my fellow Presidents and the Mayor, councillors and CEOs of four local governments and other support staff. Above all though, I wish to acknowledge the skills and efforts of our Principal Consultant, Juliet Grist, without who, I am confident in saying, far, far less would have been achieved.



**CR. JOANNE IFFLA**

Chair, South Coast Alliance Inc.

# MANAGEMENT COMMITTEE

## 2021 - 2022 OFFICE BEARERS

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The Management Committee of the Alliance consists of:

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



**CHAIR**

**CR. JOANNE IFFLA**

Shire President, Shire of Jerramungup



**DEPUTY CHAIR**

**MAYOR DENNIS WELLINGTON**

City of Albany



**SECRETARY**

**CR. JULIE LEENHOUDERS**

Deputy Shire President, Shire of Jerramungup



**TREASURER**

**CR. JON OLDFIELD**

Deputy Shire President, Shire of Plantagenet

# MANAGEMENT COMMITTEE

## GENERAL MEMBERS OF THE COMMITTEE

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**CR. CEINWEN GEARON**  
Shire President, Shire of Denmark



**CR. CHRIS THOMSON**  
City of Albany



**CR. KAREN WOLTERING**  
Shire of Plantagenet



**CR. JAN LEWIS**  
Shire of Denmark



**CR. CHRIS PAVLOVICH**  
Shire President, Shire of Plantagenet



**CR. KINGSLEY GIBSON**  
Deputy Shire President, Shire of Denmark



**CR. ROB LESTER**  
Shire of Jerramungup



**CR. SANDIE SMITH**  
Deputy Mayor, City of Albany



## LETTER FROM THE PRINCIPAL CONSULTANT

My thanks to all who contributed to the significant body of work completed this financial year, including our inaugural Regional Climate Coordinator, Laura Bird.

This year has been a year of two halves. In the first half of the year the South Coast Alliance progressed the development of partnerships, business cases and the activation of resources to support economic development. Great inroads were made in understanding the competitive positioning of the South Coast and it's potential for new industry development, with four business cases developed and financial and industry partnerships secured to progress the two highest value opportunities through to next steps. During this period significant, positive, industry engagement occurred.

Then COVID-19 arrived in the Great Southern. This exacerbated existing workplace pressures within the region, with more than 100 staff absent from the LGAs for parts of this period, requiring an 'all hands-on deck' approach to critical work management. This is ongoing.

With the member local governments already under considerable stress, the Alliance chose to make the business cases that had been completed available to industry and to our colleagues at the Great Southern Development Commission (GSDC) to ensure that this work could benefit the region.

At the time of writing Marie Kerr has just joined the team, to continue to progress the SCA's focus on Climate Action. Marie will be project managing the Regional Climate Alliance and the Climate Data Dashboard projects – both exciting projects that should make a real impact. Welcome Marie.



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

Juliet Grist





## OUR STORY



## OUR VISION

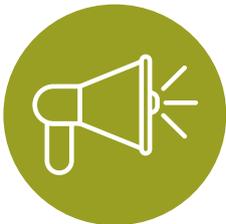
*Leading sustainable economic development through collaboration*

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



# STRATEGIC FOCUS

## OUR THREE AREAS OF STRATEGIC FOCUS



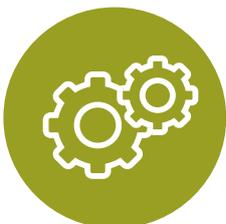
### ADVOCACY

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



### ECONOMIC DEVELOPMENT

Economic well-being improved with targeted goals and objectives



### EFFICIENCY & CONSISTENCY

Working together to address issues in an efficient way

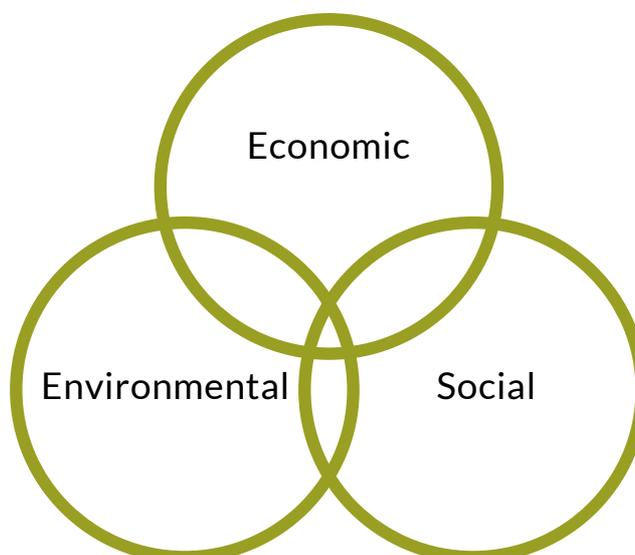


## OUR GUIDING PRINCIPLES

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

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

*In considering the areas of focus, the Alliance has regard to the International Standard for Local Government Economic Development and recognises that Sustainable Economic Development is achieved at the intersection of sustainable economic, environmental, and social outcomes.*



# KEY ACHIEVEMENTS

## SUMMARY OF ACHIEVEMENTS OVER THE PAST YEAR

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Whereas the 2021 financial year was predominantly about defining strategic areas of interest, activities in the 2022 financial year have been focused on the development of business cases to support the economic development of the region, gathering resources, and activating projects.

This has included finalising several studies including two strategically important initiatives, the Blue Green Economic Development Opportunity Review and the Regional “Roadmap to Zero”. Information on activities is included in the Key Focus Areas Brief within this report.

At the end of the day, however, the South Coast Alliance is a collaboration, and so the measure of its’ achievements includes not just an assessment of the activities it undertakes, but also an assessment of how well the Alliance is working as a collaboration.

The Alliance looks for collaborative opportunities that progress sustainable economic development for our sub-region. Sustainable economic development includes a whole host of elements with an extensive range of individuals, businesses and organisations each playing an important role. The support from Local Government partners has been focused on contributing to:



**GUIDING  
VISION AND STRATEGY**



**SUPPORTING  
ALIGNED ACTIVITIES**



**ESTABLISHING SHARED  
MEASUREMENT PRACTICES**



**CULTIVATING COMMUNITY  
ENGAGEMENT**



**ADVANCING POLICIES**



**MOBILISING RESOURCES**

# KEY ACHIEVEMENTS

## COLLABORATION HEALTH ASSESSMENT TOOL (CHAT) RESULTS

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Since 2020, the Management Committee of the Alliance have participated in an annual survey, using a Collaboration Health Assessment Tool (CHAT) developed by the Centre for Social Impact (CSI) and Collaboration for Impact (CFI), to measure how well Alliance members are working together.

It is an evidence-based tool that can help collaborators understand how well they work together now, and in the future as their collaboration matures.

The December 2020 survey was taken to establish a 'base line' from which progress within the collaboration could be measured. A follow up survey was conducted in September 2021, and again in September 2022.

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

### 1-5 RATING SCALE

WHERE 5 = VERY HEALTHY

CHAT scores for each dimension of collaboration range from 1 – 5 with higher scores representing greater "health" for that dimension. Scores are calculated by averaging responses from each person who completed the survey

62.5%

### RESPONSE RATE

12 out of a maximum of 16 responses were received in 2020 and 2021, with 10 received in the 2022 survey.

# KEY ACHIEVEMENTS

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

## SCORECARD



Legend

Achieved

Partially Achieved

Not Achieved



**GOALS**

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

**RESULTS AND OUTCOMES**

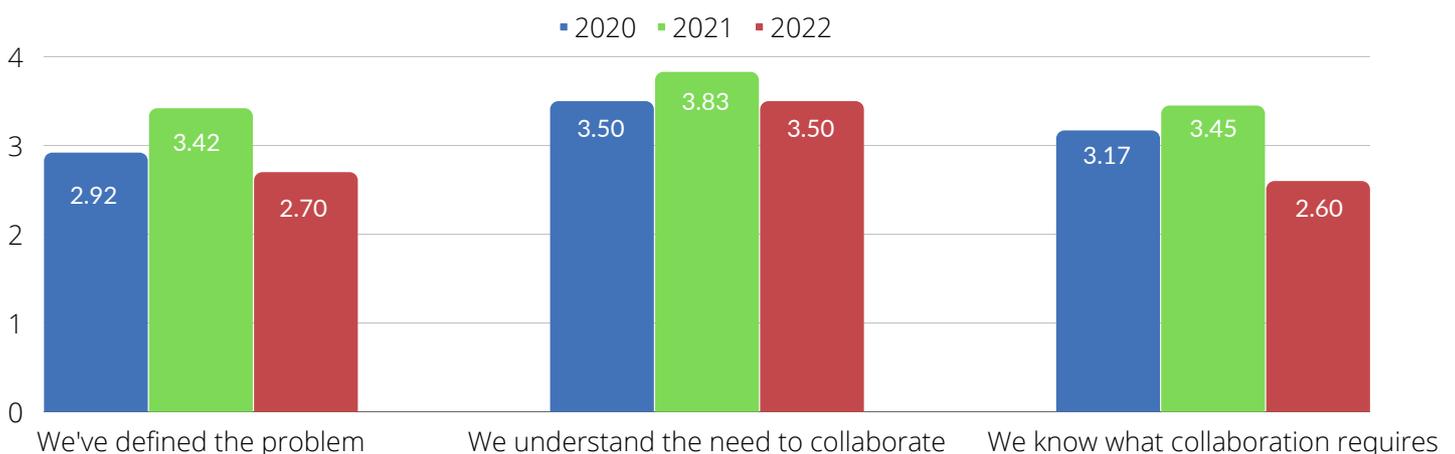
In March 2022 the Management Committee and CEOs met to review the program of works that had been completed. This included all the business cases for the Blue Green Economic Opportunity review, and associated recommendations of the Principal Consultant for the next steps forward.

The Committee considered the impact on Local Government members, and the community, of COVID-19, including significant staff shortages (at one time, approximately 100 staff were absent from local governments within the SCA region due to COVID) and the need for an ‘all hands-on deck’ approach.

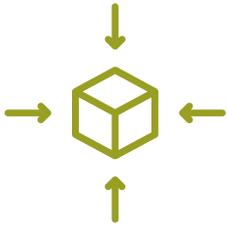
The result was a repositioning of the short-term workflow, with the business cases and other information subsequently shared with economic development colleagues, and the community at large, in the hope that this would support the ongoing work of others.

The Committee commissioned member LGA CEOs to prepare a revised workplan that took account of the resource constraints evident across the network. This was presented to the Committee for adoption in July 2022.

**SHARED VISION**



*All measures of success reduced over the period, with a recalibration of focus areas undertaken.*



**GOALS**

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

**RESULTS AND OUTCOMES**

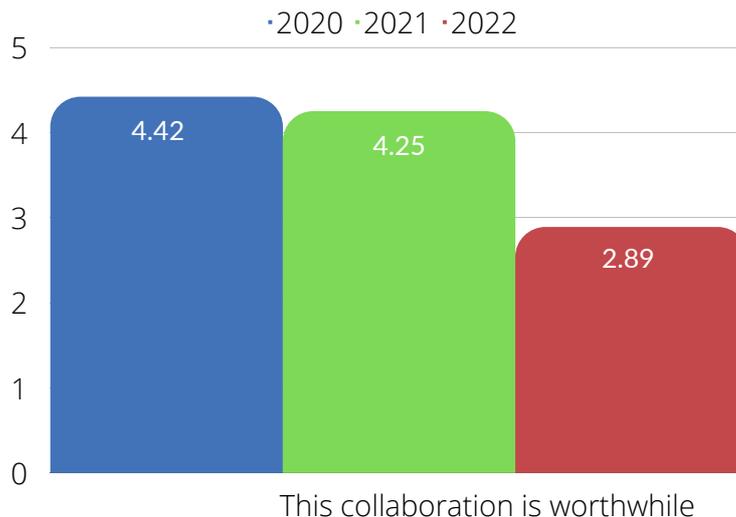
Climate projects through the Regional Climate Alliance program gathered momentum, with the “Regional Roadmap to Zero” Report completed and published, and further collaborative projects brought forward for development and funding.

At the time of writing the collaborative project “Sustainable Building Design” is in its first stages, with Alliance members prioritizing further collaborative climate focused work to take forward in the second half of 2022.

Significant collaborative work was delivered during the period, specifically the final reports of the Blue Green Economic Opportunity review (refer to the Activities section of this report for more detail).

The survey of Committee members and CEOs showed that there was a significant loss of momentum in this measure, with a very substantive reduction in the scoring on the CHAT question. The recalibration of the work plan undertaken in the 2023 financial year may assist with this score in the next year.

**SUPPORTING ALIGNED ACTIVITIES**



*Scoring of the question “my organisation feels it’s worthwhile to stay and work within the collaboration” continued to decline to a current score of 2.89 out of 5).*

**GOALS**



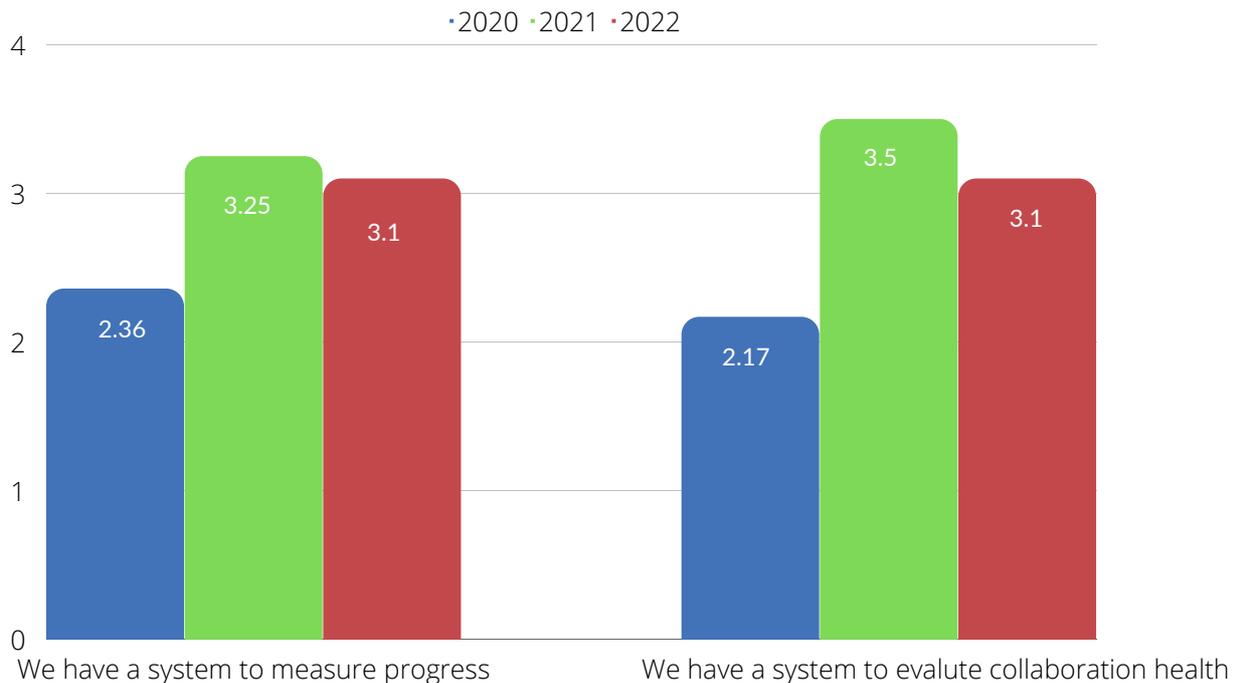
- ✓ Provide an Annual Report as an accountability mechanism
- ⊗ Improve the average score under the Collaboration Health Assessment tool to the question “we have a system in place by which progress toward shared goals is measured”.
- ⊗ Improve the average score under the Collaboration Health Assessment tool to the question “we have a system in place by which progress toward shared goals is measured”.

**RESULTS AND OUTCOMES**

Accountability continues with the provision of this 2022 Annual report. The Roadmap to Zero project allowed for the consistent measurement of carbon emissions across Local Government operations within the Alliance, and measurement of the success of the collaboration utilising the evidence-based Collaboration Health Assessment Tool continues.

Declines in CHAT scores across relevant measures were experienced in 2022, however remain above the baseline score achieved in 2020:

**MEASUREMENT AND EVALUATION**





**GOALS**

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

**RESULTS AND OUTCOMES**

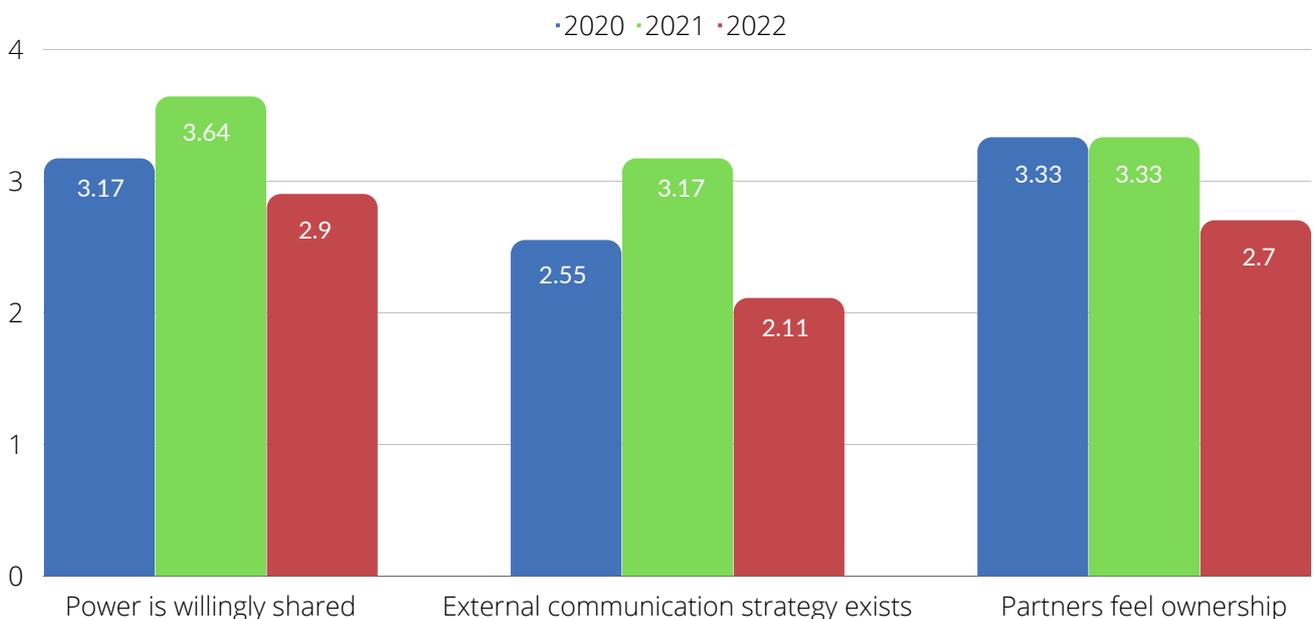
Significant engagement continued with industry particularly in relation to the Blue Green Economic Opportunity Review, however neither industry nor community were surveyed on this question for a range of reasons.

The Alliance increased its external engagement over the financial year. The analysis on page 31 of this report breaks down engagements by stakeholder grouping.

With the establishment of working groups across the Alliance membership containing operational staff members working in the climate action space, significant improvements in internal communication occurred. Regular briefings, and the opportunity to share experiences and insights resulted in improved connectivity within and between our local governments, which will continue into the 2023 year.

However, the outcome of the CHAT survey show a reduction in results across all areas.

**CULTIVATING COMMUNITY ENGAGEMENT**





**GOALS**

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

**RESULTS AND OUTCOMES**

In late 2021 the Alliance set itself the task of working through the priority areas for each local government and deriving a common Alliance advocacy position. This proved complex. The process of consultation re-commenced in second quarter 2022 and is continuing.

Two investigations that are currently underway, to understand any barriers to the security of energy, and transport, within the Alliance geography.

The Management Committee has received presentations from Western Power and industry participants in the renewable energy space, and Main Roads in relation to transport. Further analysis completed by the Principal Consultant will go to the Management Committee in October to support the discussion. From this advocacy positions may emerge.





**GOALS**

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

**RESULTS AND OUTCOMES**

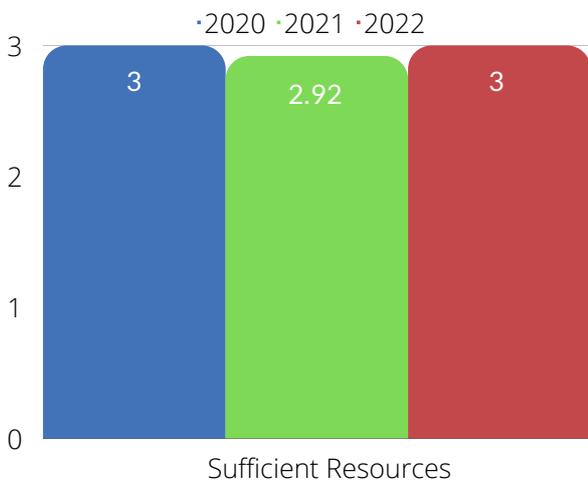
Whilst all Alliance members renewed their financial commitments for the 2022 Financial year, at the May 2022 meeting Alliance members voted to reduce their financial commitment by 75% for the 2023 financial year from \$186,371 to a total of \$46,593.

During 2022, the Alliance successfully secured \$455,669 from other actors to contribute towards various initiatives. This is in addition to the \$110,000 that was awarded and noted in the 2021 Annual Report for the Regional Climate Alliance.

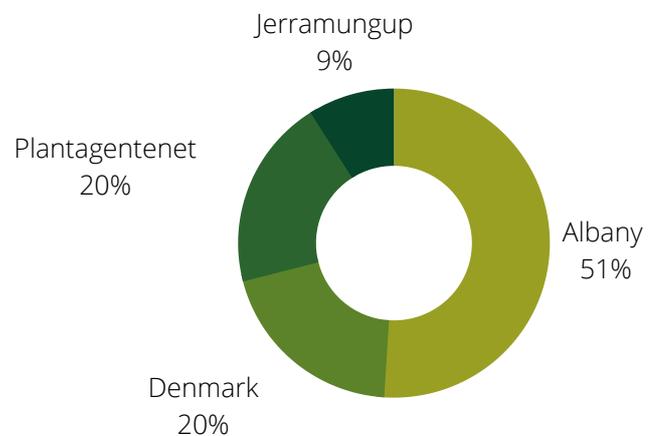
Of this, \$173,629 related to the delivery of the Climate Conference, and so was returned once the Committee determined that the Conference was to be cancelled.

Responses under the question “there are sufficient funds to sustain the collaboration for the next two years” returned to the 2020 level of 3 (out of 5).

**THE ALLIANCE HAS SUFFICIENT RESOURCES**



**CONTRIBUTIONS BY LGA**



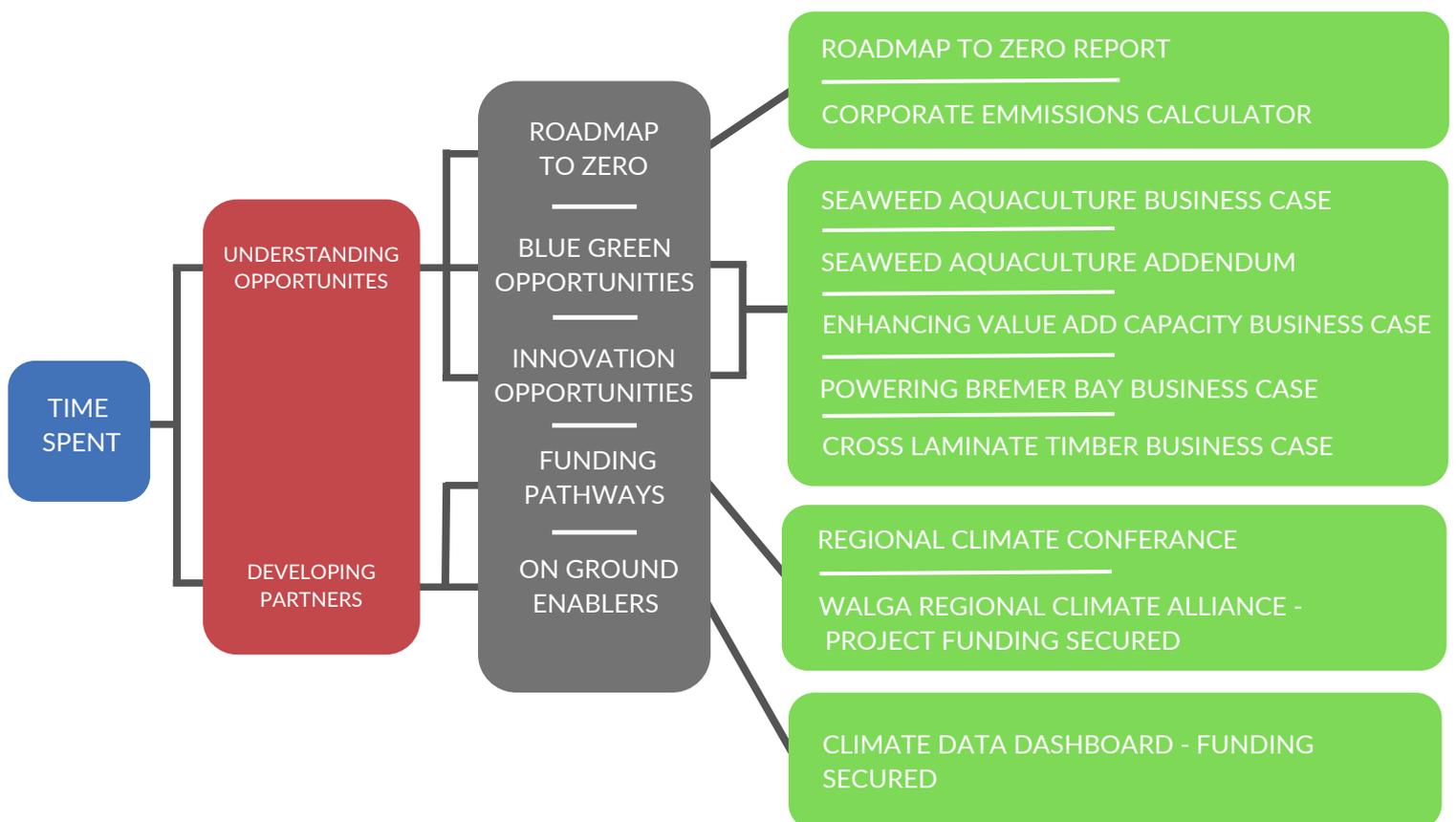
*The Committee has determined to reduce this level by 75% for the 2023 financial year.*

# KEY FOCUS AREAS

## ACTIVITY PATHWAY FINANCIAL YEAR 2022

Time has been spent this year on supporting research, developing economic development business cases, and developing partnerships.

Priority Areas determined by the Alliance through the strategic planning process were developed with the following activities undertaken:

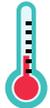


# CLIMATE

## THE SITUATION

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



Average temperatures will continue to increase in all seasons.



More hot days and warm spells are projected and fewer frosts are projected.<sup>2</sup>



A continuation of the trend of decreasing winter rainfall is projected - i.e. May to July rainfall has decreased by around 19% since 1970 in the south-west of Australia. Spring rainfall decreases are also projected.<sup>2</sup>



Increased intensity of extreme rainfall events is projected.<sup>2</sup>



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



A harsher fire-weather climate is projected in the future.<sup>1</sup>

1 - Very high confidence level

2 - High confidence level



# CLIMATE

## WHAT WE DID

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### PROGRESSED THE REGIONAL CLIMATE ALLIANCE PROGRAM

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

The South Coast Alliance was one of two applicants awarded the pilot in 2021. This program provides the South Coast Alliance with \$55,000 per year for two years towards a Climate Coordinator, recruited in November 2021.

Work immediately commenced on the Roadmap to Zero and the LGA Carbon Emissions Calculator, in conjunction with operational teams from each Local Government and specialists Ironbark Sustainability.

These projects encouraged collaboration across the four councils and across the departments within councils, which will provide a solid foundation for future climate projects.

Knowledge sharing also occurred with the Climate Coordinator participating in several WALGA webinars on sustainable building design, EVs and Hydrogen impacts in council operations, with ideas shared across the network.

The Coordinator worked closely with the teams within each LGA to determine the Round 1 project. This involved research on project ideas to support action in areas identified in the emissions calculator and Regional Roadmap to Net Zero, meetings with member council sustainability teams and the town planners at City of Albany and Shire of Denmark to get their ideas on sustainable building design, reviews of progressive sustainable building design practices employed by other local governments (such as Augusta and Margaret River Shire and the City of Vincent). Identification of possible Sustainable Design consultants in WA and the seeking of quotations was also part of the development phase.



# CLIMATE

## WHAT WE DID

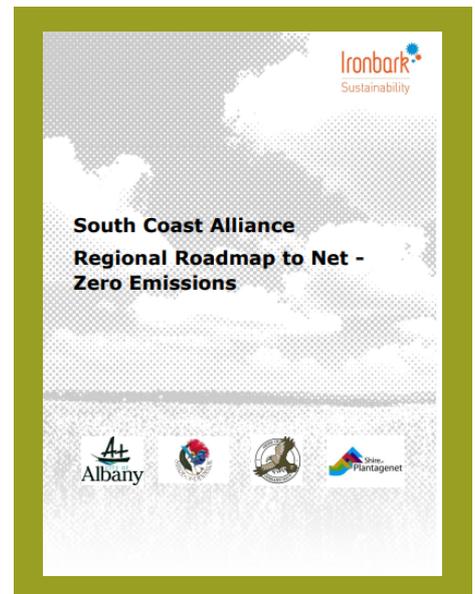
### COMPLETED A REGIONAL ROADMAP TO ZERO REPORT

The Regional Roadmap to Zero Report explores opportunities that will help the region transition to net-zero carbon emissions and provides the social, technical and policy foundations needed for empowered local communities and councils to make clear choices about their future.

The Roadmap is grounded in data analysis about the impact of various actions and is informed by targets set by the Western Australian, and Australian Governments. It considers the important role that the Alliance and member shires play in the Region, as well as the influence of external factors such as market forces, technology changes and state and federal policy.

The conclusions of the study include a calculation of the carbon budget for the region of 17.5MtCO<sub>2</sub>e, which is roughly the same as around 15 years of current emissions. If emissions are reduced linearly (i.e., by the same amount each year) until the carbon budget runs out, the budget will last until 2046. To do this, the region must reduce emissions by around 3.5% each year. To make the budget last out to 2050, there should be some years where emissions reduce by greater than 3.5%.

To understand how best to intervene in the current emissions trajectory and bring it down towards zero-net emissions, the report is informed by an evidence-base of the most effective government programs locally and internationally. The analysis is forward-looking and considers the need to drive innovation and assist the community to take up emerging opportunities and new technologies.



### DEVELOPED A CORPORATE EMISSIONS CALCULATOR FOR USE BY ALLIANCE MEMBERS

As an adjunct to the Roadmap a Corporate Emissions Measurement Calculator was developed to enable the calculation of LGA Scope 1&2 carbon footprints down to an individual asset level.

The Climate Coordinator worked closely with teams from each Local Government in the Alliance to identify data sources for inclusion in the calculator, with Ironbark Sustainability conducting training sessions with officers from all Alliance local governments on how to use the calculator.

This calculator was of immediate use to Alliance local governments, as it allowed for the calculation of carbon emissions across each local government building portfolio, down to an individual asset level. This then allowed for the top 10 carbon emitting assets to be identified, to support the selection of priority assets into the WALGA Round 1 Project.

Now that emissions are known for each corporate asset, measures to reduce these can be identified, analysed, and implemented. This calculator is at no cost to Alliance members.

# CLIMATE

## WHAT WE DID

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### **SECURED \$50,000 PROJECT FUNDING UNDER ROUND 1 OF THE REGIONAL CLIMATE ALLIANCE PROGRAM**

The South Coast Alliance was one of two applicants awarded the pilot in 2021. This program provides an opportunity to apply for a share of \$200,000 towards projects that address climate change. Round 1 of the project funding under this program was held in the 2022 financial year with both Regional Climate Alliances awarded \$50,000 towards their respective programs.

The South Coast Alliance project, “Future Proofing the South Coast through Sustainable Building Design” undertakes an analysis that develops a clearer understanding of the costs and benefits of different climate change adaptation options for infrastructure owned and managed by local governments.

Adaptation options with a cost benefit analysis presented as case studies for each asset type will result in an improvement in local government capability and understanding and provide a robust evidenced based pathway to the selection of building improvements that reduce operational energy and water costs whilst improving efficiencies and environmental performance.

This project will allow SCA member councils to accelerate the learning of know-how needed to fully capture the mitigation potential of retrofit actions in buildings.



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### **SECURED \$173,629 FOR AN INAUGURAL REGIONAL CLIMATE CONFERENCE**

All grant applications were successful for the proposed conference, with additional funding secured from other ecosystem actors. The funding was intended to support a World Environment Day Hybrid Conference, intended to provide an opportunity to share climate change information and strategies with our community, create momentum and commitment for action, and most importantly show the community how individual actions, when taken together, can make a big difference.

However, with COVID-19 hitting the Great Southern in the third quarter of the financial year, the Alliance was of the view that the conference could not be successfully delivered and made the decision to cancel the Conference and return all funds.

# CLIMATE

## WHAT WE DID

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### SECURED \$218,330 FUNDING TO DEVELOP A CLIMATE DASHBOARD

Our thanks to Lotterywest for its financial support to help the SCA develop a customized web-based climate dashboard that allows for Climate data to be easily accessed and understood by our community. The development of this dashboard will commence in the 2023 financial year, under Project Manager Marie Kerr.

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.

Improving knowledge about effective strategies across community and business will support the whole community to progress towards carbon neutrality, increasing collaboration and improving the resilience of our community.

A local government working group has been established to provide input to this program. It is intended to expand this working group to include other community organisations that have an interest in the data and the outcomes, to better inform project development.



Photo L-R: Cr. Chris Pavlovich, Shire President of Plantagenet, The Hon Reece Whitby MLA, Minister for Environment; Climate Action, Mayor Dennis Wellington – Deputy Chair of the South Coast Alliance, City of Albany Climate and Sustainability Project Officer, Kylie Outhwaite, Ms. Rebecca Stephens, MLA, Cameron Woods, CEO Shire of Plantagenet and Andrew Sharpe, CEO City of Albany, together at the presentation of the Lotterywest Certificate

# INNOVATION

## WHAT WE DID

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



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



Are sustainable



Align with the values of the local community

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## ENGAGED WITH INDUSTRY

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

A breakdown of the number of entities and engagements by type are included within this report on page 31.

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## DEVELOPED FOUR BUSINESS CASES FROM THE BLUE GREEN ECONOMIC REVIEW

In 2021, A consortium consisting of FAR Lane, For Blue, and Keston Economics undertook a Blue Green Economic Development Opportunity Review to consider whether the region is well placed to capitalise on emerging trends.

Fifty seven existing and new blue and green economic development opportunities were identified. A Prioritisation Tool for use in assessing and shortlisting identified opportunities was developed and tested through an in-person workshop. Five priority program areas were identified. Utilising the outcome of the trends and advantages analysis and high-level impact and complexity criteria, 13 high impact opportunities were identified, profiled and workshopped with the SCA Board.

Four business cases identified what interventions/partnerships are needed to enable the rapid development of the most promising opportunities, and how the SCA might engage to facilitate this.

*In the 2022 year, the four most promising opportunities from the Blue Green Economic Development Opportunity Review were developed into business cases which can be found on our website.*

1. Seaweed Aquaculture Industry Development
2. Enhancing Value Adding Across the South Coast Region
3. Powering Bremer Bay
4. Cross Laminate Timber Industry Development

# INNOVATION

## WHAT WE DID

### SEAWEED AQUACULTURE INDUSTRY DEVELOPMENT

#### BUSINESS CASE



Currently, Australia imports seaweeds for a range of uses – about \$40 million worth, 85% of which is for human consumption - and the local industry is relatively small: less than 40 direct full-time equivalent jobs (FTEs) and estimated \$3 million gross value of production (GVP). However, based on global and national precedents and a high-level investigation of the South Coast sites, species and potential proponents, the local industry could grow to \$778 million of output and 1,124 jobs by 2030.

The drivers of this opportunity include: climate change mitigation and adaptation, consumer demand for high-quality, sustainably-produced, nutrient-dense foods, science and technology enabling aquaculture in more locations and varieties, and the health and bioproducts of marine ecosystems being valued intrinsically and for the benefits they provide to existing industries.

The benefits to the South Coast beyond direct jobs and economic activity include: protection and restoration of globally-significant ecosystems, boosts to complementary industries such as boat building, processing, water transport and education, and contributing to the protection and sustainability of existing industries, such as agriculture, fishing and shellfish aquaculture.



Analysis of five different seaweed opportunities which have the potential for industry establishment in the region (at varying scales) indicates the following range of economic impacts for the Great Southern region by 2030\*:

ADDITIONAL <b>\$515- \$778M</b> TOTAL OUTPUT	ADDITIONAL <b>\$30 - \$230M</b> VALUE ADDED	ADDITIONAL <b>159 -1,124</b> JOBS	ADDITIONAL <b>\$15 - \$104M</b> IN SALARIES/WAGES
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The South Coast Alliance successfully applied to the Blue Growth Fund to build on the work undertaken in the Seaweed Aquaculture business case to identify a way forward for this industry as a whole along the South Coast.

The work undertaken in this phase included reviewing data on the scale and type of market, contacting existing and new stakeholders to gauge their interest, updating sources of funding and investment, investigating sites, and considering precedent strategies for industry development. This and all the business cases developed are now available on [www.southcoastalliance.org.au](http://www.southcoastalliance.org.au)

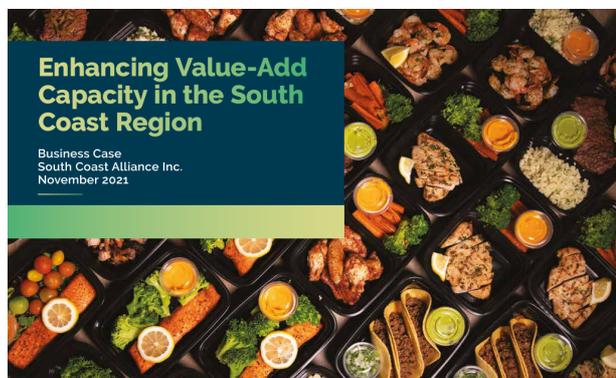
\*Remplan 2021

# INNOVATION

## WHAT WE DID

### ENHANCING VALUE-ADD CAPACITY IN THE SOUTH COAST REGION

#### BUSINESS CASE



The South Coast region has a clear opportunity to expand its value-add sector to capitalise on the growing demand for cleaner, greener products, for which the region has clear comparative advantage.

This would directly benefit existing and future secondary producers and strengthen the regional economy through enhanced industry output, net import-export position and gross regional product.

The South Coast region's largest industry is primary production. Adding value to this industry provides a clear way to grow and diversify the economy and create jobs. Value-add sectors are diverse, covering food and beverage production and processing fibre.

Global agricultural markets reflect the increasing complexity of modern consumer demand for food safety and quality. This demand has triggered changes throughout the food industry and has led to greater opportunities for product differentiation and the potential to add value to raw commodities. However, there are several barriers to the expansion of existing value-add production and the creation of new ventures.

Some barriers to fully exploiting this opportunity include:

- Lack of advocacy
- Labour shortages
- Lack of effective business and/or growth planning
- Lack of capital
- Disrupted supply chains



A clear implication from this analysis is the need to engage with current and emerging secondary processors to help coordinate their growth and development and to overcome these barriers.

Improving value-add capacity not only directly benefits existing and future secondary producers, but also strengthens the regional economy through diversification, output, net import-export position and gross regional product. There are specific identified opportunities in the region to improve value-adding capacity and deliver the following potential impacts for the Great Southern's regional economy by 2030\*:

ADDITIONAL  
**\$241M**  
TOTAL OUTPUT

ADDITIONAL  
**\$124M**  
VALUE ADDED

ADDITIONAL  
**530**  
REGIONAL JOBS

ADDITIONAL  
**\$32M**  
IN SALARIES/WAGES

\*Remplan 2021 \*Total output includes direct effect, supply chain effect and consumption effect.

# INNOVATION

## WHAT WE DID

### POWERING BREMER BAY

#### BUSINESS CASE



Utilising energy storage and innovative microgrid technology, there is an opportunity to unlock the current and future growth potential of Bremer Bay’s strategic industries, support ongoing private and public investment into the town and develop a pathway to net-zero carbon emissions.

Bremer Bay faces many challenges due to distance from main roads and unreliable energy sources which are exacerbated by the town’s peak holiday season.

As thousands of visitors descend on this small town each year, local tourism and hospitality operators are managing days of lost sales and the costs of purchasing and maintaining independent diesel generators. With the current energy reliability issues, some local businesses (including aquaculture and fisheries enterprises) have identified that their plans for expansion will be constrained if a long term, stable energy solution cannot be implemented for the town.

A growing Bremer Bay, with a greater capacity to host visitors and residents at the same time, contributes to the development of the South Coast’s tourism, bringing more people to the region who will explore other noteworthy destinations along the coast and inland. Investment in more reliable and capable energy infrastructure aligns with planned investment in the town centre, which is experiencing record breaking visitor numbers and residential development and must be proactive about how the town will support and benefit from this growth.

The South Coast region is well positioned as a renewable energy producer and can continue to build on this progress. Investment in energy protects, diversifies, and enhances existing and emerging regional industries. Growing interest in conventional and niche energy technologies globally provide strong opportunities for the South Coast region.

The provision of stable and sustainable energy for the town of Bremer Bay has the potential to unlock the growth potential of the Town’s aquaculture and fisheries industries. This investment alone could deliver the following economic impacts for the Great Southern region by 2030\*:

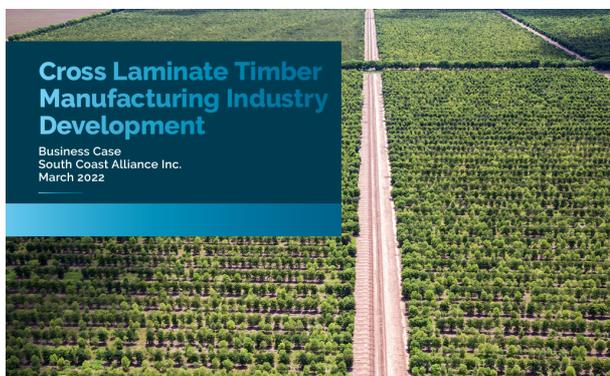
ADDITIONAL <b>\$32M</b> TOTAL OUTPUT	ADDITIONAL <b>\$11M</b> VALUE ADDED	ADDITIONAL <b>47</b> REGIONAL JOBS	ADDITIONAL <b>\$4.6M</b> IN SALARIES/WAGES
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\*Remplan 2021 \*Total output includes direct effect, supply chain effect and consumption effect.

# INNOVATION

## WHAT WE DID

### CROSS LAMINATE TIMBER MANUFACTURING INDUSTRY BUSINESS CASE



The South Coast region could be well positioned for Cross Laminated Timber (CLT) industry development, with amongst Australia’s highest density of total plantation area, a changing regulatory environment surrounding native forestry, associated industry uncertainty and disruption that can be seen as both a challenge and opportunity (e.g. skill repurposing and job protection), strong road transport networks, access the Port of Albany, and established heavy industrial areas which may be suitable for CLT facility development.

The establishment of a CLT industry requires careful planning and clarity around a number of uncertainties, including the need to develop supporting industries / supply chains and the selection of the most appropriate input materials.

An improved regional economy will attract greater private investment, create jobs, attract skilled workers and their families, facilitate expanded education and training options, and improve the region’s profile to domestic and international markets. This, along with the developed CLT products and their use in the local construction industry, is particularly relevant to further developing the region’s clean and green image.

Many flow-on impacts would occur throughout the supply chain, including road and, potentially, sea distribution channels, storage, milling, plantations, professional services (e.g., architecture and engineering), and CLT building construction.

There is potential to deliver the following impacts for the South Coast region’s economy by 2030\*:

ADDITIONAL <b>\$188 - \$369M</b> TOTAL OUTPUT	ADDITIONAL <b>\$63 - \$127M</b> VALUE ADDED	ADDITIONAL <b>371 - 746</b> REGIONAL JOBS	ADDITIONAL <b>\$31 - \$63M</b> IN SALARIES/WAGES
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Following our initial successful partnership, the Forest Products Commission looked to partner further in addressing some of the recommendations from the business case for cross laminated timber. The intention is to create a pathway towards added value industry development with the South Coast region, that could support the existing industry and create a new high value industry associated with carbon capture and storage.

\*Remplan 2021 \*Total output includes direct effect, supply chain effect and consumption effect.

# ENGAGEMENT ACTIVITIES

Engagement activities over the course of the year focused on partner development, stakeholder communication and project funding conversations.

	NUMBER OF ENGAGEMENTS	NUMBER OF ENTITIES
INDUSTRY GROUPS	15	10
FEDERAL DEPARTMENTS OR AGENCIES	6	3
STATE DEPARTMENTS OR AGENCIES	10	5
LOCAL GOVERNMENT	21	5
OTHER ACTORS	27	16
<b>TOTAL</b>	<b>79</b>	<b>39</b>

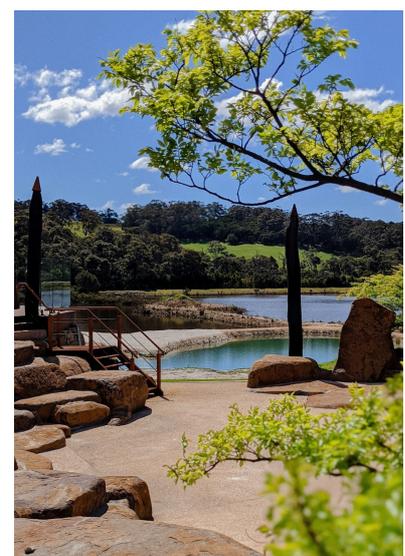
The number of entities engaged increased by 30% from last financial year

During this reporting period there was an increase of five engagements and nine entities engaged compared with the 2021 financial year by the Principal Consultant.

Alliance members experienced an industry tour of The Dam at Raintree located in the Shire of Denmark. A new multi-million-dollar agri-business, distillery, restaurant and shop, Raintree offers a variety of products available to the public with a focus on sustainable farming and tourism business practices.

The property creates its own eco-system with black Angus cattle, eight acres of Cannabis sativa (hemp), 2500 oak trees, French black truffles, and several dams which are full of marron.

This diverse range of products is an example of the variety available within the South Coast region. The Dam includes a large hospitality venue with shop, bar and restaurant.



SOUTH COAST ALLIANCE INC.  
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