## CCS144: SOUTH COAST ALLIANCE INC – DECEMBER 2018 & MARCH 2019 MEETING MINUTES

| | | |
|---|---|---|
| **Proponent / Owner** | : | South Coast Alliance Inc |
| **Attachment** | | South Coast Alliance Inc Minutes – 13 December 2018 & 21 March 2019 |
| **Report Prepared By** | : | Executive Director Corporate Services (M Cole) |
| **Responsible Officers:** | : | Chief Executive Officer (A Sharpe) |

### South Coast Alliance Inc (Previously the Lower Great Southern Economic Alliance) Terms of Reference

The South Coast Alliance Inc is comprised of representatives from the City of Albany, Shires of Denmark and Plantagenet.

The South Coast Alliance Inc was formed to promote collaborative economic development in the region through: Advocacy, Economic Development and Tourism and Resource Efficiency.

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**CCS144: RESPONSIBLE OFFICER RECOMMENDATION**

1. **THAT the Committee NOTE the confirmed minutes of the South Coast Alliance Inc meeting held 13 December 2018 as outlined in Attachment 1.**

2. **THAT the Committee NOTE the unconfirmed minutes of the South Coast Alliance Inc meeting held 21 March 2019 as outlined in Attachment 2.**

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| | | |
|---|---|---|
| **Consulted References** | : | Lower Great Southern Economic Alliance (LGSEA) Memorandum of Understanding dated July 2015 |
| **File Number (Name of Ward)** | : | All Wards |
| **Previous Reference** | : | Nil |
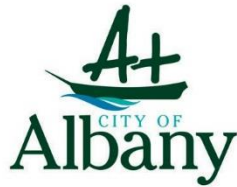
# Lower Great Southern Economic Alliance Inc.

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# MINUTES

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


**Wednesday, 13 December 2018**

Location: Shire of Denmark

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## 1.    DECLARATION OF OPENING

*As this was the first meeting of the Lower Great Southern Economic Alliance Inc., Cr Gearon declared the meeting open at 1.00pm.*

*Cr Gearon acknowledged the land on which the meeting was being held and the traditional custodians of the land, the Bibbulman and Minang people.*

*Cr Gearon stated that she would also like to show her respect for elders past, present and emerging.*

## 2.    RECORD OF ATTENDANCE/APOLOGIES

**Alliance Members (Voting):**

| | |
|---|---|
| Shire of Denmark (President) | Cr Ceinwen Gearon |
| Shire of Plantagenet (President) | Cr Chris Pavlovich |
| City of Albany (Mayor) | Mayor Dennis Wellington |
| Shire of Plantagenet | Cr Brett Bell |
| Shire of Denmark (Councillor) | Cr Peter Caron |
| Shire of Denmark (Councillor) | Cr Jan Lewis |
| Shire of Plantagenet (Deputy) | Cr Marie O'Dea |
| Shire of Plantagenet (Councillor) | Cr Jon Oldfield |
| City of Albany (Councillor) | Cr Rebecca Stephens |
| City of Albany (Councillor) | Cr Greg Stocks |

**Alliance Member Chief Executive Officers (Non-Voting)**

| | |
|---|---|
| Shire of Denmark (CEO) | Bill Parker |
| City of Albany (CEO) | Andrew Sharpe |
| Shire of Plantagenet (CEO) | Rob Stewart |

**Apologies:**
Nil

**Staff in Attendance (Non-Voting):**

| | |
|---|---|
| City of Albany | Michael Cole |
| City of Albany | Susan Kay |
| City of Albany | Adam Cousins |
| Shire of Denmark | Claire Thompson |

**Observers**

| | |
|---|---|
| Regional Development Australia | Simon Lyas |
| Great Southern Development Commission | Bruce Manning |
| Shire of Jerramungup (Shire President) | Cr Robert Lester |
| Shire of Jerramungup (CEO) | Martin Cuthbert |

## 3.      ELECTION OF OFFICE BEARERS

### 3.1      INTRODUCTION

Being the first meeting of the Lower Great Southern Economic Alliance Inc., the following positions were required to be filled;

1.      Chairperson
2.      Deputy Chairperson
3.      Secretary
4.      Treasurer
5.      Ordinary committee members (5)

*Prior to the election, the following guiding principles were endorsed;*
- *There will be equal representation from the three local governments on the Committee.*
- *The Chair and the Deputy Chair be from different local governments and that the positions rotate every year between the member local governments.*
- *That the Alliance would consider further representation from other local governments, on request.*

While meetings of the Alliance have in the past been chaired by the Mayor or President of the host council, it is proposed to elect a Chairperson and Deputy for the term of the current committee.  Roles can then rotate on an annual basis as they do at present with the Shire of Denmark providing administrative/secretarial support and the City of Albany providing budget and financial reporting support for the Alliance.

Nominations for the positions now called.

### 3.2      CHAIRPERSON

*Cr Oldfield nominated Cr Pavlovich.  Cr Pavlovich accepted the nomination.*
*There were no further nominations and Cr Pavlovich was declared elected unopposed.*

*Cr Pavlovich assumed the Chair.*

*1.22pm – Cr Gearon left the room.*

### 3.3      DEPUTY CHAIRPERSON

*Cr Lewis nominated Cr Caron.  Cr Caron accepted the nomination.*
*There were no further nominations and Cr Caron was declared elected unopposed.*

### 3.4      TREASURER

*Mayor Wellington nominated Cr Stephens.  Cr Stephens accepted the nomination.*
*There were no further nominations and Cr Stephens was declared elected unopposed.*

### 3.5      SECRETARY

*Cr Caron nominated Cr Lewis.  Cr Lewis accepted the nomination.*
*There were no further nominations and Cr Lewis was declared elected unopposed.*

### 3.6      COMMITTEE MEMBERS (5)

The following committee members were elected unopposed.
*Cr Stocks*
*Cr Oldfield*
*Mayor Wellington*
*Cr Gearon*
*Cr Bell*

## 4.    PRESENTATIONS

### 4.1    DEPARTMENT OF PRIMARY INDUSTRIES AND REGIONAL DEVELOPMENT

*Ms Nicki Poulish from the Department presented on the outcomes of the Premium Food and Beverage Forum held on 28 June 2018.*

*1.39pm – Cr Gearon returned to the room.*

### 4.2    FOOD FOR THOUGHT

*Ms Evelyn Lee, Founder and Coordinator of the Food for Thought Festival and representing the UWA Centre of Social Impact and Sustain: The Australian Food Network, presented a case study for Food for Thought as well as Agri tourism festivals and special events supporting regional economic growth and regenerative development.*

### 4.3    HEALTHY ALBANY PROJECT

*City of Albany's Executive Director of Community Services, Ms Susan Kay and Healthy Albany Project Officer, Kate Jones presented on the Healthy Albany Project.*

### 4.4    ARTS, CULTURE AND HERITAGE STRATEGY

City of Albany's Executive Director of Community Services, Ms Susan Kay provided an update, outlining the framework of the Great Southern Region Arts, Culture and Heritage Strategy.

### 4.5    RURAL BUSHFIRE CENTRE OF EXCELLENCE

*Mr Sharpe provided an update on the Rural Bushfire Centre of Excellence submission;*

- *5 potential locations had been put forward – 1 in Mt Barker, 1 in Denmark and 3 in the City of Albany;*
- *Early feedback indicates that the proposal is seriously being considered;*
- *A decision would likely be considered sometime in January 2019;*

*Members discussed whether any information should be provided publically on the potential success of the application.  Mr Sharpe advised against pre-empting any decision and suggested that the Alliance should await the outcome.*

*Mr Sharpe thanked everyone who had been involved in preparing the submission.*

## 5.    CONFIRMATION OF MINUTES

### 5.1    MEETING HELD 20 SEPTEMBER 2018

| **DECISION &** OFFICER RECOMMENDATION | ITEM 5.1 |
|---|---|
| MOVED: Cr Caron | SECONDED: Mayor Wellington |
| That the Minutes of the meeting held on 20 September 2018 be confirmed as a true and correct records of proceedings. | |
| CARRIED UNANIMOUSLY | |

## 6.    MAYOR / SHIRE PRESIDENT UPDATE

<u>City of Albany</u>

*Mayor Wellington provided an update on the following;*
- *Concerns regarding WALGA's position on social media and Third Party Appeals against JDAP decisions;*
- *Allison Hartman Gardens – work commencing January 2019;*
- *Town Hall renovation project – architect appointed.  Tenders to be called in the near year;*
- *Middleton Beach foreshore design commencing in new year;*
- *Middleton Beach developments – consideration being given to renewable energy.*

<u>Shire of Denmark</u>

*Shire President, Cr Ceinwen Gearon provided an update on the following;*
- *Upgrade of McLean Oval sporting field;*
- *McIntosh Road, near industrial area, still progressing;*
- *Awaiting confirmation of re-allocation of funding for William Bay area upgrades;*
- *Departure of two Directors.  Currently advertising for new Director;*
- *Wilson Inlet – opening caused controversy in the community.  Bar has already closed.*
- *Bird sanctuary proposal, fencing has been erected to protect nesting birds.  Some conflicts with dog exercise area;*
- *No confirmation on development of retirement village.*

<u>Shire of Plantagenet</u>

*Shire President, Cr Chris Pavlovich provided an update on the following;*
- *Christmas Carols for 2018 went well;*
- *Swimming Pool – looking at renewal options;*
- *Liaison with local Noongar groups – request for permanent pole for flying the Aboriginal Flag. Seeking Noongar input on important issues and local sites.*

*2.37pm – Cr Lewis left the room.*

## 7.    AMAZING SOUTH COAST INC. UPDATE

Mayor Wellington provided an update on the following activities of the Amazing South Coast Inc. interim Board;
- Website operational;
- Numbers are increasing. *Field of Light* has attracted 50,000 visitors to date.  Wool Shed in Williams has indicated that their numbers have increased by 15-20%;
- Marketing will commence in February 2019 – seeking to increase membership;
- Discussions being had with Denmark and Albany Chamber of Commerce regarding their possible involvement in tourism in the future;
- Consumer marketing campaign to be commenced in new year;
- Albany Visitor Centre has doubled its number of patrons since relocating to York Street.

*2.39pm – Cr Lewis returned to the room.*

*Shire President, Cr Pavlovich asked whether there had been any discussion or progress on Amazing South Coast signage for the three Alliance local governments.*

*Mayor Wellington advised that they were waiting for their new Executive Officer to commence before having the discussion around future marketing.*

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*ACTION: It was requested that this matter would be listed on the next Alliance Agenda for discussion.*

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## 8.   FINANCIAL STATEMENTS AND REPORTS – DECEMBER 2018

| | |
|---|---|
| Prepared by: | City of Albany |
| Author: | City of Albany |
| Attachments: | Yes |

### STRATEGIC IMPLICATIONS

1.  This item relates to:
    a)  The Lower Great Southern Economic Alliance (LGSEA –'The Alliance') Strategic Plan and 2017-2018 Business Plan (Operational Plan);
    b)  The LGSEA Priority Action List 2018-2019; and
    c)  The LGSEA FY2018-2019 Budget.

### In Brief:

The Alliance to **NOTE** the FY2018-2019 Budget vs. Year to Date Actuals as at 31 October 2018.

| | |
|---|---|
| **DECISION &** RECOMMENDATION | ITEM 9 |
| MOVED: Cr Oldfield | SECONDED:  Cr Stephens |

That the Lower Great Southern Economic Alliance (LGSEA) note the status of the FY2017-2018 Budget Actuals as at 31 October 2018 as outlined in Attachment A.

CARRIED UNANIMOUSLY

### BACKGROUND

2.  At its 21 June 2018 Meeting the Alliance Adopted a Budget for FY2018-2019.
3.  A *Statement of Budget Actuals* for the period ending 31 October 2018 has been prepared and is noted in Attachment A.

### DETAILS

4.  Attachment A documents actual Expenditure and Income as at 31 October 2018 against the Alliance Budget.
5.  To date, only minimal cash Expenditure and Income transactions have occurred, as follows:
    a)  Expenditure (Cash):
        i.    Alliance incorporation fee – $122.00
        ii.   Tourism Development – Marketing: $17,736.00
        iii.  Economic Development – Consultant Fees: $5,000.00

    b)  Income (Cash):
        i.    Shire of Denmark Cost Share: $33,768.00
        ii.   Shire of Plantagenet Cost Share: $33,768.00
6.  The Budget is considered on track with the majority of expenditure expected to occur in Q2 and Q3 of FY2018-2019.

### GOVERNMENT & PUBLIC CONSULTATION
Nil.

### STATUTORY IMPLICATIONS
Not Applicable.

**POLICY IMPLICATIONS**
Not Applicable.

**RISK IDENTIFICATION & MITIGATION**
The risk identification and categorisation relies on the City of Albany's Enterprise Risk and Opportunity Management Framework.

| Risk | Likelihood | Consequence | Risk Analysis | Mitigation |
|---|---|---|---|---|
| *FY2018-2019 Budget Adoption Business Operation, Reputation & Financial.* <br> *Should the Finance Report not be endorsed, the following risks have been identified:* <br> *Risk a): significant delay to projects and initiatives.* <br> *Risk b): cost escalation as a result of delay.* <br> *Risk c): reputational damage as a result of inactivity or delays to projects.* | *Possible* | *Minor* | *Medium* | *Engagement with the Alliance and CEO group through meetings and document review.* |

**FINANCIAL IMPLICATIONS**
Nil.

**ENVIRONMENTAL CONSIDERATIONS**
Nil.

**ALTERNATE OPTIONS**

7.  The Alliance may choose not to NOTE the status of the FY2018-2019 Budget Actuals.
8.  In this instance Officers can re-scope work in consultation with the LGA CEO's to meet the Alliance requirements.

**SUMMARY CONCLUSION**

9.  The summary of FY2017-2018 Actuals as at 31 October 2018 suggest the Budget is on-track.
10. The majority of Expenditure and Income will fall in Q2 and Q3 of FY2018-2019.
11. It is recommended the Alliance endorse the recommendations of the Report.

**9. PRIORITY ACTION LIST QUARTERLY STATUS UPDATE**

| | |
|---|---|
| Prepared by: | City of Albany |
| Author: | City of Albany |
| Attachments: | Yes |

**STRATEGIC IMPLICATIONS**

1.  This item relates to:
    a)  The Lower Great Southern Economic Alliance (LGSEA –'The Alliance') Strategic Plan and 2017-2018 Business Plan (Operational Plan); and
    b)  The LGSEA Priority Action List (Adopted 21 June 2018).

**In Brief:**

The Alliance **NOTE** the Priority Action List Quarterly Status Update in Attachment A.

| **DECISION &** OFFICER RECOMMENDATION | ITEM 9 |
|---|---|
| MOVED: Cr Gearon | SECONDED: Cr Bell |

That the Lower Great Southern Economic Alliance (LGSEA) note the Priority Action List Quarterly Status Update in Attachment A.

CARRIED UNANIMOUSLY

## BACKGROUND

2.  At its 08 February 2018 meeting the LGSEA resolved to undertake a Business Planning Workshop in April 2018 to update its existing Business Plan.
3.  On Thursday 04 April 2018 the Alliance undertook a *Planning Workshop* to identify priorities for the forward period.
4.  At its 21 June 2018 Meeting the Alliance ENDORSED the Priority Action List for the financial year 2018-2019 as outlined in Attachment A.

## DETAILS

5.  The 2018-2019 Priority Action List is aligned to the Alliance key themes of Advocacy, Economic Development and Tourism, and Efficiency and Consistency.
6.  Priority Actions and Key Performance Indicators were developed with Alliance Members at the Planning workshop held in April 2018.
7.  See Attachment A for a Quarterly Status Update against Key Performance Indicators.
8.  Key items to note include:
    a) Incorporation of the Alliance is complete. Operational processes and changes now require implementation as per the timeline endorsed at the 21 June 2018 Alliance meeting.
    b) GHD has been appointed as the consultant for the commissioning of a Sub-Regional Economic Development plan. The first meeting of the Project Control Group took place on 26 October 2018.
    c) Preliminary spending on Destination Marketing has occurred including: Advertising, Web Design and Social Media.

## GOVERNMENT & PUBLIC CONSULTATION
Not Applicable

## STATUTORY IMPLICATIONS
Not Applicable.

## POLICY IMPLICATIONS
Not Applicable.

## RISK IDENTIFICATION & MITIGATION

The risk identification and categorisation relies on the City of Albany's Enterprise Risk and Opportunity Management Framework.

| Risk | Likelihood | Consequence | Risk Analysis | Mitigation |
|---|---|---|---|---|
| ***Business Operation, Reputation & Financial.*** *Should the Priority Action List Status Update not be noted, the following risks have been identified:* | | | | |

| Risk b): the operational effectiveness of the Alliance may be reduced through a lack of clarity related to tasks and deliverables. | Possible | Moderate | Medium | Engagement with the Alliance and CEO group through meetings and document review. |
|---|---|---|---|---|

**FINANCIAL IMPLICATIONS**

The Priority Action List 2018-2019 was underpinned by the Alliance 2018-2019 Budget that was adopted at the 21 June 2018 Alliance Meeting.

**LEGAL IMPLICATIONS**
Nil.

**ENVIRONMENTAL CONSIDERATIONS**
Nil.

**ALTERNATE OPTIONS**

9.   The Alliance may choose not to Note the Priority Action List Status Update.
10.  In this instance (point 15) Officers can review the Status Update with the Alliance CEO's to meet the Alliance requirements.

**SUMMARY CONCLUSION**

11.  The Status Update against the Priority Action List represents the current status of Alliance projects, initiatives and programs for 2018-2019.
12.  It is considered that achievement of Key Performance Indicators is on track.
13.  It is recommended the Alliance Note the Status Report.

*2.53pm – Cr Gearon left the room.*

**10.   GENERAL BUSINESS**

**10.1   RENEWABLE ENERGY UPDATE**

*2.54pm – Cr Gearon returned to the room.*

> Prepared by:     City of Albany
> Author:          City of Albany
> Attachments:     Yes

- The City of Albany has established a Renewable Energy Working Group (WG).
- The first meeting of the WG was held on 27 August 2018.
- The WG Terms of Reference and Notes from the 27 August meeting are attached.
- The next meeting of the WG will be scheduled for early 2019.
- Also see Priority Action List status update.

*Discussion ensued and it was agreed to wait and see what comes out of the Economic Development Strategy.*

## 10.2    IT USER GROUP UPDATE

Prepared by:      City of Albany
Author:           City of Albany
Attachments:      Yes

- See attached draft preliminary IT Report
- The next IT User Group meeting is on 10 December in Mt Barker hosted by Plantagenet.
- At the time of writing this report the Agenda was still being finalised though preliminary discussion points included: Management of servers, upgrading desktops to Windows 10, Management of Users and Applications.
- Also see Priority Action List status update.

*Noted.*

## 10.3    ECONOMIC DEVELOPMENT STRATEGY

Prepared by:      City of Albany
Author:           City of Albany
Attachments:      Yes

- The Alliance determined to commission a Sub-Regional Economic Development Strategy at its 21 June 2018 Meeting (Report AR003 Refers. Also see Reports AR002 and FSR001].
- GHD has been appointed as the Consultant to deliver the project.
- A Project Control Group (PCG) has been established with the first meeting held on 26 October 2018.
- Work to date has included re-scoping the project timeline, establishing preliminary themes and coordinating a stakeholder workshop.
- Attached are the PCG Terms of Reference, Minutes from PCG Meeting #1, and the project timeline.
- Also see Priority Action List status update.

*Noted.*

## 10.4    GSCORE – REGIONAL ECONOMIC DEVELOPMENT GRANT APPLICATION

The Alliance has provided a letter in support of the Great Southern Centre for Outdoor Recreation Excellence (GSCORE) Regional Economic Development Grant Application.

The **Tourism Experience Accelerator Program** is a training and mentoring program that supports new and established businesses in product and service development in order to generate new jobs and enhance productivity. A catalyst for innovation at a sector-wide level, the Accelerator Program will drive economic development in the Great Southern by acting as an incubator for high quality, visitor-focused experiences that attract more visitors and encourage them to stay longer and do more in the Amazing South Coast (ASC) region (i.e. the local government areas of Albany, Denmark, Jerramungup, and Plantagenet).

The Tourism Experience Accelerator Program is a unique partnership between local government, not-for-profit groups, and private enterprise. As the grant applicant, the Great Southern Centre for Outdoor Recreation Excellence (GSCORE) will act as an innovation leader and tourism business change enabler. The key partners are: the Lower Great Southern Economic Alliance, the Amazing South Coast Tourism Incorporated (ASCTI), and Distinctly Tourism Management (DTM) (a private tourism consulting company). The public-private collaboration is a key strength of this project. Our goal is to develop the region's competitive tourism advantage by establishing an innovation network of tourism businesses and public and community organisations delivering tourism experiences.

For information.

*Noted.*

### 10.5    FLEET VEHICLE LICENCE PLATES

At the City of Albany's Executive Management Team meeting on 7 November 2018 there was discussion around a proposal to change number plates from *Amazing Albany* to *Amazing South Coast.*

*Mr Cole said that the City of Albany's proposal was also an opportunity for the Shires of Denmark and Plantagenet to get on board and consider transforming their existing marketing and promotion to represent the Amazing South Coast brand.*

*Noted.*

### 10.6    SUSTAINABLE WASTE DEVELOPMENT

*Mr Stewart advised that he attended the Regional Waste Alliance meetings.  Mr Stewart said that the group was now at a point where it needed some clear direction as to what each of the local governments wanted to achieve.*

*Cr Caron said that he was glad that this issue was now coming back to Elected Members for input and that the Shire of Denmark's Waste Management Advisory Committee were currently looking into what other similar size local governments were doing with their waste. Cr Caron said that he would like the Regional Waste Alliance to provide some options on future direction and each local government could then review as to whether they wanted to continue finding a regional solution or stand alone.*

*Cr Caron noted that the Great Southern Group of Council's, Regional Waste Strategic Plan expired this year and it was an opportunity for local governments to udpate the document which would then provide for future direction.*

ACTIONS:
• Regional Waste Alliance to provide Alliance members with a brief overview of their activities so far and what they would like Elected Member input on.
• Opportunity for each local government to discuss informally prior to next Alliance meeting to come up with ideas.
• Elected Members to put forward ideas at the March 2019 Alliance meeting, for further discussion.

## 11.    ALLIANCE ACTION SHEET
Attached is the current Action Sheet for information.

*Noted.*

## 12.    NEW BUSINESS OF AN URGENT NATURE INTRODUCED BY MEMBERS
Nil

## 13.    FUTURE MEETING SCHEDULE

| Date | Time | Location |
|---|---|---|
| Thursday, 21 March 2019 | 1.00pm | Plantagenet Council Chambers |
| Thursday, 20 June 2019 | 1.00pm | City of Albany |
| *October 2019 – Local Government Elections* | | |
| Thursday, 12 December 2019 | 1.00pm | Denmark Council Chambers |

ACTION: Amend the December 2019 meeting from the 19th to 12th.

## 14.   CLOSURE

*3.20pm – There being no further business to discuss the Chairperson, Cr Pavlovich, declared the meeting closed.*

# Lower Great Southern Economic Alliance 2018-2019 Budget vs. Actuals as @ 31 October 2018  ATTACHMENT A

| | | | 2018-2019 Budget | YTD Actuals as @ 31 October 2018 | October YTD Notes | 2018-2019 Notes (from Budget Adoptio) |
|---|---|---|---|---|---|---|
| **INCOME** | | | | | | |
| **LGA General Appropriations** | | | | | | |
| | City of Albany - Cash | | $ 34,108.14 | $ 34,108.14 | Allocated at Budget Adoption | See notes to budget in report FSR001 June 2018 |
| | City of Albany - In-kind | | $ 96,992.81 | $ 32,330.93 | 4 Months allocated | See notes to budget in report FSR001 June 2018 |
| | City of Albany - Total cash and In-kind | | $ 131,100.95 | | | See notes to budget in report FSR001 June 2018 |
| | Shire of Denmark - Cash | | $ 33,768.43 | $ 33,768.00 | Invoiced and paid | See notes to budget in report FSR001June 2018 |
| | Shire of Plantagenet - Cash | | $ 33,768.43 | $ 33,768.00 | Invoiced and paid | See notes to budget in report FSR001 June 2018 |
| | Other LGA's | | $ - | $ - | | |
| **Grants / Funding** | | | | | | |
| | 2.2 Tourism Development | DMS Marketing Campaign - TWA | $ 250,000.00 | $ - | | Yr 2 TWA Funding. Yet to be invoiced for. |
| | Other | Neighbour LGA's, DMO, Sponosrship | $ - | | | |
| **Commissions/Sales** | | | | | | |
| | Website Sale Commissions | | $ - | $ - | | |
| | | **TOTAL INCOME** | **$ 448,637.81** | **$ 133,975.07** | | |
| **EXPENSES** | | | | | | |
| **General Operational Expenses** | | | | | | |
| | Telephone/Portable Computing | Telephone/Portable Computing | $ - | $ - | | |
| | | Minor Asset Purchases | $ - | $ - | | |
| | | Meeting Expenses | $ 3,900.00 | $ - | | Generic alloaction from CoA annual Budget |
| | | Refreshments | $ 300.00 | $ - | | Generic alloaction from CoA annual Budget |
| | | Accommodation and Travel | $ - | $ - | | |
| | | Audit Fees | $ 2,800.00 | $ - | | Generic alloaction from CoA annual Budget |
| | | Legal fees | $ 8,000.00 | $ - | | Generic alloaction from CoA annual Budget |
| **Project Expenses** | | | | | | |
| | 1.1 Incorporation | | | | | |
| | | Application Fee | $ 145.00 | $ 122.00 | Incorporataion Fee | As noted in Report AR001 June 2018 |
| | | Miscellaneous start-up costs | $ 500.00 | $ - | | Unalloacted costs for intital requirements of incorporation |
| | 1.2 Refresh Corporate Document Suite | | | | | |
| | | Consultant Fees Miscellaneous | $ 2,500.00 | $ - | | Consultant fee - Potential to combine project with 1.3 |
| | | Design & Printing & Digital | $ 1,000.00 | $ - | | As above |
| | 1.3 Operational Framework Materials | | | | | |
| | | Consultant Fees Miscellaneous | $ 2,500.00 | $ - | | Consultant fee - Potential to combine project with 1.3 |
| | | Design & Printing & Digital | $ 1,000.00 | $ - | | As above |
| | 1.4 Government & Regional Advocacy | | | | | |
| | | Disbursements & Miscellaneous | $ 500.00 | $ - | | Meetings, Events and Programs |
| | | Communication & Engagement | $ 500.00 | $ - | | As above |
| | 2.1 Economic Development Plan | | | | | |
| | | Consultant Fees & Commissioning | $ 37,500.00 | $ 5,000.00 | GHD installment #1 | Indicative fee |
| | | Disbursements & Miscellaneous | $ 3,500.00 | $ - | | Meetings and transfers |
| | | Design & Printing & Digital | $ 7,500.00 | $ - | | Digital Dashboard and Printing |
| | | Communication & Engagement | $ 1,500.00 | $ - | | Stakeholder engagement |
| | | Contingency (10%) | $ 5,000.00 | $ - | | Less than 20% contingency |
| | 2.2 Tourism Development | | | | | |
| | | DMS - Marketing Campaign | $ 250,000.00 | $ 17,736.00 | Flights ($888: Market Force), Advertiseing ($5,543- Vanguard Press, Examiner, ASW), Web ($5,805: Itomic), Social ($5,500: Squid Productions) | Yr 2 TWA Funding media and marketing plan |
| | | Visitor Centres Servicing | $ - | $ - | | |
| | | DMO - Support | $ - | $ - | | |
| | | TDS Deliverables | $ 20,000.00 | | | Unallocated Contingency |
| | 2.3 Renewable Energy Development | Disbursements & Miscellaneous | $ 500.00 | $ - | | Meetings and Events |
| | | Communication & Engagement | $ 500.00 | $ - | | Stakeholder Engagement and Materials |
| | 3.1 Regional Waste Strategy | | | | | |
| | | Disbursements & Miscellaneous | $ 1,000.00 | $ - | | Meetings and Events |
| | 3.2 ICT Strategy | | | | | |
| | | Disbursements & Miscellaneous | $ 1,000.00 | $ - | | Meetings, Reporting |
| **In-Kind Expenses** | | | | | | |
| | Overhead - City of Albany | | $ 22,383.00 | $ 7,461.00 | 4 Months allocated | See Proportional Cost Share Review Attachment B FSR001 |
| | Project Resourcing - City of Albany | | $ 74,609.81 | $ 24,869.00 | 4 Months allocated | See Proportional Cost share Review Attachment B FSR001 |
| | | **TOTAL EXPENSES: CASH AND IN-KIND** | **$ 448,637.81** | **$ 55,188.00** | | |
| | | | | | | |
| | | **FINALCASH AND INKIND NET POSITION** | **$ -** | **$ 78,787.07** | | |

| **LOWER GREAT SOUTHERN ECONOMIC ALLIANCE – PRIORITY ACTION LIST: FY2018-2019** | | |
|---|---|---|
| **VISION** | 'The Lower Great Southern sub-region: leading sustainable growth through collaboration' | |
| **GUIDING PRINCIPLES** | → Always ask, 'can we do this better together?'<br>→ Exercise 'co-opetition' - co-operate to compete with the rest of the world, not each other or our neighbours in the wider region or State<br>→ Respect our differences and refrain from involvement in each other's governance<br>→ Only act where there is a clear, net benefit, and no harm or undue risk<br>→ Be open and Transparent to our communities | |
| **BACKGROUND** | The 'Alliance' is comprised of representatives from the City of Albany, Shires of Denmark and Plantagenet. It was established in late 2015 to promote collaborative economic development in the region. Since establishment the Alliance has: adopted a Strategic Plan and set of Governance Arrangements; convened on a regular basis; and had oversight of a number of strategic projects—including Tourism Development. | |
| **FY2017-2018 REVIEW** | **KEY ACHIEVEMENTS**<br><br>→ Adoption of Tourism Development Strategy (TDS) and Destination Marketing Strategy (DMS)<br>→ Securing Funding for Destination Marketing Activities (delivery) - $1Mil over 4 years<br>→ Delivery of Year 1 Destination Marketing Program<br>→ Commission and Adopt Detailed Design of Regional Destination Marketing Organisation (DMO)<br>→ Support Establishment of DMO<br>→ Investigate and prepare framework for Incorporation of the Alliance<br>→ Regional Waste Strategy - preliminary scoping work undertaken<br>→ Preliminary Regional Resource sharing arrangements  - Pilot and Implementation | **KEY CHALLENGES**<br><br>→ Governance and Administration Arrangements<br>→ Tourism Development - Industry & Stakeholder management<br>→ Changes to Funding Arrangements (Growth Plan Funding)<br>→ Stakeholder Expectations Management |
| **FY2018-2019 PLANNING** | **OVERVIEW**<br><br>The Alliance adopted a set of high level priority actions for FY2017/2018. To assist in resetting priorities and actions for FY2018/2019 as well as prepare budgets, a planning workshop was convened in April 2018.<br><br>At the April Workshop Alliance members and observers were invited to participate in a review of Achievements and Challenges to date. This was followed by an exploration of what measures of success could (or should) be explored for the future, as well as the key barriers to success. A summary of *Success* and *Barriers* from the workshop is outlined below. Members were then invited to explore opportunities under the three strategic themes as adopted in the Alliance Strategic Plan, being: Advocacy, Economic Development and Tourism; Efficiency and Consistency. Finally, a review of opportunities was undertaken with the group identifying its key priority areas for potential inclusion in the FY2018/2019 Action List. | |
| | **SUCCESS**<br><br>→ 100% sustainable/renewable power<br>→ 5% increase in population with record low unemployment<br>→ Local Government Service delivery has been transformed<br>→ Delivered innovated waste solutions<br>→ Region recognised as a healthy food bowl<br>→ Increase in visitor numbers in a co-ordinated, co-operative, supporting sector.<br>→ High levels of collaboration and trust<br>→ Region wins international award for nature based tourism | **BARRIERS**<br><br>→ Politics & absence of trust from partners and local electors<br>→ Resourcing and commitments<br>→ Funding, logistics and marketing<br>→ Self-interest and parochialism<br>→ Knowledge loss through change of officers, councillors etc.<br>→ Suitable sites and resources for projects<br>→ Attraction human Capital, resources and funding<br>→ Relationships with the rest of the region |
| **FY2018-2019 KEY FOCUS AREAS** | → **GOVERANCE:** Review and Develop Governance and Administration Arrangements, Resources and Systems<br>→ **STRATEGY:** Deliver Sub-Regional Economic Development Strategy/Plan<br>→ **TOURISM:** Confirm and Deliver Tourism Development Commitments, & Monitor Tourism Development: TDS, DMS and DMO. | |

## ATTACHMENT A

| STRATEGIC THEMES | OBJECTIVE | PRIORITY ACTIONS | | KEY PERFORMANCE INDICATOR | STATUS |
|---|---|---|---|---|---|
| **1.0**<br><br>**ADVOCACY** | Maximise the States and Commonwealths Governments awareness of the benefits to the region state and nation of investing in the Lower Great Southern Region's (and wider regions) economic future. | **1.1** | Alliance Governance to change to an Incorporated Association. | → Adopted/Enacted: December 2018 | - Incorporation Complete.<br>- Implementation to be aligned to Incorporation Report timeline as per Minutes of 21 June Meeting: Report AR001 |
| | | **1.2** | Review & refresh Corporate Document Suite – Including: Strategic Plan, Corporate Plan & Governance/Constitution. | → Adopted: June 2019 | - No action |
| | | **1.3** | Develop & Adopt an Operational Framework & supporting materials & systems:Resourcing & Project Model, Budget Model; Reporting Model, Agenda  Settlement & Administration Model; Communications Model. | → Adopted: June 2019 | - No action |
| | | **1.4** | Direct Government (Federal, State, Local) Regional Advocacy.<br>Direct Industry Regional Advocacy. | → Relevant Federal Minister to attend 1 x Alliance Meetings: June 2019<br>→ Relevant State Minister to attend 1 x Alliance Meetings: June 2019<br>→ Relevant analogous LGA Body to attend 1 x Alliance Meeting: June 2019<br>→ Priority Industry Representatives to attend 3  x Alliance Meetings: June 2019 | - No action |
| **2.0**<br><br>**ECONOMIC DEVELOPMENT AND TOURISM** | Encourage investment and business development, support job growth, increase visitor nights to 3million by 2021 and promote the region with a single voice. | **2.1** | Commission & Adopt Sub-Regional Economic Development Strategy/Plan | → Adopted by Alliance and Member Councils: March 2019 | - GHD contracted<br>- PCG Meeting #1 complete<br>- Project Timeline Agreed<br>- Stakeholder workshop scheduled. |
| | | **2.2** | Monitor, Address & Report against Tourism Industry Development | → Note Tourism Western Australia (TWA) Destination Marketing  funding Acquittal/Report for FY2017-2018): September 2018<br>→ Note Annual Marketing/Media Plan for YR2 (FY2018/2019) of Tourism Western Australia's (TWA) Destination Marketing Funding: September 2018<br>→ Develop Reporting Model for the new Destination Marketing Organisation Performance: October 2018 | - Acquittal report pending.<br>- YR2 Marketing Plan endorsed by TWA and DMO.<br>- DMO reporting model pending finalised agreements with LGA's. |
| | | **2.3** | Renewable Energy Development | → Receive a status report on work undertaken to date by the City of Albany: October 2018<br>→ Adopt an Alliance Policy Position on Regional Renewable Energy: June 2019 | - Working Group Meeting #1 complete<br>- Status report to Dec 2018 Alliance.<br>- Regional Policy position: No action |
| **3.0**<br><br>**EFFICIENCY AND CONSISTENCY** | Achieve effective and efficient regional solutions for agreed priority issues that require large scale investments<br><br>Identify and implement opportunities for smaller scale improvements through operational level sharing and efficiencies | **3.1** | Review Regional Waste Management Solution(s) | → Receive Status Report/Presentation on regional Waste Strategy: July 2018 | - Presentation/update delivered to September Alliance Meeting |
| | | **3.2** | Explore ICT Business & Systems Collaboration between the 3 LGA partner organisations | → Establish Collaborative 'IT User Group' across the 3 LGA partner organisations: July 2018<br>→ Biannual Report to Alliance on status of 'IT User Group' Projects And Initiatives: Report 1 December 2018, Report 2 July 2019. | - IT user Group Active.<br>- Report 1 to Dec Alliance meeting. |

# Terms of Reference

# Renewable Energy

# Working Group

The City of Albany has invited stakeholders to participate in a proactive volunteer Working Group to address renewable energy opportunities in Albany and the surrounding region. The group participants will assist the City to engage stakeholders, agencies, commercial enterprises, researchers, consultants, funding bodies and its community in advancing its renewable energy aspirations.

| | |
|---|---|
| **Official Title** | **Renewable Energy Working Group** |
| **Chair** | City of Albany: Mayor – Dennis Wellington |
| **Project Manager** | City of Albany: Executive Director of Corporate Services Michael Cole |
| **Date** | 27 August 2018 |

| | |
|---|---|
| **Purpose** | The **Renewable Energy Working Group** is tasked with the provision of strategic advice in assisting the City achieve its stated objectives in relation to renewable energy for the region.

Core objectives for the Working Group are as follows:

- To facilitate Albany becoming self-supporting in its energy needs by 2026 with a bias towards renewable energy sources, systems and technology; and
- To explore opportunities to establish Albany as a recognised regional centre for Renewable Energy research, development and education.

The core responsibilities of the Working Group are:

- **Establishing a long term project vision**
- **Establish clear project objectives**
- **Determine preferred strategies, partnerships, tactics and activities**
- **Guide and facilitate comprehensive master planning and business planning and business feasibility processes**
- **To identify suitable engagement strategies**
- **Establish Project Control Group(s) to facilitate project delivery**
- **Advocate for funding and sponsorship opportunities.**

The general responsibilities of the Working Group will include:

- Identify key stakeholders;
- To continually monitoring project development against identified objectives;
- Providing guidance for the development of the scope, methodology, planning and management process;
- Oversee the planning, procurement, design and development of any master plans, business plans or feasibility studies
- Identify staging and implementation priorities;
- Ensuring compliance with relevant Government and industry policies and standards;
- Providing guidance and assistance in regards to communication and consultation;
- Review and assess reports and make recommendations;
- Assist in identifying specialist expertise as required;
- Align activities with the State and federal government vision and initiatives for development growth in WA. |

2

| Operating Principles | The following operating principles will be actively applied by the Working Group. The Working Group will aim to:<br><br>• Be pragmatic and flexible in both approach and process to ensure a timely and efficient project delivery;<br>• Ensure appropriate representation of all views are considered during the development phase;<br>• Encourage openness, transparency, cooperation, collaboration and sharing of information with all stakeholders;<br>• Identify opportunities to reduce duplication of effort and encourage project efficiencies;<br>• Actively communicate, collaborate, listen and respond to our colleagues and the wider community; challenge the norm, have a creative approach to problem solving, always looking forward, and be socially and environmentally responsible; and<br>• Communicate absences and nominate proxies as required. |
|---|---|

| Membership | Member Position | Representing | Acknowledged |
|---|---|---|---|
| | CHAIR<br>Mayor City of Albany: Dennis Wellington | City of Albany | |
| | CEO City of Albany: Andrew Sharpe | City of Albany | |
| | Councillor City of Albany: Anthony Moir | City of Albany | |
| | Councillor City of Albany: Ray Hammond | City of Albany | |
| | CEO Shire of Denmark: Bill Parker | Shire of Denmark | |
| | CEO Shire of Plantagenet: Rob Stewart | Shire of Plantagenet | |
| | Principal Planning Consultant<br>Grid Transformation, Western Power, Neil Chivers | Western Power | |
| | New Energy Lead, Synergy: James Giblin | Synergy | |
| | CEO Great Southern Development Commission: Bruce Manning | Great Southern Development Commission | |
| | Director Regional Development Australia - Great Southern: Simon Lyas | Regional Development Australia Great Southern | |
| | Centre Manager for Wave Energy Research, Dr Wiebke Ebeling | UWA - Great Southern | |
| | Co-opted members as required TBC | TBC | |

| **Project Governance Structure** | The Structure of the Project is indicated in the below diagram. |

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│     City of Albany: Council │
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              │
┌─────────────────────────────┐
│                             │
│   Renewable Energy Working  │        ┌──────────────────────┐
│           Group             │        │  Key Stakeholders     │
│                             │        │  Specialist Expertise │
└─────────────────────────────┘        │  Specialist Consultants│
              │                         └──────────────────────┘
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│                             │
│  Renewable Energy Project   │
│       Control Group         │
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│  Key Stakeholders and       │
│       Community             │
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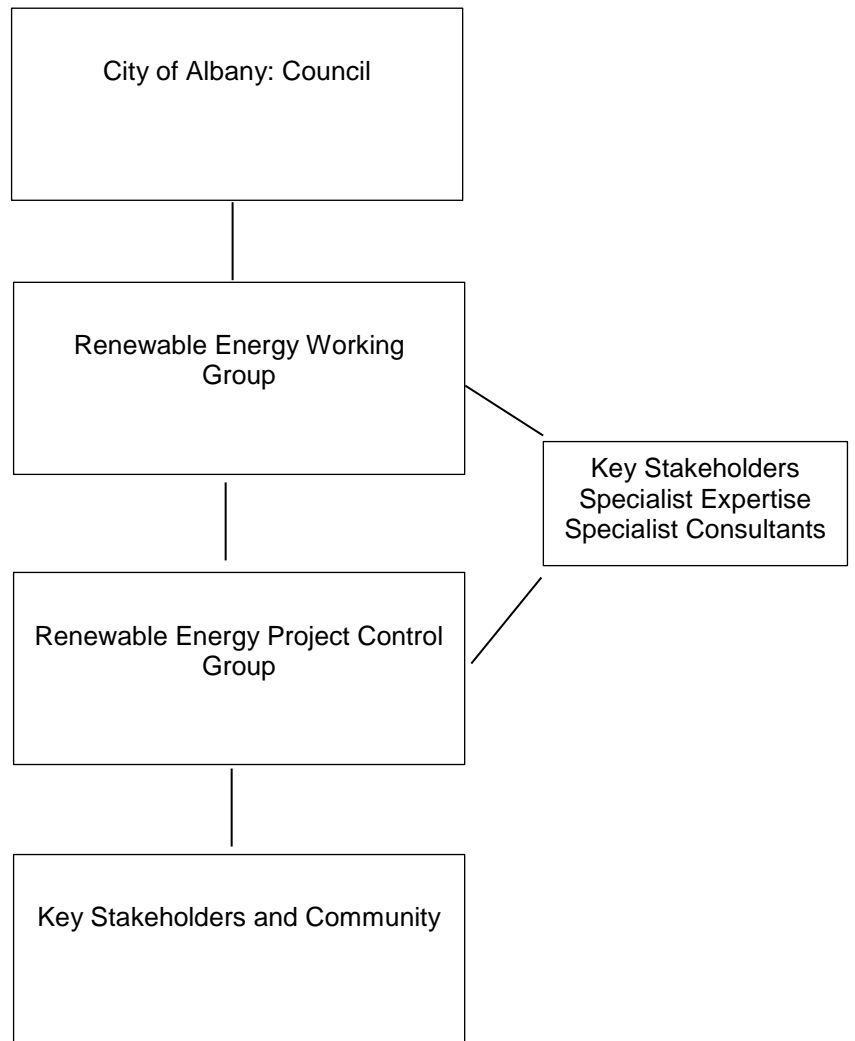
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|---|---|
| **Scope** | The following principles form the scope of the Working Group: <br><br> • The Working Group will be required to <u>maintain confidentiality</u> in regard to information disclosure. This may include comments to media and general public outside of the group. Please refer to the following extract from the City of Albany Communications Guide: <br> "The Mayor and, by delegation, the Chief Executive Officer are the designated City of Albany representatives to the media. All comment to the media must be delivered by or through these two representatives. Media comment is coordinated by the Communications Team, which ensures statements are officially approved before being distributed. <br> If a member of the media contacts you, tell them that City policy requires you to refer the enquiry to the Communications Team, and then inform the team of the approach by emailing: <br> 'medialiaison@albany.wa.gov.au." <br> • The Working Group will not have the authority or power to commit the Council of the City of Albany or any association, organisation, group or individual to expenditure without City endorsement. <br> • The Working Group will be required to meet to consider the planning for renewable energy in Albany and the region; any generation of substantial concepts will follow local government protocols of approvals, due diligence and whichever applies during the process. <br> • The Working Group will be required to consider: <br>    o Renewable energy opportunities <br>    o Education and research opportunities <br>    o Other matters pertaining to the development of a sustainable energy plan for the region. <br> • Out of scope items include: <br>    o City of Albany internal facility and service energy management <br> • The facilitator may request to record the Working Group meetings, for the purpose of promoting group activities, with the full and written permission of all participants each time. |
| **Working Group Ground Rules** | The following rules must be adhered to by all who attend the meeting and consist of: <br> • We start and finish on time. <br> • Only one person speaks at a time: no one will interrupt while someone is speaking. <br> • We all participate and contribute – everyone is given an opportunity to voice their opinions. <br> • No personal attacks. Challenge ideas, not people. <br> • We agree to be respectful of the rights of others to hold values, attitudes, and opinions that differ from their own. <br> • Switch off mobiles or switch the mobile to silent and take the call outside of the meeting room. <br> • Keep discussions on the topic and focused. <br> • We will declare our interests where appropriate. |

| | |
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| **Duration of the Working Group** | The Terms of Reference draft shall be reviewed by the group, with amendments made before final acceptance of the document. The Terms of Reference may be altered to meet the current needs of all group participants, and agreement of the majority. |
| | The Working Group will commence under these Terms of Reference from the project start date of 27 August 2018 and will cease to operate under these arrangements at a time the group agrees. The Terms of Reference will be reviewed regularly to ensure their relevance in relation to the role, membership and responsibilities of the Group in the next phases. |
| **Accountability and Decision Making Authority** | The Working Group consists of members as identified under membership. However, there is also the capacity to invite additional representation from other project stakeholders/technical advisors if and when required. Stakeholders will be invited to be involved to assist in issues relevant to their area of operation, interest and expertise. |
| | The members of the Working Group are involved in decision making for:<br>• agreeing and managing the vision, scope, methodology and governance issues; |
| | The role of the Chairman will be to facilitate the Working Group Meetings. |
| | The role of the Project Manager is to provide the following services:<br>• Be the point of contact for the appointed consultants, stakeholders and Working Group members.<br>• Technical expertise related to the planning and implementation process;<br>• Managing consultants and construction contracts and compliance with development requirements when required;<br>• Recommend and endorse payments; and<br>• Seek approval to advance from one phase to the next and confirm the following: funding sources, commitment of funds, change(s) in scope and/or additional expenditure as required. |
| **Quorum** | 6 members |

| | | |
|---|---|---|
| **Reporting and Control** | Reporting Frequency | Meetings will be convened as required. With the intent to meet Quarterly. |
| | Change Control | |
| | | Changes considered 'in scope' of Project Working Group responsibility will be scheduled on the agenda. |
| | | Terms of Reference for the Project Working Group will be reviewed at the completion of this phase of the project. |

| **Agenda Management** | Papers will be emailed to the Project Working Group members by COB the day prior to the meeting.

Minutes will be available at the latest, 10 working days after a meeting.

Minutes of previous meetings that are accepted by the Working Group should be signed as being a true record of the discussions and decisions of the Group – by the Members. |
| --- | --- |

**Renewable Energy Working Group**
**Industry Reference Group to the City of Albany**

**Minutes of Meeting held**
**Monday 27 August 2018**
**10:30am**
**City of Albany, North Road, Civic Rooms**

## 1.    Attendance and Welcome

Meeting opened at 10:32 am and Dennis Wellington, Chair thanked all for attending.

*Attendees:*

| | |
|---|---|
| Dennis Wellington | Mayor, City of Albany |
| Andrew Sharpe | CEO, City of Albany |
| Anthony Moir | Councillor, City of Albany |
| Ray Hammond | Councillor, City of Albany |
| Bill Parker | CEO, Shire of Denmark |
| John Fathers | A/CEO, Shire of Plantagenet |
| Neil Chivers | Principal Planning Consultant, Grid Transformation, Western Power |
| James Giblin | New Energy Lead, Synergy |
| Bruce Manning | CEO, Great Southern Development Commission |
| Simon Lyas | Director, Regional Development Australia |
| Wiebke Ebeling | Centre Manager, for Wave Energy Research, University of WA |

*Secretariat*

| | |
|---|---|
| Michael Cole | Executive Director Corporate Services, City of Albany |
| Adam Cousins | Manager Economic Development and Tourism, City of Albany |
| Debbie Clarke | Executive Assistant to Mayor, City of Albany |

## 2.    Round Table introductions

- Neil Chivers advised that he could attend as an observer only.
- Bruce Manning advised that that he would remove himself from the meeting if there was any conflict of interest.
- James Giblin advised that he would remove himself from the meeting if there was any conflict of interest.

## 3.    Overview of City of Albany Objectives

- The Mayor reconfirmed the City of Albany's aim to achieve self-sufficiency in its energy needs for the Great Southern Region and further noted the City of Albany would like to be recognised internationally and to be considered as a living laboratory for wave, wind and solar research.

- Some general comments and issues discussed were the fact that the State Government does not have a policy position on renewable energy.
- Funding from the office of Hon MacTiernan may be available to assist this project, delivered through the Great Southern Development Commission. There may also be possible funding from ARENA.

**4.    Review of Terms of Reference**

- The Terms of Reference were reviewed and agreed to.

**5.    Industry Challenges and New Opportunities – James Giblin, Synergy**

- Presentation provided by James Giblin.

- James also advised that Sunshine Coast in QLD were a local government authority who had completed positive work in the renewable energy area

**6.    Standalone Power Systems and micro-Grids – Neil Chivers, Western Power**

- Presentation given by Neil Chivers.

- It was also noted that CSIRO would be releasing a report by the end of this week regarding research into hydrogen.

**7.    General Business**

- Information and outcomes from the Working Group should be communicated to the local community where relevant. The working group could consider co-opting community advocates to perform this role amongst a range of communication channels.

**8.    Next Meeting**

- It is agreed meetings should be held quarterly.  Agreed next meet will be scheduled for November/ December

**Sharing IT ideas, knowledge, expertise and potentially resources across the Tri-Alliance Councils.**

**Background**

Alliance leadership identified potential benefit of sharing IT knowledge, expertise and potentially sharing resources.  As a result, Adam Catterall (CoA IT Manager) met with Cary Green (Director of Finance and Administration, Shire of Denmark) and John Fathers (Deputy Chief Executive Officer, Shire of Plantagenet) on Friday 23rd March to better understand whether the potential benefits could be realised.

IT in a Council Environment

A council provides many diverse community services and in turn, the staff providing the services have a wide range of IT requirements that need to supported, in addition to the standard corporate IT requirements (File, Print, Email, Internet etc).  In recent years the scope of IT in the Local Government environment has broadened to include more areas of the business such as reticulation management systems, body worn cameras and building alarm systems.  In general, if a device connects to the network or internet it becomes an IT concern, and whilst IT Systems are not getting any more complicated, the rate they are changing and updating is increasing.  In addition, there is a now a greater emphasis on security and protection against cyber-attack.

City of Albany has an IT Team of 5.4 FTE and maintain their systems internally with remote support from a number of suppliers.  Both Denmark and Plantagenet have significant IT Infrastructure that is growing and are suffering from a lack of on-site technical support.  Plantagenet are coping better due to John's technical knowledge and his commitment to resolving IT issues alongside his day job.  Both Councils get good service from their technical support companies (Denmark – Ramped and Plantagenet – Pre-emptive Strike) but they generally only use them for server or infrastructure issues.

**IT Summary for each of the Tri-Alliance Members**

City of Albany (Population 36,000)

| | |
|---|---|
| IT Team | IT Manager - Adam Catterall<br>IT Administrator - Ian McLoughlin<br>Helpdesk Supervisor – Frazer Bassett<br>Helpdesk Officer – Alex Cecil<br>Network Support Officer – Neil Stringall<br>Website Coordinator (P/T .4 FTE) – Hamish Fell<br>& Work Experience Student (Robert McLoughlin) – Leaves 30th June 2018 |
| 2nd Level Support | Within CoA IT Team |
| Other Suppliers | Data3, Best Office, R-Group, J&S Castlehow, KLB Systems |
| Scope of responsibilities | ICT Strategy, CCTV, Building Security Systems, Mobile Phones etc. Any device that is connected to network or internet. |
| Servers, PC and Laptops | 500 Servers, PCs and Laptops |
| Mobile devices | 230 Phones and Tablets |
| Applications | Synergysoft (IT Vision)<br>Office 2016 (Microsoft)<br>IntraMaps (Tech1)<br>Anti Virus (Sophos) |

Shire of Denmark (Population 6,000)

| | |
|---|---|
| IT Team | Naomi Ogden |

| | |
|---|---|
| 2nd Level Support | Ramped, |
| Other Suppliers | Best Office, SOS |
| Scope of responsibilities | |
| Servers, PC and Laptops | ~65 Servers, PCs and Laptops |
| Mobile devices | 30 Phones and Tablets |
| Applications | Spydos (Civica) – Library Management System. |

Shire of Plantagenet (Population 5,000)

| | |
|---|---|
| IT Team | John Fathers |
| 2nd Level Support | Pre-emptive Strike |
| Other Suppliers | Data3, |
| Scope of responsibilities | |
| Servers, PC and Laptops | 63 Servers, PCs and Laptops |
| Mobile Devices | 26 Phones and Tablets |
| Applications | Authority (Civica) (Business Systems)<br>Synergysoft (IT Vision) Records Management)<br>Saleyard Plus (Livestock Exchange) Saleyards Management System<br>Office 2010 (Microsoft)<br>Intramaps (Tech1)<br>Arcmaps / Arcreader - Legacy Mapping System<br>iAmps – Agenda and report creation addin<br>Worldshare Library System<br>Datafuel (fuel management system)<br>Anti-Virus (Trend Micro) |

**Potential Tri-Alliance Opportunities**

1. IT User Group

The intention of a Tri-Alliance IT User Group is to discuss IT related issues, share knowledge, information and ideas.  The group would be basis of any collaborative arrangements between the councils.

***Recommendation: IT representatives from Tri-Alliance form an IT User Group that meets quarterly. Formal agenda, minutes and actions are maintained and provided to Tri-Alliance executive.***

2. Shared IT Resources – Helpdesk/Support and Projects

There is a potential for CoA to provide staff to deliver IT Support and/or Projects to the other two councils. Shire of Denmark is particularly interested in utilising ½ FTE of IT Support from the CoA.  CoA have experience of resource sharing, with the CoA Health Team providing an Environmental Health Officer to Shire of Jerramungup, 1 day a week.  The Officer is charged out at an hourly rate (including the on-costs) plus travel time and travel costs.   The arrangement has part funded a new resource in the Health Team.  The feedback from this arrangement is there is a 'ramp-up' period and it is likely that additional effort will be required to resolve underlying issues at the commencement of the arrangement.  In addition, the novelty of the travel soon wore off for the staff and they sometimes have a conflict of priorities between the two councils.  There's no incentive for the staff in this arrangement.

The CoA IT Team is currently unable to deliver the requirements of their own council, so a resource sharing arrangement would need to be tied into an additional technical resource.

A short trial (6 weeks) would qualify the resourcing requirements, impact on the CoA staff and benefits to the Shire of Denmark.

***Recommendation: For discussion on Monday afternoon.  An alternative arrangement might be for Shire of Denmark to employ a junior IT Support person and CoA provides a mentoring role with ad-hoc telephone and paid on-site support as required.***

3. Shared Technical Expertise

There is a potential benefit to all the Tri-Alliance Councils if technical knowledge such as microwave radio, CCTV, network, server virtualisation is shared between the three councils.  This will allow the receiving council to make better technology decisions and better manage IT suppliers and vendors.

***Recommendation: Look for opportunities for the sharing of technical expertise through the Tri-Alliance IT User Group.***

4. Sharing in the procurement of Professional Services

There is a potential benefit to all the Tri-Alliance Councils if the costs of specialist professional services are shared.  This could be Face-to-face Synergy Training by IT Vision hosted at one council location and attended by staff from all three councils.  It could also be technical auditor that visits the three councils in turn, reducing the travel and accommodation costs.

***Recommendation: Look for opportunities for the sharing of professional services through the Tri-Alliance IT User Group.***

5. Sharing in the procurement of Hardware/Software Services

There is a potential benefit to all the Tri-Alliance Councils if hardware and software is purchased in bulk from one supplier.  However, in practice, there is no real 'bulk' to IT purchase and they are general sporadic.  It would be difficult to coordinate purchases and would rely on technology consistence across the three councils.  In addition the councils already get the benefit of WALGA/CUA supplier panels and associated discounts.

***Recommendation: Park idea and progress if an obvious opportunity is identified through the Tri-Alliance IT User Group.***

6. Remote Data Storage (Backup / Disaster Recovery)
With the roll-out of the NBN, it have become cheaper to transfer data across the Internet.  There is a potential for the Tri-Alliance councils to backup data between each other.  In CoA's case, data is backed up to a remote CoA site so there is no requirement to send the data outside the City boundary.

***Recommendation: Park idea and progress if an obvious remote data storage opportunity is identified through the Tri-Alliance IT User Group.***

7. Shared Applications and IT Systems

With the introduction of the NBN (cheaper, faster internet), there is the potential for the Tri-Alliance councils to use the same application, rather than a separate instance for each council.  This is particularly relevant with the IT world moving quickly towards Cloud based applications.  ArcGIS is potential such system.  The challenge is likely to be the licencing as the software companies will not want to lose revenue because of shared licencing.

***Recommendation: Look for opportunities for the sharing of Applications and IT Systems through the Tri-Alliance IT User Group.***

## Terms of Reference

## Sub-Regional Economic Development Plan

## Project Control Group

The Lower Great Southern Economic Alliance ('The Alliance', or Amazing South Coast Inc) has established a Project Control Group to have oversight of the development and design of a Sub-Regional Economic Development Plan.

The group participants will assist the Alliance and Project Team to finalise and deliver the Project as well as engage relevant stakeholders.

The role of the Project Control Group is to provide guidance for project development and implementation, and to ensure that the project progresses in accordance with agreed milestones and objectives.

| | |
|---|---|
| **Official Title** | **Sub-Regional Economic Development Plan – Project Control Group** |
| **Chair** | City of Albany: Mayor – Dennis Wellington |
| **Project Manager** | City of Albany: Executive Director of Corporate Services Michael Cole |
| **Date** | 26 October 2018  (Meeting #1) |

| | |
|---|---|
| **Purpose** | The **Sub-Regional Economic Development Plan Project Control Group (PCG)** is tasked with the provision of strategic advice in assisting the Alliance deliver an Economic Development Plan and achieve its stated objectives in relation to Economic Development for the region. |
| | The PCG will provide guidance for project development and implementation to ensure that the project progresses in accordance with agreed milestones and objectives. |
| | The general responsibilities of the PCG will include: |
| | <ul><li>Identify key stakeholders;</li><li>To continually monitoring project development against identified objectives;</li><li>Providing guidance for the development of the scope, methodology, planning and management process;</li><li>Oversee the planning, procurement, design and development of any master plans, business plans or feasibility studies;</li><li>Identify staging and implementation priorities;</li><li>Ensuring compliance with relevant Government and industry policies and standards;</li><li>Providing guidance and assistance in regards to communication and consultation;</li><li>Review and assess reports and make recommendations;</li><li>Assist in identifying specialist expertise as required;</li><li>Align activities with the State and Federal government vision and initiatives for development growth in WA.</li></ul> |

| Operating Principles | The following operating principles will be actively applied by the Project Control Group.  The Project Control Group will aim to: |
|---|---|
| | <ul><li>Be pragmatic and flexible in both approach and process to ensure a timely and efficient project delivery;</li><li>Ensure appropriate representation of all views are considered during the development phase;</li><li>Encourage openness, transparency, cooperation, collaboration and sharing of information with all stakeholders;</li><li>Identify opportunities to reduce duplication of effort and encourage project efficiencies;</li><li>Actively communicate, collaborate, listen and respond to our colleagues and the wider community; challenge the norm, have a creative approach to problem solving, always looking forward, and be socially and environmentally responsible; and</li><li>Communicate absences and nominate proxies as required.</li><li>The PCG will be required to <u>maintain confidentiality</u> in regard to information disclosure. This may include comments to media and general public outside of the group.</li><li>The PCG will not have the authority or power to commit the Councils of the Alliance or any association, organisation, group or individual to expenditure outside of the Contract, without Alliance and Council endorsement.</li><li>The PCG will be required to meet to consider the planning for the Project any generation of substantial concepts will follow local government protocols of approvals, due diligence and whichever applies during the process.</li></ul> |

| Membership | Member Position | Representing | Acknowledged |
|---|---|---|---|
| | CHAIR<br>Mayor City of Albany: Dennis Wellington | City of Albany | |
| | CEO City of Albany: Andrew Sharpe | City of Albany | |
| | President Shire of Denmark: Ceinwen Gearon | Shire of Denmark | |
| | CEO Shire of Denmark: Bill Parker | Shire of Denmark | |
| | President Shire of Plantagenet: Chris Pavlovich | Shire of Plantagenet | |
| | CEO Shire of Plantagenet: Rob Stewart | Shire of Plantagenet | |
| | CEO Great Southern Development Commission  - Bruce Manning | GSDC | |
| | ████████████████████████████████ | | |
| Secretariat (Project Management Team) | ED Corporate Services: Michael Cole | City of Albany | |
| | Manager of Economic Development: Adam Cousins | City of Albany | |
| | GHD: Jeff Foley | GHD | |

**Project Governance Structure**

The Structure of the Project is indicated in the below diagram.

```
┌─────────────────────────────┐
│ Lower Great Southern Economic │
│          Alliance            │
│   (Amazing South Coast Inc)  │
└─────────────────────────────┘
              │
┌─────────────────────────────┐
│     Project Control Group    │──────────┐
│                              │          │
└─────────────────────────────┘  ┌───────────────────────┐
              │                   │   Key Stakeholders    │
              │                   │  Specialist Expertise │
              │                   │ Specialist Consultants│
              │                   └───────────────────────┘
┌─────────────────────────────┐          │
│    Project Management Team   │──────────┘
│     City of Albany & GHD     │
│                              │
└─────────────────────────────┘
```
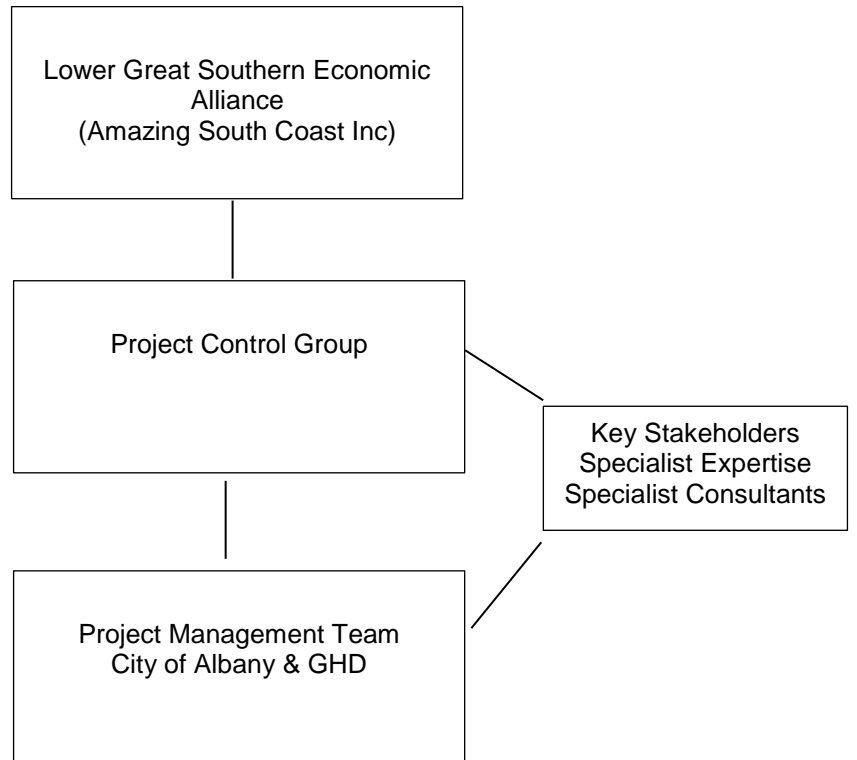
| | |
|---|---|
| **Scope** | *Project Control Group:*<br><br>• The Project Control Group are decision makers for:<br>   o Agreeing and managing the scope, methodology and governance issues;<br>   o Overseeing contracts required; and<br>   o Ensuring compliance with Government and industry policies and standards.<br>• The project scope is as outlined in the request for Quotation Q18032 and the successful consultants (GHD) response.<br><br>*PCG Chairperson:*<br><br>• The role of the Chairperson will be to facilitate the Project Control Group Meetings<br><br>*Project Manager:*<br><br>The role of the Project Manager is to provide the following services:<br><br>• Be the point of contact for the appointed consultants and Project Control Group members.<br>• Technical expertise related to the planning and implementation process;<br>• Managing consultants and contracts and compliance;<br>• Recommend and endorse payments; and<br>• Seek approval to advance from one phase to the next and confirm any variation to scope. |
| **Working Group Ground Rules** | The following rules must be adhered to by all who attend the meetings and consist of:<br>• We start and finish on time.<br>• Only one person speaks at a time: no one will interrupt while someone is speaking.<br>• We all participate and contribute – everyone is given an opportunity to voice their opinions.<br>• No personal attacks. Challenge ideas, not people.<br>• We agree to be respectful of the rights of others to hold values, attitudes, and opinions that differ from their own.<br>• Switch off mobiles or switch the mobile to silent and take the call outside of the meeting room.<br>• Keep discussions on the topic and focused.<br>• We will declare our interests where appropriate. |
| **Duration of the Working Group** | The Project Control Group will commence under these Terms of Reference from the PCG Initiation Meeting project start date of 26 October 2018 and will cease to operate under these arrangements at a time the group agrees. The Terms of Reference will be reviewed regularly to ensure their relevance in relation to the role, membership and responsibilities of the Group in the next phases. |

| | |
|---|---|
| **Additional Members** | The Project Control Group consists of members as identified under membership. However, there is also the capacity to invite additional representation from other project stakeholders/technical advisors if and when required. Stakeholders will be invited to be involved to assist in issues relevant to their area of operation, interest and expertise. |
| **Quorum** | 4 members |

| | | |
|---|---|---|
| **Reporting and Control** | Reporting Frequency | Meetings will be convened as required. With the intent to meet as per the Project Schedule. |
| | Change Control | Changes considered 'in scope' of Project Control Group responsibility will be scheduled on the agenda. |
| | | Terms of Reference for the Project Control Group will be reviewed at the completion of this phase of the project. |

| | |
|---|---|
| **Agenda Management** | Papers will be emailed to the Project Working Group members by COB the day prior to the meeting. |
| | Minutes will be available at the latest, 10 working days after a meeting. |
| | Minutes of previous meetings that are accepted by the Working Group should be signed as being a true record of the discussions and decisions of the Group – by the Members. |

# Minutes

26 October 2018

| | | | |
|---|---|---|---|
| Project | Lower Great Southern Sub-regional Economic Development Plan | From | Jeff Foley |
| Subject | Project Control Group - Initiation Meeting | Tel | +61 8 9840 5101 |
| Venue/Date/ Time | City of Albany Civic Rooms<br>Friday, 26 October 2018, 9:00 – 10:30 | Job No | 6137664 |
| PCG Attendees: | <u>Chair</u> – Dennis Wellington – Mayor, City of Albany<br>Ceinwen Gearon – President, Shire of Denmark<br>Chris Pavlovich – President, Shire of Plantagenet<br>Andrew Sharpe – CEO, City of Albany<br>Bill Parker – CEO, Shire of Denmark<br>Rob Stewart – CEO, Shire of Plantagenet<br>Russell Pritchard – Regional Manager Industry and Infrastructure, GSDC | | |
| Observers: | John Oldfield – Deputy President, Shire of Plantagenet | | |
| Apologies: | Bruce Manning – CEO, GSDC | | |
| PCG Secretariat Support | Michael Cole – Executive Director, Corporate Services, City of Albany<br>Adam Cousins – Project Manager, City of Albany<br>Jeff Foley – GHD | | |

| Agenda item | Actions / Outcomes |
|---|---|
| 1.  Welcome and introductions | - |
| 2.  Project background: | |
| a.  LGSEA objective for Sub-regional EDP | Noted. |
| b.  Tendering process and contract award | Noted. |
| c.  Terms of Reference for Project Control Group | ToR endorsed by PCG. |

| Agenda item | Actions / Outcomes |
| --- | --- |
| 3. Presentation by GHD: | |
| a. Project scope and timeline | Project scope endorsed by PCG.<br><br>Timeline to be adjusted to align with Alliance meeting schedule – esp. *Preliminary findings workshop* to be held on 13/12/18. Project team to update. Full Alliance to be invited to *Preliminary findings workshop.*<br><br>Full Alliance to be invited to *First draft presentation.*<br><br>*Final presentation* to be made to full Councils of Alliance. |
| b. GHD project team | Noted. |
| c. Project methodology | Noted.<br><br>Proposal to include secondary stakeholders in *Preliminary findings workshop* endorsed by PCG. Suggestions for additional attendees to the Workshop noted and agreed – See item F. Final list to be issued to PCG prior to issue of invitations.<br><br>Proposal to focus on "traded economy" endorsed by PCG.<br><br>Proposal to base *Preliminary findings workshop* on themes / focus areas endorsed by PCG. |
| d. Alignment with *Great Southern Regional Investment Blueprint* and other relevant strategy documents | Proposed EDP vision noted. Further development required by project team.<br><br>Suggestions include: "premium", be more innovative, keep it short. |
| e. Deliverables – 'Implementation Road Map': What should it look like? What should it contain? | Noted that analysis of current Government policy etc. will be difficult. The project team welcomes advice from Alliance elected members. Will aim to identify "enduring trends and policies".<br><br>The *Implementation Road Map* should:<br><br>• Be action-oriented.<br><br>• Include a time horizon for proposed actions.<br><br>• Provide the next level of detail from the Community Strategic Plans.<br><br>• Ignore local government boundaries and seek synergistic projects / initiatives. |

| Agenda item | Actions / Outcomes |
|---|---|
| | • Consider radical, innovative ideas – e.g. what should happen to the CBD when there are 40% less shops in the future? |
| | • Shortlist only 3-5 key strategic initiatives that could have the most impact, most chance of success, be transformational. |
| | • Serve as a 'prospectus' for further State funding under the "Growth Plan" program. |
| | Graphically, the *Implementation road map* should be similar to the Bunbury Geographe Growth Plan "theory of change" diagram. |
| f. Secondary stakeholders – Who else should be involved, and to what level? | Proposed list of secondary stakeholders largely endorsed by PCG. |
| | Additional suggestions include: |
| | • Denmark Arts |
| | • Grower groups – e.g. Stirlings to Coast |
| | • Australia's South West |
| | • DPIRD 'Open for business' |
| | • WA Farmers Federation |
| | • DoE – Non-government schools representative |
| | • Shire of Jerramungup |
| | • Other universities, esp. Murdoch Uni |
| | • Elected members – State and Federal |
| | • Only Alliance elected members |
| g. Preliminary themes / imperatives / focus areas / competitive advantages | The following *Focus areas* are preliminarily endorsed (subject to further development by the project team): |
| | 1. Premium food and agribusiness: production and processing |
| | 2. Tourism, attractions, creative industries, events and festivals |
| | 3. Liveability – inc. community infrastructure, sport and recreation, urban renewal / revitalisation / development, housing affordability |

| Agenda item | Actions / Outcomes |
|---|---|
| | 4. Education, training, research and innovation, |
| | 5. Health, inclusion, retirement living and aged care |
| | 6. Energy security and climate change adaptation, water security and waste management |
| | 7. Transport, industry hubs and small business |

# Timeline

| Task | Oct. 18 | Nov. 18 | Dec. 18 | Jan. 19 | Feb. 19 | Mar. 19 | Apr. 19 | May 19 | Jun. 19 |
|---|---|---|---|---|---|---|---|---|---|
| Inception and contextual analysis | ■ | ■ | | | | | | | |
| Opportunities analysis | | ■ | | | | | | | |
| Industry Stakeholder Workshop (inc. Alliance) | | | 05/12 | | | | | | |
| Shortlisting | | | ■ | ■ | | | | | |
| Interim progress presentation (PCG only) | | | | | 7/2 | | | | |
| Develop 'Implementation Road Map' | | | | ■ | ■ | | | | |
| First draft presentation (inc. Alliance) | | | | | | 21/3 | | | |
| Final presentation (inc. full Councils) | | | | | | | ■ | 2/5 | |
| Adopted EDP presentation(s) | | | | | | | | | ■ |

## Amazing South Coast Alliance Inc. - ACTION LIST

| Item No | Meeting Date | Action | Responsible Officer | Status | Date Completed |
|---|---|---|---|---|---|
| 1 | | Regional Waste Management (presented by Matthew Thomson) Updates to be included as a standing agenda item. | Secretariat | Next presentation to be scheduled 13 December 2018 | |
| 3 | | Letter from Albany CEO dated 31/5/2018 to Minister for Regional Development: Hon Alannah MacTiernan re status of Regional Centres Development Plan Stage 2 and invitation to attend a meeting of the LGSEA. | Andrew Sharpe | Minister MacTiernan's office have lodged the letter with a Policy Advisor to respond. City of Albany advised that this could take some time and no time expectancy was given. Albany to follow up response. | |
| 6 | | Invite the Albany Chamber of Commerce to present at a future meeting(s) of the Alliance. | Claire Thompson | 20 Sept 18 - LGSEA agreed to hold over until early 2019 | |
| 7 | | Invite Regional Development Australia to present at a future meeting(s) of the Alliance. | Claire Thompson | 20 Sept 18 - LGSEA agreed to hold over until early 2019 Executive Officer, Simon Lyas attending 13 December 2018 meeting as observer | |
| 10 | 1 July 2018 | Continue development of website to ensure product is ready for members. | Hamish Fell | Hamish progressing improvements to the website. Meeting of ASC working held 19 September to review progress. Positive response received. | |
| 12 | 1 July 2018 | Recommend that the interim DMO Board invite the Tourism Advisory Groups for their input. | Mike Cole | ASC representatives met with TAG and provided update. Future of TAG reporting to ASC included in Alliance Support Contract. To be considered by ASC at next meeting 28 September 2018. | |
| 16 | 1 September 2018 | Liaise with ASC regarding possibility winding up of the Amazing South Coast Events Inc. and the Amazing South Coast Operations Inc. | Mike Cole | Not yet progressed. Awaiting commencement of Peter Grigg in early 2019 to determine. | |
| 17 | 1 September 2018 | DMO funding agreement to be reviewed. | Mike Cole | Each council has now endorsed DMO funding agreement. Agreement being finalised for signing by all parties. | |
| 20 | 1 September 2018 | That a further report be presented to the Alliance outlining the framework of the Great Southern Region Arts, Culture and Heritage Strategy. | Andrew Sharpe | Presented at 13 December 2018 meeting. | 13 December 2018 |
| 25 | 7 December 2018 | Report to be prepared regarding the Shire of Jerramungup's request to join the Alliance effective from 1 July 2019. | City of Albany | [ACTION resulting from 7 December CEO and Shire Presidents meeting] | |
| 26 | 7 December 2018 | Minutes from Alliance meetings to be presented to member Council's for noting at an Ordinary Council meeting. | All Member Councils | [ACTION resulting from 7 December CEO and Shire Presidents meeting] Ongoing. | |
| 27 | 7 December 2018 | Draft Policy to be prepared to set some guiding principles around the governance arrangements of the Alliance, including how meeting Agendas are set, compliance with Incorporations Act and the appointment and makeup of the Management Committee. | Andrew Sharpe | [ACTION resulting from 7 December CEO and Shire Presidents meeting] | |
| 28 | 7 December 2018 | Draft Policy to be prepared to set some guiding principles on how projects are nominated and brought to the Alliance for consideration. | Andrew Sharpe | [ACTION resulting from 7 December CEO and Shire Presidents meeting] | |
| 29 | 13 December 2018 | Include Amazing South Coast signs and marketing on the next Alliance Agenda. | Bill Parker | Scheduled for 21 March 2019 | |
| 30 | 13 December 2018 | Regional Waste Alliance to provide Alliance members with a brief overview of their activities so far and what they would like Elected Member input on. | Rob Stewart | | |
| 31 | 13 December 2018 | Regional Waste Strategic Plan Update - Opportunity for each local government to discuss informally prior to next Alliance meeting to come up with ideas.Elected Members to put forward ideas at the March 2019 Alliance meeting, for further discussion. | CEOs and Councillors | To be included in the March 2019 Alliance Agenda. | |
| 32 | 13 December 2018 | Amend the December 2019 from the 19th to the 12th | Secretary | Update calendars | |

Completed items - to be archived following update to Alliance
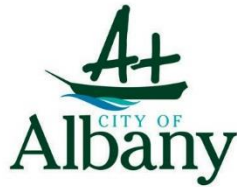
**South Coast Alliance Inc.**

# MINUTES

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

**Thursday, 21 March 2019**

Location: Shire of Plantagenet

# Table of Contents

## 1. DECLARATION OF OPENING

*1.07pm – The Chairperson, Cr Pavlovich, declared the meeting open.*

## 2. RECORD OF ATTENDANCE/APOLOGIES

**Members (Voting):**
Shire of Plantagenet (President), Cr Chris Pavlovich ............................................... Chairperson
Shire of Denmark (Councillor), Cr Jan Lewis .............................................................. Secretary
Shire of Denmark (President), Cr Ceinwen Gearon......................................Committee Member
City of Albany (Mayor), Dennis Wellington ...................................................Committee Member
Shire of Plantagenet (Councillor), Cr Brett Bell............................................Committee Member
Shire of Plantagenet (Councillor), Cr Jon Oldfield .......................................Committee Member
City of Albany (Councillor), Cr Greg Stocks..................................................Committee Member
`

**Alliance Member Chief Executive Officers (Non-Voting)**
Shire of Denmark (CEO)......................................................................Bill Parker
City of Albany (CEO).....................................................................Andrew Sharpe
Shire of Plantagenet (CEO)................................................................Rob Stewart

**Apologies:**
Shire of Denmark (Councillor), Cr Peter Caron ............................................ Deputy Chairperson
City of Albany (Councillor), Cr Rebecca Stephens ....................................................... Treasurer

**Staff in Attendance (Non-Voting):**
City of Albany .................................................................................. Adam Cousins
City of Albany.............................................................................Mike Richardson
City of Albany..................................................................................Susan Kay
Shire of Denmark ...................................................................... Claire Thompson

**Observers**
Great Southern Development Commission (CEO) .......................... Bruce Manning
Shire of Jerramungup (Shire President).........................................Cr Robert Lester
Shire of Jerramungup (Deputy Shire President)......................................Cr Jo Iffla
Shire of Plantagenet (Councillor) ..............................................Cr Len Handasyde
Shire of Plantagenet (Councillor) ..................................................Cr Marie O'Dea

**Visitors**
Stirling to Coast Farmers ..................................................Ken Drummond (Chair)
Stirling to Coast Farmers ...................................Dr Christine Kershaw PhD (CEO)
GHD Consultants..................................................................................Jeff Foley

### 3. PRESENTATIONS

**3.1 ECONOMIC DEVELOPMENT PLAN**

Mr Jeff Foley, GHD gave a presentation on the methodology and key elements of the Economic Development plan. Mr Foley advised that the top 3 priorities/initiatives identified were;

- Regional renewable energy retailer;
- Specialist region for aged care & ageing in place; and
- South Coast tourism trails.

*A copy of the presentation is attached (refer Attachment 3.1).*

**3.2 STIRLING TO COAST FARMERS**

Mr Drummond, Chair, and Dr Kershaw, CEO, gave an update on the Stirling to Coast Farmers including;

1. Launch / progress of WA Producers' Co-op in Feb 2019, implications for region
2. SCF NBN network build –2019 pilot on 50 farms across Plantagenet and Albany.
3. Overview of new projects 2019/20.

*Members asked some questions of Dr Kershaw and Mr Drummond which were responded to.*

*1.59pm – Cr Oldfield left the room.*
*2.00pm – Cr Oldfield returned to the room.*
*2.01pm – Cr Stocks left the room.*

*A copy of the presentation is attached (refer Attachment 3.2).*

**3.3 WASTE MANAGEMENT**

Mr Mike Richardson, City of Albany's Acting Executive Director Environment and Infrastructure, handed out a draft strategic vision for the South Coast Sustainable Waste Alliance (refer Attachment 3.3) and gave a presentation on waste including short, medium and long term plans.

*2.02pm – Cr Gearon left the room.*
*2.04pm – Cr Gearon returned to the room.*
*2.07pm – Cr Stocks returned to the room.*

*Discussion ensued.*

**3.4 ARTS, CULTURE AND HERITAGE STRATEGY – GREAT SOUTHERN**

Ms Susan Kay, Executive Director Community Services, provided an update on the Arts, Culture and Heritage Strategy for the Great Southern Region advising that the consultant would soon be liaising directly with local governments to ascertain what they wanted to achieve from the strategy and discuss potential financial contributions.

## 4.  CONFIRMATION OF MINUTES

### 4.1      MEETING HELD 13 DECEMBER 2018

| | |
|---|---|
| **RESOLUTION &** OFFICER RECOMMENDATION | ITEM 4.1 |
| MOVED: CR OLDFIELD | SECONDED: CR STOCKS |

That Minutes of the meeting held on 13 December 2018 be confirmed as a true and correct record of proceedings, subject to the following amendment;
1.  Page 2 – correct the attendance of Cr Marie O'Dea as an apology; and
2.  Page 2 – Add Cr Len Handasyde, Shire of Plantagenet, as an observer.

CARRIED UNANIMOUSLY

*Voting Requirement: Simple majority*

## 5.  MAYOR / SHIRE PRESIDENT UPDATE

Plantagenet Shire President, Cr Chris Pavlovich

*Cr Pavlovich provided an update on the following;*
* *Industrial Area was unable to secure a $20-30m investor*
* *Retailers had noticed an increase in spending over the summer months*
* *Excellent season for primary production*
* *Strong employment prospects*
* *Shortage of quality housing*

Albany Mayor, Dennis Wellington

*Mayor Wellington provided an update on the following;*
* *Upgrade to Albany Hospital recently announced.*
* *Recent visit to metropolitan local governments including Wanneroo and Fremantle*
* *Field of Light had exceeded expectations from a visitation perspective.*

Denmark Shire President, Cr Ceinwen Gearon

*Cr Gearon provided an update on the following;*
* *Amaroo Care Services – approval for 40 additional residential care beds.  Approximately 40 local jobs during construction phase and 60 thereafter.*
* *Plane Tree Precinct and McLean Park development projects progressing*
* *Light Industrial Area – lots still available*
* *Recent fire at Springdale Beach – contained quickly and well-coordinated response*
* *Horsley Road Bridge upgrade – progressing*
* *Newly appointed Director Assets and Sustainable Development has commenced.*
* *Closer to doing upgrades to Greens Pool roads and carparks*

*Cr Pavlovich asked the Shire President of Jerramungup if he would like to provide an update.  Cr Lester said that there wasn't really anything to report but wished to express his thanks for the assistance that they had received during the recent fires at Bremer Bay.*

## 6. AMAZING SOUTH COAST INC. UPDATE

*Mayor Wellington provided an update on the activities of the Amazing South Coast Inc. interim Board including;*

- *Website – still progressing*
- *Taste Great Southern launch in Perth – well attended. All food was sourced from the Albany Markets less than 24 hours prior.*
- *New Committee by the end of the year.*
- *Local Governments will still be required to fund.*
- *Discussions with Albany and Denmark Chambers of Commerce about perhaps moving into the tourism sector in the future.*
- *Overall tourism figures for the region are good.*
- *Survey undertaken during the Race Wars events indicated that 80% of attendees were from outside the region.*

*Cr Pavlovich asked how the Amazing South Coast was going with rolling over existing members.*

*Mayor Wellington said that it was a slow process and the newly appointed Executive Officer was working on customising the service offered to attract more members.*

ACTION: It was agreed that the Executive Officer be invited to the June 2019 Alliance meeting.

## 7. FINANCIAL STATEMENTS AND REPORTS – DECEMBER 2018

| | |
|---|---|
| Prepared by: | City of Albany |
| Author: | City of Albany |
| Attachments: | Yes |

### STRATEGIC IMPLICATIONS

1. This item relates to:
   a) The Lower Great Southern Economic Alliance (LGSEA –'The Alliance') Strategic Plan and 2017-2018 Business Plan (Operational Plan);
   b) The LGSEA Priority Action List 2018-2019; and
   c) The LGSEA FY2018-2019 Budget.

Note: The LGSEA is now known as the South Coast Alliance Inc.

### In Brief:

The Alliance to **NOTE** the FY2018-2019 Budget vs. Year to Date Actuals as at 28 February 2019.

| **RESOLUTION &** RECOMMENDATION | ITEM 7 |
| --- | --- |
| MOVED: CR BELL | SECONDED: CR GEARON |

1. That the South Coast Alliance Inc. **NOTE** the status of the FY2018-2019 Budget Actuals as at 28 February 2019 as outlined in Attachment A; and
2. That the 2018/19 Budget be amended to remove the line items related to the $250,000 from Tourism WA funding for destination marketing as this funding is required to be acquitted by the City of Albany.
3. That the Alliance recommend to each member Council that the maximum funding contribution required in the 2019/20 financial year will not exceed the amount in the existing budget for 2018/19 financial year.

CARRIED UNANIMOUSLY

*Voting Requirement: Simple Majority*

**BACKGROUND**

2. At its 21 June 2018 Meeting the Alliance Adopted a Budget for FY2018-2019.

3. A *Statement of Year to Date (YTD) Actuals* for the period ending 28 February 2019 has been prepared and is noted in Attachment A.

**DETAILS**

4. Attachment A documents actual Expenditure and Income as at 28 February 2019 against the Alliance Budget.

5. Notable *Cash* Expenditure and Income is as follows:

   a)  Expenditure (Cash):
      i.  Project Expense (*1.1 Incorporation)*: Alliance Incorporation Fee $122.00
      ii.  Project Expense (*2.1 Economic Development Plan)*:
         a.  $44,036.80 – Consultant Fees (GHD).
         b.  $652.56 – Disbursements & Miscellaneous (Catering for workshops/meetings, Stationery for workshop).
      iii.  Project Expense (*2.2 Tourism Development)* – Destination Marketing - $126,000.92.

   b)  Income (Cash):
      i.  Shire of Denmark Cost Share: $33,768.00
      ii.  Shire of Plantagenet Cost Share: $33,768.00

6. In-kind Expenses and Income are allocated on a monthly basis. Calculations for this Report are based on July – February (8 months). Totals for this period are:
      a.  In-kind Income $64,661.87 (8 month allocation)
      b.  In-kind Expenses $64,661.87 (8 month allocation)

7. The Alliance CEO Group has requested that a budget amendment be implemented for the forward reporting period that will remove from the budget $250,000 (Income and Expenditure directly related to *Tourism Western Australia Funding for Destination Marketing*). The City of Albany will directly administer this through a separate account with the Amazing South Coast Destination Marketing Organisation (DMO) directly reporting to the Alliance on progress,

outcomes and deliverables. This reporting change will be reflected in the July Financial Reports.

8.  Key expenditure to date relates to the Economic Development Plan and Destination Marketing. Expenditure on other projects has not occurred.

**GOVERNMENT & PUBLIC CONSULTATION**
Nil.

**STATUTORY IMPLICATIONS**
Not Applicable.

**POLICY IMPLICATIONS**
Not Applicable.

**RISK IDENTIFICATION & MITIGATION**
The risk identification and categorisation relies on the City of Albany's Enterprise Risk and Opportunity Management Framework.

| Risk | Likelihood | Consequence | Risk Analysis | Mitigation |
|---|---|---|---|---|
| *FY2018-2019 Budget vs Actuals Report: Business Operation, Reputation & Financial.* *Should the Finance Report not be NOTED, the following risks have been identified:* *Risk a): potential delay to projects and initiatives.* *Risk c): reputational damage as a result of inactivity or delays to projects.* | *Possible* | *Minor* | *Medium* | *Engagement with the CEO group through meetings and document review.* |

**FINANCIAL IMPLICATIONS**
Nil.

**ENVIRONMENTAL CONSIDERATIONS**
Nil.

**ALTERNATE OPTIONS**

9.  The Alliance may choose not to NOTE the status of the FY2018-2019 Budget Actuals.

10. In this instance Officers can re-scope work in consultation with the LGA CEO's to meet the Alliance requirements.

**SUMMARY CONCLUSION**

11. A key facet of this Report is noting the future removal from the Budget of the allocated Tourism Western Australia Income and Expenditure ($250,000) for Destination Marketing.

12. It is recommended the Alliance endorse the recommendations of the Report.

### 8.  PRIORITY ACTION LIST QUARTERLY STATUS UPDATE

Prepared by:          City of Albany
Author:               City of Albany
Attachments:          Yes

---

**STRATEGIC IMPLICATIONS**

1.  This item relates to:
    a)  The Alliance Strategic Plan and 2017-2018 Business Plan (Operational Plan); and
    b)  The LGSEA Priority Action List (Adopted 21 June 2018).

Note: The LGSEA is now known as the South Coast Alliance Inc.

**In Brief:**

The Alliance **NOTE** the Priority Action List Quarterly Status Update in Attachment 8.

| | |
|---|---|
| **RESOLUTION &** OFFICER RECOMMENDATION | ITEM 8 |
| MOVED: CR STOCKS | SECONDED: CR OLDFIELD |

That the South Coast Alliance Inc. note the Priority Action List Quarterly Status Update in Attachment A.

CARRIED UNANIMOUSLY

*Voting Requirement: Simple Majority.*

**BACKGROUND**

2.  At its 08 February 2018 meeting the LGSEA resolved to undertake a Business Planning Workshop in April 2018 to update its existing Business Plan.

3.  On Thursday 04 April 2018 the Alliance undertook a *Planning Workshop* to identify priorities for the forward period.

4.  At its 21 June 2018 Meeting the Alliance ENDORSED the Priority Action List for the financial year 2018-2019 as outlined in Attachment A.

**DETAILS**

5.  The 2018-2019 Priority Action List is aligned to the Alliance key themes of Advocacy, Economic Development and Tourism, and Efficiency and Consistency.

6.  Priority Actions and Key Performance Indicators were developed with Alliance Members at the Planning workshop held in April 2018.

7.  See Attachment A for a Quarterly Status Update against Key Performance Indicators.

8.  Key items to note include:
    a)  Priority Action 1.1 is considered 'Complete' against its respective Key Performance Indicators. See relevant notes in Attachment A.
    b)  Priority Actions 2.1, 2.3, 3.1 & 3.2 are considered 'Still in Progress', or 'Partially Complete' against their respective Key Performance Indicators. See relevant Notes in Attachment A.

    c) Priority Actions 1.2, 1.3, 1.4 & 2.2 are considered 'Incomplete' or have yet to be addressed against their respective Key Performance Indicators. See relevant Notes in Attachment A.

## GOVERNMENT & PUBLIC CONSULTATION
Not Applicable

## STATUTORY IMPLICATIONS
Not Applicable.

## POLICY IMPLICATIONS
Not Applicable.

## RISK IDENTIFICATION & MITIGATION

The risk identification and categorisation relies on the City of Albany's Enterprise Risk and Opportunity Management Framework.

| Risk | Likelihood | Consequence | Risk Analysis | Mitigation |
|---|---|---|---|---|
| *Business Operation, Reputation & Financial.* *Should the Priority Action List Status Update not be noted, the following risks have been identified:* *Risk a): the operational effectiveness of the Alliance may be reduced through a lack of clarity related to tasks and deliverables.* | *Possible* | *Moderate* | *Medium* | *Engagement with the Alliance and CEO group through meetings and document review.* |

## FINANCIAL IMPLICATIONS

The Priority Action List 2018-2019 was underpinned by the Alliance 2018-2019 Budget that was adopted at the 21 June 2018 Alliance Meeting.

## LEGAL IMPLICATIONS
Nil.

## ENVIRONMENTAL CONSIDERATIONS
Nil.

## ALTERNATE OPTIONS

9.    The Alliance may choose not to Note the Priority Action List Status Update.

10.    In this instance, Officers can review the Status Update with the Alliance CEO's to meet the Alliance requirements.

## SUMMARY CONCLUSION

11.    The Status Update against the Priority Action List represents the current status of Alliance projects, initiatives and programs for the 2018-2019 Financial Year.

12.    It is recommended the Alliance Note the Status Report.

## 9.  GENERAL BUSINESS

### 9.1    BETTER AGEING GRANT- LONG LIVE YOU – ACTIVE SENIORS PROJECT

Ms Susan Kay, Executive Director Community Services, provided an overview / update of the project.  Ms Kay's presentation is attached (refer Attachment 9.1).

### 9.2    QUANTUM MINE

First Quantum Mine to open for 2019/20.  Would like to present a roadshow for councils and work with the Alliance. Looking at recruiting up to 600pax. Mr Sharpe provided an update noting that they were seeking to employ local people on a *drive in drive out* basis.

ACTION: That the Manager of the Quantum Mine be invited to the June 2019 Alliance meeting.

### 9.3    ALLIANCE GOVERNANCE FRAMEWORK

Cr Pavlovich discussed the proposed Alliance governance framework and referred to the draft Code of Conduct which had been circulating to members prior to the meeting (refer Attachment 9.3).  Cr Pavlovich asked members to review the draft document and for it to be discussed at the June 2019 meeting.

ACTION: Include the draft Code of Conduct on the June 2019 Alliance Agenda.

### 9.4    BUILDING BETTER RESILIENCE IN THE GREAT SOUTHERN FUNDING – BUSHFIRE CENTRE OF EXCELLENCE.

Mr Parker provided an overview of bushfire risk and the recent announcement regarding the Bushfire Centre of Excellence (refer Attachment 9.4).

Mr Parker advised that the State & Federal Government would be offering increased funding for local governments to build bushfire resilience and suggested that it would be beneficial for the Alliance to put in a bid rather than each local government separately.  Mr Parker questioned the authority of the CEOs in acting on behalf of the Alliance.  Cr Pavlovich suggested that some sort of delegated authority could be considered in reviewing the governance framework.

ACTION: Include an item on the June 2019 Agenda regarding delegations to CEOs.

## 10. ALLIANCE ACTION SHEET

*Members discussed the current Action Sheet and ran through each item to determine whether it had been actioned or whether it was no longer required.*

*The attached Action Sheet includes amendments made at the meeting (refer Attachment 10).*

**11. NEW BUSINESS OF AN URGENT NATURE INTRODUCED BY MEMBERS**

**11.1    ECONOMIC DEVELOPMENT PLAN – SOUTH COAST TOURISM TRAILS**

*Mr Manning referred to the South Coast tourism trails initiative that had been identified as a priority in the draft Economic Development Plan, stating that the Great Southern Development Commission and GSCORE had already undertaken significant work in that space.  Discussion ensued and it was agreed that the South Coast tourism trails project would be predominantly driving trails which was different to the work currently being undertaken by GSCORE.*

*Mr Manning said that he felt it was important that the Alliance didn't replicate or undertake competing projects and suggested that the Alliance work collaboratively with other agencies and organisations.*

*Discussion ensued.*

ACTION: That a strategy meeting be held in early May 2019 to discuss the member local governments budget priorities for 2019/2020.

**11.2    RUBBISH ON ALBANY HIGHWAY**

Cr Lewis said that she was concerned with the growing amount of rubbish along the length of Albany Highway and wondered whether the Alliance could advocate for change.

ACTION: Include an item on the June 2019 Agenda to discuss a potential advocacy role regarding litter on Albany Highway.

**12. FUTURE MEETING SCHEDULE**

*Members discussed the length of time between the June and December meetings and agreed to add another meeting in September 2019.*

*Updated schedule of meetings below.*

| Date | Time | Location |
|------|------|----------|
| Thursday, 20 June 2019 | 1.00pm | City of Albany |
| Thursday, 19 September 2019 | 1.00pm | Shire of Denmark |
| *October 2019 – Local Government Elections* | | |
| Thursday, 19 December 2019 | 1.00pm | Shire of Plantagenet |

**13. CLOSURE**

*4.11pm – There being no further business to discuss the Chairperson, Cr Pavlovich, declared the meeting closed.*

# South Coast Alliance:
# Economic Development Plan
## Alliance Meeting
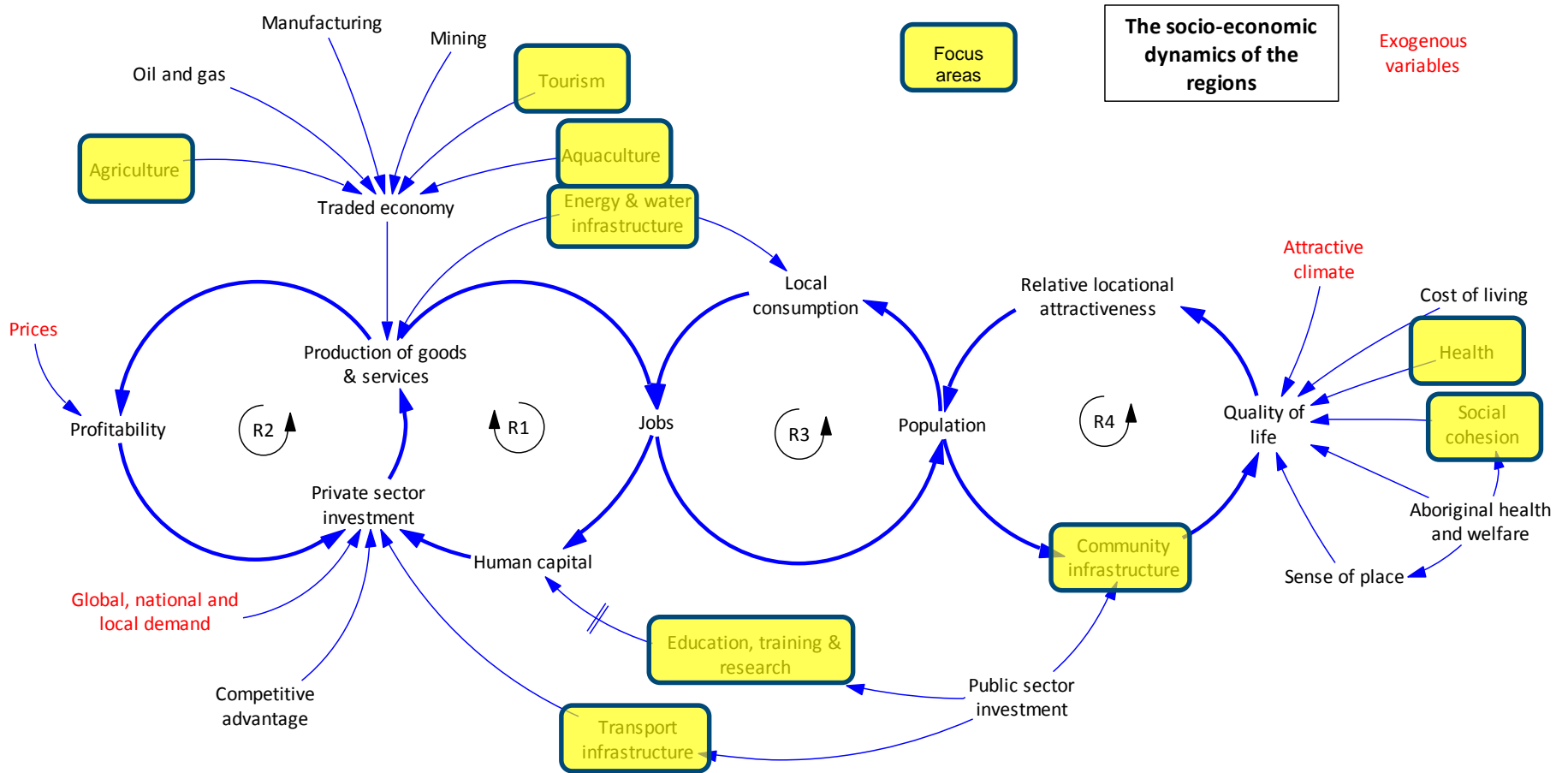
### 21 March 2019

# Project Scope

# Scope of LGSEA Economic Development Plan (EDP)

1. The EDP will focus on the Alliance municipalities.

2. It will act as a long–term strategic document for the Alliance, as well as a 'project road-map' that will identify key opportunities to grow the economy of these regions through: job creation, industry and business attraction, capacity building as well as population growth and retention.

3. The intent of the EDP is not to replicate extant Economic Development Plans, but rather, to build upon studies complete and fast-track a tangible set of recommendations that can become projects for the Alliance to <u>advocate for, deliver, or influence</u>.

4. Critical to the final output of the project is a <u>tangible implementation plan</u> that the Alliance can utilise to deliver projects, initiatives and outcomes in the short, medium and long term.

# Timeline

| Task | Oct. 18 | Nov. 18 | Dec. 18 | Jan. 19 | Feb. 19 | Mar. 19 | Apr. 19 |
|------|---------|---------|---------|---------|---------|---------|---------|
| Inception meeting (PCG only) | 26/10 | | | | | | |
| Contextual analysis | ███ | ███ | | | | | |
| Opportunities analysis | | ███ | ███ | | | | |
| Stakeholder workshop | | | 5/12 | | | | |
| Assessment, shortlisting and prioritisation | | | ███ | ███ | ███ | | |
| 80% progress presentation (PCG only) | | | | | 8/2 | | |
| Develop 'road maps' for priority initiatives | | | | | ███ | ███ | |
| Draft report and presentation (Alliance members) | | | | | | 21/3 | |
| Final report and presentation (All Councillors) | | | | | | | 30/4 |

# South Coast focus areas:
context and setting

The socio-economic dynamics of the regions

**South Coast Alliance** Economic Development Plan

| South Coast Alliance Focus area | Global megatrends | | | | Competitive advantages | | | | Constraints and challenges | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | Asian century | Digital revolution | Ageing population | Climate change | Lifestyle and natual amenity | Primary production | Tourism | Tertiary education | Variable economic growth | Uneven population growth | Social and community development | Environmental sustainability |
| Premium food and agribusiness: production and processing | ○ | | | ○ | | ○ | ○ | ○ | ○ | | | ○ |
| Tourism, attractions, creative industries, events and festivals | ○ | ○ | | ○ | ○ | | ○ | ○ | ○ | | ○ | ○ |
| Liveability, community infrastructure, sport and recreation, urban renewal, and housing affordability | | | ○ | ○ | ○ | | ○ | ○ | | ○ | ○ | ○ |
| Education, training, research and innovation | ○ | ○ | ○ | | ○ | ○ | | ○ | ○ | ○ | ○ | |
| Health, inclusion, retirement living and aged care | | | ○ | ○ | ○ | | | ○ | ○ | ○ | ○ | |
| Transport, industry hubs and small business | ○ | ○ | | ○ | | ○ | | ○ | ○ | ○ | | ○ |
| Energy security, climate change adaptation, water security and waste management | | ○ | | ○ | ○ | ○ | | ○ | ○ | | ○ | ○ |

# Stakeholder Workshop:

5 December 2018

# Voting & feedback

**Which Focus Area is the highest priority for the Lower Great Southern?**    47 👥

Premium food & agribusiness: production and processing

▓▓▓▓▓▓▓▓▓▓▓▓▓▓▓▓▓▓▓▓▓▓▓▓▓▓▓▓▓▓▓▓▓▓▓▓ 47 %

Tourism, attractions, creative industries, events and festivals

▓▓▓▓▓▓▓▓▓▓ 21 %

Liveability, community infrastructure, sport & recreation, urban renewal and housing

▓ 4 %

Education, training, research and innovation

▓ 6 %

Health, inclusion, retirement living and aged care

▓▓▓ 9 %

Transport, industry hubs and small business

▓ 4 %

Energy security, climate change adaptation, water security and waste management

▓▓▓ 9 %

# Voting & feedback

**Which Initiative should be the highest priority for the LGSEA?** 47 👥

Youth Strategy: Attract and retain young people in LGS. "It's OK to have fun in the Great Southern!"
32 %

Satisfy employment demands - Skilled labour immigration
11 %

Specialists / CoE for 'ageing in place'
60 %

Destination of choice - "Change your life" festivals and events
26 %

"Hub" physical location and connection between education and industry, inc. life long learning
43 %

Regional energy retailer - Energy independence by 2026
68 %

Agricultural capability guide / land mapping guide / e-hub: Tells you everything you need to know about the LGS
53 %

# Voting & feedback

Has today's Workshop been worthwhile, and provided you with the opportunity to voice your ideas about what's important for economic development in the Lower Great Southern region?     29

Score: 4.1 ★

48 %

31 %

21 %

0 %     0 %

1     2     3     4     5
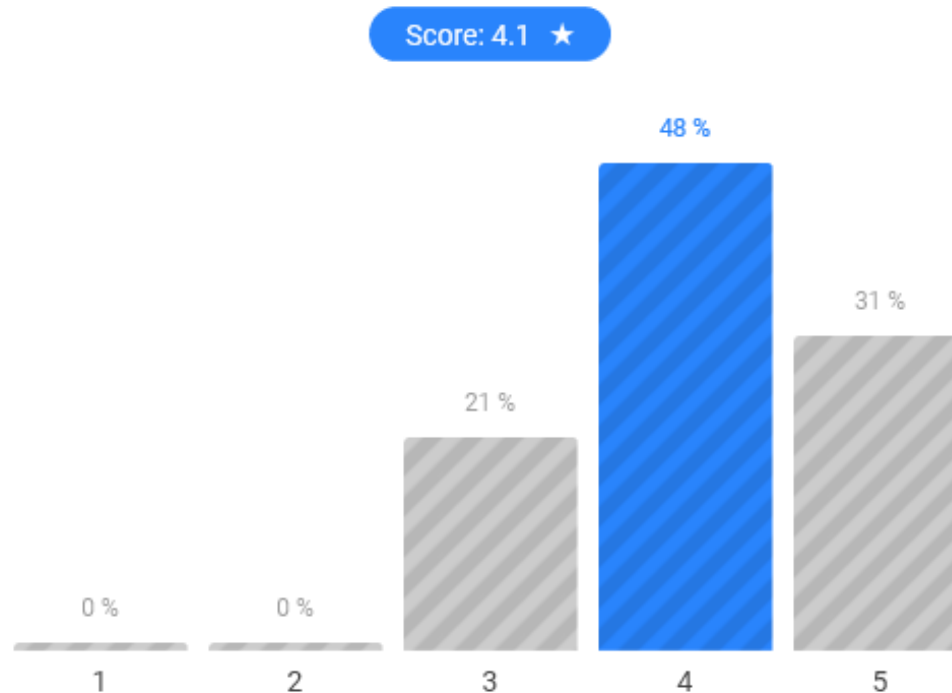
# Assessment of longlist initiatives

# **Longlist:** Filtering and assessment criteria

- Binary " Go / No Go" filters:
  - Currently complete / sufficiently in progress / no further input needed from South Coast Alliance
    - Removed 10
  - Emphasis on traded economy
    - Removed 12
  - Region-wide impacts
    - Removed 4

- Reduced longlist from 50 to 24 initiatives

# Longlist: Filtering and assessment criteria

- Assessment criteria:
    - Ability to deliver with mainly local actors
    - Likelihood of funding / sources
    - South Coast region competitive advantage
    - Alignment with *GSDC Blueprint* and/or state and local government policies
    - South Coast Alliance sphere of influence

- Scored using simple 3 point scale – 0, 1, 2

- Highest scoring initiative in each Focus Area

# Shortlist initiatives

1. South Coast premium food & beverage alliance

2. South Coast tourism trails

3. Regional multi-use motorsport park

4. South Coast learning & innovation cluster

5. Specialist region for aged care & ageing in place

6. Export-focused industrial areas

7. Regional renewable energy retailer

# Prioritisation of shortlist initiatives

# **Prioritisation** of shortlisted initiatives

- Adopted simplified 'pairwise comparison' technique

- SurveyMonkey to compare each unique 1-on-1 combination of shortlisted initiatives
    - Note: other more sophisticated software packages also considered

- Individual answers 'reveal' preferences and biases

- Survey results from PCG have been synthesized to determine recommended **top 3** priority initiatives

# Priority initiatives – Combined PCG assessment
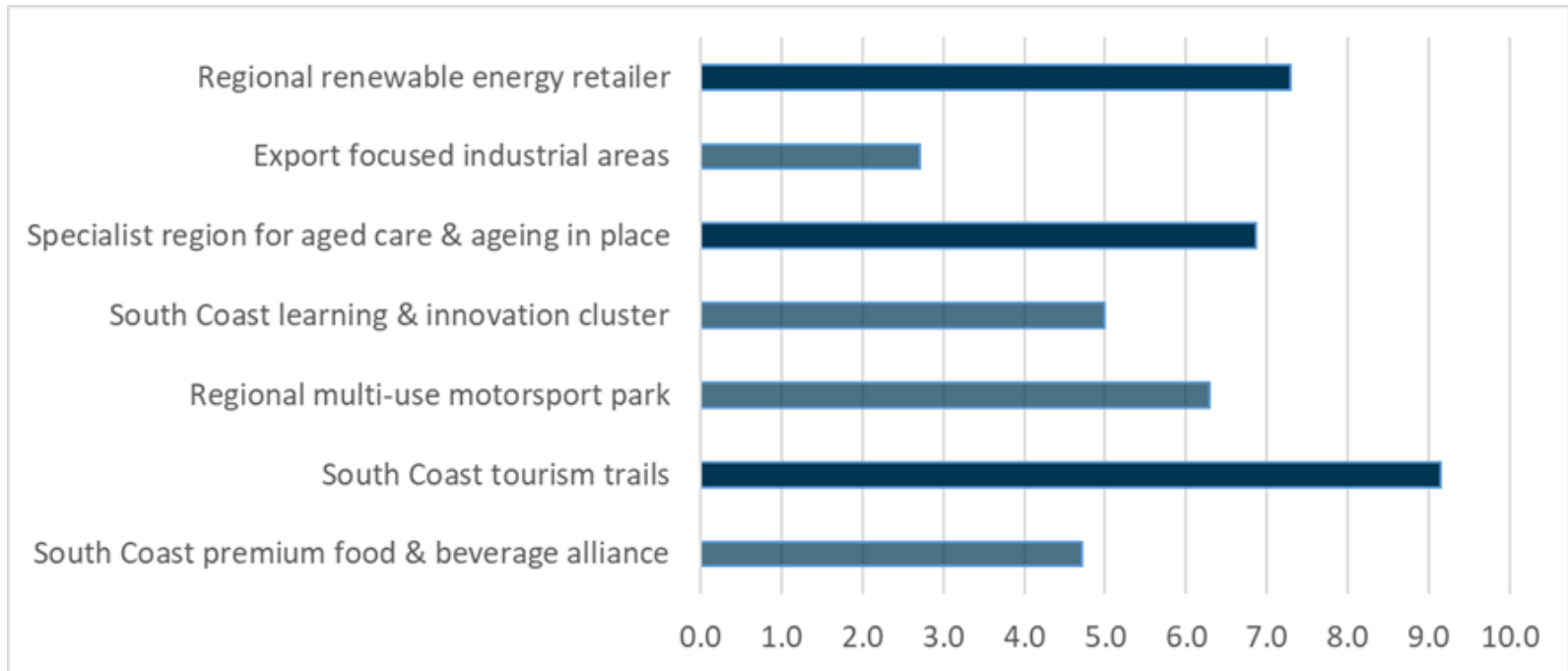
# Road map to implementation:
## South Coast tourism trails
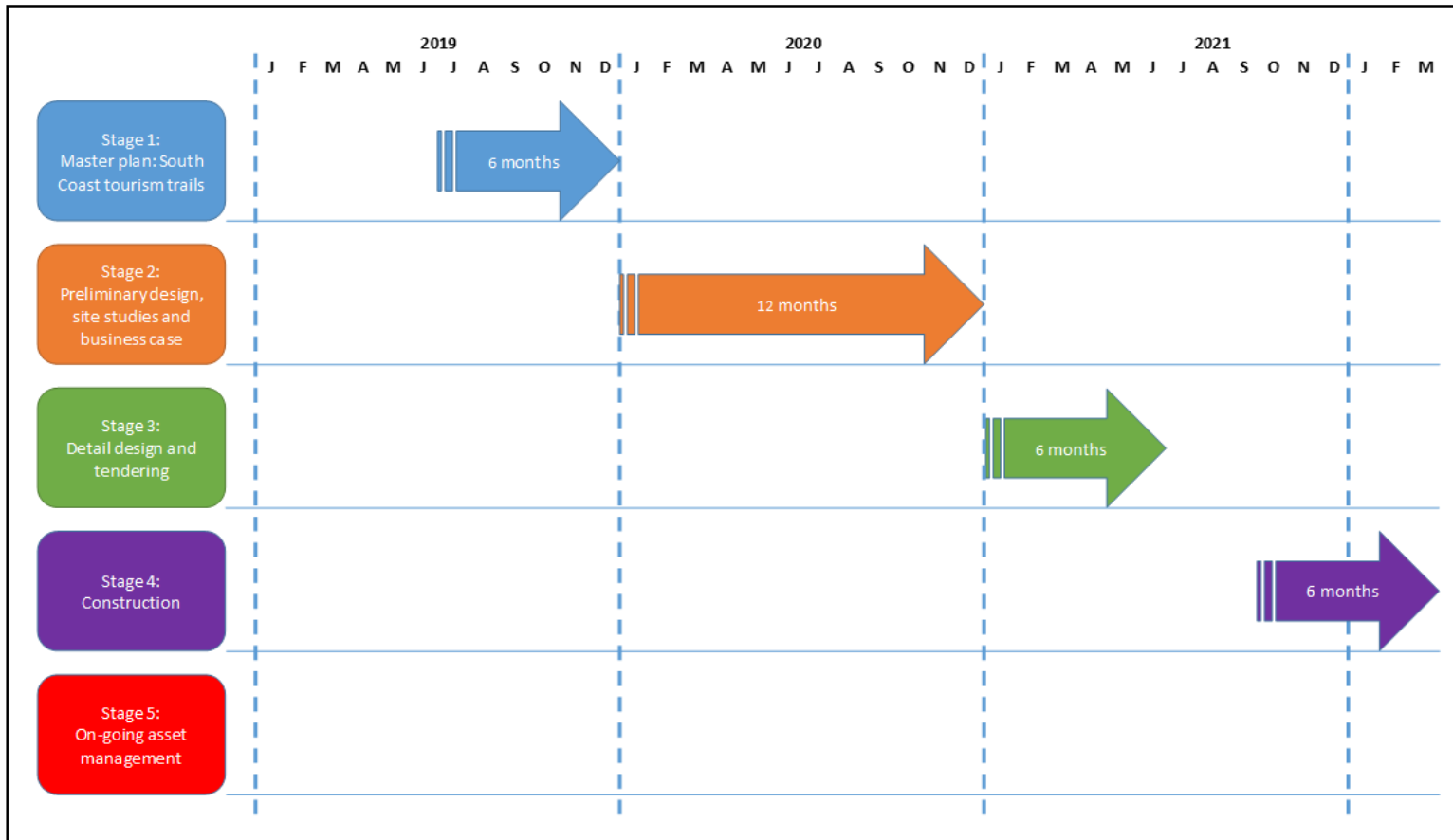
# Road map to implementation:
## Regional renewable energy retailer
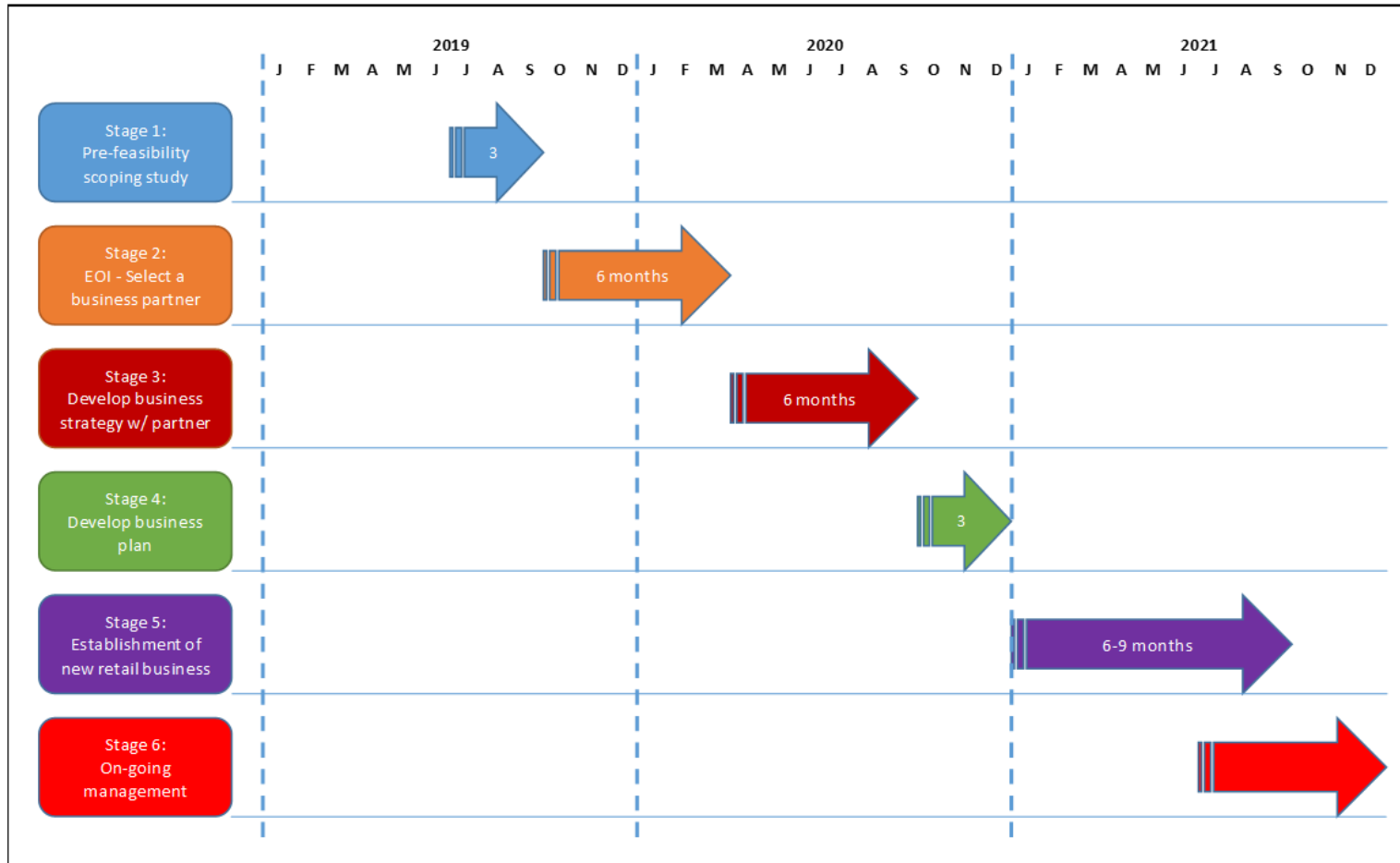


South Coast Alliance Economic Development Plan

# **Road Map:** Specialist region for aged care and ageing in place
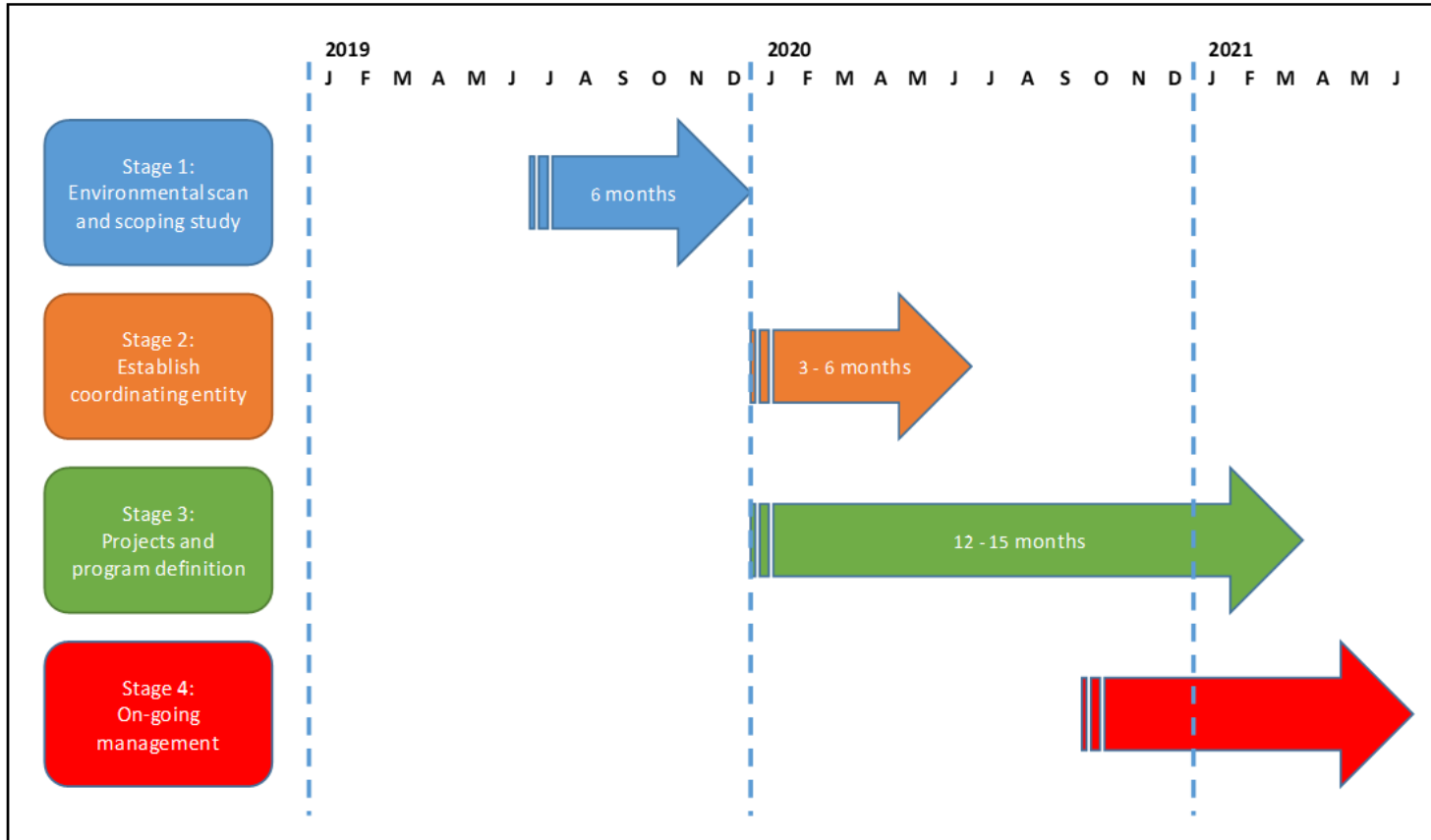
# Recommendations / Lessons learned

# Recommendations for EDP

- Maintain a 'live' pipeline of ideas and initiatives, with 'funnels and filters'

- Establish regular and targeted stakeholder workshops

- Review, assess and re-prioritise regularly

- Spin-off dedicated projects (Alliance may or may not be lead agency)



**Pre-screening**

- Stakeholder engagement
- Identified initiative
- Traded economy emphasis?
  - N → Reject or refer
  - Y → Region-wide benefits?
    - Significant role for SCA?
      - Y → Add to longlist

**Longlist ranking**

Rank in accordance with criteria

1. Ability to deliver with mainly local actors
2. Likelihood / sources of funding
3. South Coast competitive advantage
4. Alignment with Blueprint / Govt / LGA policies
5. SCA sphere of influence

Ranked projects

Action selected priority projects

**Active priority projects**

- Form Project Control Group
- Develop project plan
- Conduct scoping study
- Refine proposal
- Initiative appears viable?
  - Y → Determine implementation pathway
  - Progress and monitor
  - Close out report
  - N →

# Recommendations for governance

## Membership

- Widen membership to include <u>private industry</u> and other government agencies (esp. GSDC, RDA)

- Use membership fees and events to generate operational revenue

- Consider diverse Board membership

## Executive functions

- Maintain, fund & authorise an executive capability (i.e. Executive officer(s) )

- Lead/ coordinate dedicated 'project control groups' for priority initiatives

- Establish and maintain a regional 'concierge' service – e.g.
    - Networking events & leadership forums
    - Digital dashboard and capability guide
    - Business confidence survey

- Consistent reporting protocols to member Councils

**www.ghd.com**

# Presentation outline

▶ **Stirlings to Coast Farmers update**

▶ **Overview of current activities**

▶ **SCF Data Network**

▶ **WA Producers' Co-operative**

▶ **Areas for collaboration with Councils**

# Stirlings to Coast Farmers

- NFP Incorporated Association 2009

- 9 staff, board and five sub-committees

- 85 large mixed farming enterprises, 200 farmers and 60 agriculture students

- Represents 400,000 ha farmland Frankland-Wellstead-Stirling Ranges-Coast

- Managing $2.5m projects 2018/19

  - Cropping and livestock RD&E

  - Commodity value adding, collaboration and agribusiness

# Stirlings to Coast Farmers

| Finance Committee **Chair Ken Drummond** | **BOARD** **Chair Ken Drummond** | | |
|---|---|---|---|
| Commodities Committee **Chair Darren Moir** | **Chief Executive Officer** **Dr Christine Kershaw** | | |
| | RESEARCH | PROJECTS | ADMINISTRATION |
| R&D Committee **Chair Ian Mackie** | R&D Co-ordinator **Nathan Dovey** | Communication Manager **Dr Kathi McDonald** | Office Manager **Eva Bett** |
| East Committee **Chair Mal Thompson** | Project officer **Dr Alaina Smith** | Project officer **Kaylene Parker** | Finance officer **Trish Ryans-Taylor** |
| West Committee **Chair Mark Preston** | Consultant agronomist **John Blake** | Membership officer **Sammy Lubcke** | |

# Highlights 2018

- Moved into <u>new office</u>, Albany Hwy

- New free student membership and partnership with 3 Ag colleges

- Attracted <u>$850k funding</u>, SCF turnover = >$1m

- <u>Fire events</u> / worst dry season start 35 years 2018 for 40% of members

- Increased focus on <u>technology</u> projects on and off-farm

- <u>WA Producers' Co-op</u> business model approved

- Building own telecommunications network for farms in region (50)

- <u>New partnerships</u> with Pivotel, Curtin Uni, Co-ops NSW, AAM

- Identified <u>new customers</u> for prime lamb and noodle wheat in Asia

# Current funded projects

▶ 30 agricultural <u>research trial </u>sites; soil remediation, cropping, livestock

▶ WA Producers <u>Co-op</u> launched Feb 2019

▶ <u>WA brand </u>for grain, beef and lamb

▶ <u>Market development </u>– noodle wheat in Asian markets

▶ SCF <u>Student Connect </u>project – careers in ag, student – farmer engagement

▶ Data Network with Pivotel

# Planned activities 2019

- WA Producers' Co-op

- Building NBN-backhauled Data Network & <u>connect 50 farms</u>

- <u>13 projects</u>, mostly farm trials (30 sites) & value add

- <u>'Smart Farms'</u>: agronomy & livestock focus

- <u>Trial shipments</u> of noodle wheat & prime lamb to 4 Asian countries

- Publication of new <u>Snails mitigation guidebook</u>

- <u>Technology workshops</u> on farm

- Xmas in July SCF <u>10 year celebration</u> bonfire

# Stirlings to Coast Farmers

New value add projects under development

- **Digital supply chain logistics platform** with blockchain, digital traceability and provenance for grain and livestock *(SCF, Food Agility CRC, AgriDigital, Curtin Uni)*

- **Rapid market development –** chilled prime lamb exports. E.g. new partnership to expand seafood cold chill facilities in China to handle WA prime lamb (mostly from GS region). Trial shipment in May 2019 *(SCF, V&V Walsh, ATQ, DPIRD)*

- **Noodle wheat trial shipments** to Asian customers for identity preserved high value niche export markets in Asia *(ATQ, customers, AgriDigital, Curtin)*

# SCF Farm Connectivity Project



**TIMEFRAME**

- Towers sites have already been selected

- Tower infrastructure is currently being built off site

-  Development applications will soon be presented to tower site landholders and local councils for approval

- SCF will commence an Expression of Interest process with members June 2019.

- Towers will be installed by July 2019

- Two demonstration sites will be connected by Aug 2019

- 50 SCF member farms will be connected by Dec 2019
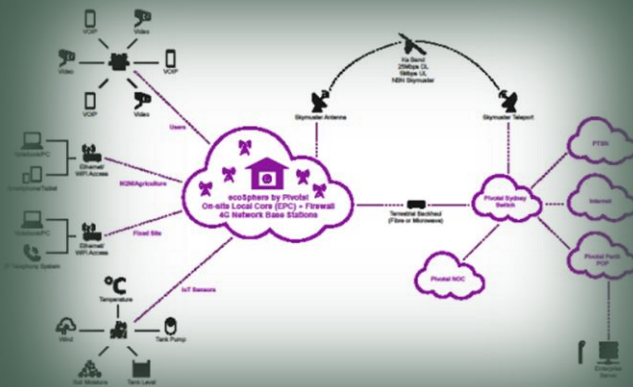
*Connecting farms*

*to the 'internet of things'*
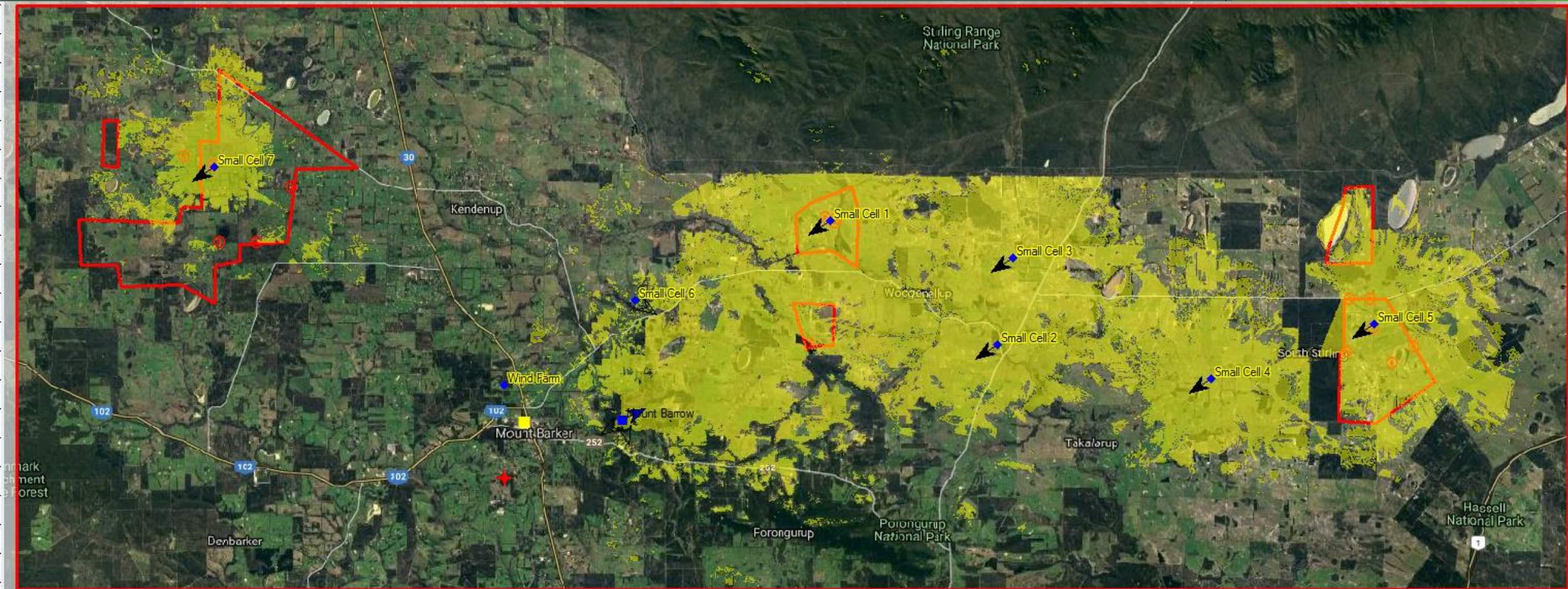
# WA Producers' Co-operative
# SHEEP: BEEF: GRAIN

**Farmer-owned, commodity supply, logistics, marketing & distribution**

# Community Supported Farming

## Collaborative business model for agriculture

# WA Farmers' Co-op supply chain focus

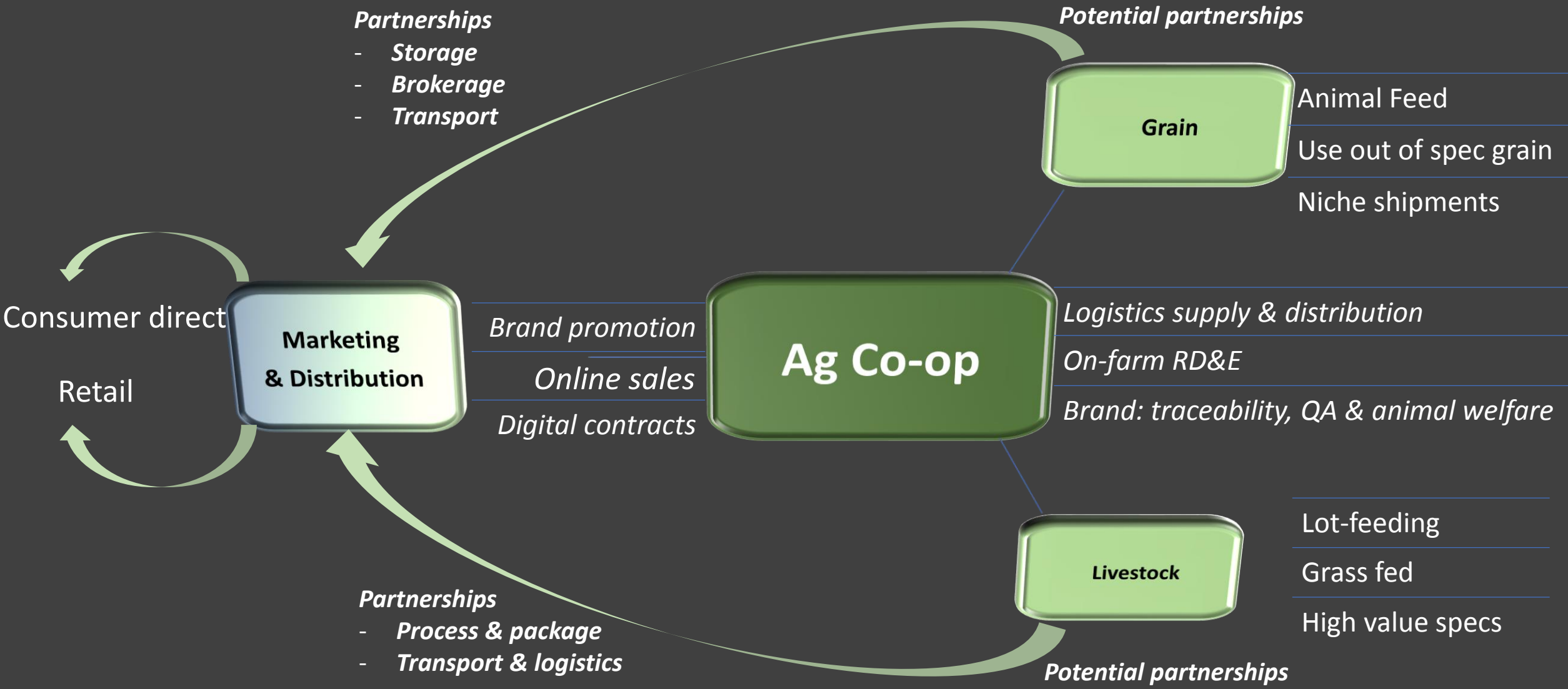**Adding value** – *market power is in the selling*, *not producing*

**SHEEP / LAMB / BEEF CATTLE**

- On-farm supplementary feeding and QA programs
- Year round supply of high-value chilled and frozen lamb and beef products
- Forward contracts, contract farming between farms, digital traceability
- Differentiate through quality and packaging and focus on tangible premium
- Globally recognised brand with provenance for sheep, beef and grain from co-op

**GRAIN**

- New opportunities in high value Asian markets
- Need to differentiate & segregate, retain value
- Out-of-specification segregated for local feed milling
- Specialist small grain shipments with full digital identify preservation opportunities

# WA Producers' Co-op Business Model

**Partnerships**
- **Storage**
- **Brokerage**
- **Transport**

**Potential partnerships**

Grain

Animal Feed

Use out of spec grain

Niche shipments

Consumer direct

Retail

Marketing & Distribution

*Brand promotion*

*Online sales*

*Digital contracts*

Ag Co-op

*Logistics supply & distribution*

*On-farm RD&E*

*Brand: traceability, QA & animal welfare*

**Partnerships**
- **Process & package**
- **Transport & logistics**

Livestock

Lot-feeding

Grass fed

High value specs

**Potential partnerships**

# Co-operative – grain and sheep enterprise

**Support activities**

| Infrastructure– contracting, process management, maintenance schedules, equipment procurement and design |
|---|
| Administration, finance and human resource management – legal, accounting, personnel, recruitment, training etc. |
| Technology and research development – grants and funding, extension, trials co-ordination, partnerships |
| Procurement and Branding – supplier management, contract management, specifications and quality control |

**Primary activities**

| Inbound logistics | On-farm programs | Feed & Nutrition | Outbound logistics | On-farm RD&E support/services | Marketing & Sales |
|---|---|---|---|---|---|
| • Quality control<br>• Receiving<br>• Raw materials control (feed, sheep, grain)<br>• Supply schedules<br>• Transport | • QA systems, branding and traceability<br>• Production<br>• Maintenance<br>• Decision tools & systems<br>• Finishing sheep/lamb<br>• Backgrounding sheep/ lamb | • Feed mixing<br>• Blending grain<br>• Match feed avail. & lamb between farms<br>• Nutrition management<br>• Manage supp. feeding regimes | • Transport co-ordination to processors<br>• Dispatch<br>• Delivery<br>• Invoicing and payments<br>• Livestock welfare | • Nutrition advice<br>• On-farm RD&E trials<br>• Education and training<br>• Vet services<br>• Genetics<br>• Technology adoption | • Customer management<br>• Order taking<br>• Forward contracts<br>• Promotion<br>• Sales analysis<br>• Market research<br>• Market development<br>• Online sales<br>• Sales co-ordination |

# Why a co-op?
# Vertically integrated supply co-operative enterprise
*(from Porter's Competitive Advantage model)*

**Optimise resource use** contract farming, backgrounding and feedlot finishing, on-farm grain storage etc.

Highly **skilled staff** to develop **opportunities** and provide **services** for members

**Support activities**

Infrastructure

Admin, Finance & HR Management

Technology and Research Development

Procurement and Quality Assurance (Brand)

Margin

Customer value

*Access to latest developments in **RD&E and new technology***

**Primary activities**

Inbound logistics

On-farm operations

Grain processing & specialised IP

Outbound logistics

On-farm support & services

Marketing & Sales

Margin

Customer value

**Forward contracts** reduced market risk and guaranteed sales e.g. store lambs

**Reduce costs** due to logistics co-ordination and 'just in time' efficiency

**Improve production systems** with on-farm 'protocols' to improve quality, meet specs, branding & traceability

**Add value** e.g. to 'out of spec' grain by toll milling into pellets or feed loose mixed rations to sheep

**Aggregate sales** to access **high value** export & domestic markets

**Improve productivity** and **reduce operational costs** due technology & research adoption

Stronger seller through scale and access to higher value domestic and export markets through collective bargaining with customers for trusted supply

Farmers will build skills base and have access to focus groups, on-farm advisors, nutritionally balanced feed programs, digital systems and weather data

Confidence to increase production and invest in infrastructure and technology
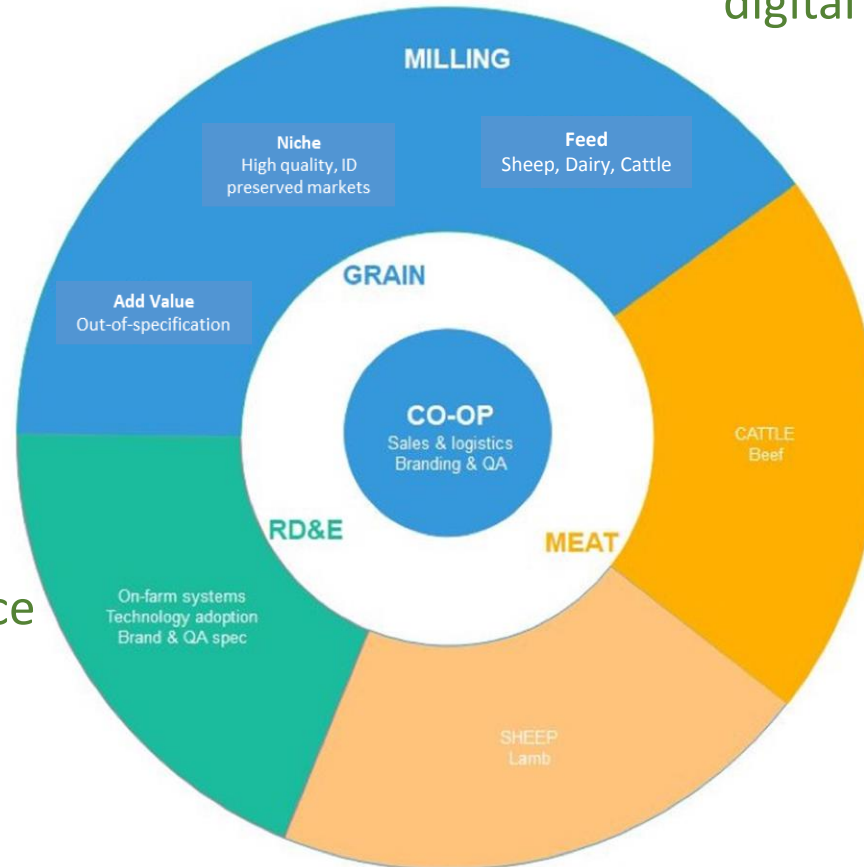
Improved ability to connect with consumers and demonstrate commitment to animal welfare and responsible farming practices

Connected farms and increased uptake of new technology to reduce costs of production and improve productivity

Stronger sense of community and feeling like they are part of something bigger than themselves

Member benefits

Access to globally recognised food brand that demonstrates transparency and respectability with food consumers

**Diagram labels:**

MILLING

Niche
High quality, ID preserved markets

Feed
Sheep, Dairy, Cattle

GRAIN

Add Value
Out-of-specification

CO-OP
Sales & logistics
Branding & QA

CATTLE
Beef

RD&E

MEAT

On-farm systems
Technology adoption
Brand & QA spec

SHEEP
Lamb

# Maintaining consumer trust



▶ Brand revival / providence and credence, verified

▶ Telling the story, establishing shared values

▶ Full digital traceability – farm to fork

▶ What is in my food – full disclosure

▶ On farm transparency, virtual farms

▶ Leveraging currency of family farms

# Technology driven supply chain

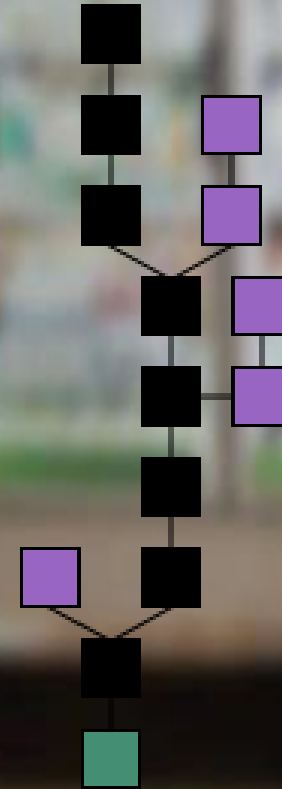*- we need digital tools & solutions that drive efficiency & competitiveness*

Blockchain technology

Digital contracts

Logistics supported by technology

Through chain digital traceability

On-farm IoT and data aggregation

# Thank you



## Ken Drummond

## Christine Kershaw PhD

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waproducers@com.au

# STRATEGIC VISION
# SOUTH COAST SUSTAINABLE WASTE ALLIANCE

**ALBANY, DENMARK, PLANTAGENET**
ALL TOGETHER BETTER

## OUR PURPOSE

### "DIVERT IT, REVERT IT, CONVERT IT"

To work together on a sustainable approach to waste management that meets the needs of our communities in a manner that is cost effective and innovative.

## OUR OBJECTIVES:

| OBJECTIVE | HOW MEASURED |
|---|---|
| Reduce waste to landfill. | To reduce waste generation through effective education programs and advocacy to government and industry<br><br>To improve processes by changing how we do business |
| Minimise environmental risks and human impacts. | To effectively manage current sites while planning for post-closure activities<br><br>To identify and promote sustainable practices, innovative solutions and alternative treatments |
| Provide a quality, cost-effective waste collection service to the community. | To review and improve current services and contract arrangements<br><br>To develop and foster dynamic engagement and partnerships with our communities |
| Determine a long-term waste disposal solution for the region's future waste needs. | To Identify and assess appropriate sites and determine suitability, logistics and transition planning<br><br>To monitor performance against industry best practice |
| Maintain effective relationships with Alliance Partners and other Stakeholders | To communicate with and gain support from Elected Members of the South Coast Economic Alliance<br><br>To deliver effective engagement and reporting with Alliance Partners and other Stakeholders |

## Lower Great Southern Economic Alliance 2018-2019 Budget vs. Actuals as @ 28 February 2019  ATTACHMENT A

| | | | 2018-2019  Budget | YTD Actuals as @ 28 February  2019 | February 2019 YTD Notes | 2018-2019 Notes (from Budget Adoption) |
|---|---|---|---|---|---|---|
| **INCOME** | | | | | | |
| **LGA General Appropriations** | | | | | | |
| | City of Albany  - Cash | | $ 34,108.14 | $ 34,108.14 | Allocated at  Budget Adoption | See notes to budget in report FSR001 June 2018 |
| | City of Albany  - In-kind | | $ 96,992.81 | $ 64,661.87 | 8 Months allocated | See notes to budget in report FSR001 June 2018 |
| | City of Albany  - Total cash and In-kind | | $ 131,100.95 | | | See notes to budget in report FSR001 June 2018 |
| | Shire of Denmark - Cash | | $ 33,768.43 | $ 33,768.00 | Invoiced and paid | See notes to budget in report FSR001June 2018 |
| | Shire of Plantagenet - Cash | | $ 33,768.43 | $ 33,768.00 | Invoiced and paid | See notes to budget in report FSR001June 2018 |
| | Other LGA's | | $ - | $ - | | |
| **Grants / Funding** | | | | | | |
| | 2.2 Tourism Development | DMS Marketing Campaign - TWA | $ 250,000.00 | $ - | | Yr 2 TWA Funding. Yet to be invoiced for. |
| | Other | Neighbour LGA's, DMO,  Sponosrship | $ - | | | |
| **Commissions/Sales** | | | | | | |
| | Website Sale Commissions | | $ - | $ - | | |
| | | **TOTAL INCOME** | $ 448,637.81 | $ 166,306.01 | | |
| **EXPENSES** | | | | | | |
| **General Operational Expenses** | | | | | | |
| | Telephone/Portable Computing | Telephone/Portable Computing | $ - | $ - | | |
| | | Minor Asset Purchases | $ - | $ - | | |
| | | Meeting Expenses | $ 3,900.00 | $ - | | Generic alloaction from CoA annual Budget |
| | | Refreshments | $ 300.00 | $ - | | Generic alloaction from CoA annual Budget |
| | | Accommodation and Travel | $ - | $ - | | |
| | | Audit Fees | $ 2,800.00 | $ - | | Generic alloaction from CoA annual Budget |
| | | Legal fees | $ 8,000.00 | $ - | | Generic alloaction from CoA annual Budget |
| **Project Expenses** | | | | | | |
| | 1.1 Incorporation | | | | | |
| | | Application Fee | $ 145.00 | $ 122.00 | Incorporation Fee | As noted in Report AR001 June 2018 |
| | | Miscellaneous  start-up costs | $ 500.00 | $ - | | Unalloacted costs for intital requirements of incorporation |
| | 1.2 Refresh Corporate Document Suite | | | | | |
| | | Consultant Fees Miscellaneous | $ 2,500.00 | $ - | | Consultant fee  - Potential to combine project with 1.3 |
| | | Design & Printing & Digital | $ 1,000.00 | $ - | | As above |
| | 1.3 Operational Framework Materials | | | | | |
| | | Consultant Fees Miscellaneous | $ 2,500.00 | $ - | | Consultant fee  - Potential to combine project with 1.3 |
| | | Design & Printing & Digital | $ 1,000.00 | $ - | | As above |
| | 1.4 Government & Regional Advocacy | | | | | |
| | | Disbursements & Miscellaneous | $ 500.00 | $ - | | Meetings, Events and Programs |
| | | Communication & Engagement | $ 500.00 | $ - | | As above |
| | 2.1 Economic Development Plan | | | | | |
| | | Consultant Fees & Commissioning | $ 37,500.00 | $ 41,000.00 | GHD consultant fees. | Indicative fee |
| | | Disbursements & Miscellaneous | $ 3,500.00 | $ 652.56 | Catering Stakeholder workshop ($450), Stationary  Stakeholder Workshop ($81.65), Catering PCG #2 (120.91) | Meetings and transfers |
| | | Design & Printing & Digital | $ 7,500.00 | $ - | | Digital Dashboard and Printing |
| | | Communication & Engagement | $ 1,500.00 | $ - | | Stakeholder engagement |
| | | Contingency (10%) | $ 5,000.00 | $ 3,036.80 | GHD Approved Variation for additional meetings | Less than 20% contingency |
| | 2.2 Tourism Development | | | | | |
| | | DMS - Marketing Campaign | $ 250,000.00 | $ 126,000.92 | Marketforce Flights ($887.65), Examiner Newspaper ($600),Itomic Web Services ($24,867.73), Vanguard Press ($39,559.93), Squid Productions ($30,537.98), PreEmptive Strike Maps ($7,000), Famil Exp ($114.55), ASW Holiday Planner Ad ($1960), Caravan Industry Ad ($1850), ASW Booth Space ($2250), Name Badges Uniforms ($96.50) ,TV Segments - Aus Media ($12,300), Unknown ($3976.36) | Yr 2 TWA Funding media and marketing plan |
| | | Visitor Centres Servicing | $ - | $ - | | |
| | | DMO - Support | $ - | $ - | | |
| | | TDS Deliverables | $ 20,000.00 | | | Unallocated Contingency |
| | 2.3 Renewable Energy Development | Disbursements & Miscellaneous | $ 500.00 | $ - | | Meetings and Events |
| | | Communication & Engagement | $ 500.00 | $ - | | Stakeholder Engagement  and Materials |
| | 3.1 Regional Waste Strategy | | | | | |
| | | Disbursements & Miscellaneous | $ 1,000.00 | $ - | | Meetings and Events |
| | 3.2 ICT Strategy | | | | | |
| | | Disbursements & Miscellaneous | $ 1,000.00 | $ - | | Meetings,  Reporting |
| **In-Kind Expenses** | | | | | | |
| | Overhead - City of Albany | | $ 22,383.00 | $ 14,922.00 | 8 Months allocated | See Proportional Cost Share Review Attachment B FSR001 |
| | Project Resourcing - City of Albany | | $ 74,609.81 | $ 49,739.87 | 8 Months allocated | See Proportional Cost share Review Attachment B FSR001 |
| | | **TOTAL EXPENSES: CASH AND IN-KIND** | $ 448,637.81 | $ 235,474.15 | | |
| | | **FINALCASH AND INKIND NET POSITION** | $ - | -$ 69,168.14 | | |

| **LOWER GREAT SOUTHERN ECONOMIC ALLIANCE – PRIORITY ACTION LIST: FY2018-2019** | |
|---|---|
| **VISION** | 'The Lower Great Southern sub-region: leading sustainable growth through collaboration' |
| **GUIDING PRINCIPLES** | → Always ask, 'can we do this better together?'<br>→ Exercise 'co-opetition' - co-operate to compete with the rest of the world, not each other or our neighbours in the wider region or State<br>→ Respect our differences and refrain from involvement in each other's governance<br>→ Only act where there is a clear, net benefit, and no harm or undue risk<br>→ Be open and Transparent to our communities |
| **BACKGROUND** | The 'Alliance' is comprised of representatives from the City of Albany, Shires of Denmark and Plantagenet. It was established in late 2015 to promote collaborative economic development in the region. Since establishment the Alliance has: adopted a Strategic Plan and set of Governance Arrangements; convened on a regular basis; and had oversight of a number of strategic projects—including Tourism Development. |

**FY2017-2018 REVIEW**

| **KEY ACHIEVEMENTS** | **KEY CHALLENGES** |
|---|---|
| → Adoption of Tourism Development Strategy (TDS) and Destination Marketing Strategy (DMS)<br>→ Securing Funding for Destination Marketing Activities (delivery) - $1Mil over 4 years<br>→ Delivery of Year 1 Destination Marketing Program<br>→ Commission and Adopt Detailed Design of Regional Destination Marketing Organisation (DMO)<br>→ Support Establishment of DMO<br>→ Investigate and prepare framework for Incorporation of the Alliance<br>→ Regional Waste Strategy - preliminary scoping work undertaken<br>→ Preliminary Regional Resource sharing arrangements - Pilot and Implementation | → Governance and Administration Arrangements<br>→ Tourism Development - Industry & Stakeholder management<br>→ Changes to Funding Arrangements (Growth Plan Funding)<br>→ Stakeholder Expectations Management |

**FY2018-2019 PLANNING**

**OVERVIEW**

The Alliance adopted a set of high level priority actions for FY2017/2018. To assist in resetting priorities and actions for FY2018/2019 as well as prepare budgets, a planning workshop was convened in April 2018.

At the April Workshop Alliance members and observers were invited to participate in a review of Achievements and Challenges to date. This was followed by an exploration of what measures of success could (or should) be explored for the future, as well as the key barriers to success. A summary of *Success* and *Barriers* from the workshop is outlined below. Members were then invited to explore opportunities under the three strategic themes as adopted in the Alliance Strategic Plan, being: Advocacy, Economic Development and Tourism; Efficiency and Consistency. Finally, a review of opportunities was undertaken with the group identifying its key priority areas for potential inclusion in the FY2018/2019 Action List.

| **SUCCESS** | **BARRIERS** |
|---|---|
| → 100% sustainable/renewable power<br>→ 5% increase in population with record low unemployment<br>→ Local Government Service delivery has been transformed<br>→ Delivered innovated waste solutions<br>→ Region recognised as a healthy food bowl<br>→ Increase in visitor numbers in a co-ordinated, co-operative, supporting sector.<br>→ High levels of collaboration and trust<br>→ Region wins international award for nature based tourism | → Politics & absence of trust from partners and local electors<br>→ Resourcing and commitments<br>→ Funding, logistics and marketing<br>→ Self-interest and parochialism<br>→ Knowledge loss through change of officers, councillors etc.<br>→ Suitable sites and resources for projects<br>→ Attraction human Capital, resources and funding<br>→ Relationships with the rest of the region |

**FY2018-2019 KEY FOCUS AREAS**

→ **GOVERANCE:** Review and Develop Governance and Administration Arrangements, Resources and Systems
→ **STRATEGY:** Deliver Sub-Regional Economic Development Strategy/Plan
→ **TOURISM:** Confirm and Deliver Tourism Development Commitments, & Monitor Tourism Development: TDS, DMS and DMO.

## PRIORITY ACTION LIST: FY2018-2019

| STRATEGIC THEMES | OBJECTIVE | | PRIORITY ACTIONS | KEY PERFORMANCE INDICATOR | STATUS |
|---|---|---|---|---|---|
| **1.0**<br><br>**ADVOCACY** | Maximise the States and Commonwealths Governments awareness of the benefits to the region state and nation of investing in the Lower Great Southern Region's (and wider regions) economic future. | **1.1** | Alliance Governance to change to an Incorporated Association. | → Adopted/Enacted: December 2018 | - Incorporation Complete.<br>- Implementation to be aligned to Incorporation Report timeline as per Minutes of 21 June Meeting: Report AR001 |
| | | **1.2** | Review & refresh Corporate Document Suite – Including: Strategic Plan, Corporate Plan & Governance/Constitution. | → Adopted: June 2019 | - No Action |
| | | **1.3** | Develop & Adopt an Operational Framework & supporting materials & systems: Resourcing & Project Model, Budget Model; Reporting Model, Agenda Settlement & Administration Model; Communications Model. | → Adopted: June 2019 | - No Action |
| | | **1.4** | Direct Government (Federal, State, Local) Regional Advocacy.<br>Direct Industry Regional Advocacy. | → Relevant Federal Minister to attend 1 x Alliance Meetings: June 2019<br>→ Relevant State Minister to attend 1 x Alliance Meetings: June 2019<br>→ Relevant analogous LGA Body to attend 1 x Alliance Meeting: June 2019<br>→ Priority Industry Representatives to attend 3 x Alliance Meetings: June 2019 | - No Action<br><br>- No Action<br><br>- No Action<br><br>- RDA GS attended Dec Meeting. |
| **2.0**<br><br>**ECONOMIC DEVELOPMENT AND TOURISM** | Encourage investment and business development, support job growth, increase visitor nights to 3million by 2021 and promote the region with a single voice. | **2.1** | Commission & Adopt Sub-Regional Economic Development Strategy/Plan | → Adopted by Alliance and Member Councils: March 2019 | - PCG meetings #1 & #2 - Complete<br>- Industry stakeholder workshop - Complete<br>- Priority Project Long-list and shortlist - Complete<br>- Draft documentation being finalised<br>- Draft Plan Presented to Alliance March 2019<br>- Draft Plan Presented to Alliance Partner Councils April 30 2019<br>- Contract Variation #1 approved $3,036.80 |
| | | **2.2** | Monitor, Address & Report against Tourism Industry Development | → Note Tourism Western Australia (TWA) Destination Marketing funding Acquittal/Report for FY2017-2018: September 2018<br>→ Note Annual Marketing/Media Plan for YR2 (FY2018/2019) of Tourism Western Australia's (TWA) Destination Marketing Funding: September 2018<br>→ Develop Reporting Model for the new Destination Marketing Organisation Performance: October 2018 | - Acquittal report pending.<br><br>- Presentation of endorsed YR2 Marketing Plan Pending<br><br>- DMO reporting model pending finalised agreements with LGA's. |
| | | **2.3** | Renewable Energy Development | → Receive a status report on work undertaken to date by the City of Albany: October 2018<br>→ Adopt an Alliance Policy Position on Regional Renewable Energy: June 2019 | - Status Report: issued and received at Dec 2018 Alliance meeting.<br><br>- Regional Policy position: No action. Pending outcome of ED Strategic Plan - As per minutes Dec 18 Alliance meeting item 10.1 |
| **3.0**<br><br>**EFFICIENCY AND CONSISTENCY** | Achieve effective and efficient regional solutions for agreed priority issues that require large scale investments<br><br>Identify and implement opportunities for smaller scale improvements through operational level sharing and efficiencies | **3.1** | Review Regional Waste Management Solution(s) | → Receive Status Report/Presentation on regional Waste Strategy: July 2018 | - Presentation/Update to June 21 Alliance meeting: Item 4.0.<br>- Presentation/Update to September 20 Alliance Meeting: Item 4.1<br>- Presentation pending for Alliance March 21 Meeting |
| | | **3.2** | Explore ICT Business & Systems Collaboration between the 3 LGA partner organisations | → Establish Collaborative 'IT User Group' across the 3 LGA partner organisations: July 2018<br>→ Biannual Report to Alliance on status of 'IT User Group' Projects And Initiatives: Report 1 December 2018, Report 2 July 2019. | - IT user Group Established and Active.<br>- Report 1 to Alliance Dec 13 meeting: Item 10.2<br>- Report 2 - July 2019 Pending |

| STATUS KEY LEGEND | Complete | In Progress or Partially Complete | Incomplete - No Action |
|---|---|---|---|

# BETTER AGEING *LONG LIVE YOU* ACTIVE SENIORS

WELCOME

ACKNOWLEDGMENT OF COUNTRY

We acknowledge the Noongar people on whose land we meet. It is a privilege to stand on their land and we pay our respects to Elders past and present
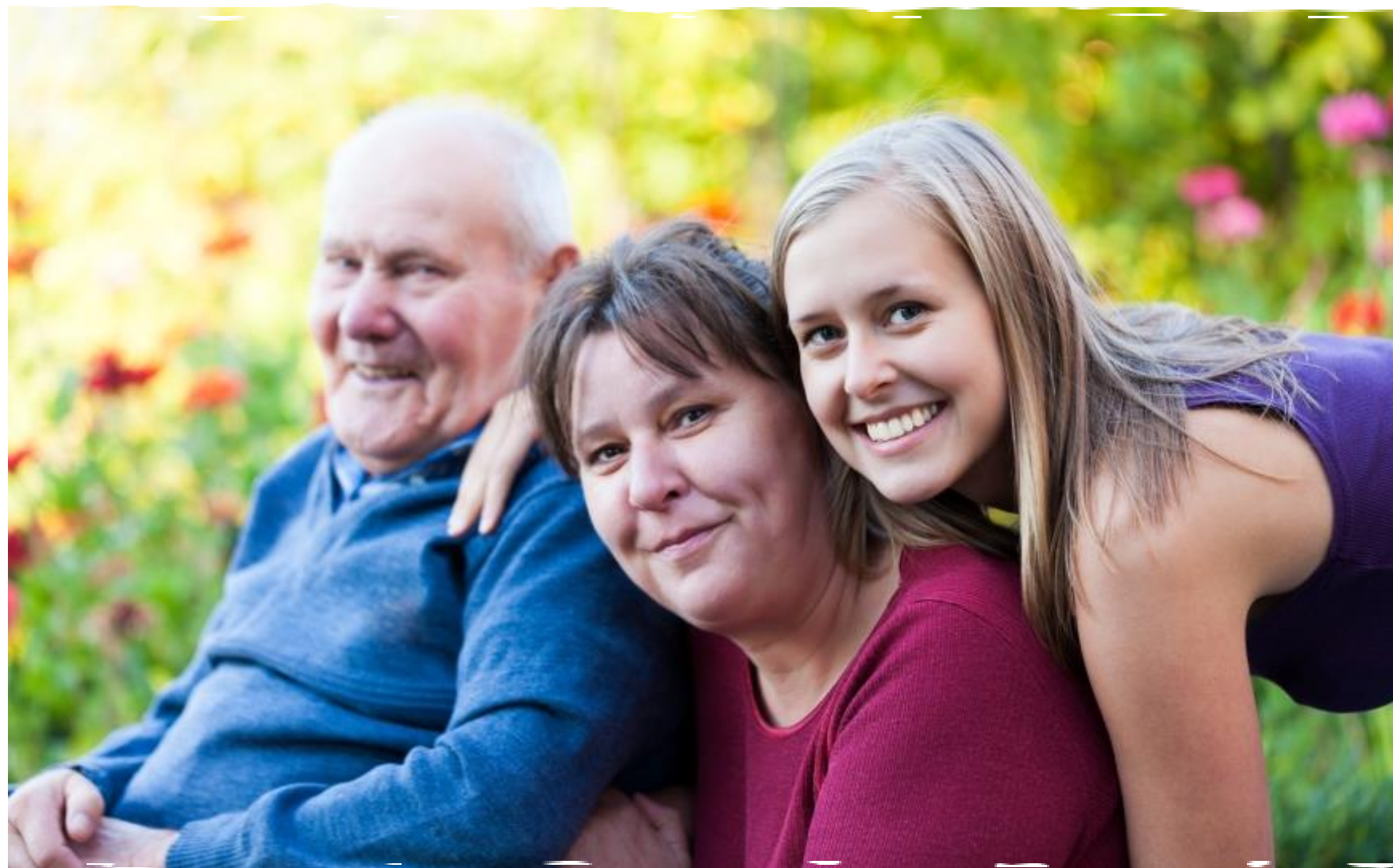
# AGE FRIENDLY COMMUNITIES

Active ageing is the process of optimizing
opportunities for health, participation and
security in order to enhance quality of life
as people age.

Age friendly communities are those that are inclusive and accessible for people of all ages

This encompasses spaces and places and programs and initiatives that make a community better for all residents
including children, young people, parents and seniors

# AGE FRIENDLY COMMUNITIES

An age-friendly community is one that:

- recognises the great diversity among older people
- promotes their inclusion and contribution in all areas of community life
- respects their decisions and lifestyle choices, and
- anticipates and responds to age-related needs and preferences.

# ACTIVE AGEING

Health and well-being are determined not only by our genes and personal characteristics but also by the physical and social environments in which we live our lives.

https://www.youtube.com/watch?v=QCPJsJZ9dNI ADDING LIFE TO YEARS

# WHY THE LOWER GREAT SOUTHERN

Over 65 age group >20% of the population.

Population increasing

Ageing population require differing levels of infrastructure and services.

Different recreational needs and less likely to be engaged in physical activity.

Need to attract and retain youth.

Lower incomes

Diverse community and economy

Opportunity for employment

https://www.youtube.com/watch?v=xBnk9Gn QAv0 PHYSICAL ACTIVITY FOR OLDER

# BENEFITS

Improved fitness and health

Fun, recreation and relaxation

Sense of achievement

More opportunities for shared family and household activities

Improved social, analytical and life skills

Opportunities to socialise and make new friends

Help others – volunteering

https://www.youtube.com/watch?v=Iyi4Npg5_7o PEOPLE'S ASSOCIATION ACTIVE AGEING CAMPAIGN 2019 – INSPIRING SENIORS

# BARRIERS

Preference for sedentary activities

High cost of some sports and fitness clubs

Can be hazardous

Many recreational activities attract young adults so older people may feel unwelcome

Market place has failed to include and attract older people Infrastructure and environment not safe or suitable

Time pressure

Misconceptions about need for exercise

60% women 40% men

# *LONG LIVE YOU* ACTIVE AGEING PROJECT

Partnership initiative of the Lower Great Southern Local Governments & Other Partners

Designed to complement and add to what is already in place: Age Friendly, Public Health Plan Community Strategic Plan, Active Albany

Target Group + 65 years

Run over two years ending June 2021

Leadership and innovation

https://www.youtube.com/watch?v=fYtNu_YAmLQ



**PARTNERSHIP INITIATIVE**

ALBANY  DENMARK  PLANTAGENET  OTHER PARTNERS

JUNE 2021

# NEW PROGRAMS

Engage inactive seniors

Reduce burden on costly health services

Diversify recreational activities to attract and support seniors while encouraging and providing new opportunities for younger age group

# KEY AREAS

Strategic Partnerships, Community Engagement and Evaluation

Getting the inactive ACTIVE by improving physical opportunities

Getting the inactive ACTIVE by improving knowledge and education

Getting the inactive ACTIVE by improving capacity

# PROJECT STRATEGIES AND TIMELINES

Information forums and consultation

Active Seniors Hubs

Outreach Venues

Modified Sports Programs
Free walking clubs

Community Champions

Community Bus

Low Cost activities

Use of Volunteers

Community Education Program

Organisation, Community and Club training workshops

# FUNDING

Federal Government Move it Aus $436, 463

City of Albany

Shire of Plantagenet

Department of Local Government, Sporting and Cultural Industries

In-kind Support

Shire of Denmark
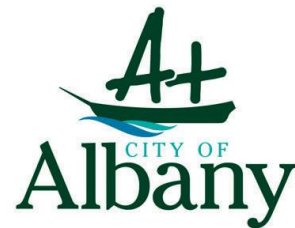
# RESOURCES

2 x Project Officers

Venues and facilities

Existing program leaders

Engagement support

Administration support

Bus Hire

Marketing campaign and support
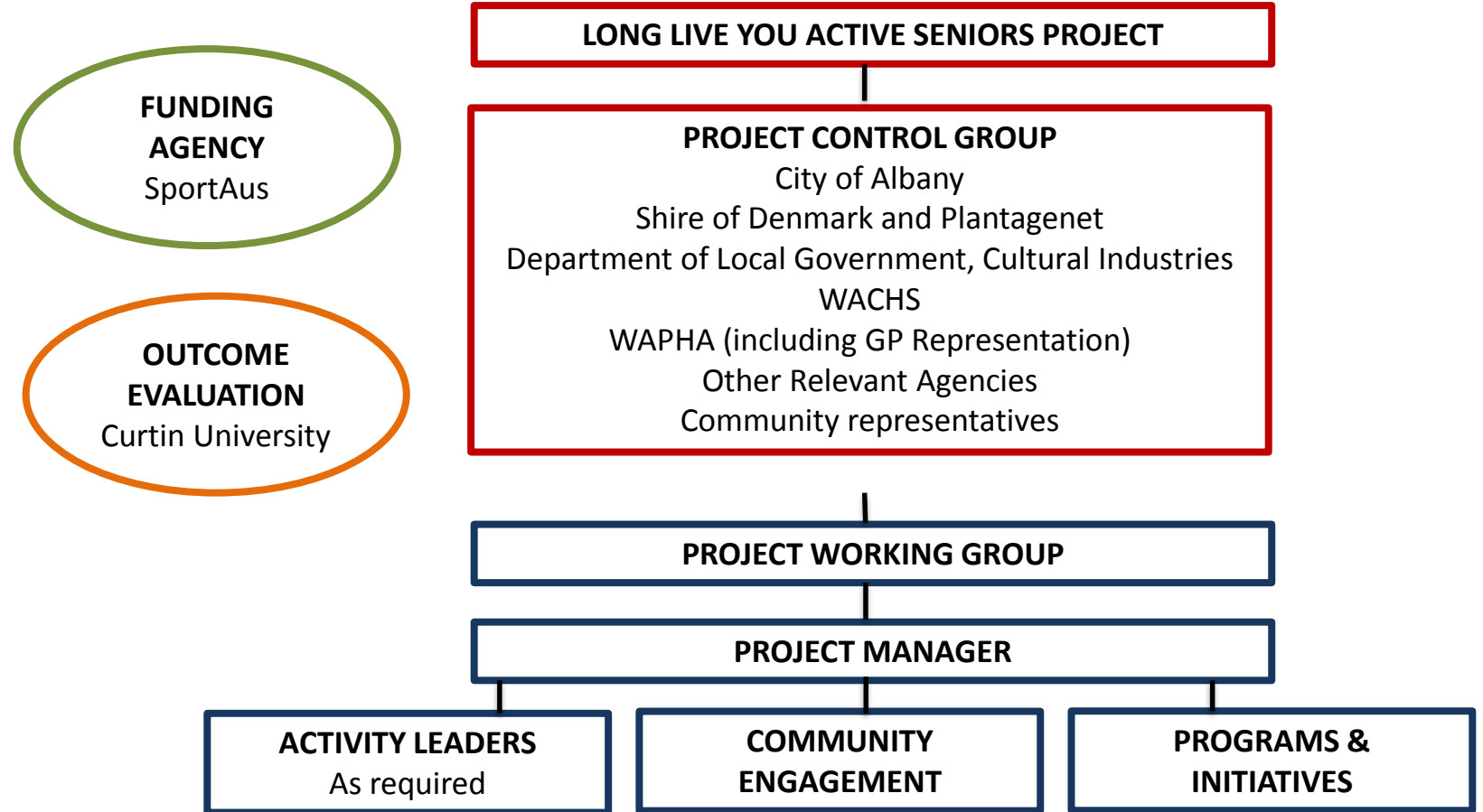
Revenue from programs

# GOVERNANCE STRUCTURE

- Project Control Group
- Project Working Group
- Project Manager
- Project Staff
- Community Engagement
- Programs and Initiative

**PARTNERS/STAKEHOLDERS**

Who else should we invite?

- Community representation
- Sporting Associations
- Noongar Community
- Multi-cultural
- State Sporting Associations

**FUNDING AGENCY**
SportAus

**OUTCOME EVALUATION**
Curtin University

**LONG LIVE YOU ACTIVE SENIORS PROJECT**

**PROJECT CONTROL GROUP**
City of Albany
Shire of Denmark and Plantagenet
Department of Local Government, Cultural Industries
WACHS
WAPHA (including GP Representation)
Other Relevant Agencies
Community representatives

**PROJECT WORKING GROUP**

**PROJECT MANAGER**

**ACTIVITY LEADERS**
As required

**COMMUNITY ENGAGEMENT**

**PROGRAMS & INITIATIVES**

# COMMUNITY ENGAGEMENT

Need to ensure that the target audience are engaged in developing key messages and programs

Actively seek community members

Information forums and consultation

Age Friendly Strategy

Age Friendly Charter

Community Champions

Use of Volunteers

Community Education Program

Organisation, Community and Club training workshops

# EVALUATION

Outline provided as part of the application
- Measures include pre and post numbers involved
- Number of programs/activities
- Survey self reporting participation
- Satisfaction with the programs
- Number likely to continue beyond the project
- Demographics
- Marketing analytics
- Workshops – number, level of knowledge and confidence pre and post

Curtin University – initial discussions

# NEXT STEPS

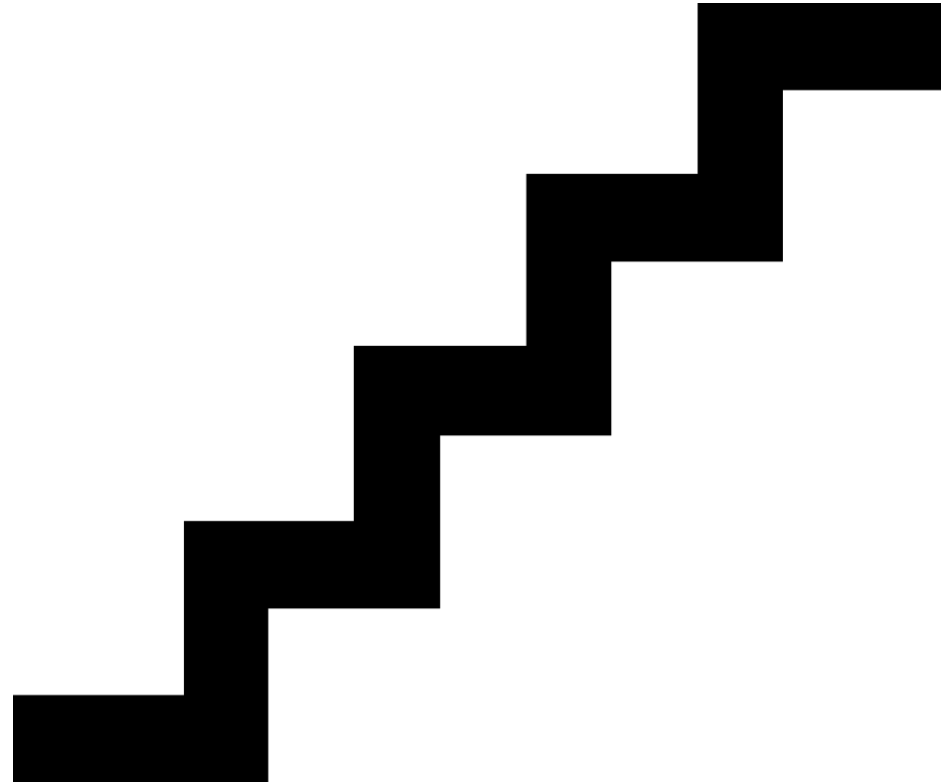Membership of Governance Groups confirmed

Meetings scheduled

Project Plan and Gant chart reviewed and finalised

Community forums scheduled

Evaluation framework and data collection confirmed

Recruitment of Project Officers

## South Coast Alliance Incorporated
## Policy & Procedure

# Code of Conduct

### (Members, Committee Members, Staff & Volunteers)

### GENERAL PRINCIPLES & ETHICAL STANDARDS

*The South Coast Alliance Code of Conduct requires that Members, Committee Members, Volunteers and Staff act in a manner that compliments the values expected from the Community:*

- *Act with reasonable care and diligence*

- *Act with honesty and integrity*

- *Act lawfully*

- *Avoid damage to the reputation of the South Coast Alliance*

- *Be open and accountable to the public*

- *Base decisions on relevant and factually correct information*

- *Treat others with respect and fairness*

- *Not be impaired by mind affecting substances such as drugs and alcohol*

- *Ensure that decision-making takes into account the interests of the South Coast Alliance region as a whole*

| Document Approval | | |
|---|---|---|
| **Document Development Officers:** | | **Document Owner:** |
| <mark>tbc</mark> | | <mark>South Coast Alliance Inc. Chairperson</mark> |
| **Document Control** | | |
| **File Number  - Document Type:** | <mark>SCA.01.2019 - Policy</mark> | |
| **Document Reference Number:** | <mark>Xyz123</mark> | |
| **Meta Data: Key Search Terms** | Personal behaviour, Conduct, Respect, Values, <mark>Gift, Travel</mark> | |
| **Status of Document:** | <mark>**Draft for review**</mark>. | |
| **Quality Assurance:** | <mark>Chairperson, Deputy Chairperson, Treasurer, Secretary and Committee Members</mark> | |
| **Distribution:** | Public Document | |
| **Document Revision History** | | |

| Version | Author | Version Description | Date Completed |
|---|---|---|---|
| 1.0 | <mark>Tbc</mark> | <mark>Adopted by the Committee, Ordinary Committee Meeting dd/mm/2019.</mark> | <mark>tbc</mark> |

**OUR VALUES**

<mark>OUR VALUES – to be defined</mark>

<mark>OUR VALUES – to be defined</mark>

<mark>OUR VALUES – to be defined</mark>

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<mark>OUR VALUES – to be defined</mark>

<mark>OUR VALUES – to be defined</mark>

<mark>OUR VALUES – to be defined</mark>

# CONTENTS

# 1  PREAMBLE

This Code of Conduct (Code) provides South Coast Alliance Members, Committee Members, Staff and Volunteers with consistent guidelines for an acceptable standard of professional conduct. This Code addresses in a concise manner the broader issue of ethical responsibility and encourages greater transparency and accountability.

This Code is complementary to the principles adopted in the Association Incorporation Act (2015) (the Act) and regulations which incorporates four fundamental aims to result in:

- better decision-making;
- greater community participation in the decisions and affairs of the Alliance;
- greater accountability to the Alliance's communities; and
- a more efficient and effective local government.

The Code provides a guide and a basis of expectations for Members, Committee Members, Volunteers and Staff. It encourages a commitment to ethical and professional behaviour and outlines principles in which individual and collective responsibilities may be based.

# 2  POLICY STATEMENT

Members, Committee Members, Alliance Volunteers and Staff will comply with this Code.

# 3  ROLES

## 3.1  Role of Member

The primary role of a Member is to represent their council, community, and the effective translation of the community's needs and aspirations into a direction and future for the Alliance.

The Role of Members as follows:

> *"A Member:*
>
> - *represents the interests of their council and the region;*
>
> - *provides leadership and guidance to the community in the region;*
>
> - *facilitates communication between the community and the ;*
>
> - *participates in the Alliance's decision-making processes at council and committee meetings; and*
>
> - *performs such other functions as are given to a Member by this Act or any other written law."*

A Member is part of the team in which their council has placed its trust to make decisions on its behalf and the community is therefore entitled to expect high standards of conduct from its representatives. In fulfilling the various roles, Members activities will focus on:

- achieving a balance in the diversity of community views to develop an overall strategy for the future of the region;

- achieving sound financial management and accountability in relation to the Alliance's finances;
- working with other governments and organisations to achieve benefits for the community at both a local and regional level;
- having an awareness of the statutory obligations imposed on Members and the Alliance.

In carrying out its functions the Alliance is to use its best endeavours to meet the needs of current and future generations through integration of environmental protection, social advancement and economic prosperity.

## 3.2  Role of Officer

The role of Officer is to:

> - *advise the Alliance in relation to the functions of the Alliance;*
>
> - *ensure that advice and information is available to the Alliance so that informed decisions can be made;*
>
> - *cause Alliance decisions to be implemented;*
>
> - *manage the day to day operations of the Alliance;*
>
> - *liaise with the Chairperson on the Alliance's affairs and the performance of the Alliance's functions;*
>
> - *ensure that records and documents of the Alliance are properly kept;*
>
> - *perform any other function specified or delegated by the Alliance."*

## 3.3  Role of Alliance

The Role of the Alliance is:

> *"(1) The Alliance:*
>
> - *directs and controls the Alliance's affairs; and*
>
> - *is responsible for the performance of the Alliance's functions.*
>
> *(2) Without limiting subsection (1), the Alliance is to —*
> - *oversee the allocation of the Alliance's finances and resources; and*
>
> - *determine the Alliance's policies."*

## 3.4  Relationships between Members and Staff

An effective member of the Alliance will work as part of the Alliance team with the Officer. That teamwork will only occur if Members have a mutual respect and co-operate with each other to achieve the Alliance's corporate goals and implement the Alliance's strategies. To achieve that position, Members need to observe their statutory obligations which include, but are not limited to, the following:

- accept that their role is a leadership, not a management or administrative one;
- acknowledge that they have no capacity to individually direct members of staff to carry out particular functions; and
- refrain from publicly criticising fellow Members and staff in a way that casts aspersions on their professional competence and credibility.

## 4    CONDUCT OF MEMBERS, COMMITTEE MEMBERS, ALLIANCE VOLUNTEERS AND STAFF

### 4.1    Personal Behaviour

Members, Committee Members, Alliance Volunteers and Staff will:

- act, and be seen to act, properly and in accordance with the requirements of the law and the terms of this Code;
- perform their duties impartially and in the best interests of the Alliance uninfluenced by fear or favour;
- act in good faith (i.e. honestly, for the proper purpose, and without exceeding their powers) in the interests of the Alliance and the community;
- make no allegations which are improper or derogatory (unless true and in the public interest) and refrain from any form of conduct, in the performance of their official or professional duties, which may cause any reasonable person unwarranted offence or embarrassment; and
- always act in accordance with their obligation of fidelity to the Alliance.

Members will represent and promote the interests of the Alliance, whilst recognizing their special duty to facilitate communication between the community and council.

Staff working with Alliance Volunteers should treat volunteers with the same respect and courtesy that they treat fellow staff members.

### 4.2    Honesty and Integrity

Members, Committee Members, Alliance Volunteers and Staff will:

- observe the highest standards of honesty and integrity, and avoid conduct which might suggest any departure from these standards;
- bring to the notice of the Chairperson any dishonesty or possible dishonesty on the part of any other member, and in the case of staff to the Chief Executive Officer; and
- be frank and honest in their official dealing with each other.

### 4.3    Performance of Duties

While on duty, Staff will give their whole time and attention to the Alliance's business and ensure that their work is carried out efficiently, economically and effectively, and that their standard of work reflects favourably both on them and on the Alliance.

Members and Committee Members will at all times exercise reasonable care and diligence in the performance of their duties, being consistent in their decision making but treating all matters on individual merits. Members and Committee Members will be as informed as possible about the functions of the Alliance, and treat all members of the community honestly and fairly.

### 4.4    Compliance with Lawful Orders

Members, Committee Members and Staff will comply with any lawful order given by any person having authority to make or give such an order, with any doubts as to the propriety of any such order being taken up with the superior of the person who gave the order and, if resolution cannot be achieved, with the Officer.

Members, Committee Members and Staff will give effect to the lawful policies of the Alliance, whether or not they agree with or approve of them.

### 4.5    Administrative and Management Practices

Members, Committee Members and Staff will ensure compliance with proper and reasonable administrative practices and conduct, and professional and responsible management practices.

## 5    CONFLICT AND DISCLOSURE OF INTEREST

### 5.1    Conflict of Interest

Members, Committee Members and Staff will ensure that there is no actual (or perceived) conflict of interest between their personal interests and the impartial fulfilment of their professional duties.

Member and Officer will refrain from partisan political activities which could cast doubt on their neutrality and impartiality in acting in their professional capacity. An individual's rights to maintain their own political convictions are not impinged upon by this clause. It is recognised that such convictions cannot be a basis for discrimination and this is supported by anti-discriminatory legislation.

### 5.2    Financial Interest

Members, Committee Members and Staff will adopt the principles of disclosure of financial interest as contained within the Act.

### 5.3    Disclosure of Interest

*"Impartiality interest"* *means an interest that could, or could reasonably be perceived to, adversely affect the* **impartiality** *of the person having the interest and includes an interest arising from kinship, friendship or membership of an association".*

*Exception:*

- *A Member is excused from a requirement made under the above points to disclose the nature of an interest if:*
  - *the person's failure to disclose occurs because the person did not know he or she had an interest in the matter; or*
- *the person's failure to disclose occurs because the person did not know the matter in which he or she had an interest would be discussed at the meeting and the person discloses the nature of the interest.*

*"financial interest"* *a person has a financial interest in a matter if it is reasonable to expect that the matter will, if dealt with by the Alliance, or a staff member or* ==**committee** *of the local government*== *or* **member** *of the local government, in a particular way, result in a financial gain, loss, benefit or detriment for the person".*

*Action on receipt of an " interest" disclosure notice:*

*Before a meeting:*

*If a person who is a staff member or* **member** *makes a disclosure in a written notice given to the Chairperson before a meeting then:*

- *before the meeting the Chairperson is to cause the notice to be given to the person who is to preside at the meeting; and*
- *immediately before a matter to which the disclosure relates is discussed at the meeting the person presiding is to bring the notice and its contents to the attention of the persons present.*

*A person with a financial or proximity interest must not participate in the decision making process. This includes making a recommendation, participating in discussion or voting on the matter.*

*During a meeting:*

*The nature of the person's interest in a matter is to be brought to the attention of the persons present and recorded in the minutes of the meeting.*

*A person with a financial or proximity interest must leave the meeting prior to the discussion and not return till after the vote.*

# 6   PERSONAL BENEFIT

## 6.1   Use of Confidential Information

Members, Committee Members and Staff will not use confidential information to gain improper advantage for themselves or for any other person or body, in ways which are inconsistent with their obligation to act impartially and in good faith, or to improperly cause harm or detriment to any person or organisation.

## 6.2 Intellectual Property

The title to Intellectual Property in all duties relating to contracts of employment will be assigned to the Alliance upon its creation unless otherwise agreed by separate contract.

## 6.3 Improper or Undue Influence

Members and Staff will not take advantage of their position to improperly influence other Members or staff in the performance of their duties or functions, in order to gain undue or improper (direct or indirect) advantage or gain for themselves or for any other person or body.

## 6.4 Corporate Obligations

**Standard of Dress**

Council Members, Committee Members, City Volunteers and Staff are expected to comply with neat and responsible dress standards at all times. Accordingly:

- Council Members, Committee Members and City Volunteers will dress in a manner appropriate to their position, in particular when attending meetings or representing the City in an official capacity.
- Management reserves the right to adopt policies relating to corporate dress and to raise the issue of dress with individual staff.
- Management reserves the right to prescribe appropriate Personal Protective Equipment (PPE).

**Communication and Public Relations**

All aspects of communication by Staff (including verbal, written or personal), involving Alliance's activities should reflect the status and objectives of the Alliance. Communications should be accurate, polite and professional.

As a representative of the community, Members need to be not only responsive to community views, but to adequately communicate the attitudes and decisions of the Alliance. In doing so Members should acknowledge that:

- as a member of the Alliance there is respect for the decision making processes of the Alliance which are based on a decision of the majority of the Alliance;
- information of a confidential nature ought not be communicated until it is no longer treated as confidential;
- information relating to decisions of the Alliance ought only be communicated in an official capacity by a designated officer of the Alliance;
- information concerning adopted policies, procedures and decisions of the Alliance is conveyed accurately.

Committee Members accept and acknowledge it is their responsibility to observe any direction the Alliance may adopt in terms of advancing and promoting the objectives of the Committee to which they have been appointed.

# 7   ACCESS TO INFORMATION

Staff will ensure that Members and Committee Members are given access to all information necessary for them to properly perform their functions and comply with their responsibilities.

Members and Committee Members will ensure that information provided will be used properly and to assist in the process of making reasonable and informed decisions on matters before the Alliance.

## 8   SCOPE

This policy applies to Members, Committee Members and Staff.

The code is in line with the Associations Incorporation Act 2015.

## 9   LEGISLATION AND ASSOCIATED DOCUMENTS RELATING TO THIS POLICY

This policy is complemented by the following legislation and documents:

- *Association Incorporation Act 2015*
- *Equal Opportunity Act 1984*
- *Public Interest Disclosure Act 2003*

## 10   REVIEW

This policy will be reviewed after each ordinary election of the Alliance Committee.

# Australian-first Bushfire Centre of Excellence to be based in regional WA

Friday, 1 March 2019

- Australian-first Bushfire Centre of Excellence to be established in the Shire of Murray
- Key part of McGowan Government's record $128.5 million investment in critical fire and emergency services
- Centre to focus on leadership, collaboration and innovation across the sector
- Design expected to be finalised in the coming months

Hon Mark McGowan BA LLB MLA

Premier; Minister for Public Sector Management; State Development, Jobs and Trade; Federal-State Relations

Hon Francis Logan BA (Hons) MLA

Minister for Emergency Services; Corrective Services

A first of its kind $18 million Bushfire Centre of Excellence for Western Australia is now one step closer to being established, with a site secured in the Shire of Murray.

The establishment of the Bushfire Centre of Excellence, a key opportunity identified in the Waroona Bushfire Special Inquiry, will further enhance the training and bushfire management practices delivered locally to firefighters across Western Australia and other bushfire management practitioners.

Premier Mark McGowan, Emergency Services Minister Francis Logan, Murray-Wellington MLA Robyn Clarke and Mandurah MLA David Templeman today visited the preferred site to meet the new Bushfire Centre of Excellence head John Tillman, and volunteer and career firefighters.

The Nambeelup site, just north of Pinjarra, was chosen for its close proximity to major transport links and accommodation options, and also provides access to rural space ideal for training opportunities and learning experiences.

The building design is expected to be finalised in coming months, and is planned to include areas for exercising incident management teams and incident control centre personnel, enhancing our State's existing capability by providing practical, 'real-life' training.

It will also include outdoor training spaces, secure storage area for training tools and equipment, training rooms and office space.

The Bushfire Centre of Excellence will draw on the experience of local volunteers and firefighters from across the country as well as the latest in technology, the best in science and academia, and Aboriginal traditional land practices.

The $18 million Bushfire Centre of Excellence forms part of the McGowan Labor Government's $128.5 million record investment towards critical fire and emergency services, and includes a $34.6 million investment in bushfire mitigation and a $15 million extension to the Bushfire Risk Management Planning program.

**Comments attributed to Premier Mark McGowan:**

"Our volunteer and career firefighters work under extremely challenging conditions across our big State from Esperance to Kununurra and everywhere in between.

"I'm pleased we're progressing the Bushfire Centre of Excellence, which will strengthen WA's emergency services, provide additional support and training to those on the ground and help improve community safety.

"The Bushfire Centre of Excellence will help improve bushfire management outcomes through leadership, collaboration and innovation across the sector.

"It will focus on sharing valuable knowledge and skills for the benefit of the community."

**Comments attributed to Emergency Services Minister Francis Logan:**

"The Bushfire Centre of Excellence is the first of its kind in Australia, and is expected to be a transformative, world-class facility for Western Australia.

"Following consultation to determine the most appropriate location for the centre, Nambeelup has been chosen for its close proximity to major transport links and accommodation options so volunteers and other visitors from around the State and nation can more easily access it.

"Importantly, current training practices will continue to be delivered locally and the knowledge gathered at the centre will help improve that local delivery and enhance our State's bushfire management doctrine.

"The centre will facilitate and foster greater collaboration between agencies, volunteers and traditional custodians, helping us to better manage the large and complex bushfires that threaten WA year after year."

**Comments attributed to Murray-Wellington MLA Robyn Clarke:**

"Establishing the Bushfire Centre of Excellence in the Shire of Murray will prove beneficial due to its existing infrastructure, as well as the Shire's organisational capacity and experience, and the relationship management they will bring to the table.

"It will give volunteer and career firefighters from around the State access to innovation, research and training from the country's leading bushfire management authorities."

**Comments attributed to Mandurah MLA David Templeman:**

"This will be a major boost for the region, creating jobs during construction and bringing increased activity to the area.

"The Peel region is no stranger to the devastation caused by bushfires and has the infrastructure and expertise to host a Bushfire Centre of Excellence."

Premier's office - 6552 5000
Emergency Services Minister's office - 6552 6300

# South Coast Alliance Inc. - ACTION LIST

The actions below have been determined at Alliance Meetings - updated for Minutes of 21 March 2019 and include actions from that meeting

| Item No | Meeting Date | Action | Responsible Officer | Status | Date Completed |
|---|---|---|---|---|---|
| 1 | | Regional Waste Management - Updates to be included as a standing agenda item. | Mike Richardson | Next presentation - 21 March 2019 | 21 March 2019 |
| 3 | | Letter from Albany CEO dated 31/5/2018 to Minister for Regional Development: Hon Alannah MacTiernan re status of Regional Centres Development Plan Stage 2 and invitation to attend a meeting of the LGSEA. | Andrew Sharpe | Minister MacTiernan's office have lodged the letter with a Policy Advisor to respond. City of Albany advised that this could take some time and no time expectancy was given. Andrew advised that they have spoken to the Minister's Advisory who has advised that they would be happy to provide an opportunity for the Alliance to present the Economic Development Plan to the Minister, once finalised. | |
| 6 | | Invite the Albany Chamber of Commerce and the Denmark Chamber of Commerce to a future meeting(s) of the Alliance. | Claire Thompson | SCA agreed to hold over until late 2019 | |
| 7 | | Invite Regional Development Australia to present at a future meeting(s) of the Alliance. | Claire Thompson | SCA agreed to hold over until late 2019 | |
| 10 | 1 July 2018 | TOURISM<br>- Continue development of Amazing South Coast website to ensure product is ready for members.<br>- Recommend that the interim Amazing South Coast Board invite the Tourism Advisory Groups for their input.<br>- Explore possibility of winding up the Amazing South Coast Evens Inc. and the Amazing South Coast Operations Inc. | Peter Grigg | Peter Grigg to be invited to the June 2019 to provide an update | |
| 17 | 1 September 2018 | DMO funding agreement to be reviewed. | Adam Cousins | Meeting scheduled for 10 May 2019 | |
| 25 | 7 December 2018 | Report to be prepared regarding the Shire of Jerramungup's request to join the Alliance effective from 1 July 2019. | City of Albany | Await formal request from the Shire of Jerramungup | |
| 26 | 7 December 2018 | Minutes from Alliance meetings to be presented to member Council's for noting at an Ordinary Council meeting. | All Member Councils | [ACTION resulting from 7 December CEO and Shire Presidents meeting] Agreed to remove action at 21 March 2019 meeting. | 21 March 2019 |
| 27 | 7 December 2018 | Draft Policy to be prepared to set some guiding principles around the governance arrangements of the Alliance, including how meeting Agendas are set, compliance with Incorporations Act and the appointment and makeup of the Management Committee. | Andrew Sharpe | Item to be included in the 20 June 2019 Agenda to review the draft Code of Conduct | |
| 28 | 7 December 2018 | Draft Policy to be prepared to set some guiding principles on how projects are nominated and brought to the Alliance for consideration. | Andrew Sharpe | To be included in the 20 June 2019 Agenda | |
| 29 | 13 December 2018 | Include Amazing South Coast signs and marketing on the next Alliance Agenda. | Bill Parker | Scheduled for 20 June 2019.  Consensus for common signage at Amazing South Coast boundaries. | |
| 30 | 13 December 2018 | Regional Waste Alliance to provide Alliance members with a brief overview of their activities so far and what they would like Elected Member input on. | Rob Stewart | Completed. Agreed to remove action at 21 March 2019 meeting. | 21 March 2019 |
| 31 | 13 December 2018 | Regional Waste Strategic Plan Update - Opportunity for each local government to discuss informally prior to next Alliance meeting to come up with ideas.Elected Members to put forward ideas at the March 2019 Alliance meeting, for further discussion. | CEOs and Councillors | Completed. Agreed to remove action at 21 March 2019 meeting. | 21 March 2019 |
| 32 | 13 December 2018 | Amend the December 2019 from the 19th to the 12th | Claire Thompson | Calendars updated. | 14 December 2018. |

## South Coast Alliance Inc. - ACTION LIST

The actions below have been determined at Alliance Meetings - updated for Minutes of 21 March 2019 and include actions from that meeting

| Item No | Meeting Date | Action | Responsible Officer | Status | Date Completed |
|---|---|---|---|---|---|
| 33 | 21 March 2019 | Invite the Amazing South Coast Executive Officer, Peter Grigg to June 2019 meeting. | Claire Thompson | To be actioned - 20 June 2019 | |
| 34 | 21 March 2019 | Invite the Manager of Quantum Mine to the June 2019 Alliance meeting. | Andrew Sharpe | To be actioned - 20 June 2019 | |
| 35 | 21 March 2019 | Include the draft Code of Conduct on the June 2019 Agenda. | Andrew Sharpe | To be actioned - 20 June 2019 | |
| 36 | 21 March 2019 | Include an item on the June 2019 Agenda regarding delegations to CEOs. | Rob Stewart | To be actioned - 20 June 2019 | |
| 38 | 21 March 2019 | Include an item on the June 2019 Agenda regarding a possible advocacy position regarding litter on Albany Highway. | Bill Parker | To be actioned - 20 June 2019 | |
| 39 | 21 March 2019 | That a strategy meeting be held in early May 2019 to discuss the member local governments budgets priorities for 2019/2020. | Adam Cousins | To be actioned - May 2019 | |
| 40 | 21 March 2019 | Include an additional Alliance meeting in September 2019. | Claire Thompson | Update calendars and meeting location for December 2019 | |

| Completed items - to be archived following update to Alliance |
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