

MINUTES

CERTIFICATION OF CONFIRMATION OF COUNCIL MEETING MINUTES

22 AUGUST 2013

I, Cr Alan Pilgrim, hereby certify that the following minutes [pages 1 to 257] of the Meeting of Council held on 22 August 2013 were confirmed at a meeting of the Council held on 19 September 2013.



Signature

Cr Alan Pilgrim

Person presiding at the Council Meeting held on 19 September 2013



MINUTES

Ordinary Meeting of Council

22 August 2013

ORDINARY MEETING OF COUNCIL

MINUTES

22 August 2013

(REF: COMMITTEES-15789)

An Ordinary Meeting of Council was held at the EMRC Administration Office, 1st Floor, 226 Great Eastern Highway, BELMONT WA 6104 on **Thursday, 22 August 2013**. The meeting commenced at **6:00pm**.

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1 DECLARATION OF OPENING AND ANNOUNCEMENT OF VISITORS

The Chairman opened the meeting at 6:00pm and welcomed Mr John Phillips, Workplace Business Solutions, Mr Brian Bushby, Operations Manager, EMRC and Mr Stephen Fitzpatrick, Director Waste Services.

2 ATTENDANCE, APOLOGIES AND LEAVE OF ABSENCE (PREVIOUSLY APPROVED)

Councillor Attendance

Cr Alan Pilgrim (Chairman)	EMRC Member	Shire of Mundaring
Cr Janet Powell (Deputy Chairman)	EMRC Member	City of Belmont
Cr Gerry Pule	EMRC Member	Town of Bassendean
Cr John Gangell (Deputising for Cr Carter)	EMRC Deputy Member	Town of Bassendean
Cr Alan Radford	EMRC Member	City of Bayswater
Cr Barry McKenna (Deputising for Cr Pittaway)	EMRC Deputy Member	City of Bayswater
Cr Phil Marks	EMRC Member	City of Belmont
Cr Bob Emery	EMRC Member	Shire of Kalamunda
Cr Frank Lindsey	EMRC Member	Shire of Kalamunda
Cr Tony Cuccaro	EMRC Member	Shire of Mundaring
Cr David Färdig	EMRC Member	City of Swan
Cr Charlie Zannino	EMRC Member	City of Swan

Leave of Absence Previously Approved

Cr Jennie Carter, (from 4/07/2013 to 4/09/2013 inclusive)

Apologies

Cr Graham Pittaway OAM	EMRC Member	City of Bayswater
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EMRC Officers

Mr Peter Schneider	Chief Executive Officer
Mr Hua Jer Liew	Director Corporate Services
Mr Steve Fitzpatrick	Director Waste Services
Mrs Marilyn Horgan	Director Regional Services
Mrs Prapti Mehta	Manager Human Resources
Ms Theresa Eckstein	Executive Assistant to Chief Executive Officer
Ms Mary-Ann Winnett	Personal Assistant to Director Corporate Services (Minutes)

EMRC Observers

Mr David Ameduri	Manager Financial Services
Ms Terri-Ann Ashton	Manager Administration and Compliance
Mrs Annie Hughes-d'Aeth	Administration Support Officer

Observers

Mr Bob Jarvis	Chief Executive Officer	Town of Bassendean
Ms Rhonda Hardy	Chief Executive Officer	Shire of Kalamunda
Mr Doug Pearson	Director Technical Services	City of Bayswater

Guests

Mr John Phillips	Workplace Business Solutions
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3 DISCLOSURE OF INTERESTS

Nil

3.1 PRAPTI MEHTA – MANAGER HUMAN RESOURCES – INTERESTS AFFECTING IMPARTIALITY – ITEMS 19.1, AND 19.2:

- Subject:
- (a) Item 19.1 – Item 13.1 of the Chief Executive Officer Performance Review Committee Minutes – Chief Executive Officer - Performance Review, Salary Review And Objective Setting For 2013/2014
 - (b) Item 19.2 – Item 13.2 of the Chief Executive Officer Performance Review Committee Minutes – Chief Executive Officer - Contract Renewal
- Nature of Interest: Due to Reporting relationship to the Chief Executive Officer [applies to 3.1 (a) and (b) above].

3.2 PETER B. SCHNEIDER – CHIEF EXECUTIVE OFFICER – INTERESTS AFFECTING IMPARTIALITY - ITEMS 19.1, AND 19.2:

- Subject:
- (a) Item 19.1 – Item 13.1 of the Chief Executive Officer Performance Review Committee Minutes – Chief Executive Officer - Performance Review, Salary Review And Objective Setting For 2013/2014
 - (b) Item 19.2 – Item 13.2 of the Chief Executive Officer Performance Review Committee Minutes – Chief Executive Officer - Contract Renewal
- Nature of Interest: Subject matter of the Report directly relates to the Chief Executive Officer [applies to 3.2 (a) and (b) above].

3.3 PETER B. SCHNEIDER – CHIEF EXECUTIVE OFFICER – FINANCIAL INTEREST – ITEMS 19.1 AND 19.2:

- Subject:
- (a) Item 19.1 – Item 13.1 of the Chief Executive Officer Performance Review Committee Minutes – Chief Executive Officer - Performance Review, Salary Review And Objective Setting For 2013/2014
 - (b) Item 19.2 – Item 13.2 of the Chief Executive Officer Performance Review Committee Minutes – Chief Executive Officer - Contract Renewal
- Nature of Interest: Subject matter of the Report directly relates to the Chief Executive Officer [applies to 3.3 (a) and (b) above].

4 ANNOUNCEMENTS BY THE CHAIRMAN OR PRESIDING MEMBER WITHOUT DISCUSSION

4.1 LOCAL GOVERNMENT HONOURS 2013 RECIPIENTS – PERTH'S EASTERN REGION LIFE MEMBERSHIP AWARD

Recognises long and outstanding service to the Western Australian Local Government Association (as an Executive Member or Serving Officer of the Association or member Council) or for long and outstanding service to Local Government (as an Executive Member or for significant achievement and/or active involvement in intergovernmental relations)

Mayor Terence Kenyon – City of Bayswater.

The Chairman, on behalf of Council, congratulated Mayor Terence Kenyon.



Item 4 continued

LONG AND LOYAL SERVICE AWARD

Recognises long and loyal service of a high degree to Local Government or the WA Local Government Association.

Mayor Charlie Zannino – City of Swan.

The Chairman, on behalf of Council, congratulated Mayor Charlie Zannino.

LOCAL GOVERNMENT MERIT AWARD

Recognises Elected Members who have provided distinguished service to the community through their Local Government.

Mayor John Gangell

Cr Graham Pittaway

Cr Alan Radford

The Chairman on behalf of Council congratulated the three Merit Award recipients -. Mayor John Gangell, Cr Pittaway and Cr Radford.

LOCAL GOVERNMENT OFFICERS AWARD

For outstanding contributions made by serving officers of member Local Governments to the Association, the sector or other agencies and local communities.

Mr Brian Bushby

Mr Bushby has served an outstanding 29 years of service with the EMRC and spent more than 40 years working in the waste management industry in Western Australia. Mr Bushby began his career in Local Government in 1977 as plant operator with the City of Bayswater and was seconded to Red Hill where he held a number of senior positions. Now the Operations Manager with the EMRC, Brian is passionate about turning WA's waste management industry into a sustainable, professional sector, using modern techniques and principles to ensure ratepayers have access to world class waste facilities.

4.2. APPOINTMENT OF DIRECTOR WASTE SERVICES

The Chairman announced that following an Australia wide recruitment campaign, Stephen (Steve) Fitzpatrick had been appointed to the position of Director Waste Services with effect from Monday 5 August 2013.

Steve commenced at the EMRC in December 2000 as the Manager Project Development, specifically to head the Resource Recovery Project. Steve has also been responsible for the Waste Education Team and development of the Hazelmere Resource Recovery Park.

With his formal qualifications and background in environmental management, consulting services and alternative waste treatment, together with his experience in industry and local government Steve will complement and round out the skills of the Waste Management Team.

5 RESPONSE TO PREVIOUS PUBLIC QUESTIONS TAKEN ON NOTICE

Nil



6 PUBLIC QUESTION TIME

Nil

7 APPLICATIONS FOR LEAVE OF ABSENCE

7.1 CR ALAN RADFORD - LEAVE OF ABSENCE

COUNCIL RESOLUTION(S)

MOVED CR ZANNINO SECONDED CR PULE

THAT COUNCIL APPROVE AN APPLICATION FOR LEAVE OF ABSENCE FOR CR RADFORD FROM 1 SEPTEMBER 2013 TO 7 SEPTEMBER 2013 INCLUSIVE.

CARRIED UNANIMOUSLY

8 PETITIONS, DEPUTATIONS AND PRESENTATIONS

Nil

9 CONFIRMATION OF MINUTES OF PREVIOUS MEETINGS

9.1 MINUTES OF ORDINARY MEETING OF COUNCIL HELD ON 18 JULY 2013

That the minutes of the Ordinary Meeting of Council held on 18 July 2013 which have been distributed, be confirmed.

COUNCIL RESOLUTION

MOVED CR PULE SECONDED CR EMERY

THAT THE MINUTES OF THE ORDINARY MEETING OF COUNCIL HELD ON 18 JULY 2013 WHICH HAVE BEEN DISTRIBUTED, BE CONFIRMED.

CARRIED UNANIMOUSLY

10 QUESTIONS BY MEMBERS OF WHICH DUE NOTICE HAS BEEN GIVEN

Nil

11 QUESTIONS BY MEMBERS WITHOUT NOTICE

Nil



12 ANNOUNCEMENT OF CONFIDENTIAL MATTERS FOR WHICH MEETINGS MAY BE CLOSED TO THE PUBLIC

NOTE: Section 5.23(2) of the Local Government Act 1995, details a number of matters upon which Council may discuss and make decisions without members of the public being present. These matters include: matters affecting employees; personal affairs of any person; contractual matters; legal advice; commercial-in-confidence matters; security matters; among others.

The following report items are covered in section 19 of this agenda:

- 12.1 ITEM 13.1 OF THE CHIEF EXECUTIVE OFFICER PERFORMANCE REVIEW COMMITTEE MINUTES
CHIEF EXECUTIVE OFFICER - PERFORMANCE REVIEW, SALARY REVIEW AND OBJECTIVE SETTING FOR 2013-2014
- 12.2 ITEM 13.2 OF THE CHIEF EXECUTIVE OFFICER PERFORMANCE REVIEW COMMITTEE MINUTES
CHIEF EXECUTIVE OFFICER - CONTRACT RENEWAL
- 12.3 ITEM 17.1 OF THE INVESTMENT COMMITTEE MINUTES
INVESTMENT COMMITTEE UPDATE - AUGUST 2013
- 12.4 LANDFILL LEVY

13 BUSINESS NOT DEALT WITH FROM A PREVIOUS MEETING

Nil



14 REPORTS OF EMPLOYEES

QUESTIONS

The Chairman invited questions from members on the reports of employees.

RECOMMENDATION(S)

That with the exception of items, which are to be withdrawn and dealt with separately, Council adopts the recommendations in the Employees Reports (Section 14).

COUNCIL RESOLUTION(S)

MOVED CR ZANNINO

SECONDED CR POWELL

THAT COUNCIL ADOPTS THE RECOMMENDATIONS IN THE EMPLOYEES REPORTS (SECTION 14).

CARRIED UNANIMOUSLY



14.1 LIST OF ACCOUNTS PAID DURING THE MONTH OF JULY 2013

REFERENCE: COMMITTEES-16013

PURPOSE OF REPORT

The purpose of this report is to present to Council a list of accounts paid under the Chief Executive Officer's delegated authority during the month of July 2013 for noting.

KEY ISSUES AND RECOMMENDATION(S)

- As per the requirements of the Local Government (Financial Management) Regulations 1996 (Regulation 13(1)), the list of accounts paid during the month of July 2013 is provided for noting.

Recommendation(s)

That Council notes the CEO's list of accounts for July 2013 paid under delegated power in accordance with Regulation 13(1) of the Local Government (Financial Management) Regulations 1996, as attached to this report totalling \$18,199,062.87.

SOURCE OF REPORT

Director Corporate Services
 Manager Financial Services

BACKGROUND

Council has delegated to the Chief Executive Officer (CEO) the exercise of its power to make payments from the Municipal Fund and Trust Fund. In accordance with Regulation 13(1) of the Local Government (Financial Management) Regulations 1996, a list of accounts paid by the CEO is to be provided to Council, where such delegation is made.

REPORT

The table below summarises the payments drawn on the funds during the month of July 2013. A list detailing the payments made is appended as an attachment to this report.

Municipal Fund	EFT Payments:	27103 – 27481	
	Cheque Payments:	219635 – 219641	
	Payroll EFT:	PAY 2014-1, PAY 2014-2 & PAY-2014-3	
	DIRECT DEBITS		
	- Bank Charges:	1*JUL13	
	- Other:	717 - 726	\$18,237,099.88
	LESS		
	Cancelled EFTs and Cheques	EFTs 27233, 27254 & 27438	(38,037.01)
Trust Fund	Not Applicable		Nil
Total			\$18,199,062.87



Item 14.1 continued

STRATEGIC/POLICY IMPLICATIONS

Key Result Area 4 – Good Governance

- 4.3 To provide responsible and accountable governance and management of the EMRC
- 4.4 To continue to improve financial and asset management practices

FINANCIAL IMPLICATIONS

As contained within the report.

SUSTAINABILITY IMPLICATIONS

Nil

MEMBER COUNCIL IMPLICATIONS

Member Council	Implication Details
Town of Bassendean	} Nil direct implications for member Councils
City of Bayswater	
City of Belmont	
Shire of Kalamunda	
Shire of Mundaring	
City of Swan	

ATTACHMENT(S)

CEO's Delegated Payments List for the month of July 2013 (Ref: Committees-16019)

VOTING REQUIREMENT

Simple Majority

RECOMMENDATION(S)

That Council notes the CEO's list of accounts for July 2013 paid under delegated power in accordance with Regulation 13(1) of the Local Government (Financial Management) Regulations 1996, as attached to this report totalling \$18,199,062.87.

COUNCIL RESOLUTION(S)

MOVED CR ZANNINO

SECONDED CR POWELL

THAT COUNCIL NOTES THE CEO'S LIST OF ACCOUNTS FOR JULY 2013 PAID UNDER DELEGATED POWER IN ACCORDANCE WITH REGULATION 13(1) OF THE LOCAL GOVERNMENT (FINANCIAL MANAGEMENT) REGULATIONS 1996, AS ATTACHED TO THIS REPORT TOTALLING \$18,199,062.87.

CARRIED UNANIMOUSLY

Eastern Metropolitan Regional Council


**CEO's DELEGATED PAYMENTS LIST
FOR THE MONTH OF JULY 2013**

Cheque /EFT No	Date	Payee	Amount
EFT27103	02/07/2013	FLICK HYGIENE SERVICES	1,438.61
EFT27104	02/07/2013	MUNDARING CRANE TRUCK HIRE	176.00
EFT27105	02/07/2013	REWARD DISTRIBUTION T/A THE HOSPITALITY STORE	159.35
EFT27106	02/07/2013	ACCESS INDUSTRIAL TYRES PTY LTD	187.00
EFT27107	02/07/2013	ADT SECURITY	415.80
EFT27108	02/07/2013	AIRWELL GROUP PTY LTD	2,767.05
EFT27109	02/07/2013	AUSTRACLEAR LIMITED (ASX)	25.86
EFT27110	02/07/2013	BATTERY WORLD	79.90
EFT27111	02/07/2013	BLACK CAT COPY WRITERS	1,000.00
EFT27112	02/07/2013	BRING COURIERS	940.03
EFT27113	02/07/2013	TUTT BRYANT EQUIPMENT (BT EQUIPMENT PTY LTD)	3,739.79
EFT27114	02/07/2013	BUNNINGS BUILDING SUPPLIES PTY LTD	217.80
EFT27115	02/07/2013	CARDNO (WA) PTY LTD	2,484.00
EFT27116	02/07/2013	CARPENTRY, HOUSE AND YARD MAINTENANCE	1,630.00
EFT27117	02/07/2013	CHIDLOW WATER CARRIERS	380.00
EFT27118	02/07/2013	CIRRENA PTY LTD T/A UNISON INTERACTIVE PTY LTD	4,791.60
EFT27119	02/07/2013	CJD EQUIPMENT PTY LTD	8,417.84
EFT27120	02/07/2013	COMPLETE PLASTIX SERVICES	61.60
EFT27121	02/07/2013	CORESTAFF WA PTY LTD	2,490.75
EFT27122	02/07/2013	COVS PARTS PTY LTD	289.87
EFT27123	02/07/2013	CPR ELECTRICAL SERVICES	1,221.00
EFT27124	02/07/2013	DELRON CLEANING PTY LTD	715.00
EFT27125	02/07/2013	DVG MORLEY	29,757.05
EFT27126	02/07/2013	FLEXI STAFF PTY LTD	4,530.09
EFT27127	02/07/2013	FUJI XEROX AUSTRALIA PTY LTD	1,072.44
EFT27128	02/07/2013	HARMONIC NEW MEDIA	5,016.00
EFT27129	02/07/2013	HAYS SPECIALIST RECRUITMENT	1,730.03
EFT27130	02/07/2013	J C STEELE AND SONS AUSTRALIA LLC	17,050.00
EFT27131	02/07/2013	JAYCOURT NOMINEES PTY LTD T/A BARFIELD MECHANICAL SERVICES	1,705.00
EFT27132	02/07/2013	LO-GO APPOINTMENTS	1,555.84
EFT27133	02/07/2013	MACHINERY WAREHOUSE	208.00
EFT27134	02/07/2013	MAJOR MOTORS PTY LTD	1,994.98
EFT27135	02/07/2013	MIDALIA STEEL	205.52
EFT27136	02/07/2013	MY LE TRUONG	425.00
EFT27137	02/07/2013	NEVILLE REFRIGERATION	704.00
EFT27138	02/07/2013	ONSITE RENTALS PTY LTD	412.50
EFT27139	02/07/2013	PERTH SECURITY SERVICES - MCW CORPORATION PTY LTD	3,063.83
EFT27140	02/07/2013	PORT CONTAINER SERVICES	23,843.60
EFT27141	02/07/2013	ROYAL WOLF TRADING AUSTRALIA PTY LTD	57,420.00
EFT27142	02/07/2013	RUDD INDUSTRIAL AND FARM SUPPLIES	307.66
EFT27143	02/07/2013	SAFETY SIGNS SERVICE	28.05
EFT27144	02/07/2013	SEA CONTAINERS WA PTY LTD	22,770.00
EFT27145	02/07/2013	SIGN SUPERMARKET	50.00
EFT27146	02/07/2013	STAPLES AUSTRALIA LTD	298.73
EFT27147	02/07/2013	STRATEGEN ENVIRONMENTAL CONSULTANTS PTY LTD	11,270.88
EFT27148	02/07/2013	TOTALLY WORKWEAR MIDLAND	481.56
EFT27149	02/07/2013	UNIQUE WASTE MANAGEMENT SERVICES	825.00
EFT27150	02/07/2013	UNITED CRANE HIRE PTY LTD	770.00
EFT27151	02/07/2013	VOLICH WASTE CONTRACTORS PTY LTD	44.00

Eastern Metropolitan Regional Council


**CEO's DELEGATED PAYMENTS LIST
FOR THE MONTH OF JULY 2013**

Cheque /EFT No	Date	Payee	Amount
EFT27152	02/07/2013	WESTERN BOTANICAL	1,736.74
EFT27153	02/07/2013	WESTRAC EQUIPMENT PTY LTD	653.88
EFT27154	02/07/2013	WORKFORCE INTERNATIONAL	1,236.00
EFT27155	02/07/2013	WREN OIL	18.15
EFT27156	03/07/2013	B&J CATALANO PTY LTD	254,402.69
EFT27157	05/07/2013	ELAN ENERGY MANAGEMENT (TYRE RECYCLERS)	651.03
EFT27158	05/07/2013	INDUSTRIAL ROADPAVERS (WA) PTY LTD	75,893.40
EFT27159	05/07/2013	INTEGRAL DEVELOPMENT	660.00
EFT27160	05/07/2013	TOWN OF BASSENDEAN	5,412.00
EFT27161	05/07/2013	A2K TECHNOLOGIES PTY LTD	1,295.00
EFT27162	05/07/2013	ACCESS INDUSTRIAL TYRES PTY LTD	187.00
EFT27163	05/07/2013	ADCORP	11,514.77
EFT27164	05/07/2013	APRINCE CONSULTING	12,663.92
EFT27165	05/07/2013	ASCOT QUAYS APARTMENT HOTEL PTY LTD (ASSURED)	925.00
EFT27166	05/07/2013	AUSTRALIAN HVAC SERVICES	1,210.00
EFT27167	05/07/2013	BE LIVING SMART	440.00
EFT27168	05/07/2013	BEAUMONDE CATERING	2,385.80
EFT27169	05/07/2013	BRING COURIERS	391.93
EFT27170	05/07/2013	BUNNINGS BUILDING SUPPLIES PTY LTD	62.17
EFT27171	05/07/2013	CORESTAFF WA PTY LTD	1,310.85
EFT27172	05/07/2013	DEPARTMENT OF WATER	5,500.00
EFT27173	05/07/2013	DIFFERENT BY DESIGN	332.50
EFT27174	05/07/2013	DIRECT TRADES SUPPLY	1,895.40
EFT27175	05/07/2013	FAIRFAX RADIO NETWORK PTY LTD	132.00
EFT27176	05/07/2013	FLEXI STAFF PTY LTD	8,386.91
EFT27177	05/07/2013	FRESH BOOST PTY LTD ATF BANDITS TRUST	960.80
EFT27178	05/07/2013	HEWLETT-PACKARD AUSTRALIA PTY LTD	7,870.23
EFT27179	05/07/2013	INTEGRATED CONCEPT	24,271.50
EFT27180	05/07/2013	KLB SYSTEMS	1,562.00
EFT27181	05/07/2013	CENTRE FORD (LEFKAPHA P/L)	850.00
EFT27182	05/07/2013	LIQUOR TRADERS AUSTRALIA	352.44
EFT27183	05/07/2013	M2 TECHNOLOGY	220.00
EFT27184	05/07/2013	MCINERNEY FORD	310.00
EFT27185	05/07/2013	MICHAEL PAGE INTERNATIONAL	1,201.38
EFT27186	05/07/2013	MISS MAUD	121.35
EFT27187	05/07/2013	MS GROUNDWATER MANAGEMENT	21,889.40
EFT27188	05/07/2013	NEVERFAIL SPRINGWATER	119.90
EFT27189	05/07/2013	PIRTEK	122.90
EFT27190	05/07/2013	STAPLES AUSTRALIA LTD	121.10
EFT27191	05/07/2013	SYNERGY	12,503.20
EFT27192	05/07/2013	TELSTRA	1,446.68
EFT27193	05/07/2013	TOTALLY WORKWEAR MIDLAND	249.36
EFT27194	05/07/2013	CHICA CATERING (VALLEY ROAD PTY LTD)	1,016.50
EFT27195	05/07/2013	WASTE MANAGEMENT ASSOCIATION OF AUSTRALIA	292.50
EFT27196	05/07/2013	WD & WW MASON	140.00
EFT27197	05/07/2013	WORKFORCE INTERNATIONAL	628.13
EFT27198	05/07/2013	YEOMAN PTY LTD ATF THE RJ ROHRLACH FAMILY TRUST	2,062.50
EFT27199	09/07/2013	ANALYTICAL REFERENCE LABORATORY (ARL)	1,574.65
EFT27200	09/07/2013	ASTAR HARDWARE DISTRIBUTION	523.05
EFT27201	09/07/2013	BELMONT BUSINESS ENTERPRISE CENTRE INC	250.00
EFT27202	09/07/2013	BENFOSTER PTY LTD T/A ECO ENVIRONMENTAL	4,873.55

Eastern Metropolitan Regional Council


**CEO's DELEGATED PAYMENTS LIST
FOR THE MONTH OF JULY 2013**

Cheque /EFT No	Date	Payee	Amount
EFT27203	09/07/2013	BUDGET ELECTRICS	374.33
EFT27204	09/07/2013	CAPITAL TRANSPORT SERVICES (WA) PTY LTD	527.32
EFT27205	09/07/2013	CJD EQUIPMENT PTY LTD	486.27
EFT27206	09/07/2013	CORESTAFF WA PTY LTD	4,953.72
EFT27207	09/07/2013	GRA EVERINGHAM PTY LTD	5,500.00
EFT27208	09/07/2013	HAYS SPECIALIST RECRUITMENT	1,730.03
EFT27209	09/07/2013	INSTANT WEIGHT PTY LTD T/A INSTANT WEIGHING	482.35
EFT27210	09/07/2013	LO-GO APPOINTMENTS	1,966.46
EFT27211	09/07/2013	MS GROUNDWATER MANAGEMENT	11,000.00
EFT27212	09/07/2013	MUNDARING TYRE CENTRE	260.00
EFT27213	09/07/2013	PAYG PAYMENTS	65,993.70
EFT27214	09/07/2013	PERTH SECURITY SERVICES - MCW CORPORATION PTY LTD	380.60
EFT27215	09/07/2013	PIRTEK	538.91
EFT27216	09/07/2013	PORTNER PRESS PTY LTD	97.00
EFT27217	09/07/2013	STAPLES AUSTRALIA LTD	996.06
EFT27218	09/07/2013	TELSTRA	172.07
EFT27219	09/07/2013	TELSTRA	498.48
EFT27220	09/07/2013	TOLL FAST	53.69
EFT27221	09/07/2013	TOTALLY WORKWEAR MIDLAND	152.66
EFT27222	09/07/2013	UNIQUE WASTE MANAGEMENT SERVICES	220.00
EFT27223	09/07/2013	WA BROILER GROWERS ASSOCIATION (INC)	5,739.26
EFT27224	09/07/2013	WESTRAC EQUIPMENT PTY LTD	31.88
EFT27225	09/07/2013	WORK CLOBBER	30.00
EFT27226	12/07/2013	DIEBACK WORKING GROUP	300.00
EFT27227	12/07/2013	ACCESS INDUSTRIAL TYRES PTY LTD	140.25
EFT27228	12/07/2013	ADCORP	11,867.87
EFT27229	12/07/2013	ATLAS GROUP PTY LTD	2,063.42
EFT27230	12/07/2013	AUSTRALIAN HVAC SERVICES	1,173.70
EFT27231	12/07/2013	AUSTRALIAN TRAINING MANAGEMENT PTY LTD	832.00
EFT27232	12/07/2013	BEAUMONDE CATERING	2,816.96
EFT27233	12/07/2013	BP AUSTRALIAN LIMITED	26,642.01
EFT27234	12/07/2013	C & H SWEEPING	385.00
EFT27235	12/07/2013	C4 CONCEPTS PTY LTD	2,618.00
EFT27236	12/07/2013	CJD EQUIPMENT PTY LTD	912.08
EFT27237	12/07/2013	CLEANSWEEP T/A CLEAN INDUSTRY ENVIRONMENTAL SOLUTIONS	778.80
EFT27238	12/07/2013	COMSYNC CONSULTING PTY LTD	1,072.50
EFT27239	12/07/2013	COOL CLEAR WATER GROUP LTD	290.40
EFT27240	12/07/2013	COVS PARTS PTY LTD	487.57
EFT27241	12/07/2013	ELEMENT HYDROGRAPHIC SOLUTIONS	968.00
EFT27242	12/07/2013	ENGINEERING AND MANUFACTURING INDUSTRY CO-OPERATIVE LIMITED	1,500.00
EFT27243	12/07/2013	FLEXI STAFF PTY LTD	5,802.07
EFT27244	12/07/2013	FUJI XEROX AUSTRALIA PTY LTD	26.60
EFT27245	12/07/2013	GARBOLOGIE PTY LTD	797.50
EFT27246	12/07/2013	GOODCHILD ENTERPRISES	142.51
EFT27247	12/07/2013	HARVEY NORMAN ELECTRICS MIDLAND	88.00
EFT27248	12/07/2013	HOSECO (WA) PTY LTD	53.77
EFT27249	12/07/2013	IPING PTY LTD	1,128.80
EFT27250	12/07/2013	KLB SYSTEMS	4,875.20
EFT27251	12/07/2013	MAJOR MOTORS PTY LTD	593.40

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EFT27252	12/07/2013	MELTWATER AUSTRALIA PTY LTD	11,550.00
EFT27253	12/07/2013	MICHAEL PAGE INTERNATIONAL	1,531.75
EFT27254	12/07/2013	MONASH UNIVERSITY	11,000.00
EFT27255	12/07/2013	MOTORCHARGE PTY LTD	4,685.05
EFT27256	12/07/2013	MS GROUNDWATER MANAGEMENT	3,294.50
EFT27257	12/07/2013	NESSCO GROUP	1,818.85
EFT27258	12/07/2013	NEVERFAIL SPRINGWATER	67.50
EFT27259	12/07/2013	NEVILLE REFRIGERATION	2,002.00
EFT27260	12/07/2013	OAKNEY PTY LTD T/A AIRPORT PUBLICATIONS	110.00
EFT27261	12/07/2013	PERTH SECURITY SERVICES - MCW CORPORATION PTY LTD	2,751.82
EFT27262	12/07/2013	PRESTIGE ALARMS	679.80
EFT27263	12/07/2013	RECRUITWEST	3,524.61
EFT27264	12/07/2013	SAFETY SIGNS SERVICE	1,410.86
EFT27265	12/07/2013	SALESCORP MARKETING SOLUTIONS	1,501.50
EFT27266	12/07/2013	SHUGS ELECTRICAL	198.00
EFT27267	12/07/2013	ST JOHN AMBULANCE ASSOCIATION	199.00
EFT27268	12/07/2013	SUCCESS WATERS PTY LTD T/A HAYDN ROBINSON	2,249.50
EFT27269	12/07/2013	SYNERGY	800.25
EFT27270	12/07/2013	TOTALLY WORKWEAR MIDLAND	70.89
EFT27271	12/07/2013	UNIQUE WASTE MANAGEMENT SERVICES	21,934.00
EFT27272	12/07/2013	CHICA CATERING (VALLEY ROAD PTY LTD)	944.75
EFT27273	12/07/2013	WA BUSINESS ASSIST	1,557.91
EFT27274	12/07/2013	WESTRAC EQUIPMENT PTY LTD	386.54
EFT27275	16/07/2013	CHUBB FIRE SAFETY LTD	3,262.38
EFT27276	16/07/2013	INTEWORK INC	758.91
EFT27277	16/07/2013	OAKVALE TREASURY	2,504.70
EFT27278	16/07/2013	ALLIGHTSYKES PTY LTD	554.40
EFT27279	16/07/2013	AUST-WEIGH	2,200.00
EFT27280	16/07/2013	AUSTRALIAN INSTITUTE OF MANAGEMENT - AIM	430.00
EFT27281	16/07/2013	BG&E PTY LTD	23,226.46
EFT27282	16/07/2013	BIN BATH AUSTRALIA PTY LTD	158.95
EFT27283	16/07/2013	BP GIDGEGANNUP	117.50
EFT27284	16/07/2013	CHAMBERLAIN AUTO ELECTRICS	455.05
EFT27285	16/07/2013	CIRRENA PTY LTD T/A UNISON INTERACTIVE PTY LTD	1,480.00
EFT27286	16/07/2013	CJD EQUIPMENT PTY LTD	1,770.18
EFT27287	16/07/2013	COCKATOO NETWORK T/A AUSTRALIAN PROJECT DEVELOPMENTS PTY LTD	220.00
EFT27288	16/07/2013	COMPU-STOR	630.68
EFT27289	16/07/2013	CORESTAFF WA PTY LTD	5,271.91
EFT27290	16/07/2013	DUN & BRADSTREET PTY LTD	39.60
EFT27291	16/07/2013	HILLS FRESH	63.80
EFT27292	16/07/2013	JAYCOURT NOMINEES P/L T/A BARFIELD EARTHMOVING	6,495.27
EFT27293	16/07/2013	KALAMUNDA TOYOTA	362.72
EFT27294	16/07/2013	KERLIN, KAREN MICHELE T/A JAM PACKED COMMUNICATIONS	5,610.00
EFT27295	16/07/2013	LO-GO APPOINTMENTS	1,944.80
EFT27296	16/07/2013	MAIL PLUS PERTH	323.40
EFT27297	16/07/2013	MUNDARING TYRE CENTRE	346.00
EFT27298	16/07/2013	NORTHAM'S AVON DESCENT ASSOCIATION	5,500.00
EFT27299	16/07/2013	PERTH SECURITY SERVICES - MCW CORPORATION PTY LTD	1,731.73
EFT27300	16/07/2013	RECRUITWEST	3,979.57

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EFT27301	16/07/2013	RENTOKIL INITIAL PTY LTD	620.35
EFT27302	16/07/2013	SAFETYCARE AUSTRALIA PTY LTD	275.00
EFT27303	16/07/2013	STAPLES AUSTRALIA LTD	466.03
EFT27304	16/07/2013	TELSTRA	5.50
EFT27305	16/07/2013	THOMSON REUTERS (PROFESSIONAL) AUSTRALIA LIMITED	1,203.62
EFT27306	16/07/2013	TOTALLY WORKWEAR MIDLAND	676.04
EFT27307	16/07/2013	WORK CLOBBER	31.50
EFT27308	19/07/2013	CHICA CATERING (VALLEY ROAD PTY LTD)	1,245.25
EFT27309	19/07/2013	ACCESS INDUSTRIAL TYRES PTY LTD	93.50
EFT27310	19/07/2013	ADCORP	1,290.15
EFT27311	19/07/2013	AIR FILTER DRY CLEAN SYSTEMS PTY LTD	212.96
EFT27312	19/07/2013	ANALYTICAL REFERENCE LABORATORY (ARL)	4,255.35
EFT27313	19/07/2013	APRINCE CONSULTING	17,519.48
EFT27314	19/07/2013	AUSTRALIAN HVAC SERVICES	871.48
EFT27315	19/07/2013	AUSTRALIAN INSTITUTE OF MANAGEMENT - AIM	3,410.00
EFT27316	19/07/2013	BP AUSTRALIA LIMITED	54,102.01
EFT27317	19/07/2013	BP AUSTRALIA PTY LTD	812.55
EFT27318	19/07/2013	CARDNO (WA) PTY LTD	3,300.00
EFT27319	19/07/2013	CHANDLER MACLEOD GROUP	9,556.01
EFT27320	19/07/2013	CJD EQUIPMENT PTY LTD	255.09
EFT27321	19/07/2013	COVS PARTS PTY LTD	20.43
EFT27322	19/07/2013	CSE-COMSOURCE PTY LTD	1,575.20
EFT27323	19/07/2013	DELRON CLEANING PTY LTD	3,245.00
EFT27324	19/07/2013	DUN & BRADSTREET PTY LTD	108.90
EFT27325	19/07/2013	FLEXI STAFF PTY LTD	6,250.99
EFT27326	19/07/2013	FLIGHT CENTRE BUSINESS TRAVEL DIRECT	1,162.00
EFT27327	19/07/2013	GARBOLOGIE PTY LTD	797.50
EFT27328	19/07/2013	HAYS SPECIALIST RECRUITMENT	1,732.92
EFT27329	19/07/2013	INTEGRATED CONCEPT	3,096.50
EFT27330	19/07/2013	IT VISION AUSTRALIA PTY LTD	1,439.50
EFT27331	19/07/2013	JOHN HUGHES MITSUBISHI	351.00
EFT27332	19/07/2013	KINETIC HEALTH GROUP PTY LTD	293.70
EFT27333	19/07/2013	KOTT GUNNING LAWYERS	1,142.02
EFT27334	19/07/2013	CENTRE FORD (LEFKAPHA P/L)	850.00
EFT27335	19/07/2013	LEN FRENCH FENCING CONTRACTOR	525.00
EFT27336	19/07/2013	LINFOX ARMAGUARD PTY LTD	267.30
EFT27337	19/07/2013	LIQUID ENGINEERING PTY LTD	531.30
EFT27338	19/07/2013	MACK 1 KAWASAKI	217.22
EFT27339	19/07/2013	MICHAEL PAGE INTERNATIONAL	3,652.93
EFT27340	19/07/2013	NATIONAL MEASUREMENT INSTITUTE	7,790.71
EFT27341	19/07/2013	NEVERFAIL SPRINGWATER	89.95
EFT27342	19/07/2013	NEVERFAIL SPRINGWATER LTD - HAZELMERE	146.25
EFT27343	19/07/2013	ODOUR CONTROL SYSTEMS INTERNATIONAL LTD	5,289.64
EFT27344	19/07/2013	PIRTEK	634.58
EFT27345	19/07/2013	RUDD INDUSTRIAL AND FARM SUPPLIES	160.60
EFT27346	19/07/2013	SNAP PRINTING	100.00
EFT27347	19/07/2013	STAPLES AUSTRALIA LTD	64.46
EFT27348	19/07/2013	TERRI-ANN ASHTON	338.00
EFT27349	19/07/2013	TOTALLY WORKWEAR MIDLAND	572.54
EFT27350	19/07/2013	TRANSPACIFIC CLEANAWAY LTD	127.02
EFT27351	19/07/2013	UNIQUE WASTE MANAGEMENT SERVICES	148.50

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EFT27352	19/07/2013	WESTERN RESOURCE RECOVERY PTY LTD	1,166.00
EFT27353	22/07/2013	PROFICIENCY GROUP PTY LTD T/AS INFORMATION PROFICIENCY & SIGMA DATA	117,634.00
EFT27354	23/07/2013	AUSTRALIAN HVAC SERVICES	181.50
EFT27355	23/07/2013	C & K FABRICATION PTY LTD	451.00
EFT27356	23/07/2013	CABCHARGE	127.11
EFT27357	23/07/2013	CAPITAL TRANSPORT SERVICES (WA) PTY LTD	1,560.96
EFT27358	23/07/2013	CHICA CATERING (VALLEY ROAD PTY LTD)	672.50
EFT27359	23/07/2013	COLONIAL PRINT & PROMOTIONS	1,148.40
EFT27360	23/07/2013	CORESTAFF WA PTY LTD	5,772.20
EFT27361	23/07/2013	CRACKAJACK PARTY HIRE	405.80
EFT27362	23/07/2013	DEPARTMENT OF CULTURE AND ARTS	300.00
EFT27363	23/07/2013	FLIGHT CENTRE BUSINESS TRAVEL DIRECT	732.55
EFT27364	23/07/2013	GREENSENSE	4,060.66
EFT27365	23/07/2013	GREENWAY ENTERPRISES	1,114.12
EFT27366	23/07/2013	HECS FIRE	731.50
EFT27367	23/07/2013	HILLS FRESH	61.42
EFT27368	23/07/2013	JAYCOURT NOMINEES PTY LTD T/A BARFIELD MECHANICAL SERVICES	3,520.00
EFT27369	23/07/2013	KONICA MINOLTA BUSINESS SOLUTIONS AUSTRALIA P/L	976.02
EFT27370	23/07/2013	LO-GO APPOINTMENTS	1,608.09
EFT27371	23/07/2013	MUNDARING TYRE CENTRE	35.00
EFT27372	23/07/2013	PAYG PAYMENTS	53,467.34
EFT27373	23/07/2013	PIRTEK	1,489.73
EFT27374	23/07/2013	PLANTRITE	88.00
EFT27375	23/07/2013	PUREPROTECT CANNINGVALE	4,207.50
EFT27376	23/07/2013	QED ENVIRONMENTAL SERVICES	2,750.00
EFT27377	23/07/2013	RECRUITWEST	2,912.62
EFT27378	23/07/2013	SPUDS GARDENING SERVICES	3,760.00
EFT27379	23/07/2013	STAPLES AUSTRALIA LTD	753.18
EFT27380	23/07/2013	SUSSEX INDUSTRIES	271.23
EFT27381	23/07/2013	SWAN VALLEY CAFE	110.00
EFT27382	23/07/2013	SYNERGY	23.75
EFT27383	23/07/2013	TIM DAVIES LANDSCAPING PTY LTD	883.30
EFT27384	23/07/2013	WASTEMASTER AUSTRALIA PTY LTD T/A WASTEMASTER	4,466.00
EFT27385	23/07/2013	WBHO CIVIL PTY LTD	847,623.39
EFT27386	23/07/2013	WESTRAC EQUIPMENT PTY LTD	191.82
EFT27387	26/07/2013	DEPARTMENT OF ENVIRONMENT REGULATION (PREV KNOWN AS DEC)	2,216,357.42
EFT27388	26/07/2013	ACCESS INDUSTRIAL TYRES PTY LTD	140.25
EFT27389	26/07/2013	ADCORP	1,727.45
EFT27390	26/07/2013	AIR FILTER DRY CLEAN SYSTEMS PTY LTD	357.83
EFT27391	26/07/2013	AUSTRALIAN INSTITUTE OF MANAGEMENT - AIM	690.00
EFT27392	26/07/2013	BEV'S SAWS & MOWERS (STIHL SHOP MIDLAND)	210.00
EFT27393	26/07/2013	BUNNINGS BUILDING SUPPLIES PTY LTD	70.42
EFT27394	26/07/2013	CHANDLER MACLEOD GROUP	4,066.62
EFT27395	26/07/2013	CHICA CATERING (VALLEY ROAD PTY LTD)	421.00
EFT27396	26/07/2013	COMPLETE PLASTIX SERVICES	132.00
EFT27397	26/07/2013	COMSYNC CONSULTING PTY LTD	2,466.75
EFT27398	26/07/2013	CPR ELECTRICAL SERVICES	616.00
EFT27399	26/07/2013	CROSSLAND & HARDY PTY LTD	8,907.61

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EFT27400	26/07/2013	DEPARTMENT OF ENVIRONMENT REGULATION (PREV KNOWN AS DEC)	141,813.44
EFT27401	26/07/2013	DEPUTY COMMISSIONER OF TAXATION	347,351.00
EFT27402	26/07/2013	ERTECH HOLDINGS PTY LTD	85,714.10
EFT27403	26/07/2013	FLEXI STAFF PTY LTD	6,382.43
EFT27404	26/07/2013	GABRIELA PUSCAS	1,166.73
EFT27405	26/07/2013	HAYS SPECIALIST RECRUITMENT	1,732.92
EFT27406	26/07/2013	KORDT TRADING PTY LTD	3,300.00
EFT27407	26/07/2013	LANDMARK OPERATIONS LIMITED	294.27
EFT27408	26/07/2013	LGIS INSURANCE BROKING	134,978.82
EFT27409	26/07/2013	LGISWA	208,804.01
EFT27410	26/07/2013	LIEBHERR AUSTRALIA PTY LTD	23,503.01
EFT27411	26/07/2013	NEVERFAIL SPRINGWATER	97.40
EFT27412	26/07/2013	PERTH SECURITY SERVICES - MCW CORPORATION PTY LTD	3,187.17
EFT27413	26/07/2013	PROTECTOR ALSAFE PTY LTD	737.09
EFT27414	26/07/2013	PUREPROTECT CANNINGVALE	3,052.50
EFT27415	26/07/2013	RUDD INDUSTRIAL AND FARM SUPPLIES	743.37
EFT27416	26/07/2013	SCOTT PRINT	3,526.60
EFT27417	26/07/2013	SITA AUSTRALIA PTY LTD	1,345.08
EFT27418	26/07/2013	STAPLES AUSTRALIA LTD	1,296.53
EFT27419	26/07/2013	SUCCESS WATERS PTY LTD T/A HAYDN ROBINSON	1,122.00
EFT27420	26/07/2013	SWAN MEDICAL GROUP	200.00
EFT27421	26/07/2013	TAFE WA CENTRAL	9,680.00
EFT27422	26/07/2013	TELSTRA	7,521.30
EFT27423	26/07/2013	TELSTRA	276.50
EFT27424	26/07/2013	TELSTRA	19.25
EFT27425	26/07/2013	TJ DEPIAZZI & SONS	2,319.90
EFT27426	26/07/2013	TRONOX MANAGEMENT PTY LTD (TIWEST PTY LTD)	1,434.78
EFT27427	26/07/2013	UNIQUE WASTE MANAGEMENT SERVICES	198.00
EFT27428	26/07/2013	ZIG ZAG CAFE	75.00
EFT27429	30/07/2013	AIRLITE CLEANING	262.82
EFT27430	30/07/2013	AIRWELL GROUP PTY LTD	13,177.01
EFT27431	30/07/2013	ANALYTICAL REFERENCE LABORATORY (ARL)	1,148.13
EFT27432	30/07/2013	AUSTRACLEAR LIMITED (ASX)	23.66
EFT27433	30/07/2013	AUSTRALIA POST - RED HILL	366.15
EFT27434	30/07/2013	AUSTRALIAN HVAC SERVICES	550.00
EFT27435	30/07/2013	AUSTRALIAN LABORATORY SERVICES PTY LTD (ALS)	4,004.65
EFT27436	30/07/2013	BEAUMONDE CATERING	2,286.18
EFT27437	30/07/2013	BINTHERE BINS PTY LTD	5.60
EFT27438	30/07/2013	BLACKADDER WOODBRIDGE CATCHMENT GROUP	395.00
EFT27439	30/07/2013	BRING COURIERS	633.97
EFT27440	30/07/2013	TUTT BRYANT EQUIPMENT (BT EQUIPMENT PTY LTD)	3,760.09
EFT27441	30/07/2013	C4 CONCEPTS PTY LTD	1,501.50
EFT27442	30/07/2013	CA TECHNOLOGY PTY LTD T/A CAMM MANAGEMENT SOLUTIONS	1,980.00
EFT27443	30/07/2013	CHANDLER MACLEOD GROUP	4,110.99
EFT27444	30/07/2013	CHICA CATERING (VALLEY ROAD PTY LTD)	457.00
EFT27445	30/07/2013	CJD EQUIPMENT PTY LTD	7,836.59
EFT27446	30/07/2013	COVS PARTS PTY LTD	388.01
EFT27447	30/07/2013	CPR ELECTRICAL SERVICES	719.95
EFT27448	30/07/2013	CRISALIS INTERNATIONAL PTY LTD	19,624.00

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EFT27449	30/07/2013	CSE-COMSOURCE PTY LTD	247.50
EFT27450	30/07/2013	EMS PLANT PRODUCTION (WORKPOWER)	755.70
EFT27451	30/07/2013	FRESH BOOST PTY LTD ATF BANDITS TRUST	754.60
EFT27452	30/07/2013	FUJI XEROX AUSTRALIA PTY LTD	1,051.04
EFT27453	30/07/2013	HANLEC POWER SOLUTIONS	370.76
EFT27454	30/07/2013	IT VISION AUSTRALIA PTY LTD	33,143.00
EFT27455	30/07/2013	LO-GO APPOINTMENTS	1,949.20
EFT27456	30/07/2013	MICHAEL PAGE INTERNATIONAL	3,070.70
EFT27457	30/07/2013	ONSITE RENTALS PTY LTD	412.50
EFT27458	30/07/2013	PERTH SECURITY SERVICES - MCW CORPORATION PTY LTD	404.25
EFT27459	30/07/2013	PITNEY BOWES CREDIT AUSTRALIA LTD	333.64
EFT27460	30/07/2013	PLANNING CONSULTANTS AUSTRALIA PTY LTD	880.00
EFT27461	30/07/2013	SCOTT PRINT	2,497.00
EFT27462	30/07/2013	SIGNS & LINES	467.92
EFT27463	30/07/2013	SMALL BUSINESS CENTRE EAST METRO	165.00
EFT27464	30/07/2013	SNAP PRINTING	5,683.40
EFT27465	30/07/2013	STEVENSON CONSULTING	1,294.00
EFT27466	30/07/2013	STRATEGEN ENVIRONMENTAL CONSULTANTS PTY LTD	5,156.25
EFT27467	30/07/2013	SWAN MEDICAL GROUP	65.00
EFT27468	30/07/2013	TEMPTATIONS CATERING	1,059.25
EFT27469	30/07/2013	TENDERLINK.COM. PTY LTD	330.00
EFT27470	30/07/2013	TERRI-ANN ASHTON	174.60
EFT27471	30/07/2013	TIM DAVIES LANDSCAPING PTY LTD	883.30
EFT27472	30/07/2013	TOTALLY WORKWEAR MIDLAND	196.73
EFT27473	30/07/2013	UNIQUE WASTE MANAGEMENT SERVICES	198.00
EFT27474	30/07/2013	VISY RECYCLING	25.56
EFT27475	30/07/2013	VOLICH WASTE CONTRACTORS PTY LTD	44.00
EFT27476	30/07/2013	WBHO CIVIL PTY LTD	5,490.10
EFT27477	30/07/2013	WESTERN TREE RECYCLERS	71,577.20
EFT27478	30/07/2013	WESTRAC EQUIPMENT PTY LTD	58.41
EFT27479	30/07/2013	WORK CLOBBER	336.00
EFT27480	30/07/2013	WREN OIL	18.15
EFT27481	30/07/2013	WURTH AUSTRALIA PTY LTD	306.93
219635	02/07/2013	EMRC PETTY CASH - BELMONT	400.00
219636	02/07/2013	EMRC PETTY CASH - HAZELMERE	38.00
219637	02/07/2013	EMRC PETTY CASH - REDHILL	181.40
219638	05/07/2013	EMRC PETTY CASH - BELMONT	1,197.85
219639	05/07/2013	DEPUTY COMMISSIONER OF TAXATION	16,455.32
219640	09/07/2013	EMRC PETTY CASH - REDHILL	313.05
219641	26/07/2013	SWAN PARK LEISURE CENTRE	148.50
717	15/07/2013	NATIONAL AUSTRALIA BANK	2,500,000.00
718	15/07/2013	WESTPAC BANKING CORPORATION	3,000,000.00
719	16/07/2013	NATIONAL AUSTRALIA BANK	2,000,000.00
720	30/07/2013	ING	4,500,000.00
721	29/07/2013	WBC - CORPORATE MASTERCARD - P SCHNEIDER	42.23
722	29/07/2013	WBC - CORPORATE MASTER CARD - B JONES	181.50
723	29/07/2013	WBC - CORPORATE MASTER CARD - D AMEDURI	2,515.18
724	29/07/2013	WBC - CORPORATE MASTER CARD - MARILYNN HORGAN	874.05
725	29/07/2013	WBC - CORPORATE MASTER CARD - S FITZPATRICK	436.42
726	29/07/2013	WBC - CORPORATE MASTERCARD - H LIEW	665.65
PAY 2014-1	02/07/2013	PAYROLL FE 2/7/13	198,455.90

Eastern Metropolitan Regional Council


**CEO's DELEGATED PAYMENTS LIST
FOR THE MONTH OF JULY 2013**

Cheque /EFT			
No	Date	Payee	Amount
PAY 2014-2	16/07/2013	PAYROLL FE 14/7/13	181,860.15
PAY 2014-3	30/07/2013	PAYROLL FE 30/7/13	182,636.43
1*JUL13	01/07/2013	BANK CHARGES 1519 - 1523	1,603.33
SUB TOTAL			<u>18,237,099.88</u>
LESS CANCELLED CHEQUES EFTs			
EFT27233	12/07/2013	BP AUSTRALIAN LIMITED	-26,642.01
EFT27254	12/07/2013	MONASH UNIVERSITY	-11,000.00
EFT27438	30/07/2013	BLACKADDER WOODBRIDGE CATCHMENT GROUP	-395.00
SUB TOTAL			<u>-38,037.01</u>
TOTAL			<u>18,199,062.87</u>

REPORT TOTALS

Bank Code	Bank Name	TOTAL
1	EMRC - Municipal Fund	18,199,062.87
TOTAL		18,199,062.87

C:\Program Files\SynergySoft\LGS\Crystal\CreditorListOfAccount_EMRC.rpt



14.2 FINANCIAL REPORT FOR PERIOD ENDED 30 JUNE 2013

REFERENCE: COMMITTEES-15958

PURPOSE OF REPORT

The purpose of this report is to provide Council with an overview of the Eastern Metropolitan Regional Council's (EMRC's) financial performance for the period ended 30 June 2013.

KEY ISSUES AND RECOMMENDATION(S)

- Significant year to date budget variances greater than 10% or \$10,000, whichever is the greater, within each nature and type category on the Statement of Financial Activity as at 30 June 2013 have been identified and are reported on in the body of the report.

Recommendation(s)

That Council receives the Statement of Comprehensive Income, Capital Expenditure Statement, Statement of Financial Position, Statement of Cash and Investments and the Investment Report for the period ended 30 June 2013.

SOURCE OF REPORT

Director Corporate Services
Manager Financial Services
Finance Team Leader

BACKGROUND

It is a requirement of the Local Government (Financial Management) Regulations 1996 (Clause 34) that a Local Government is to prepare and present to Council financial reports in such a form as the Local Government considers to be appropriate.

The 2012/2013 Budget was presented in a format that separated operating income and expenditure from other revenue and expenses to provide improved disclosure of Council's underlying operating result.

The financial summaries attached to this report provide an overview of year to date budget performance for operating activities and capital works.

Forecast reviews for 2012/2013 were undertaken during November 2012 and January 2013 and are reflected in the June 2013 financial reports.

A Statement of Financial Position is also provided with year to date actual balances compared with budget provisions and end of year forecasts for all balance sheet items.

REPORT

Outlined below are the unaudited financial statements for the period ended 30 June 2013. The audited 2012/2013 Annual Financial Report will be presented to Council via the September 2013 round of meetings. The audit on the 2012/2013 Annual Financial Statements is currently in progress and may require adjustments to be made to the financial statements.



Item 14.2 continued

Statement of Comprehensive Income - Nature and Type (refer Attachment 1)

The operating result from normal activities as at 30 June 2013 is a favourable variance of \$3,498,183 when compared to the budget and \$3,165,941 when compared to the end of year forecast.

The following information is provided on key aspects of Council's end of year financial performance. It should be noted that the end of year forecast variances to budget have previously been addressed as part of the Half Year Budget Review 2012/2013 report submitted to the Audit Committee held on 7 March 2013 (Ref: Committees-15233) and adopted by Council at its meeting held on 21 March 2013.

Variances between the end of year actual results compared to the end of year forecast will also be reported as this represents the revised budget adopted by Council as outlined above.

The following information is provided on key aspects of Council's financial performance:

<u>Operating Income</u>	<i>Year to Date</i>	An unfavourable variance of \$1,738,737 (4.20%).
	<i>End of Year Forecast</i>	A favourable variance of \$492,830 (1.19%).

Operating Income variances previously reported to Council:

1. Operating Grants is \$572,120 (39.88%) below the annual budget of \$1,434,588. The contributing factor to this variance is the \$388,000 grant sought from the Regional Funding Program for the commercial and industrial recycling facility at Hazelmere. There is also a corresponding reduction in the costs which have not been incurred until the grant funds are received. The grant income has been carried forward into 2013/2014 annual budget.

Also contributing to the variance is a reduction of \$132,000 relating to the Community Energy Efficiency program (CEEP). This grant is based on a recoup of expenditure following completion of milestones. Due to the timing of completing the current milestone, grant income will be received in the 2013/2014 financial year.

An unsuccessful grant for \$78,120 relating to Achieving Carbon Emissions Reduction (ACER) program which was identified as part of the half year budget review also forms part of the variance.

2. Interest on Municipal Funds is \$270,755 (113.60%) above the budget of \$238,334. This is partially offset by the Interest Earnings on Restricted Cash Investments which is \$220,321 below the annual budget of \$2,133,360. Higher average interest rates than budgeted for the 2012/2013 financial year (4.90% compared to 4.43%) together with a change in the accrued interest as at 30 June 2013 that has been reallocated to Interest on Restricted Assets and lower than budgeted capital expenditure have resulted in interest earnings higher than budget.

The full year forecast for Interest on Municipal Funds is above the annual budget provision by \$117,262. This represents the value of change in the accrued interest as at 30 June 2013 that has been reallocated to Interest on Restricted Assets.

3. Other income of \$1,127,188 is \$616,649 (35.36%) below the annual budget of \$1,743,837 due to the lower than budgeted income from the sale of products. The main contributing factors are the lower than budgeted woodwaste products sales (actual year end income of \$379,713 compared to a budget of \$750,017) and a combined lower sales figures for Laterite and Bio-Clay products of \$96,704 against budget of \$323,434.

There were no further significant Operating Income variances as at 30 June 2013.



Item 14.2 continued

<u>Operating Expenditure</u>	<i>Year to Date</i>	A favourable variance of \$5,236,920 (13.84%).
	<i>End of Year Forecast</i>	An unfavourable variance of \$160,588 (0.42%).

Operating Expenditure variances previously reported to Council:

1. Salary Expenses of \$7,835,689 is \$1,321,513 (14.43%) below the annual budget provision of \$9,157,202.

The full year forecast of \$8,099,375 for salary expenses was \$1,057,827 (11.55%) lower than the budget of \$9,157,202. Both the actual and forecast variances are attributable to budgeted positions that have not been filled together with lower overtime costs compared to budget. This variance is predominantly due to the waste management operations where savings in salary expenses have been offset by an increase in the use of contract labour.

2. Contract Expenses of \$5,476,850 is \$1,879,940 (25.55%) lower than the budget provision of \$7,356,790 due to various projects for which expenditure to date is below budget or carried forward into the 2013/2014 financial year.

Major variances include Undertake Engineering/Waste Management Special Projects - Regional Funding Program (\$388,000), Rehabilitate Class III Cells (\$445,375) and various Environmental Impact Monitoring projects at Red Hill (\$215,562). Other projects where the actual expenditures have come in lower than expected compared to the full budget for various business divisions are: Corporate Services activities (\$564,637) and Environmental Services projects (\$212,925).

This is offset by contract expenses associated with the removal and crushing of lateritic caprock at the Red Hill Waste Management Facility which is \$463,748 greater than the budget. This was outlined in a report to Council at its meeting on 6 December 2012 (Ref: Committees-15034).

The full year Contract Expenses forecast of \$8,548,955 was above the budget of \$7,356,790 by \$1,192,165 (16.20%). Significant variances were attributable to:

- An additional \$600,000 that has been forecast for the removal and crushing of lateritic caprock at the Red Hill Waste Management Facility, as outlined above and reported to Council in December 2012.
 - An increase in Waste Management contract material and labour expenses of \$1,053,442 which is offset by a forecast reduction in wages and salary expenses of \$902,086.
 - An increase in Regional Development contract material and labour expenses of \$195,640 which is partially offset by a forecast reduction in wages and salaries of \$110,789.
 - These increases are partially offset by a reduction in forecast Contract Expenses for various Corporate Services activities (\$67,068) and Environmental Services activities (\$33,550).
3. Material Expenses of \$837,588 is \$361,226 (30.13%) below the budget of \$1,198,814. Part of the variance relates to a lower than budgeted expenditure in the Remediation of Contaminated Soils (\$20,000), Class III Cell - Supply and Maintain Intermediate/Daily Cover (\$26,335) and production of Regional Waste Education Marketing Materials (\$22,566). Other projects from Waste Services contribute a further \$108,431 to the variance. Additional variances include Governance and Corporate Services activities (\$119,821), Environmental Services projects (\$39,749) and Regional Development projects (\$22,852).



Item 14.2 continued

Operating Expenditure variances not previously reported to Council

1. Depreciation Expenses of \$4,079,633 is \$1,982,470 (32.70%) below the budget of \$6,062,103.

Contributing to the lower expenditure includes the lower capital expenditure on assets totalling \$15,480,303 compared to the budget of \$24,090,652 and the year end forecast of \$19,953,056. Additional airspace created alongside Landfill Cells 11 and 12 has also reduced the level of cell depreciation being applied during 2012/2013.

2. Provision Expenses of \$657,931 is \$535,405 (436.97%) above the budget of \$122,526. This is attributable to an end of year accounting adjustment for Site Rehabilitation - Post Closure and Environmental Monitoring to match the respective reserves.
3. Costs Allocated is \$70,223 (22.68%) below the budget provision of \$309,590. This is an internal allocation and the lower expenditure is attributable to reduced level of Corporate Services expenditure and plant allocations.

There were no further significant Operating Expenditure variances as at 30 June 2013.

*Other Revenues and Expenses (Net)	<i>Year to Date</i>	An unfavourable variance of \$1,561,832 (18.01%).
	<i>End of Year Forecast</i>	An unfavourable variance of \$1,512,290 (17.44%).

Other Revenues and Expenses variances previously reported to Council:

1. The decrease in Operating Grant Income of \$2,250,000 is attributable to an operating grant from AusIndustry relating to the Hazelmere Resource Recovery Park Pyrolysis project that was budgeted but now will not be directly received by the EMRC.
 2. Interest on Restricted Cash Investments is \$220,321 (10.33%) below the budget of \$2,133,360. This is offset by the Interest Earnings on Municipal Funds which is \$270,755 above the annual budget of \$238,334.
 3. Proceeds from Sale of Assets is \$343,543 (49.77%) below the budget of \$690,225. This relates specifically to the timing of vehicles budgeted for change over during the 2012/2013 financial year that have not as yet attained the specified criteria for change over, together with lower than budgeted proceeds received for the sale of vehicles sold by auction during the year.
 4. Salary Expenses is \$59,107 (18.94%) below the budget of \$312,116 and was forecast to be \$64,855 (20.78%) below the budget. This variance was due to the timing of recruiting for a vacant staff position and a lower than budgeted staff utilisation by the Resource Recovery Project. The vacant position has been filled at the end of January 2013.
 5. Contract Expenses is \$317,225 (42.32%) below the budget of \$749,600 and was forecast to be \$102,000 (13.61%) below the budget. This relates to the timing of Resource Recovery Project consultancy contracts which will be carried forward to the 2013/2014 financial year.
 6. Miscellaneous Expenses of \$45,777 is \$58,778 (56.22%) below the budget of \$104,555 and was forecast to be \$32,500 (31.08%) below the budget. This variance primarily relates to a lower than budgeted cost of the Resource Recovery Project Study Tour which was undertaken in October 2012.
-



Item 14.2 continued

7. The total change in Fair Value of Investments for the period ending 30 June 2013 is a net gain of \$919,052. This is primarily attributable to the disposal of CDO's in October 2012.

Unrealised gains or losses represent a fair market value measurement of the financial instruments during the period in which they are held, i.e. marked to market. It should be noted that actual gains or losses on financial instruments will not be realised until such time as the individual investments are sold.

No budget provision was included in the original budget as it is not possible to budget for an unrealised gain or loss from the change in fair value of investments. These valuations are dictated by market factors and as such a budget provision cannot be ascertained.

Other Revenues and Expenses variances not previously reported to Council

1. The Carrying Amount of Assets Disposed Of is \$218,054 (41.52%) below the year to date budget of \$525,138. This variance relates specifically to the timing of vehicles budgeted for change over during the 2012/2013 financial year that have not as yet attained the specified criteria for change over.
2. Costs Allocated is \$39,817 (15.64%) below the budget of \$254,590. This item represents internal charges allocated. The variation is due to a lower level of Corporate Services expenditure.
3. The Revaluation of Assets for 2012/2013 has resulted in a write down of \$211,345. This relates to the Equipment and Furniture & Fittings classes of assets which were written down \$178,991 and \$32,354 respectively. It should also be noted that there was a revaluation surplus of \$1,319,340 relating to the Plant class of assets. This value was transferred to a Revaluation Reserve account as part of the EMRC's Equity.

The revaluation was introduced in 2012/2013 as part of a change in accounting treatment as prescribed by the Australian Accounting Standards.

There were no further significant Other Revenues and Expenses variances as at 30 June 2013.

Capital Expenditure Statement (refer Attachment 2)

<u>Capital Expenditure</u>	<i>Year to Date</i>	A favourable variance of \$8,610,349.
	<i>End of Year Forecast</i>	A favourable variance of \$4,137,596.

Capital Expenditure variances:

A favourable variance of \$8,610,349 exists as at 30 June 2013 when compared to the capital expenditure budget provision of \$24,090,652.

Major capital expenditure to 30 June 2013 includes:

- Purchase Waste Management Land - Red Hill Waste Disposal Site (\$6,710,163);
 - Construct Class III Cell Farm Stage 2 - Red Hill Landfill Facility (\$4,052,349);
 - Purchase/Replace Plant - Red Hill Waste Management Facility (\$1,769,003);
 - Purchase/Replace Plant - Hazelmere (\$606,377);
 - Leachate Project - Red Hill Landfill Facility (\$519,701);
 - Purchase of Vehicles - Ascot Place (\$400,068);
 - Purchase Fire Fighting System/Equipment - Hazelmere (\$313,847);
 - Purchase/Replace Minor Plant & Equipment - Red Hill Waste Management Facility (\$247,470);
-



Item 14.2 continued

- Construct Hardstand and Road - Hazelmere (\$163,726); and
- Purchase of Vehicles - Red Hill Waste Management Facility (\$154,812).

Full year Capital Expenditure was forecast to be below the annual budget by \$4,137,596 (17.18%).

Significant variances to current capital budgets were attributable to:

- A reduction of \$3,024,000 for the construction of the pyrolysis plant, inclusive of infrastructure, plant and equipment costs, at the Hazelmere site which will be carried forward into the 2013/2014 financial year. This is attributable to the protracted nature in the grant application process with AusIndustry and the need to defer the timing of this expenditure until the grant is received.
- A reduction of \$600,000 for the construction of the C & I Building (\$450,000) and the weighbridge (\$150,000) associated with the Resource Recovery Park project at the Hazelmere site which will be carried forward into the 2013/2014 financial year. This is attributable to the need to obtain tenders for the design work and to conduct an audit of the waste stream.
- A reduction of \$450,000 for the construction of a water storage dam at the Red Hill Waste Disposal Facility with the capital expenditure being carried forward into the 2013/2014 financial year. The water storage dam was originally planned to be sited to the east of the current landfill, but, following the acquisition of Lots 8, 9 and 10 at Red Hill, a redesign is required to ensure access to the water within those lots.
- A reduction of \$150,000 for the construction of a Class III leachate pond at the Red Hill Waste Disposal Facility with the capital expenditure being carried forward into the 2013/2014 financial year. The construction of the proposed leachate pond has been deferred until the effectiveness of the floating covers project has been determined.
- An increase of \$131,618 for capital expenditure for works associated with the leachate pond project at the Red Hill Waste Disposal Facility as a result of tenders that were received for the manufacture and installation of floating leachate pond covers that were higher than the budget provision. This was previously reported to Council at its 6 December 2012 meeting (Ref: Committees-14954).
- A reduction of \$130,000 for the construction of siltation pond at the Red Hill Waste Disposal Facility with the capital expenditure being carried forward into the 2013/2014 financial year. The construction of the siltation pond has been deferred until the Red Hill Farm Stage 2 Class III Cell has been completed.
- An increase of \$123,000 for the purchase of land at the Red Hill Waste Management Facility. This variance relates to the Deed of Call interest payment costs associated with the purchase of Lots 8, 9 and 10 at Red Hill. It was budgeted that settlement would occur in September 2012. This is offset by the interest earned on the principal up to the settlement date in December 2012.

Statement of Financial Position (refer Attachment 3)

The Statement of Financial Position shows the overall impact of actual balances compared with budget provisions and end of year forecasts for operating and capital works activities.

Total Equity as at 30 June 2013 totalled \$92,596,221. This was \$3,255,691 above the budget.

It was forecast that Total Equity as at 30 June 2013 would be below the original budget of \$89,340,530 by \$1,180,048 due to a forecast reduction in surplus.

Statement of Cash and Investments (refer Attachment 4)

The level of cash and investments in the Municipal fund as at 30 June 2013 is \$13,061,796 and Restricted Assets amount to \$41,720,816. This figure is net of cumulative unrealised losses of \$601,485 which have been provided for in this amount.

The net movement for the month is an increase of \$815,821.



Item 14.2 continued

Investment Report (refer Attachment 5)

Term deposits which matured in the month of June 2013 were reinvested into further term deposits together with additional surplus funds.

STRATEGIC/POLICY IMPLICATIONS

Key Result Area 4 - Good Governance

- 4.3 To provide responsible and accountable governance and management of the EMRC
- 4.4 To continue to improve financial and asset management practices

FINANCIAL IMPLICATIONS

As outlined in the attached financial reports.

SUSTAINABILITY IMPLICATIONS

Nil

ATTACHMENT(S)

1. Statement of Comprehensive Income by Nature and Type (Ref: Committees-16037)
2. Capital Expenditure Statement (Ref: Committees-16038)
3. Statement of Financial Position (Ref: Committees-16039)
4. Statement of Cash and Investments (Ref: Committees-16040)
5. Investment Report (Ref: Committees-16041)

VOTING REQUIREMENT

Simple Majority

RECOMMENDATION(S)

That Council receives the Statement of Comprehensive Income, Capital Expenditure Statement, Statement of Financial Position, Statement of Cash and Investments and the Investment Report for the period ended 30 June 2013.

COUNCIL RESOLUTION(S)

MOVED CR ZANNINO

SECONDED CR POWELL

THAT COUNCIL RECEIVES THE STATEMENT OF COMPREHENSIVE INCOME, CAPITAL EXPENDITURE STATEMENT, STATEMENT OF FINANCIAL POSITION, STATEMENT OF CASH AND INVESTMENTS AND THE INVESTMENT REPORT FOR THE PERIOD ENDED 30 JUNE 2013.

CARRIED UNANIMOUSLY

STATEMENT OF COMPREHENSIVE INCOME

Nature and Type

Year to Date				JUNE 2013				Full Year			
Actual	Budget	Variance		Forecast	Budget	Variance		Forecast	Budget	Variance	
Operating Income											
(\$35,262,742)	(\$35,972,544)	(\$709,802)	(U)	User Charges	(\$36,424,617)	(\$35,972,544)	\$452,073				(F)
(\$361,651)	(\$391,680)	(\$30,029)	(U)	Special Charges	(\$354,861)	(\$391,680)	(\$36,819)				(U)
(\$639,468)	(\$655,113)	(\$15,645)	(U)	Contributions	(\$644,893)	(\$655,113)	(\$10,220)				(U)
(\$862,468)	(\$1,434,588)	(\$572,120)	(U)	Operating Grants	(\$1,359,993)	(\$1,434,588)	(\$74,595)				(U)
(\$509,089)	(\$238,334)	\$270,755	(F)	Interest Municipal Cash Investments	(\$355,596)	(\$238,334)	\$117,262				(F)
(\$862,036)	(\$927,282)	(\$65,246)	(U)	Reimbursements	(\$962,140)	(\$927,282)	\$34,858				(F)
(\$1,127,188)	(\$1,743,837)	(\$616,649)	(U)	Other	(\$1,754,108)	(\$1,743,837)	\$10,271				(F)
(\$39,624,641)	(\$41,363,378)	(\$1,738,737)	(U)	Total Operating Income	(\$41,856,208)	(\$41,363,378)	\$492,830				(F)
Operating Expenditure											
\$7,835,689	\$9,157,202	\$1,321,513	(F)	Salary Expenses	\$8,099,375	\$9,157,202	\$1,057,827				(F)
\$5,476,850	\$7,356,790	\$1,879,940	(F)	Contract Expenses	\$8,548,955	\$7,356,790	(\$1,192,165)				(U)
\$837,588	\$1,198,814	\$361,226	(F)	Material Expenses	\$1,156,758	\$1,198,814	\$42,056				(F)
\$252,592	\$255,582	\$2,990	(F)	Utility Expenses	\$252,128	\$255,582	\$3,454				(F)
\$825,066	\$777,328	(\$47,738)	(U)	Fuel Expenses	\$775,028	\$777,328	\$2,300				(F)
\$18,921	\$15,300	(\$3,621)	(U)	Finance Fees and Interest Expenses	\$19,650	\$15,300	(\$4,350)				(U)
\$272,033	\$255,252	(\$16,781)	(U)	Insurance Expenses	\$262,903	\$255,252	(\$7,651)				(U)
\$4,079,633	\$6,062,103	\$1,982,470	(F)	Depreciation Expenses	\$6,073,840	\$6,062,103	(\$11,737)				(U)
\$12,586,050	\$12,948,600	\$362,550	(F)	Miscellaneous Expenses	\$12,989,495	\$12,948,600	(\$40,895)				(U)
\$657,931	\$122,526	(\$535,405)	(U)	Provision Expenses	\$111,870	\$122,526	\$10,656				(F)
(\$239,367)	(\$309,590)	(\$70,223)	(U)	Costs Allocated	(\$289,507)	(\$309,590)	(\$20,083)				(U)
\$32,602,987	\$37,839,907	\$5,236,920	(F)	Total Operating Expenditure	\$38,000,495	\$37,839,907	(\$160,588)				(U)
(\$7,021,654)	(\$3,523,471)	\$3,498,183	(F)	OPERATING RESULT FROM NORMAL ACTIVITIES	(\$3,855,713)	(\$3,523,471)	\$332,242				(F)
Surplus	Surplus				Surplus	Surplus					

Notes:

1. User Charges - include member Councils and casual users pertaining to waste, risk management and environmental services fees and charges;
2. Special Charges - Waste Education Levy;
3. Contributions - member Councils' contributions to projects and services;
4. Operating Grants - grant income predominantly from government agencies; and
5. Miscellaneous Expenses - includes the Landfill Levy expense of \$9,253,125 as at 30 June 2013.

Operating Income and Expenditure relates to the ordinary operations of the organisation.

Other Revenues and Expenses relates to the Resource Recovery Project, interest from cash reserves and disposal of assets.

(F) denotes Favourable variance and (U) denotes Unfavourable variance

STATEMENT OF COMPREHENSIVE INCOME

Nature and Type

JUNE 2013

Year to Date

Full Year

Actual

Budget

Variance

Forecast

Budget

Variance

Other Revenues

(\$5,428,813)	(\$5,590,416)	(\$161,603)	(U)	Secondary Waste Charge	(\$5,322,672)	(\$5,590,416)	(\$267,744)	(U)
\$0	(\$2,250,000)	(\$2,250,000)	(U)	Operating Grants	\$0	(\$2,250,000)	(\$2,250,000)	(U)
(\$1,913,039)	(\$2,133,360)	(\$220,321)	(U)	Interest Restricted Cash Investments	(\$2,016,098)	(\$2,133,360)	(\$117,262)	(U)
(\$894)	(\$50)	\$844	(F)	Reimbursements	(\$50)	(\$50)	\$0	(F)
(\$346,682)	(\$690,225)	(\$343,543)	(U)	Proceeds from Sale of Assets	(\$690,226)	(\$690,226)	\$0	(F)
(\$7,689,428)	(\$10,664,051)	(\$2,974,623)	(U)	Total Other Revenues	(\$8,029,046)	(\$10,664,052)	(\$2,635,006)	(U)

Other Expenses

\$253,009	\$312,116	\$59,107	(F)	Salary Expenses	\$247,261	\$312,116	\$64,855	(F)
\$432,375	\$749,600	\$317,225	(F)	Contract Expenses	\$647,600	\$749,600	\$102,000	(F)
\$18,994	\$27,050	\$8,056	(F)	Material Expenses	\$24,456	\$27,050	\$2,594	(F)
\$2,123	\$3,200	\$1,077	(F)	Utility Expenses	\$2,500	\$3,200	\$700	(F)
\$1,166	\$2,337	\$1,171	(F)	Insurance Expenses	\$1,250	\$2,337	\$1,087	(F)
\$9,921	\$11,720	\$1,799	(F)	Depreciation Expenses	\$11,720	\$11,720	\$0	(F)
\$45,777	\$104,555	\$58,778	(F)	Miscellaneous Expenses	\$72,055	\$104,555	\$32,500	(F)
\$307,084	\$525,138	\$218,054	(F)	Carrying Amount of Assets Disposed Of	\$525,293	\$525,138	(\$155)	(U)
\$214,773	\$254,590	\$39,817	(F)	Costs Allocated	\$254,507	\$254,590	\$83	(F)
\$1,285,222	\$1,990,306	\$705,084	(F)	Total Other Expenses	\$1,786,642	\$1,990,306	\$203,664	(F)

Realised/Unrealised (Gain)/Loss From Change in Fair Value of Investments

\$21,862	\$0	(\$21,862)	(U)	Unrealised (Gain)/Loss	\$21,862	\$0	(\$21,862)	(U)
(\$940,914)	\$0	\$940,914	(F)	Realised (Gain)/Loss	(\$940,914)	\$0	\$940,914	(F)
(\$919,052)	\$0	\$919,052	(F)	Total (Gain)/Loss from change in Fair Value of Investments	(\$919,052)	\$0	\$919,052	(F)

Revaluation of Assets

\$211,345	\$0	(\$211,345)	(U)	Revaluation of Assets	\$0	\$0	\$0	(F)
\$211,345	\$0	(\$211,345)	(U)	Total Revaluation of Assets	\$0	\$0	\$0	(F)

(\$7,111,913)	(\$8,673,745)	(\$1,561,832)	(U)	OPERATING RESULT FROM OTHER ACTIVITIES	(\$7,161,456)	(\$8,673,746)	(\$1,512,290)	(U)
Surplus	Surplus				Surplus	Surplus		

(\$14,133,567)	(\$12,197,216)	\$1,936,351	(F)	CHANGE IN NET ASSETS FROM OPERATIONS	(\$11,017,169)	(\$12,197,217)	(\$1,180,048)	(U)
Surplus	Surplus				Surplus	Surplus		



CAPITAL EXPENDITURE STATEMENT

JUNE 2013

Year to Date				Full Year					
Actual	Budget	Variance		On Order	(F) = Favourable variation (U) = Unfavourable variation	Forecast	Budget	Variance	
Governance and Corporate Services									
\$400,068	\$513,617	\$113,549 (F)	\$0			\$513,617	\$513,617	\$0 (F)	
\$79,762	\$49,600	(\$30,162) (U)	\$0			\$49,600	\$49,600	\$0 (F)	
\$85,884	\$665,600	\$579,716 (F)	\$0			\$645,000	\$665,600	\$20,600 (F)	
\$36,364	\$20,000	(\$16,364) (U)	\$0			\$40,000	\$20,000	(\$20,000) (U)	
\$57,091	\$98,800	\$41,709 (F)	\$6,344			\$95,161	\$98,800	\$3,639 (F)	
\$3,639	\$0	(\$3,639) (U)	\$0			\$3,639	\$0	(\$3,639) (U)	
\$662,807	\$1,347,617	\$684,810 (F)	\$6,344			\$1,347,017	\$1,347,617	\$600 (F)	



CAPITAL EXPENDITURE STATEMENT

JUNE 2013

Year to Date			On Order	(F) = Favourable variation (U) = Unfavourable variation	Full Year		
Actual	Budget	Variance			Forecast	Budget	Variance

Environmental Services

\$0	\$2,000	\$2,000	(F)	\$0	Purchase Office Equipment - Environmental Services (24510/05)	\$1,000	\$2,000	\$1,000	(F)
\$4,431	\$0	(\$4,431)	(U)	\$0	Purchase Other Equipment - Environmental Services (24590/05)	\$0	\$0	\$0	(F)
\$0	\$1,500	\$1,500	(F)	\$0	Purchase Office Furniture and Fittings - Environmental Services (24610/05)	\$1,000	\$1,500	\$500	(F)
\$4,431	\$3,500	(\$931)	(U)	\$0		\$2,000	\$3,500	\$1,500	(F)

Regional Development

\$0	\$1,000	\$1,000	(F)	\$0	Purchase Office Equipment - Regional Development (24510/04)	\$1,000	\$1,000	\$0	(F)
\$0	\$1,000	\$1,000	(F)	\$0	Purchase Office Furniture and Fittings - Regional Development (24610/04)	\$1,000	\$1,000	\$0	(F)
\$0	\$2,000	\$2,000	(F)	\$0		\$2,000	\$2,000	\$0	(F)

Risk Management

\$0	\$500	\$500	(F)	\$0	Purchase Office Equipment - Risk Management (24510/06)	\$500	\$500	\$0	(F)
\$0	\$500	\$500	(F)	\$0	Purchase Office Furniture and Fittings - Risk Management (24610/06)	\$500	\$500	\$0	(F)
\$0	\$1,000	\$1,000	(F)	\$0		\$1,000	\$1,000	\$0	(F)

Resource Recovery

\$0	\$30,000	\$30,000	(F)	\$0	Resource Recovery Park - Land (24150/05)	\$0	\$30,000	\$30,000	(F)
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CAPITAL EXPENDITURE STATEMENT

JUNE 2013

Year to Date				Full Year		
Actual	Budget	Variance	On Order	Forecast	Budget	Variance

(F) = Favourable variation
(U) = Unfavourable variation

Resource Recovery

\$0	\$500,000	\$500,000	(F)	\$0	Construct and Commission Resource Recovery Park - C & I Building (24259/04)	\$50,000	\$500,000	\$450,000	(F)
\$0	\$263,000	\$263,000	(F)	\$0	Construct and Commission Resource Recovery Park - Pyrolysis Building (24259/05)	\$0	\$263,000	\$263,000	(F)
\$0	\$150,000	\$150,000	(F)	\$0	Construct and Commission Resource Recovery Park - Weighbridges (x2) (24392/02)	\$0	\$150,000	\$150,000	(F)
\$28,604	\$636,000	\$607,396	(F)	\$2,377	Construct and Commission Resource Recovery Park - Site Infrastructure (24399/01)	\$35,000	\$636,000	\$601,000	(F)
\$0	\$2,160,000	\$2,160,000	(F)	\$0	Purchase Resource Recovery Park Pyrolysis - Plant & Equipment (24410/03)	\$0	\$2,160,000	\$2,160,000	(F)
\$0	\$2,000	\$2,000	(F)	\$0	Purchase Office Equipment - Resource Recovery (24510/07)	\$1,000	\$2,000	\$1,000	(F)
\$0	\$2,000	\$2,000	(F)	\$0	Purchase Other Equipment - Resource Recovery (24590/07)	\$500	\$2,000	\$1,500	(F)
\$3,352	\$5,000	\$1,648	(F)	\$0	Purchase Office Furniture and Fittings - Resource Recovery (24610/07)	\$2,500	\$5,000	\$2,500	(F)
\$31,957	\$3,748,000	\$3,716,043	(F)	\$2,377		\$89,000	\$3,748,000	\$3,659,000	(F)

Waste Management

\$6,710,163	\$6,619,015	(\$91,148)	(U)	\$0	Purchase Waste Management Land (24150/02)	\$6,742,015	\$6,619,015	(\$123,000)	(U)
\$0	\$10,000	\$10,000	(F)	\$0	Purchase Waste Management Land - Hazelmere (24150/04)	\$10,000	\$10,000	\$0	(F)



CAPITAL EXPENDITURE STATEMENT

JUNE 2013

Year to Date					Full Year		
Actual	Budget	Variance	On Order	(F) = Favourable variation (U) = Unfavourable variation	Forecast	Budget	Variance
Waste Management							
\$80	\$98,886	\$98,806 (F)	\$0		\$167,772	\$98,886	(\$68,886) (U)
				Construct Waste Management Facility Buildings - Red Hill Landfill Facility (24250/01)			
\$4,100	\$78,000	\$73,900 (F)	\$0		\$78,000	\$78,000	\$0 (F)
				Construct Waste Management Facility Buildings - Hazelmere (24250/02)			
\$0	\$8,000	\$8,000 (F)	\$0		\$8,000	\$8,000	\$0 (F)
				Construct Weighbridge Office - Hazelmere (24250/03)			
\$0	\$16,400	\$16,400 (F)	\$0		\$16,400	\$16,400	\$0 (F)
				Construct Storage Shed for Mattresses - Hazelmere (24250/05)			
\$79,226	\$100,000	\$20,774 (F)	\$0		\$100,000	\$100,000	\$0 (F)
				Construct Mobile workshop - Red Hill Landfill Facility (24250/06)			
\$15,650	\$20,000	\$4,350 (F)	\$0		\$20,000	\$20,000	\$0 (F)
				Construct Lunchroom and Ablution Block - Red Hill Landfill Facility (24250/07)			
\$0	\$5,000	\$5,000 (F)	\$0		\$5,000	\$5,000	\$0 (F)
				Construct Waste Management Facility Buildings - Other - Hazelmere (24259/02)			
\$12,750	\$12,750	\$0 (F)	\$0		\$12,750	\$12,750	\$0 (F)
				Upgrade Power - Redhill Landfill Facility (24259/03)			
\$4,052,349	\$4,144,800	\$92,451 (F)	\$0		\$4,144,800	\$4,144,800	\$0 (F)
				Construct Class III Cell Farm Stage 2 - Red Hill Landfill Facility (24310/11)			
\$0	\$270,000	\$270,000 (F)	\$0		\$270,000	\$270,000	\$0 (F)
				Construct Class III Cell Stage 14(a) - Red Hill Landfill Facility (24310/12)			
\$0	\$150,000	\$150,000 (F)	\$0		\$0	\$150,000	\$150,000 (F)
				Construct Class III Leachate Pond - Red Hill Landfill Facility (24320/01)			
\$519,701	\$415,000	(\$104,701) (U)	\$16,261		\$546,618	\$415,000	(\$131,618) (U)
				Leachate Project - Red Hill Landfill Facility (24320/02)			
\$0	\$130,000	\$130,000 (F)	\$0		\$0	\$130,000	\$130,000 (F)
				Construct Siltation Ponds - Red Hill Landfill Facility (24350/00)			



CAPITAL EXPENDITURE STATEMENT

JUNE 2013

Year to Date					Full Year		
Actual	Budget	Variance	On Order	(F) = Favourable variation (U) = Unfavourable variation	Forecast	Budget	Variance
Waste Management							
\$0	\$100,000	\$100,000 (F)	\$0		\$100,000	\$100,000	\$0 (F)
\$0	\$60,500	\$60,500 (F)	\$0		\$60,500	\$60,500	\$0 (F)
\$0	\$485,000	\$485,000 (F)	\$0		\$485,000	\$485,000	\$0 (F)
\$9,040	\$500,000	\$490,960 (F)	\$0		\$50,000	\$500,000	\$450,000 (F)
\$0	\$100,000	\$100,000 (F)	\$0		\$100,000	\$100,000	\$0 (F)
\$0	\$50,000	\$50,000 (F)	\$24,120		\$50,000	\$50,000	\$0 (F)
\$0	\$175,000	\$175,000 (F)	\$0		\$175,000	\$175,000	\$0 (F)
\$163,726	\$286,175	\$122,449 (F)	\$9,440		\$286,175	\$286,175	\$0 (F)
\$0	\$48,846	\$48,846 (F)	\$0		\$48,846	\$48,846	\$0 (F)
\$0	\$120,000	\$120,000 (F)	\$0		\$120,000	\$120,000	\$0 (F)
\$0	\$70,000	\$70,000 (F)	\$0		\$70,000	\$70,000	\$0 (F)
\$0	\$30,000	\$30,000 (F)	\$0		\$30,000	\$30,000	\$0 (F)
\$1,769,003	\$1,776,500	\$7,497 (F)	\$0		\$1,776,500	\$1,776,500	\$0 (F)
\$606,377	\$1,503,779	\$897,402 (F)	\$30,448		\$1,503,779	\$1,503,779	\$0 (F)



CAPITAL EXPENDITURE STATEMENT

JUNE 2013

Year to Date				Full Year			
Actual	Budget	Variance	On Order	(F) = Favourable variation (U) = Unfavourable variation	Forecast	Budget	Variance
Waste Management							
\$0	\$75,000	\$75,000 (F)	\$0		\$75,000	\$75,000	\$0 (F)
\$247,470	\$263,586	\$16,116 (F)	\$27,058		\$263,586	\$263,586	\$0 (F)
\$31,386	\$30,000	(\$1,386) (U)	\$0		\$30,000	\$30,000	\$0 (F)
\$58,870	\$142,100	\$83,230 (F)	\$0		\$142,100	\$142,100	\$0 (F)
\$154,812	\$145,770	(\$9,042) (U)	\$0		\$145,770	\$145,770	\$0 (F)
\$0	\$550	\$550 (F)	\$0		\$550	\$550	\$0 (F)
\$0	\$19,000	\$19,000 (F)	\$0		\$19,000	\$19,000	\$0 (F)
\$313,847	\$371,360	\$57,513 (F)	\$10,180		\$371,360	\$371,360	\$0 (F)
\$0	\$1,000	\$1,000 (F)	\$0		\$1,000	\$1,000	\$0 (F)
\$567	\$143,600	\$143,033 (F)	\$0		\$143,600	\$143,600	\$0 (F)
\$0	\$11,000	\$11,000 (F)	\$0		\$11,000	\$11,000	\$0 (F)
\$11,840	\$283,150	\$271,310 (F)	\$0		\$283,150	\$283,150	\$0 (F)
\$14,359	\$2,000	(\$12,359) (U)	\$0		\$12,000	\$2,000	(\$10,000) (U)



CAPITAL EXPENDITURE STATEMENT

JUNE 2013

Year to Date						Full Year			
Actual	Budget	Variance		On Order	(F) = Favourable variation (U) = Unfavourable variation	Forecast	Budget	Variance	
Waste Management									
\$408	\$3,000	\$2,592 (F)		\$0	Purchase/Replace Other Equipment - Engineering and Waste Management (24590/03)	\$3,000	\$3,000	\$0 (F)	
\$0	\$3,500	\$3,500 (F)		\$0	Purchase Office Furniture and Fittings-Engineering and Waste Management (24610/03)	\$3,500	\$3,500	\$0 (F)	
\$4,263	\$5,768	\$1,505 (F)		\$0	Purchase / Replace Office Furniture and Fittings - Red Hill Landfill Facility (24610/08)	\$5,768	\$5,768	\$0 (F)	
\$349	\$1,500	\$1,151 (F)		\$0	Purchase Office Furniture and Fittings-Hazelmere (24610/10)	\$1,500	\$1,500	\$0 (F)	
\$0	\$1,000	\$1,000 (F)		\$0	Purchase Miscellaneous Furniture and Fittings - Red Hill Education Programme (24690/01)	\$1,000	\$1,000	\$0 (F)	
\$773	\$2,000	\$1,227 (F)		\$0	Refurbish Environmental Education Centre - Redhill Landfill Facility (25253/00)	\$2,000	\$2,000	\$0 (F)	
\$0	\$80,000	\$80,000 (F)		\$0	Refurbish Waste Transfer Station Building - Red Hill Landfill Facility (25259/01)	\$0	\$80,000	\$80,000 (F)	
\$0	\$20,000	\$20,000 (F)		\$9,450	Refurbish Plant - Red Hill Landfill Facility (25410/00)	\$20,000	\$20,000	\$0 (F)	
\$14,781,109	\$18,988,535	\$4,207,426 (F)		\$126,957		\$18,512,039	\$18,988,535	\$476,496 (F)	
\$15,480,303	\$24,090,652	\$8,610,349 (F)		\$135,678	TOTAL CAPITAL EXPENDITURE	\$19,953,056	\$24,090,652	\$4,137,596 (F)	



STATEMENT OF FINANCIAL POSITION

JUNE 2013

Actual June 2012	Actual Year to Date	(F) = Favourable variation (U) = Unfavourable variation	Full Year		
			Forecast	Budget	Variance
Current Assets					
\$4,614,448	\$3,021,270	Cash and Cash Equivalents	\$3,706,709	\$3,688,839	\$17,870 (F)
\$43,144,608	\$51,761,343	Investments	\$41,854,766	\$38,913,852	\$2,940,914 (F)
\$2,930,193	\$3,552,486	Trade and Other Receivables	\$2,930,193	\$2,930,193	\$0 (F)
\$44,528	\$86,077	Inventories	\$44,528	\$44,528	\$0 (F)
\$108,495	\$65,007	Other Assets	\$108,495	\$108,495	\$0 (F)
\$50,842,271	\$58,486,183	Total Current Assets	\$48,644,690	\$45,685,906	\$2,958,784 (F)
Current Liabilities					
\$4,251,981	\$5,409,053	Trade and Other Payables	\$4,251,981	\$4,251,981	\$0 (F)
\$1,190,512	\$1,229,726	Provisions	\$1,206,095	\$1,206,095	\$0 (F)
\$5,442,493	\$6,638,779	Total Current Liabilities	\$5,458,076	\$5,458,076	\$0 (F)
\$45,399,778	\$51,847,404	Net Current Assets	\$43,186,614	\$40,227,830	\$2,958,784 (F)
Non Current Assets					
\$9,255,511	\$16,361,456	Land	\$16,007,526	\$15,914,526	\$93,000 (F)
\$4,870,225	\$4,783,168	Buildings	\$5,152,136	\$5,879,889	(\$727,753) (U)
\$10,102,339	\$9,152,875	Structures	\$13,968,422	\$15,328,167	(\$1,359,745) (U)
\$8,070,794	\$9,825,700	Plant	\$9,403,456	\$11,563,456	(\$2,160,000) (U)
\$538,428	\$291,050	Equipment	\$1,610,140	\$1,622,198	(\$12,058) (U)
\$148,164	\$156,333	Furniture and Fittings	\$185,984	\$168,916	\$17,068 (F)
\$412,861	\$5,019,398	Work in Progress	\$412,861	\$412,861	\$0 (F)
\$33,398,321	\$45,589,980	Total Non Current Assets	\$46,740,524	\$50,890,012	(\$4,149,488) (U)
Non Current Liabilities					
\$1,654,786	\$4,841,163	Provisions	\$1,766,656	\$1,777,312	\$10,656 (F)
\$1,654,786	\$4,841,163	Total Non Current Liabilities	\$1,766,656	\$1,777,312	\$10,656 (F)
\$77,143,313	\$92,596,221	Net Assets	\$88,160,482	\$89,340,530	(\$1,180,048) (U)
Equity					
\$32,442,815	\$34,823,591	Accumulated Surplus/Deficit	\$32,442,815	\$32,442,815	\$0 (F)
\$44,700,498	\$42,319,723	Cash Backed Reserves	\$44,700,498	\$44,700,498	\$0 (F)
\$0	\$1,319,340	Asset \Revaluation Reserve	\$0	\$0	\$0 (F)
\$0	\$14,133,567	Net change in assets from operations	\$11,017,169	\$12,197,217	(\$1,180,048) (U)
\$77,143,313	\$92,596,221	Total Equity	\$88,160,482	\$89,340,530	(\$1,180,048) (U)



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CASH AND INVESTMENTS
JUNE 2013

Actual June 2012	Actual Year to Date		(F) = Favourable variation (U) = Unfavourable variation	Full Year		
				Forecast	Budget	Variance
Municipal Cash and Investments						
4,611,198	3,018,020	Cash at Bank - Municipal Fund 01001/00		3,703,459	3,685,589	17,870 (F)
1,250	1,250	Cash on Hand - Ascot Place 01019/00		1,250	1,250	0 (F)
200	200	Cash on Hand - Walliston/Mathieson & Coppin Road Transfer Stations 01019/01		200	200	0 (F)
1,800	1,800	Cash on Hand - Red Hill / Hazelmere 01019/02		1,800	1,800	0 (F)
1,051,499	10,040,526	Investments - Municipal Fund 02021/00		635,871	768,627	(132,755) (U)
5,665,946	13,061,796	Total Municipal Cash		4,342,580	4,457,465	(114,885) (U)
Restricted Cash and Investments						
1,211,123	1,029,772	Restricted Investments - Plant and Equipment 02022/01		107,141	107,138	3 (F)
1,697,942	1,664,322	Restricted Investments - Post Closure Site Rehabilitation Red Hill 02022/02		1,889,978	1,889,977	0 (F)
2,913,350	234,694	Restricted Investments - Future Development 02022/03		280,812	199,812	81,000 (F)
526,688	550,617	Restricted Investments - Environmental Monitoring Red Hill 02022/04		551,808	551,808	0 (F)
195,912	168,280	Restricted Investments - Environmental Insurance Red Hill 02022/05		168,770	168,770	0 (F)
12,071	12,619	Restricted Investments - Risk Management 02022/06		12,649	12,649	0 (F)
362,862	439,250	Restricted Investments - Class IV Cells Red Hill 02022/07		440,104	438,690	1,414 (F)
17,913	20,193	Restricted Investments - Regional Development 02022/08		20,196	210,564	(190,368) (U)
33,522,665	35,964,254	Restricted Investments - Secondary Waste Processing 02022/09		36,103,620	34,797,053	1,306,567 (F)
3,517,865	1,473,747	Restricted Investments - Class III Cells 02022/10		1,481,582	1,612,433	(130,851) (U)
60,945	63,714	Restricted Investments - Building Refurbishment (Ascot Place) 02022/11		63,862	63,862	0 (F)
0	2,579	Restricted Investments - Accrued Interest 02022/19		0	0	0 (F)
(2,607,389)	(601,485)	Restricted Investments - Unrealised Loss/Gain on Investments 02022/20		(601,485)	(2,607,389)	2,005,904 (F)
661,162	698,261	Restricted Investments - Long Service Leave 02022/90		699,858	699,858	0 (F)
42,093,109	41,720,816	Total Restricted Cash		41,218,894	38,145,225	3,073,669 (F)
47,759,055	54,782,613	TOTAL CASH AND INVESTMENTS		45,561,474	42,602,690	2,958,784 (F)

The Cash at Bank - Municipal Fund represents the balance on the last day of the relevant month. Any portion of the balance available for investment is transferred into the Investment - Municipal Fund account in the following period. Funds held in the Cash at Bank - Municipal Fund continue to accrue interest as per the Westpac commercial rates.

Investment Report Including CDOs

Investment Report Excluding CDOs

II. Single Entity Exposure

II. Single Entity Exposure

	% Portfolio	Comments
ANZ Banking Group	3.88%	
Bankwest	2.91%	
ING Bank	32.94%	
NAB	25.19%	
Westpac / St. George Bank	33.92%	
Lehman Brothers	1.16%	Policy breached ²
	<u>100.00%</u>	

	% Portfolio	Comments
ANZ Banking Group	3.92%	
Bankwest	2.94%	
ING Bank	33.33%	
NAB	25.49%	
Westpac / St. George Bank	34.32%	
	<u>100.00%</u>	

Notes

2. Policy breach above relates to the Lehman Bros CDO investment

III. Term to Maturity Framework

III. Term to Maturity Framework

Maturity Profile	Investment Policy Guidelines		Comments	
	% Portfolio	% Min		% Max
Less Than 1 Year	98.90%	40.00%	100.00%	
Greater Than 3 Years	1.10%	0.00%	0.00%	Policy breached ³
	<u>100.00%</u>			

Maturity Profile	Investment Policy Guidelines		Comments	
	% Portfolio	% Min		% Max
Less Than 1 Year	100.00%	40.00%	100.00%	
Greater Than 3 Years	0.00%	0.00%	0.00%	
	<u>100.00%</u>			

Notes

3. Policy breach above relates to the Lehman Bros CDO investment

NB: This report is consistent with the reporting requirements of the Policy 3.3 - Management of Investments Policy



14.3 DISABILITY ACCESS AND INCLUSION PLAN 2013/2014 TO 2017/2018

REFERENCE: COMMITTEES-15843

PURPOSE OF REPORT

To present the draft Disability Access and Inclusion Plan 2013/2014 to 2017/2018 for Council adoption.

KEY ISSUES AND RECOMMENDATION(S)

- A requirement of the *Disability Services Act 1993* (section 27) is that a public authority must ensure that it develops and implements a Disability Access and Inclusion Plan.
- On 19 August 2010 Council adopted a Disability Access and Inclusion Policy and Disability Access and Inclusion Plan (DAIP) 2010/2011 to 2012/2013.
- On 23 May 2013 Council was presented with a new draft five year DAIP 2013/2014 to 2017/2018 which was developed following a review of the current DAIP 2010/2011 to 2012/2013.
- Council endorsed the draft DAIP 2013/2014 to 2017/2018 and approved a 42 day public consultation on the document.
- An advertisement to this effect was placed in the West Australian Newspaper and EMRC's public website on 12 June 2013.
- At the end of the 42 day public comment period (25 July 2013) EMRC had not received any comments.

Recommendation(s)

That Council:

1. Adopts the draft Disability Access and Inclusion Plan 2013/2014 to 2017/2018 forming an attachment to this report.
2. Approves the submission of the Disability Access and Inclusion Plan 2013/2014 to 2017/2018 to the Disability Services Commission.

SOURCE OF REPORT

Chief Executive Officer
 Manager Human Resources

BACKGROUND

Section 27 of the *Disability Services Act 1993* (the Act) requires a public authority to develop and implement a Disability Access and Inclusion Plan.

On 19 August 2010 Council adopted a Disability Access and Inclusion Policy and Disability Access and Inclusion Plan (DAIP) 2010/2011 to 2012/2013, which were developed to ensure that services provided through various facilities (EMRC Administration Offices at Ascot Place, Red Hill Waste Management Facility and Hazelmere Recycling Centre) provided the same opportunities to all people.

On 23 May 2013 Council was presented with a new draft five year DAIP 2013/2014 to 2017/2018 which was developed following a review of the current DAIP 2010/2011 to 2012/2013.

Council endorsed the draft DAIP 2013/2014 to 2017/2018 and approved a 42 day public consultation on the document (Ref: Committee-15570).



Item 14.3 continued

REPORT

An integral requirement of the DAIP is mandatory community consultation to ensure that the document is relevant and responsive to the needs of customers. The Act and associated regulations leave it to the discretion of authorities to determine the method of consultation. The minimum requirements are that public authorities must call for submissions regarding DAIPs in a statewide or local newspaper as well as on their public website (s. 29 (10)).

An advertisement was placed in the West Australian Newspaper and the EMRC's public website on 12 June 2013, inviting members of the public to comment on the draft DAIP 2013/2014 to 2017/2018. At the end of the 42 day public comment period (12 June to 25 July 2013), EMRC had not received any comments.

Consequently it is recommended that Council adopts the draft DAIP forming an attachment to this report as required under the Act.

STRATEGIC/POLICY IMPLICATIONS

Key Result Area 4 – Good Governance

4.3 To provide responsible and accountable governance and management of the EMRC

FINANCIAL IMPLICATIONS

Nil

SUSTAINABILITY IMPLICATIONS

Nil

MEMBER COUNCIL IMPLICATIONS

Member Council	Implication Details
Town of Bassendean	} Nil
City of Bayswater	
City of Belmont	
Shire of Kalamunda	
Shire of Mundaring	
City of Swan	

ATTACHMENT(S)

Draft Disability Access and Inclusion Plan 2013/2014 to 2017/2018 (Ref: Committees-15969)

VOTING REQUIREMENT

Simple Majority



Item 14.3 continued

RECOMMENDATION(S)

That Council:

1. Adopts the draft Disability Access and Inclusion Plan 2013/2014 to 2017/2018 forming an attachment to this report.
2. Approves the submission of the Disability Access and Inclusion Plan 2013/2014 to 2017/2018 to the Disability Services Commission.

COUNCIL RESOLUTION(S)

MOVED CR ZANNINO

SECONDED CR POWELL

THAT COUNCIL:

1. ADOPTS THE DRAFT DISABILITY ACCESS AND INCLUSION PLAN 2013/2014 TO 2017/2018 FORMING AN ATTACHMENT TO THIS REPORT.
2. APPROVES THE SUBMISSION OF THE DISABILITY ACCESS AND INCLUSION PLAN 2013/2014 TO 2017/2018 TO THE DISABILITY SERVICES COMMISSION.

CARRIED UNANIMOUSLY



A proud history with a bright future ➞

Disability Access and Inclusion Plan

2013/2014 to 2017/2018

THIS PLAN IS AVAILABLE IN ALTERNATIVE FORMATS



TEL (08) 9424 2222 FAX (08) 9277 7598 EMAIL mail@emrc.org.au WEB www.emrc.org.au

This is printed on recycled paper.

Foreword

I have great pleasure in presenting the Eastern Metropolitan Regional Council's (EMRC) Disability Access and Inclusion Plan 2013/2014 to 2017/2018. This plan demonstrates our commitment to furthering the principles and meeting the objectives of the *Disability Services Act 1993*.

It is our intention to deliver facilities, services and events that are open, available and accessible to the whole community, regardless of ability, ethnicity, gender, age or any other perceived difference.

We are committed to achieving the seven desired outcomes of our Disability Access and Inclusion Plan 2013/2014 to 2017/2018, which are:

1. EMRC Council ensures that a Disability Access and Inclusion Policy and Implementation Plan are developed, implemented and reviewed regularly
2. People with disabilities have the same opportunities as other people to access the services of, and any events organised by, the EMRC.
3. People with disabilities have the same opportunities as other people to access the buildings and other facilities of the EMRC.
4. People with disabilities receive information from the EMRC in a format that will enable them to readily access the information other people are able to access.
5. People with disabilities receive the same level and quality of service from the staff and contractors of the EMRC.
6. People with disabilities have the same opportunities as other people to make complaints to the EMRC.
7. People with disabilities have the same opportunities as other people to participate in any public consultation by the EMRC.

Our Disability Access and Inclusion Plan 2013/2014 to 2017/2018 is a dynamic document and will be reviewed regularly. Feedback is welcomed at any time on this document.

CR DR ALAN PILGRIM

Chairman

May 2013

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1 Introduction to the Eastern Metropolitan Regional Council

The Eastern Metropolitan Regional Council (EMRC) is a progressive and innovative regional local government working on behalf of six metropolitan member councils located in Perth's eastern suburbs: Town of Bassendean, City of Bayswater, City of Belmont, Shire of Kalamunda, Shire of Mundaring and City of Swan.

Providing services in Waste Management, Environmental Management, Regional Development, and Risk Management, EMRC is a model of successful collaboration that has initiated projects delivering real benefits to the Region.

Facts about Perth's Eastern Region

Perth's Eastern Region stretches from the edge of the Perth CBD, along the Swan River, through both residential and industrial areas. It incorporates the Swan Valley's world-class wine district, as well as forests and prime agricultural land in the Darling Ranges.

Home to over 326,000 people from diverse cultural backgrounds and constituting around one-third of the metropolitan area, Perth's Eastern Region is one of the city's fastest growing areas. It encompasses about 2,100 square kilometres, including substantial parklands, river foreshore areas, national parks, state forests and water catchments.

The Region is a major transport hub, accommodating the international and domestic airports, as well as major roads and rail infrastructure linking Perth to regional centres in the state and to the rest of Australia.

Together, EMRC and the six member councils form an economic, social and environmental force with the strength to get things done and drive our communities forward.

EMRC's Council

The EMRC, constituted under the Local Government Act (1995), comprises the member Councils of the Town of Bassendean, Cities of Bayswater, Belmont and Swan and the Shires of Mundaring and Kalamunda.



All member Councils approved an Establishment Agreement in 1998, which states that EMRC will:

- Work in consultation with member Councils to facilitate local government to enhance its service delivery to the community;
- Be efficient and effective in delivering quality services and facilities;
- Promote and market the role of local government in the community;
- Implement a strategic plan that is regularly reviewed; and
- Avoid providing any service or facility that adversely impacts on the services or facilities of any member Council.



2 Vision, Mission and Values

VISION

To be a responsive and innovative leader in assisting Perth's Eastern Region to be a great place to live, work, play and do business.

MISSION

The Eastern Metropolitan Regional Council, by partnering with member councils (and other stakeholders), facilitates strategies and actions for the benefit and sustainability of Perth's Eastern Region.

ORGANISATIONAL VALUES

The organisational values will guide decision making and interaction with stakeholders.

Excellence:	<i>Striving for excellence through the development of quality and continuous improvement.</i>
Recognition:	<i>Valuing staff in a supportive environment that focuses on their wellbeing.</i>
Innovation:	<i>Focus on innovative approaches in projects and service delivery.</i>
Responsiveness:	<i>Dynamic and flexible service delivery.</i>
Integrity:	<i>Accountability and consistency in all that we do.</i>

Our Stakeholders

Primary Stakeholders

- EMRC and Member Council Elected Members
- EMRC and Member Council Staff

Secondary Stakeholders

- Federal Government Agencies
- State Government Agencies
- Non-Government Agencies
- Politicians
- Regional Business Groups
- Regional Community and Reference Groups

Tertiary Stakeholders

- Customers and Clients
- Visitors and Tourists
- Investors
- Businesses
- Regional Volunteers
- Regional Residents



3 EMRC's Facilities

The EMRC operations are run through the following facilities:

FACILITY	OPENING HOURS	SERVICES
<p>EMRC Administration Office 1st Floor Ascot Place 226 Great Eastern Hwy BELMONT WA 6104</p> <p>PO Box 234 BELMONT WA 6984</p> <p>Telephone (08) 9424 2222 Fax: (08) 9277 7598 Email: mail@emrc.org.au</p>	<p>Monday to Friday 8.30am to 5.00pm</p> <hr/> <p>Closed Weekends, public holidays and usually during the Christmas period</p>	<p>Corporate Services Waste Management Services Regional Services</p>
<p>Red Hill Waste Management Facility 1094 Toodyay Road RED HILL WA 6056</p> <p>PO Box 2026 MIDLAND WA 6936</p> <p>Telephone: (08) 9574 6235 (08) 9574 6447 Fax: (08) 9574 6300 Email: redhill@emrc.org.au</p>	<p>Monday to Friday 7.00am to 4.00pm</p> <p>Saturday 8.00am to 4.00pm</p> <p>Sunday 10.00am to 4.00pm</p> <hr/> <p>Closed Good Friday, Christmas Day and New Year's Day</p>	<p>Class III Landfill Class IV Landfill Composting Transfer Station</p>
<p>Hazelmere Recycling Centre 77 Lakes Road HAZELMERE WA</p> <p>Telephone: (08) 9274 7807 Email: hazelmere@emrc.org.au</p>	<p>Monday to Friday 7am to 3pm</p> <hr/> <p>Closed Weekends and public holidays</p>	<p>Woodwaste Recycling Mattress Recycling Carpet Tile Recycling</p>



FACILITY	OPENING HOURS	SERVICES
Coppin Road Transfer Station Coppin Road MUNDARING WA	Saturday to Tuesday 8.00am - 4.00pm	Transfer Station
Mathieson Road Transfer Station Mathieson Road CHIDLOW WA	Thursday to Sunday 8.00am - 4.00pm	Transfer Station



4 EMRC's Services

Office of the Chief Executive Officer

This Directorate is responsible for governance, strategic planning and organisational development. The Directorate is also responsible for the Resource Recovery Project which is working towards resource recovery solutions for the region.

Waste Services

This Directorate provides a range of waste management services to the EMRC's member Councils and commercial operators through the management of the council owned Red Hill Waste Management Facility, Hazelmere Recycling Centre as well as the management of the Coppin Road and Mathieson Road Transfer Stations on behalf of the Shire of Mundaring.

Regional Services

This Directorate provides a range of services and projects focussed on environmental management, economic development, transport, events and advocacy.

Corporate Services

This Directorate provides administrative, human resource, information technology, financial management, risk management, marketing and communications support to the organisation.



5 EMRC's Access and Inclusion Policy Statement

The EMRC is committed to achieving the seven desired outcomes of its Disability Access and Inclusion Policy. These are:

1. EMRC Council ensures that a Disability Access and Inclusion Policy and Implementation Plan are developed, implemented and reviewed regularly
2. People with disabilities have the same opportunities as other people to access the services of and any events organised by the EMRC.
3. People with disabilities have the same opportunities as other people to access the buildings and other facilities of the EMRC.
4. People with disabilities receive information from the EMRC in a format that will enable them to readily access the information other people are able to access.
5. People with disabilities receive the same level and quality of service from the staff and contractors of the EMRC.
6. People with disabilities have the same opportunities as other people to make complaints to the EMRC.
7. People with disabilities have the same opportunities as other people to participate in any public consultation by the EMRC.



6 EMRC's Access and Inclusion Implementation Plan

Outcome One

EMRC Council ensures that a Disability Access and Inclusion Policy and Plan are developed, implemented and reviewed regularly.

NO	ACTION	TIMELINE	RESPONSIBILITY
1.	Consult with the Community on the Disability Access and Inclusion Policy and Disability Access and Inclusion Plan (DAIP)	When reviewed	CEO
2.	Provide information on EMRC's DAIP to the Community	Once adopted by Council	CEO
3.	Review and amend DAIP Policy and Plan	When required	CEO
4.	Lodge DAIP with the Disability Services Commission	Following adoption by Council	CEO
5.	Develop links between the DAIP and other EMRC plans and Strategies	Ongoing	Manager Human Resources



Outcome Two

People with disabilities have the same opportunities as other people to access the services of, and any events organised by, the EMRC.

NO	ACTION	TIMELINE	RESPONSIBILITY
1.	Ensure that all events organised by the EMRC provide as a minimum: <ul style="list-style-type: none"> - Accessible parking - Accessible toilets - Promotional material available in alternative formats 	Ongoing	All
2.	Use a variety of media to publicise events	Ongoing	All
3.	Ensure that people with disabilities are considered when developing communication strategies	Ongoing	All



Outcome Three

People with disabilities have the same opportunities as other people to access the buildings and other facilities of the EMRC.

NO	ACTION	TIMELINE	RESPONSIBILITY
1.	Ensure that new buildings and facilities developed by EMRC are designed to meet DAIP legislation	Ongoing	Corporate Services



Outcome Four

People with disabilities receive information from the EMRC in a format that will enable them to readily access the information other people are able to access.

NO	ACTION	TIMELINE	RESPONSIBILITY
1.	Ensure that information on Council functions, facilities and services is available in alternative formats if required	Ongoing	Marketing
2.	Place an advertisement in the local newspaper advising that alternative formats of information are available	Bi-Annual	Marketing
3.	Make electronic or hard copies of documents available in large print	Ongoing	All
4.	Make information available in other formats on request	Ongoing	All
5.	Employment advertisements are available in alternative formats on request	Ongoing	Human Resources
6.	Review Position Description templates to ensure that they are non-discriminatory and do not exclude people with disabilities	Ongoing	Human Resources
7.	Equal opportunity ethos is fostered among staff	Ongoing	Human Resources
8.	Identify and remove any barriers to employment	Ongoing	Human Resources



Outcome Five

People with disabilities receive the same level and quality of service from the staff and contractors of the EMRC.

NO	ACTION	TIMELINE	RESPONSIBILITY
1.	EMRC's DAIP is distributed to Staff and Councillors	After ordinary Council elections	CEO
2.	New Staff are provided EMRC's DAIP and relevant information	Ongoing	Human Resources
3.	Contractors are aware of the relevant requirements of the Disability Services Act and EMRC's DAIP.	Ongoing	Manager Administration and Compliance

Outcome Six

People with disabilities have the same opportunities as other people to make complaints to the EMRC.

NO	ACTION	TIMELINE	RESPONSIBILITY
1.	Ensure that complaints can be lodged via a number of means including fax, email, mail, verbal	Ongoing	CEO



Outcome Seven

People with disabilities have the same opportunities as other people to participate in any public consultation by the EMRC

NO	ACTION	TIMELINE	RESPONSIBILITY
1.	Ensure that public consultation venues organised by the EMRC provide as a minimum: <ul style="list-style-type: none"> - Accessible parking - Accessible toilets - Promotional material available in alternative formats 	Ongoing	All
2.	Ensure that any feedback or comments can be lodged via alternative formats including fax, mail or email	Ongoing	All



7 Responsibility for Implementing the DAIP

It is a requirement of the *Disability Services Act 1993* that all officers, employees, agents and contractors take practical measures to implement the DAIP. EMRC's DAIP sets out who is responsible for each action.

8 Review and Evaluation Mechanisms

The *Disability Services Act 1993* sets out the minimum review requirements for public authorities in relation to DAIPs. A DAIP team of key staff will be formed and will meet regularly to review progress on implementation. A report will be prepared each year on the implementation of the DAIP and will be reported through EMRC's Annual Report.

A report will also be prepared and forwarded annually to the Disability Services Commission.

9 Feedback

The Eastern Metropolitan Regional Council welcomes your feedback. If you would like to comment on our Disability Access and Inclusion Plan 2013/2014 to 2017/2018 or make a suggestion to improve access, please contact us by:

Tel: (08) 9224 2222

Fax: (08) 9277 7598

Email mail@emrc.org.au

Mail:

Eastern Metropolitan Regional Council
PO Box 234, Belmont WA 6984

In person:

1st Floor, Ascot Place
226 Great Eastern Hwy (Corner Kalgoorlie Street)
BELMONT WA 6104



Eastern Metropolitan Regional Council

Ascot Place Administration Office
226 Great Eastern Highway
Belmont, WA, 6104

Phone: 9424 2222

Email: mail@emrc.org.au

Web: www.emrc.org.au



14.4 ITEMS CONTAINED IN THE INFORMATION BULLETIN

REFERENCE: COMMITTEES-15872

The following items are included in the Information Bulletin, which accompanies the Agenda.

1 REGIONAL SERVICES

- 1.1 REGIONAL DEVELOPMENT ACTIVITY REPORT TO JUNE 2013 (Ref: Committees-15825)
- 1.2 ENVIRONMENTAL SERVICES ACTIVITY REPORT APRIL TO JUNE 2013 (Ref: Committees-15880)
- 1.3 EVENT VENUES IN PERTH'S EASTERN REGION – PERTH INTERNATIONAL ARTS FESTIVAL (Ref: Committees-15874)
- 1.4 PERTH SOLAR CITY – END OF PROJECT REPORT (Ref: Committees-15732)

RECOMMENDATION(S)

That Council notes the items contained in the Information Bulletin.

COUNCIL RESOLUTION(S)

MOVED CR ZANNINO SECONDED CR POWELL

THAT COUNCIL NOTES THE ITEMS CONTAINED IN THE INFORMATION BULLETIN.

CARRIED UNANIMOUSLY



INFORMATION BULLETIN

Accompanying the
Ordinary Meeting of Council Agenda

22 August 2013

COUNCIL INFORMATION BULLETIN**22 August 2013****(REF: COMMITTEES-15872)****TABLE OF CONTENTS**

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1 REGIONAL SERVICES

1.1 REGIONAL DEVELOPMENT ACTIVITY REPORT TO 30 JUNE 2013

REFERENCE: COMMITTEES-15825

PURPOSE OF REPORT

To provide Council with a progress report against activities undertaken by the Regional Development Business Unit for the year ended 30 June 2013.

KEY ISSUE(S)

- The Regional Development Activity Report is produced as a progress report against the annual Business Unit Action Plan which is aligned to the objectives and strategies of the EMRC Strategic Plan for the Future 2010-2011 to 2013-2014.
- This report highlights achievements against actions for the period from 1 April 2013 to 30 June 2013 and includes a summary of the business unit's major achievements for 2012/2013.
- Major achievements for 2012/2013 include:
 - Over 80,000 visitors to the Perth Tourism website for 2012/2013 - an increase of over 55% from the previous financial year.
 - Lotterywest funding for the Avon Descent Family Fun Days has totalled \$1,975,328 since 2005. The five free 2012 Avon Descent Family Fun Day events attracted over 25,000 people despite low water levels.
 - The 2013 Perth's Autumn Festival comprised of eight events and attracted over 21,000 people.
 - Progression of the Curtin University research *Integrating Future Land Use to Proposed Public Transport Infrastructure* to audit proposed public transport routes to establish the development potential of associated land.
 - Completion of the Regional Digital Strategy and the Local Digital Strategy Toolkit.
 - Completion of a major review of Regional Integrated Transport Strategy.
 - Industry Engagement Framework has been developed and used to implement the Business Insights Program which will provide data and market research into the issues, challenges and opportunities that local businesses are experiencing.
 - Two Showcase events held featuring the topics of health and transport.

SOURCE OF REPORT

Director Regional Services

BACKGROUND

Regional Development activities have been undertaken by the EMRC since 1998 when the member Councils decided to merge the Eastern Metropolitan Local Authorities Group (EMLAG) into the activities of the EMRC through the formation of a Regional Development business unit.

The Regional Development business unit, by partnering with member Councils and other stakeholders facilitates strategies, projects and activities, which provide services for the benefit and sustainability of Perth's Eastern Region.



Item 1.1 continued

Regular progress reports are provided to Officer Working Groups, Committee and Council to ensure the EMRC and its member Council Councillors and staff are kept updated on initiatives of the Regional Development Business Unit.

Two advisory groups comprising of member Council officers, provide ongoing feedback on local and regional issues and opportunities to guide the direction of the EMRC's Regional Development initiatives. The Economic Development Officers Group (EDOG) meets on a regular basis and considers economic development issues and initiatives. The implementation of the Regional Integrated Transport Strategy is guided by the Regional Integrated Transport Strategy Implementation Advisory Group (RITS IAG).

All other matters relating to Regional Development are considered by the Chief Executive Officers Advisory Committee (CEOAC) as required.

REPORT

The Regional Development business unit reports on key activities on an ongoing basis. This report provides a progress report for the period from 1 April to 30 June 2013 and summaries of the business unit's major achievements. The strategies and projects being reported against include:

- Regional Transport Planning;
- Regional Economic Development;
- Regional Events; and
- Regional Advocacy.

Strategy: 2.1.1 Promote Perth's Eastern Region as a tourism destination
--

**Action: Manage PerthTourism.com.au regional tourism website
(Regional Economic Development Strategy (REDS) Objective 5.2)**

EMRC has managed the Perth Tourism online regional tourism portal promoting Perth's Eastern Region since 1999. The www.perthtourism.com.au website promotes events, experiences and trails to residents and prospective visitors and directs enquiries and bookings to the Mundaring, Perth Hills and Swan Valley Visitor Centres. The website has been continually developed and improved and now attracts around 7,000 unique visitors each month.

Website developments undertaken in the reporting period include:

- Improvements of the trails search functionality, allowing users to search by trail length, the Top Trails in the region and trail name; and
- Enhancements to the 'Featured Events' listings on the website.

The website received over 80,000 unique visitors over the past 12 months, an increase of over 55% from the previous financial year. The Perth Tourism website delivered over 11,000 visitors to member Council websites and over 4,000 visitors to the Mundaring, Perth Hills and Swan Valley Visitor Centre websites – more than double the number of external website visitors achieved during the previous year.



Item 1.1 continued

Strategy: 2.2.2 Develop and promote regional events

Action: Coordinate the Avon Descent Family Fun Days (REDS Objective 5.2)

The Act-Belong-Commit Avon Descent Family Fun Days is a series of community-based events staged by participating councils along the foreshore of the Avon and Swan Rivers. The events engage communities and attract spectators in the 124 kilometre white water race along the Avon and Swan Rivers from Northam to Bayswater and attracted over 25,000 people in 2012, despite low water levels.

Since 2005 the EMRC has received Lotterywest funding totalling \$1,975,328 for the Avon Descent Family Fun Days. This figure includes \$250,500 (ex GST) secured from Lotterywest for the 2013 event.

Lotterywest grant funding supported a \$90,000 multi-media marketing campaign coordinated by EMRC for 2012 Avon Descent Family Fun Days. This campaign delivered over \$150,000 in estimated advertising value and included radio, print and online advertising and promotion to the Perth metropolitan and wider intrastate markets.

EMRC was recognised as a finalist in the 'Tourism Marketing' category of the prestigious 2012 WA Tourism Awards for the 2011 Avon Descent Family Fun Days' regional marketing campaign.

EMRC partnered with the Northam's Avon Descent Association, Lotterywest and Eventscorp to undertake a strategic review of the Act-Belong-Commit Avon Descent, including the family fun days to ensure continued event development and growth and implemented a fee for service arrangement and a Memorandum of Understanding with the Shire of Northam and Shire of Toodyay to outline the roles and responsibilities of each party in the Avon Descent Family Fun Days project from 2013.

Action: Coordinate the Perth's Autumn Festival (REDS Objective 5.2)

The Perth's Autumn Festival is an annual seven week program of events that collaboratively promotes nominated tourism, community and cycling events held in Perth's Eastern Region under the umbrella of 'Perth's Autumn Festival'.

The 2013 Perth's Autumn Festival comprised of eight events and attracted over 21,000 people. The events included:

- A Vintage Weekend in the Swan Valley;
- Old Perth Road Markets;
- Autumn River Ramble by the Swan;
- City of Bayswater's Autumn River Festival;
- City of Belmont's Autumn River Festival;
- Munda Biddi Festival of Cycling;
- Bike in the Valley; and
- Bickley Harvest Festival.

The 2013 Perth's Autumn Festival regional marketing and public relations campaign delivered over \$200,000 in estimated advertising value and included brochures, newspaper print advertising, radio advertising and promotion, and online promotion.



Item 1.1 continued

EMRC secured \$55,000 (ex GST) from Lotterywest to assist the City of Bayswater, City of Belmont and City of Swan to further develop their festival events in 2013. Grant funding was obtained from the Department of Transport through the Bikeweek *Cycle Instead* program, as well as sponsorship from Perth Airport to support additional marketing activities.

The festival was committed to be 'Clean and Green in 2013', and every festival event undertook environmental and sustainability actions to reduce waste, water and energy use. EMRC supported the Clean and Green initiative and utilised recycled paper and vegetable inks on the festival brochure, and incorporated TravelSmart and sustainability messages in marketing and promotion.

EMRC was recognised as a finalist in the 'Tourism Marketing' category of the prestigious 2012 WA Tourism Awards for the 2012 Perth's Autumn Festival regional marketing campaign.

Strategy: 3.1.1 Facilitate implementation of the Regional Integrated Transport Strategy 2010- 2015

Action: Support development of the Perth Hills Trails Master Plan (RITS KFA 3)

Through stakeholder consultation undertaken by EMRC, the development of a Perth Hills Trails Master Plan was identified as one of five cycle tourism priority projects considered to offer the greatest benefit to the region.

EMRC partnered with the Shire of Kalamunda, Shire of Mundaring, Department of Parks and Wildlife (formerly known as the Department of Environment and Conservation) and the Perth Hills Trails Reference Group to develop a master plan that considered all walking, mountain biking, horse riding, four wheel drive and trail bike trails in the Perth Hills. Following an extensive literature review, demand analysis through a trails user survey and an extensive trail audit and assessment, the Perth Hills Trails Master Plan was completed in May 2013 and provides a Strategy and Action Plan for the Perth Hills trails network within a practical framework for the implementation of eight key strategies.

Action: Review and update Priority Roads Projects to align with Main Roads Western Australia and member Council priorities (RITS Action 4.10)

The priority roads list is being redeveloped through the redevelopment of the RITS 2013-2016. Meetings have been held with member Councils to discuss priority projects that required advocacy by the EMRC.

Action: Develop and implement a Regional Walking Strategy for Perth's Eastern Region and facilitate training and promotion of the Walking Audit Tool in partnership with the Department of Transport and member Councils (RITS Actions 3.5, 3.6, 3.8)

As part of the RITS Major Review workshop on 6 February 2013, RITS IAG agreed that the development of a Regional Walking Strategy will be addressed through the new Regional Integrated Transport Strategy 2013-2016.

The Department of Transport converted the Walking Audit Tool document to a digital format and launched the Digital Tool in December 2012. The Digital Walking Tool is still being developed by the Department of Transport. EMRC will organise a regional training session once the tool is officially released.

Action: Engage with Curtin University to produce research that highlights the needs and benefits of public transport infrastructure investment in Perth's Eastern Region (RITS Action 5.10)

Curtin University are progressing the Integrating Future Land Use to Proposed Public Transport Infrastructure research for the EMRC with a completion date of August 2013. The EMRC has sourced GIS data from the member Councils for phase one of the project which will be used to produce a vision for the potential development of land one kilometre either side of the following Rapid Transit Corridors, Ellenbrook, Mundaring and Airport Rail Link.



Item 1.1 continued

Action: Regional Integrated Transport Strategy Redevelopment

A desktop review of the Regional Integrated Transport Strategy has been completed and the findings from the review were workshopped at the RITS IAG meeting on 6 February 2013 (Ref: Committees-15356). The major review found that a redevelopment of the Regional Integrated Transport Strategy was required. A Draft Regional Integrated Transport Strategy 2013-2016 is under development and visits have been undertaken to Member Councils to determine advocacy priorities.

Action: Conduct Travel Demand Management educational forums to encourage businesses to develop programs such as Employee TravelSmart Plans (RITS Action 5.5)

The TravelSmart Workplace program assists workplace to promote active, sustainable travel to employees, clients and visitors. Helping more people walk, cycle, use public transport or carpool to local businesses can improve access and a sense of community, boost healthy activity and reduce traffic and pollution.

Encouraging local business to participate in the TravelSmart Workplace program has included presentations at the Economic Development Officers Group meeting and Transport Showcase, as well as approaching representatives from member Councils and local business associations. As a result, two TravelSmart Workplace Clusters (a group of businesses in the same geographic location) have been planned for 2013/2014 at Kalamunda Central (that includes the Shire of Kalamunda offices) and Maylands Business Activity Centre.

Action: Reduce car dependence within Perth's Eastern Region by promoting walking, cycling and public transport to staff at EMRC offices (RITS Action 5.2)

Participation in the TravelSmart Workplace program resulted in the development of a Workplace Travel Plan which involved a staff travel survey, a workplace access audit, a stakeholder consultation workshop and a final presentation to staff. The actions identified in the plan were a result of the consultation process and included the development of a TravelSmart intranet page, a workplace access guide, an induction pack for new staff, a carpool register, and the promotion and participation of TravelSmart events (Bikeweek, Bike to Work Challenge, and Walk Over October). This Plan has been approved by the Executive Management team.

The development of the workplace access guide has been delayed due to spending freezes at the Department of Transport and will be completed when this freeze has been lifted.

Strategy: 3.2.1 Investigate the need for a Regional Youth Employment and Education Strategy

A workshop to identify and prioritise regional youth projects for incorporation into existing EMRC strategies was undertaken with key regional stakeholders on 31 October 2012. A survey with youth was undertaken at the Hyper Youth Music Festival and the results incorporated in the consideration of projects. Four regional youth projects which complement member Council activities and that can be incorporated into existing EMRC strategies have been included in Regional Services projects and EMRC budget for 2013/2014.

Strategy: 3.3.4 Market Perth's Eastern Region as an attractive investment destination

Development has continued on an investment attraction and promotion document for Perth's Eastern Region. The document will be published in hard copy and also be available as an e-book on the EMRC website.

A keynote address was made to the WA branch of the Property Council of Australia in April 2013 to present the region as an attractive area for investment. Entitled *Why Perth's Eastern Region?*, the presentation highlighted the changing face of the region and outlined critical investment in transport and logistics, health, tourism and recreation, company headquarters and strategic activity centre development.



Item 1.1 continued

Strategy: 3.3.5 Implement Regional Economic Development Strategy

Action: Develop Regional Digital Strategy (REDS Actions 3.2, 3.8, 7.5)

The Regional Digital Strategy has been developed in consultation with the five participating Councils (Cities of Belmont, Bayswater, Swan, the Shire of Mundaring and the Town of Bassendean) through the Economic Development Officers Group (EDOG), business and industry groups, community members and various other government organisations (including the State government). These stakeholders have guided the development of the RDS and its complementary Local Digital Strategy Toolkit. A separate report detailing the background, process and outcome of the project (Ref: Committees-15831) has been completed and seeks Council endorsement of the RDS.

Action: Create Industry Engagement Framework (REDS Actions 2.5, 7.4, 7.6)

The Industry Engagement Framework and its associated toolkit was finalised through consultation with the Project Team (which consisted of representatives from each of the four participating member councils; Town of Bassendean, City of Bayswater, City of Belmont and City of Swan). Following the conclusion of the RFQ process and the appointment of contractors the toolkit in its final state included three primary tools:

- Micro-poll - services provided by LivePad41;
- Facilitated Workshop - services provided by GroupMap; and
- Online Portal - services provided by Harmonic New Media.

These tools form the Industry Engagement Framework "toolkit" and have been used to deliver the Business Insights Program (detailed below).

Action: Deliver Business Insights Program across agreed themes by leveraging industry engagement framework (REDS Actions 7.4, 7.5, 7.6)

Prior to the Business Insights Workshop, a micro-poll was conducted as a 'pre-engagement' survey that asked local businesses to identify the biggest challenge facing their business in the next three years. The poll was extremely successful and received over 300 responses. These aggregated and analysed responses provided the baseline data on which the content of the workshop have been based.

The 'Business Insights Workshop' was attended by representatives from over 30 local businesses. The workshop utilised innovative, collaborative mind-mapping technology to allow groups of people to brainstorm ideas more effectively. Data collected from the micro-poll was used to focus discussion and included topics such as business development, staff and skills, technology, government regulation, tax, and local area planning. Solutions to the challenges that business currently face were workshopped and these solutions and ideas have been transferred to the online portal to allow further extrapolation by local businesses.

The Online Portal website will allow local businesses to engage with the EMRC and its participating councils in a safe, easily accessible, and moderated forum. The information collected from this website (in the form of comments, suggestions, discussion, and poll and survey responses) has created a rich source of data and provided insightful market research into the issues, challenges and opportunities that local businesses are currently experiencing.



Item 1.1 continued

Action: Coordinate Mini-Showcase Series (formerly Industrial Tours) (REDS Actions 3.3, 3.4, 3.5)

The Showcase Series acts as a regional platform for information sharing and networking. The purpose of the Showcases is to increase the output value of Perth's Eastern Region by developing and attracting knowledge intensive and creative industries to encourage innovation in existing business and create higher value employment opportunities in the region.

Two showcases have been undertaken in the 2012/13 period. The September 2012 Showcase event focused on Health and featured keynote presentations from the CEO of the Midland Health Campus Project and a local entrepreneur operating in the pharmaceutical industry. This event was very successful with over 55 people attending the event from over 30 local businesses.

The February 2013 showcase event focused on Transport in Perth's Eastern Region and featured presentations from the Gateway WA Consortium and the Public Transport Authority (PTA) who discussed their current plans for the Perth Airport Rail Spur. The event was well attended by over 40 people including local businesses, community members and local government representatives.

Action: Provide regional profile tools to EMRC and member Councils (REMPLAN, Profile.id, Atlas.id, Australian Business Register) (REDS Actions 4.6, 7.1, 7.3)

The Economic Development Officers Group (EDOG) requested a comparison of the Regional Profiling Tools available from several competitors, including the current provider (Compelling Economics - REMPLAN) and a potential provider (Informed Decisions - economy.id).

A session was undertaken to allow both providers to give an overview of their products for consideration by the group. EDOG have indicated that they would like to remain subscribed to REMPLAN as it was seen as the superior product in the provision of economic data and modelling. It was requested that Compelling Economics provide a quotation to indicate the cost to each individual member council to secure a license which would allow on-site access at member council offices. The EMRC forwarded this quotation onto EDOG and following direction from Compelling Economics, advised them that individual licenses for on-site access to REMPLAN should be brokered directly between the council and Compelling Economics.

Through provision of access to REMPLAN, profile.id, atlas.id and the Australian Business Register and coordinating forums in which EDOG can compare and contrast products, the EMRC is ensuring that the most relevant, convenient and beneficial products are being maintained for use by member Councils. These tools are used regularly by Council officers when compiling grant applications, industry and council profiles and completing detailed data analysis.

STRATEGIC/POLICY IMPLICATIONS

Key Result Area 2 – Social Opportunities

- 2.1 To facilitate regional cultural and recreational activities

Key Result Area 3 – Economic Development

- 3.1 To facilitate increased investment in regional infrastructure
- 3.2 To facilitate regional economic development activities

Key Result Area 4 – Good Governance

- 4.1 To provide advice and advocacy on issues affecting Perth's Eastern Region



Item 1.1 continued

FINANCIAL IMPLICATIONS

The funding to facilitate Regional Development projects and activities is developed and agreed with member Councils as part of the annual budget and review process.

SUSTAINABILITY IMPLICATIONS

Regional Development operates to pursue economic and social growth outcomes for Perth's Eastern Region. In pursuit of these objectives, environmental considerations are also integrated wherever possible in all activities undertaken by the Regional Development unit.

MEMBER COUNCIL IMPLICATIONS

Member Council	Implication Details
Town of Bassendean	} Nil
City of Bayswater	
City of Belmont	
Shire of Kalamunda	
Shire of Mundaring	
City of Swan	

ATTACHMENT(S)

Nil



1.2 ENVIRONMENTAL SERVICES ACTIVITY REPORT APRIL TO JUNE 2013

REFERENCE: COMMITTEES-15880

PURPOSE OF REPORT

To provide Council and member Councils with a quarterly progress report against strategies and activities being achieved by the EMRC Environmental Services business unit for the period 1 April to 30 June 2013.

KEY ISSUE(S)

This report highlights achievements against actions for the period from 1 April 2013 to 30 June 2013 including:

- The Helena River was sampled for sediment and water quality to provide baseline data for future testing and to identify pollutants causing mussel and fish decline.
- The EHCMP team attended a number of promotional events to raise community awareness of the program.
- 20 hectares or riparian area were planted with 5,350 native seedlings.
- Three Bush Skills for the Hills Workshops conducted and were attended by 120 people.
- The Greenpage newsletter distribution list increased from 1,000 to 1,400 people.
- A water audit was completed of Jubilee Reserve in the Town of Bassendean, identifying a number of water and cost savings.
- A review of the Regional Climate Change Adaptation Action Plan was completed and a new Plan will be developed for the period 2013-2016.
- The Shire of Mundaring and Town of Bassendean have achieved Milestone 5 of the Water Campaign and will be recognised at an awards ceremony in August 2013.
- The Marri Canker phone application is complete and ready to go live.

SOURCE OF REPORT

Director Regional Services
Manager Environmental Services

BACKGROUND

The EMRC Environmental Services business unit reports on key strategies and activities on an ongoing basis. The EMRC 2022 – 10 Year Strategic Plan provides the framework for reporting under the objectives “to contribute towards improved regional air, water and land quality and regional biodiversity conservation” and “to address climate change issues within the region”.

The projects relevant to Environmental Services primary activities include:

- Eastern Hills Catchment Management Program (EHCMP);
- Water Campaign™;
- Perth Solar City Project;
- Achieving Carbon Emissions Reduction Program (ACEr);
- Future Proofing Project (Regional Climate Change Adaptation Action Plan);
- Swan and Helena Rivers Management Framework;
- Provide environmental consultancy services; and
- Regional environmental advice and advocacy.



Item 1.2 continued

REPORT

Activities of the Environmental Services business unit focus on a number of key strategies and projects that are agreed as regional priorities by member Councils as part of the annual consultation and budget development processes.

All of the Environmental Services strategies emanate from the EMRC's *Strategic Plan for the Future* and all activities and projects are listed in the *Regional Environment Strategy 2011-2016* and annual Business Unit Plan which becomes the source document for guiding the work of the business unit throughout the year.

Strategy: 1.5.1 Continue the Eastern Hills Catchment Management Program
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The EHCMP team has assisted private landholders with their environmental enquiries in the Shires of Kalamunda and Mundaring. Information on weed identification and control were provided verbally and followed up with the provision of relevant literature. The team supported the community with property management, planning, advice and assistance with grant applications, obtaining quotes and liaising with contractors. 20 hectares or riparian area were planted with 5,350 native seedlings.

The team attended Catchment Group bi-monthly meetings for Jane Brook, Helena River, Blackadder Woodbridge, Lower Helena Association and Friends of Piesse Brook.

Over 120 participants attended the Bush Skills for the Hills Workshops hosted in this period:

- Green Card training;
- Cockatoo Cluedo; and
- Native Tree Decline, specific to Marri Canker.

Action 1.5.1.2 Helping the Helena – Water quality monitoring of pollutants for linkages in fish and mussel decline

Background research to develop a robust sampling analysis plan (SAP) was completed with the assistance of the Department of Water. Permissions from land managers and permits from the Swan River Trust were obtained to conduct water and sediment sampling at various sites along the Helena River.

Eight sites in the Helena River were tested for sediment and water quality. Ninety eight samples were taken in total during April 2013. Results have been received and are currently being analysed. The samples will provide a baseline dataset for future testing. The next round of sampling will be undertaken in July 2013.

Action 1.5.1.3 Undertake Eastern Hills Catchment Management Program marketing and promotion activities

In April 2013 a Community Engagement Officer commenced employment at the EMRC courtesy of a grant from the State NRM Office and Perth Region NRM. The Officer will work with the EHCMP team until September 2013.

The EHCMP team attended a number of promotional events including the:

- Gidgegannup Small Farm Field Day;
- Swan Rural Properties Revegetation Program Day;
- Kalamunda Plants to Residents Day; and
- School children's walk and talk in Kalamunda National Park.

These promotional events saw an increase in Greenpage newsletter subscribers from 1,000 to 1,400 and community awareness of the EHCMP has increased.



Item 1.2 continued

Promotional articles and media releases for the EHCMP have been developed including:

- Chidlow Chatter;
- Eco News;
- EMRC newsletter highlighted stories on 'Helping the Helena';
- Greenpage article on 'Gidgegannup small farm field day and Marri Canker';
- 'Marri Canker' also appeared in Community Newspaper's, WALGA Eco News, Bushland News and State of the Future; and
- The Community Newspaper advertised community planting days.

A "Ribbons of Blue" activity day has been prepared and promoted using schools, libraries, Greenpage email subscribers, City of Swan, Shire of Mundaring and Kalamunda contacts.

A combined Catchment Group meeting was held in May 2013 with the aim of enhancing the relationships between EHCMP community groups and to facilitate and strengthen relationships between Catchment Groups. The meeting provided a great opportunity for the community groups to see what other groups are doing and grasp the large amount of volunteer work that is being undertaken in the eastern sub-region. The groups have a better understanding of how the EHCMP works, including partnerships and projects it is undertaking, like the Marri Canker Research project and Helping the Helena project.

Action 1.5.1.4 Implement Priority Eastern Tributaries Restoration Project

An application has been lodged by Perth Region NRM, in partnership with the EMRC and a number of other partners, through Caring for Our Country Target Area Grants for the "Restoration of Urban Waterways and Ecological Habitats of Perth". This grant includes funding for continued work on the Priority Eastern Tributaries Restoration Project.

The "Restoration of Urban Waterways and Ecological Habitats of Perth" project supports continuation of restoration work by community and Aboriginal groups who have an ongoing commitment to protecting the environment. Restoration works of significant areas will be maintained and improved, ensuring environmental outcomes are sustained. New sites will be strategically added to maximise environmental gains. The works implement local and regional planning and the Australia Biodiversity Conservation Strategy.

Action 1.5.1.5 Develop and implement youth programs (Environmental Management)

The "Bush Skills for Youth" (subject to funding) will develop and deliver a skills-based, hands-on volunteer participation and education program for young people in Perth's Eastern Region.

The project aims to foster an interest in and sense of responsibility for local bushland conservation whilst building community connections and civic participation. The project will provide young people with a range of opportunities to gain information and experience in bushland conservation and management.

Meetings were undertaken with member councils youth officers to discuss the outcomes of the EMRC's Regional Youth Futures paper, one of which was to develop an environmental youth program that increased leadership skills.

A draft grant was lodged with Lotterywest in January 2013 and a meeting was held in June 2013 to discuss feedback on the draft. Following incorporation of feedback, the grant will be re-submitted to Lotterywest in July 2013. A meeting was also held with Useful Inc. Big Help Mob to discuss a collaborative partnership as part of the youth grant. Evaluation frameworks for the program are being investigated.

A State NRM grant has been lodged for "Re-connecting to country - Aboriginal youth taking responsibility for country". This project is designed to deliver Aboriginal youth a cultural perspective on the natural environment "re-connecting to country". Aboriginal Elders will be engaged to provide a leadership and educational role in cultural heritage and develop the participant's sense of responsibility to caring for country.



Item 1.2 continued

The EMRC will work with Perth Region NRM, the Halo leadership Agency and NOW Green Team to develop a program of cultural activities such as; bush tucker walks and workshops which involve Elders and the wider Aboriginal community speaking on cultural sensitivities and protocols, connecting the youth with their cultural heritage and developing their knowledge of NRM in line with cultural responsibilities.

Action 1.5.1.7 Coordinate activities for Marri Canker Research Project

The project aims to address the threat of native tree decline specific to Marri Canker. Part of the project involves developing a mobile application which will empower the community to identify Marri Canker disease through the specially-designed application, as well as input details relating to tree health and location.

The Marri App is complete and ready to go online. A workshop on Marri canker disease was patronised by 30 people. Murdoch University has presented at two forums on Marri canker covering the App development and potential.

Strategy: 1.5.2 Implement Water Campaign Program

Action 1.5.2.1 Assist the Town of Victoria Park in implementation of Milestone 2 & 3 of the ICLEI Water Campaign

The Town has achieved Milestones 2 and 3 Corporate and Community of the Water Campaign and will be recognised at the 2013 ICLEI Oceania Water Campaign and Waterwise Councils Awards Recognition and Briefing breakfast on 8 August 2013. The EMRC will continue to assist the Town with progression of Milestone 4 actions from the Water Action Plan.

Action 1.5.2.2 Assist the City of Bayswater in implementation of Milestones 2 & 3 of the ICLEI Water Campaign

The City has achieved Milestone 2 and is progressing with Milestone 3 Corporate and Community of the Water Campaign.

The Draft Water Action Plan has been finalised and is due to be presented to Council on 23 July 2013. The EMRC also met with ICLEI and advised of current progress. It is anticipated that the City will be recognised at the 2013 ICLEI Oceania Water Campaign and Waterwise Councils Awards Recognition and Briefing breakfast on 8 August 2013.

Action 1.5.2.3 Assist the Shire of Mundaring in implementation of Milestone 5 stage two of the ICLEI Water Campaign

EMRC incorporated all water actions and finalised the Milestone 5 report. The final report was reviewed by ICLEI and the Shire before a signature from the Shire President was obtained endorsing the report. The endorsed Milestone 5 report was sent to ICLEI for final approval. A letter from ICLEI stating the achievement and completion of Milestone 5 Corporate and Community modules was sent to the Shire in June 2013 advising that the Shire will be awarded for its achievements at the 2013 ICLEI Oceania Water Campaign and Waterwise Council's Recognition and Briefing Breakfast on 8 August 2013.

Action 1.5.2.4 Assist the Town of Bassendean in implementation of Milestone 5, stage two of the ICLEI Water Campaign

The EMRC assisted the Town in completion of the Milestone 5 report and case study. The report was sent to the Town and was verified and approved by ICLEI. A statement from the Mayor endorsing the report was obtained. The Town will be recognised for achievement of Milestone 5 re-inventory at the 2013 ICLEI Oceania Water Campaign and Waterwise Councils Awards Recognition and Briefing breakfast on 8 August 2013.



Item 1.2 continued

Action 1.5.2.5 Assist the City of Belmont in implementation of post Milestone 5 re-inventory program of the ICLEI Water Campaign

Received comments have been incorporated and the Re-inventory report card has been finalised and sent to the City's Environmental Officer.

Action 1.5.2.6 Assist the City of Swan in implementation of Milestones 2 & 3 of the ICLEI Water Campaign

The Goals Statement has been developed and incorporated into the City's draft Water Action Plan. The draft plan was sent to the City staff for review. EMRC incorporated the amendments and another team meeting was called in June to ensure all staff are familiar and agree with the report and actions developed. At the June 2013 meeting the water team reviewed 80% of the actions, and it was decided that another meeting should occur before the action plan/report is finalised. Once finalised, it will be forwarded to the executive team for review before going to Council for endorsement. It is anticipated that the report will go to Council at the August 2013 meeting.

Action 1.5.2.8 Assist the City of South Perth in implementation of post Milestone 5 re-inventory program of the ICLEI Water Campaign

EMRC incorporated all water action comments and finalised the Milestone 5 report. The final report was reviewed by ICLEI and the City before a signature from the CEO was obtained endorsing the report. The endorsed report was sent to ICLEI for final approval. A letter from ICLEI stating the achievement and completion of Milestone 5 Corporate and Community modules was sent to the City. The letter also stated that the City will be awarded for its achievements at the 2013 ICLEI Oceania Water Campaign and Waterwise Council's Recognition and Briefing Breakfast on 8 August 2013.

Action 1.5.2.9 Provide a Water Auditing Service

EMRC conducted and completed a water audit of Jubilee Reserve in the Town of Bassendean.

Water audits for the Shire of Kalamunda (Administration Building and Hartfield Park Recreation Centre) were completed. EMRC also completed the audit of the City of South Perth Manning Library. During this quarter another business opportunity arose with the City of South Perth, investigating water use at the South Perth Tennis Club through electronic data logging.

The EMRC began an audit of the Belmont Sport and Recreation facility in the City of Belmont. The audit is due to be completed in the following quarter.

Strategy: 1.5.3 Develop and implement regional environmental projects and services

Action 1.5.3.1 Implement Regional Environmental Strategy

The Regional Environmental Strategy continues to be implemented. A minor review of the Strategy will be undertaken in 2013.



Item 1.2 continued

Action 1.5.3.5 Coordinate EMRC's Community Energy Efficiency Program (CEEP)

Continuing delays have been experienced with meeting activity deadlines across all project components at all facilities. These delays have been due to a number of issues including:

- Lack of response to tenders;
- Changes in technology from the time of the original application requiring substantial further design and planning to be undertaken;
- Issues with project scope identified in new designs requiring additional budget allocation and Council approval;
- Council staff needing to address knowledge gaps regarding the new technologies in order to advise Council appropriately;
- Unexpected local marketplace supply issues; and
- Council staff resourcing issues.

Project Steering Group meetings have been held with the Town of Bassendean and City of Bayswater to continue to address the issues being experienced and ensure that reporting to the Department of Climate Change and Energy Efficiency (DCCEE) is timely and appropriate.

Negotiations have been ongoing with DCCEE regarding variations to Activity scope and timeframes as requirements have become clearer. Some scope changes will alter the expected energy efficiency gain from the project component and an updated Baseline Energy Efficiency Report has been submitted. During this period DCCEE has also transitioned to Department of Resources, Energy and Tourism (DRET) due to machinery of government changes.

Through negotiation it has been agreed with DRET that the Funding Agreement should be varied with all changes to Activity scopes and schedules being included at the one time. City of Bayswater, Town of Bassendean and Shire of Mundaring have advised that they now have full Council approval with budget allocations to proceed with new project scopes. Revised Activity Schedules are being prepared in consultation with the member councils to ensure new timeframes and scopes are appropriate and achievable. Once agreed, a Variation to the Funding Agreement will be prepared by DRET for signature by EMRC.

Newsletter articles have been prepared and approved for publication in the EMRC's Greenpage, WALGA Eco News and EMRC Newsletter regarding the regional project and Town of Bassendean's LED street lighting upgrade on Old Perth Road.

Action 1.5.3.2 Develop Local Environment Strategy for the City of Bayswater

The City of Bayswater and EMRC held a community workshop in May 2013 to seek community input in relation to the City's Local Environment Strategy. During the workshop, community members developed a number of possible actions that they consider directly affect the community and the local environment.

Due to the workshops success and the willingness of community members to continue the work started, a second workshop was held on the 29 June 2013. Outcomes of the workshop will feed into the development of the City's Local Environment Strategy.

Action 1.5.3.6 Provide an Energy Audit service

The energy audit recommendations for Lightning Park Recreation Centre in the City of Bayswater were presented to enable decisions to be taken on energy efficiency upgrades to the facility. Ongoing support and advice has been provided to the City of Bayswater to progress upgrades to refrigeration, lighting and other appliances, and the installation of a solar photovoltaic (PV) system.



Item 1.2 continued

Strategy: 1.6.1 Implement the Perth Solar City project

Action 1.6.1.1 Implement Perth Solar City Project

EMRC assisted with the installation of five Innovative SCADA Solutions (ISS) Data Systems (Ascot Place, Red Hill, Ashfield Reserve, Mundaring Administration Building and Kalamunda Library). These sites now have the ability to view live data feeds in relation to the PV's installed at these sites. An End of Project Report has been completed and a Council report will be provided for the 6 August CEOAC. The report outlines the key outcomes of the Project. An article for the EMRC newsletter is also under development. Perth Solar City Project officially closed on 30 June 2013.

Strategy: 1.6.2 Implement the ACER Program

Action 1.6.2.1 Co-ordinate Shire of Mundaring's ACER Project

The shire's draft Carbon Reduction Strategy is still being reviewed. The EMRC has continued implementation of the Shire's Emissions Reporting Platform. Technical issues with the Greensense platform software have delayed full data availability which has impacted the preparation of Data Management Guidelines, the achievements report and target setting. Progress towards a full emissions profile (carbon footprint) is ongoing with Greensense advising that the technical issues are currently being resolved.

Action 1.6.2.2 Co-ordinate City of Belmont's ACER Project

The EMRC has continued implementation of actions under the City's Environment Plan, Climate Change Chapter. The tendering and procurement process has been reviewed to include energy efficiency criteria and several scorecards have been developed. There is now a scorecard to review the tenderer's approach to energy efficiency in the workplace, the production of goods and services being tendered for and the energy efficiency of electrical goods. These documents are currently in draft stage.

Implementation of the City's Emissions Reporting Platform has continued. Technical issues with the Greensense platform software have delayed full data availability which has impacted the preparation of Data Management System Manual, the review of the City's current corporate greenhouse gas (carbon) emissions against previous targets and target setting. Progress towards a full emissions profile (carbon footprint) is ongoing with Greensense advising that the technical issues are currently being resolved.

Action 1.6.2.3 Co-ordinate City of Bayswater's ACER Project

The City's Greenhouse Abatement Plan (GAP) is still being reviewed. The EMRC has continued implementation of the City's Emissions Reporting Platform. Technical issues with the Greensense platform software have delayed full data availability which has impacted the preparation of Data Management Guidelines, the achievements report and target setting. Progress towards a full emissions profile (carbon footprint) is ongoing with Greensense advising that the technical issues are currently being resolved.

Action 1.6.2.4 Coordinate EMRC's ACER Project

Continued implementation of the EMRC's WALGA (Greensense Emissions Reporting Platform) has taken place. Automatic data upload has occurred. Technical issues with the Greensense platform software have delayed full data availability which has impacted progress towards a full emissions profile (carbon footprint). Greensense advise that the technical issues are currently being resolved.



Item 1.2 continued

Action 1.6.2.5 Promote ACER to small businesses, member Councils, Client Councils and external organizations

EMRC officers have attended a variety of seminars and networking sessions to continue to keep up to date with industry best practice and to promote the EMRC's range of environmental services, particularly ACER, including "Free Heat Beneath Your Feet" shallow source geothermal technology seminar, and One Planet Council's sustainability framework launch.

As a member of the Emissions Reporting Platform Steering Committee, a meeting hosted by WALGA in May was attended by an EMRC Officer. Several improvements to the Platform were approved for development by the committee. The EMRC's corporate website was updated to promote ACER, CEEP and the EMRC's Energy Audit Service.

Action 1.6.2.6 Co-ordinate Town of Bassendean's ACER Project

Technical issues with the Greensense platform software have delayed full data availability which has impacted the preparation of Data Management Guidelines, the achievements report and target setting. Progress towards a full emissions profile (carbon footprint) is ongoing with Greensense advising that the technical issues are currently being resolved.

The Town's draft Carbon Reduction Strategy has been reviewed and is currently with the EMRC for updating prior to completion and endorsement by the Town.

Strategy: 1.6.3 Implement the Regional Climate Change Adaptation Action Plan 2009-2013

Action 1.6.3.1 Implement actions from the Regional Climate Change Adaptation Action Plan 2009-2013

A Report went to the EMRC June 2013 Council meeting in relation the recommendations made for the review of the Regional Climate Change Adaptation Action Plan (RCCAAP). The recommendations were all accepted and work will commence on updating the RCCAAP in the 2013/14 financial year. The recommendations were:

1. Council supports continued action on climate change through implementation of the Future Proofing Perth's Eastern Region project until June 2016.
2. Council approves the proposed actions outlined in the attached Report Regional Climate Change Adaptation Action Plan 2009-2013 Major Review for inclusion in a new Regional Climate Change Adaptation Action Plan for 2013-2014 to 2015-2016.

EMRC officers attended a Climate Change Adaptation Good Practice Project Workshop. The workshop was a forum for sharing knowledge and experience on adaptation good practice in Australia to enable participants to engage in a discussion on what constitutes 'good' adaptation practice in a Western Australian context, with a focus on both local and state government departments and the private sector.

Action 1.6.3.2 Implement the Future Proofing project for the Shire of Kalamunda

The Shire of Kalamunda has almost completed their Local Climate Change Adaptation Action Plan (LCCAAP). The document was due to go to Council in June 2013.

Action 1.6.3.3 Implement the Future Proofing project for the City of Belmont

The City of Belmont are progressing their LCCAAP Actions.



Item 1.2 continued

Action 1.6.3.4 Implement the Future Proofing project for the Town of Bassendean

The Town of Bassendean is progressing their LCCAAP. In June 2013 the Town held its Climate Change Working Group meeting to update their climate change actions which the EMRC attended.

Action 1.6.3.5 Implement the Future Proofing project for the City of Bayswater

The City of Bayswater's LCCAAP went out for community comment during the April to June period. No comments were made by the community. The LCCAAP will go back to Council in August 2013.

Action 1.6.3.6 Implement the Future Proofing project for the Shire of Mundaring

The Shire of Mundaring are progressing their LCCAAP and are in the process of trying to set up a sustainability team for 2013/14 financial year.

Strategy: 3.3.3 Facilitate implementation of Swan and Helena River Management Framework (SHRMF)
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Action 3.3.3.1 Implement Regional Aboriginal Consultation Guidelines (Swan and Helena Rivers Management Framework)

The guidelines have been completed and a publication has been produced. Hardcopies of the guidelines have been distributed to member councils and stakeholders involved in the development of the guidelines. A copy of the guidelines has been uploaded to the EMRC website and a link to the guidelines distributed to other relevant stakeholders and groups. It is anticipated that the guidelines will be reviewed and updated periodically as required.

Action 3.3.3.2 Continue development of the Swan and Helena Rivers Foreshore Trail Interpretation Plan

A workshop was attended, hosted by the National Trust of Australia (WA) and the Economic Development Association WA as part of the development of the Swan River Trust's Riverpark trails interpretation project. The aim of the workshop was to identify and explore potential business and tourism opportunities that could be leveraged through the Swan and Canning Riverpark Interpretation Plan and to hear how the plan links to local, national and international markets.

Action 3.3.3.3 Promote and support the use of the Swan River Trust Best Practice Approaches to Foreshore Stabilisation Manual to member Councils.

The City of Belmont has completed 124 metres of foreshore stabilisation adjacent to the Ascot racecourse including excavation and removal of previous fill material; installation of rock revetment, rock scour; extension of drainage outlet pipes and replacement of the footpath guardrail.

No appropriate regional funding has been available during this period to assist with foreshore stabilisation in the Swan and Helena River Management Framework project area.

Action 3.3.3.4 Implement Swan and Helena Rivers Regional Recreational Path Development Plan

Work is continuing on developing a strategy to assist with progression of the regional recreational path development plan.

The EMRC provided feedback on the City of Belmont and Town of Bassendean draft local bike plans. The EMRC attended the Department of Sport and Recreation Metro Trails Forum Trails WA. Topics covered included a Trails WA update; the Pilgrims Trail and an overview of the current and planned cycling infrastructure in Perth. No appropriate regional funding has been available during this period to assist with the implementation of the plan.



Item 1.2 continued

Action 3.3.3.5 Develop and implement the Foreshore Funding Strategy

Investigations have continued into funding opportunities to develop and implement strategies under the Swan and Helena Rivers Management Framework.

The EMRC gave in principle support to an expression of interest lodged by the Swan River Trust for a consortium project to be funded by the Department of Sustainability, Environment, Water, Population and Communities under the Clean Energy Future - Land Sector Package - Biodiversity Fund programme. The project proposal was valued at approximately \$4 million to improve the condition, extent and connectivity of native vegetation in the Swan Canning river system. The expression of interest was not successful.

Action 3.3.3.6 Develop and Implement Cultural Awareness Training Program

The Regional Aboriginal Consultation Guidelines have been completed. The guidelines have been printed and copies distributed to relevant stakeholders and made available on the EMRC website.

A State NRM grant has been lodged for "Re-connecting to country - Aboriginal youth taking responsibility for country". This project is designed to deliver to Aboriginal youth a cultural perspective on the natural environment "re-connecting to country". Aboriginal Elders will be engaged to provide a leadership and educational role in cultural heritage and develop the participant's sense of responsibility to caring for country.

STRATEGIC/POLICY IMPLICATIONS

Key Result Area 1 – Environmental Sustainability

- 1.5 To contribute towards improved regional air, water and land quality and regional biodiversity conservation
- 1.6 To address climate change issues within the region

Key Result Area 3 – Economic Development

- 3.2 To facilitate regional economic development activities

Key Result Area 4: Good Governance

- 4.2 To manage partnerships and relationships with stakeholders

FINANCIAL IMPLICATIONS

The funding to facilitate Environmental Services projects and activities is developed and agreed with member Councils as part of the annual budget and review process.

SUSTAINABILITY IMPLICATIONS

The environmental management activities support sustainability principles and contribute towards the environmental, social, and economic benefits through water and energy savings, conservation and management of biodiversity and natural areas and community education and engagement.



Item 1.2 continued

MEMBER COUNCIL IMPLICATIONS

Member Council	Implication Details
Town of Bassendean City of Bayswater City of Belmont Shire of Kalamunda Shire of Mundaring City of Swan	Ongoing officer time is required to provide advice and information to the EMRC to ensure projects are being delivered in accordance with member Council expectations.

ATTACHMENT(S)

Nil



1.3 EVENT VENUES IN PERTH'S EASTERN REGION – PERTH INTERNATIONAL ARTS FESTIVAL

REFERENCE: COMMITTEES-15874

PURPOSE OF REPORT

To provide an update on information supplied to the Perth International Arts Festival Committee on potential venues across Perth's Eastern Region for consideration in future festival planning.

KEY ISSUES

- The Perth International Arts Festival is recognised as the oldest annual international multi-arts festival in the southern hemisphere.
- In 2013 there was no Perth International Arts Festival events held in the Region, which covers around one third of the Perth metropolitan area.
- The variety of events that comprise the Perth International Arts Festival offers an enormous opportunity to utilise venues in the Region.
- Information has been collated from all member Councils on potential venues in the Region to attract future Perth International Arts Festival events.
- A report titled *Perth International Arts Festival: Event Venues in Perth's Eastern Region* provides information on 39 venues that may be suitable for events within the Perth International Arts Festival programme. This has been provided to the Perth International Arts Festival Committee.

SOURCE OF REPORT

Director Regional Services
Strategic Project Officer (Tourism and Community)

BACKGROUND

The Perth International Arts Festival is recognised as the oldest annual international multi-arts festival in the southern hemisphere. In 2013 the festival comprised of over 800 events and engaged approximately half a million people.¹

Of the 44 festival venues utilised in 2013, over 60% (27) were located in the Perth metropolitan area. Of these venues, there was a strong focus on the Perth city centre and surrounds with 63% of venues located within two kilometres of the Perth CBD in the suburbs of Perth, East Perth, West Perth and Northbridge. Of the ten venues outside the inner city suburbs, the majority were located in south-west region of the Perth metropolitan area including: Crawley (2), Fremantle (2), Subiaco (2) and City Beach (1).

In 2013 there were no Perth International Arts Festival events held in Perth's Eastern Region, which covers around one third of the Perth metropolitan area.²

The variety of events that comprise the Perth International Arts Festival offers an enormous opportunity to utilise venues in the wider Perth metropolitan area, including Perth's Eastern Region.

¹ Perth International Arts Festival 2013, Perth International Arts Festival, Perth, Australia, viewed 24 June 2013, <<http://www.perthfestival.com.au/About/News/>>

² Perth International Arts Festival 2013, Perth International Arts Festival, Perth, Australia, viewed 24 June 2013, <<http://2013.perthfestival.com.au/What%27s-On/Eat-Drink-Go/Festival-Map/?venue#>>



Item 1.3 continued

Recently the Committee for Perth undertook research to formulate actions to position Perth as a global leader in the arts. The report *Examining Perth's Performing Arts Infrastructure* was released on 6 June 2013 and provides an audit of major performing arts infrastructure (35 venues of capacity of 200 or more) in the Perth and Peel region. It also provides an analysis of the audit in order to benchmark Perth's major performing arts infrastructure against other cities. The report indicates that investment in specific types of performing arts infrastructure is needed to meet the current demand in Perth and enable performing arts attendance rates to grow.

REPORT

In February 2012, EMRC and City of Belmont Cr Glenys Godfrey emailed Minister John Day, Minister for Culture and the Arts noting that there were no Perth International Arts Festival events held in Perth's Eastern Region. Minister Day responded to Cr Godfrey on 21 February 2012 (Ref: EMRC-161564) noting the comments and stating that the information had been passed on to the festival organisers.

The EMRC contacted the Perth International Arts Festival in April 2012 regarding the opportunity to consider venues in the Region. The festival's Technical Director welcomed the proposal to provide information on potential venues for consideration in future festival planning as it provided a great opportunity to attract future festival events to the region and advised that there were no minimum criteria for festival venues due to the variety of events.

The proposal for the EMRC to compile a list of potential event venues in the Region to attract future Perth International Arts Festival events was discussed and agreed to at the July 2012 Economic Development Officers Group meeting. Information was sought from each member Council on venues such as theatres, auditoriums, conference facilities, halls and major parks. These could be managed by Councils or other organisations. This information was collated and the venues mapped for geographical reference as well as being assessed in regards to:

- Capacity
- Disabled access
- Facilities
- Location

The Region offers 39 venues that may be suitable for events within the Perth International Arts Festival programme including picturesque riverside parks, wineries amidst the vineyards of WA's oldest wine region, open air amphitheatres and multi-purpose centres. Many venues have successfully hosted large scale events from festivals and concerts to large community events. Several venues such as Riverside Gardens in Bayswater and the Red Hill Auditorium in Red Hill, have hosted Festival events in previous years.



Item 1.3 continued

The report outlining these venues, *Perth International Arts Festival: Event Venues in Perth's Eastern Region*, has been provided to the Perth International Arts Festival Committee for consideration in future Festival planning. The table below lists the venues outlined in the report which is available on request.

Ashfield Reserve	Mundaring Weir Hotel
Bassendean Oval	Novotel Vines Resort & Country Club
Belvoir Function Centre and Amphitheatre	Oakover Wines
Caversham House	Riverside Gardens
Core Cider House	Rose & Crown Hotel
Cyril Jackson Recreation Centre	Ruth Faulkner Public Library
Elmar's in the Valley	Sandalford Estate
Faulkner Park and Feature Playground	Sandy Beach Reserve
Feral Brewery	Sittella Winery
Garrick Theatre	Stirk Park
Garvey Park	Swan Districts Function Centre
Houghton Wines	Swan Park Theatre
Kalamunda Performing Arts Centre	Swan View Youth Centre
Kookaburra Cinema	The RISE
Lake Leschenaultia	The Tap at Chapel Farm
Maltese Association of WA Community Centre	Tomato Lake
Midland Junction Art Centre	Upper Reach Winery
Midland Railway Workshops	Western Australian Ballet Centre
Midland Town Hall	Zig Zag Cultural Centre
Mulberry on Swan	

EMRC officers met with the Chief Executive Officer of the Committee for Perth on 17 July 2013 to discuss synergies with the work undertaken by the Committee for Perth report *Examining Perth's Performing Arts Infrastructure* and the EMRC work to attract Perth International Arts Festival events to the Region. Committee for Perth will undertake further work in the area of infrastructure provision for the performing arts and EMRC will be invited to participate in these discussions.

STRATEGIC/POLICY IMPLICATIONS

Key Result Area 2 – Social Opportunities

- 2.1 To facilitate regional cultural and recreational activities

Key Result Area 3 – Economic Development

- 3.1 To facilitate increased investment in regional infrastructure
- 3.2 To facilitate regional economic development activities

Key Result Area 4 – Good Governance

- 4.1 To provide advice and advocacy on issues affecting Perth's Eastern Region
- 4.2 To manage partnerships and relationships with stakeholders



Item 1.3 continued

FINANCIAL IMPLICATIONS

Nil

SUSTAINABILITY IMPLICATIONS

The availability and accessibility to cultural events and recreational activities is integral to enhancing the liveability of Perth's Eastern Region. The arts and cultural sector of the overall economy is growing and events provide spinoffs to the local economy.

MEMBER COUNCIL IMPLICATIONS

Member Council	Implication Details
Town of Bassendean	} Nil
City of Bayswater	
City of Belmont	
Shire of Kalamunda	
Shire of Mundaring	
City of Swan	

ATTACHMENT(S)

Nil



1.4 PERTH SOLAR CITY – END OF PROJECT REPORT

REFERENCE: COMMITTEES-15732

PURPOSE OF REPORT

To provide a summary of the outcomes achieved through the Perth Solar City Program in relation to the local government initiatives.

KEY ISSUES (S)

- Perth Solar City was part of the Australian Government's \$94 million Solar Cities programme designed to understand the benefits and barriers to the uptake of energy efficiency and renewable energy.
- Perth Solar City was one of seven designated Solar Cities across Australia and the only Solar City in WA.
- A key aspect of Solar Cities was to analyse program results, which will in-turn help to reform future State and Australian Government energy policy.
- Since its commencement in 2009, over 16,000 households have participated in the Perth Solar City program.
- Collectively households in Perth's Eastern Region saved over \$1 million on their electricity bills last year. This equates to approximately 37 tonnes of carbon dioxide (CO₂) emissions.
- The estimated regional annual cost saving of implementing the 15 demonstration projects equates to approximately \$147,715. Additionally the predicted annual greenhouse gas emissions savings equates to approximately 596 tonnes.
- The Perth Solar City program concluded on 30 June 2013.
- EMRC continues to develop and implement environmental programs and initiatives such as the "Re-energising Perth's Eastern Region" project bringing \$647,000 of funding into the region for energy efficiency projects.

SOURCE OF REPORT

Director Regional Services
Manager Environmental Services
Environmental Advisor

BACKGROUND

Perth Solar City was part of the Australian Government's \$94 million Solar Cities programme designed to understand the benefits and barriers to the uptake of energy efficiency and renewable energy. Perth Solar City was one of seven designated Solar Cities across Australia and the only Solar City in WA. The Program included a suite of initiatives designed to bring together individuals, communities, governments and business to trial and showcase practical and creative ways to be smarter about our energy use. By changing the way we think about and use energy, we will be in a better position to be able to adapt and prepare for a low carbon future making Perth's Eastern Region a great place to live, work, play and do business.

A key aspect of Solar Cities was to analyse program results which will in-turn help to inform future State and Australian Government energy policy.



Item 1.4 continued

At its ordinary Council Meeting of 23 March 2006 (Item 9.1), Council resolved the following:

"THAT COUNCIL COMMITS TO PARTICIPATING IN THE PERTH SOLAR CITY PROPOSAL AS A MEMBER OF THE PERTH SOLAR CITY CONSORTIUM AND SUPPORTS MEMBER COUNCILS IN IMPLEMENTING THE PERTH SOLAR CITY PROJECT, SHOULD THE PROPOSAL BE SUCCESSFUL."

Following advice from the Australian Government that funding had been identified in the 2008/2009 budget for the Perth Solar City; Council resolved the following at its Ordinary Council meeting of 19 June 2008 (Item 9.1):

"THAT:

- 1. THE EMRC SEEKS PROJECT FUNDING FROM MEMBER COUNCILS' 2007/2008 BUDGET ALLOCATIONS FOR THE PERTH SOLAR CITY PROJECT TO EMPLOY A PERTH SOLAR CITY COORDINATOR FOR A PERIOD OF NINE MONTHS TO COORDINATE THE REGION'S INPUT INTO THE PROJECT PLANNING AND CONTRACT NEGOTIATION FOR THE PERTH SOLAR CITY PROJECT.*
- 2. THE EMRC ESTABLISH A WORKING PARTY COMPRISING OF SENIOR MEMBER COUNCIL STAFF TO PROVIDE INPUT INTO THE PROJECT PLANNING AND CONTRACT NEGOTIATION PROCESS, KEY DIRECTIONS AND DECISION POINTS ASSOCIATED WITH THE PERTH SOLAR CITY PROJECT."*

The EMRC employed a Perth Solar City Officer for the life of the program, who assisted with coordinating the regional input and management of the program.

At its Ordinary Council meeting of 26 February 2009 (Item 9.3), Council further resolved:

"THAT:

- 1. THE EMRC PROCEED TO SET UP A MEETING BETWEEN THE SOLAR CITY CONSORTIUM LEADERS' SENIOR STAFF AND SENIOR STAFF FROM EACH MEMBER COUNCIL.*
- 2. THE MEMBER COUNCIL CHIEF EXECUTIVE OFFICERS BE REQUESTED TO NOMINATE A SENIOR MEMBER OF COUNCIL STAFF TO ATTEND THE SOLAR CITY MEETING."*

Through the implementation phase of the project a Perth Solar City Local Government Working Group was formed. The group comprised key contacts from each of the six member councils in addition representatives from the Perth Solar City Program Office.

REPORT

Since its commencement in 2009, over 16,000 households have participated in the Perth Solar City program, making it WA's most comprehensive energy efficiency program. Collectively households in Perth's Eastern Region saved over \$1 million on their electricity bills last year. This equates to approximately 37 tonnes of CO2 emissions.

To deliver a program of this scale a consortia approach was used to bring together innovation, diversity and industry-leading expertise from the community. Western Power, as lead consortium member, was accountable for the delivery of the program on behalf of the Australian Government's Department of Climate Change and Energy Efficiency. Consortium partners include; Botanic Gardens and Parks Authority, EMRC, Mojarra, Prospero Productions, Solahart, SunPower and Synergy.

As part of the Perth Solar City Program a number of technical trials were delivered by consortium partners. These technical trials will assist with the formation of future State and Federal policy and grant funding. For more information in relation to the products, services and trials please refer to the Perth Solar City website at www.perthsolarcity.com.au/annual-report/.



Item 1.4 continued

In addition to the products, services and trials that were carried out by consortium partners, the EMRC and our six member councils played an integral role within the project. In addition to the program being delivered within Perth's Eastern Region, the EMRC developed, coordinated and delivered a number of projects through the 5 year life of Perth Solar City.

These projects included:

- Contracting the Department of Transport to deliver Living Smart's telephone based eco-coaching program. In addition to delivering six (one per member Council) Living Smart community courses.
- Community Sustainability Competition. The Competition encouraged sustainable behaviour at the community level by engaging with the community and encouraging people to work together in small neighbourhoods, communities or street groups.
- Installation of 15 demonstration projects. The demonstration projects allow the community to see renewable energy and energy efficiency in action within their community.

For a breakdown of the 15 demonstration projects and their projected financial and greenhouse gas emissions savings, please refer to the attachment.

Lessons and Learnings

The lessons and learnings that have come out of the Perth Solar City program are of most value for future projects that EMRC and member Councils may implement. Key lessons and learnings include:

- **Tendering Process**
 - There was a lack of interest by suppliers to tender for a number of the smaller projects. Suppliers advised that this was due to the onerous processes of going through a local government tendering process.
 - A future option may be a higher level of engagement with prospective contractors.
- **Data Collection**
 - Collection of data required from member council sites was difficult. A large amount of time was invested in trying to chase down information. Additionally each site had a different data capturing software which proved to be challenging.
 - During the scoping of the projects a preferred technology should have been identified that could have been used across all 15 sites. This would have assisted with easier and more consistent data capture.
- **High Turnover of Staff**
 - There was generally a high level of turnover within a number of member council's and within EMRC. As a result corporate knowledge and expertise was lost.
 - Adequate record keeping, handover notes and keeping others informed within the organisation would have assisted with a smoother and quicker transition of employees.
- **Continued Motivation and Engagement**
 - As the key components of the program were completed, the motivation and engagement with member Councils and community slowed down. EMRC developed a Community Information and Engagement Plan for each year the program ran in addition an Information Kit was developed.
 - It would have been of greater value to have incorporated key elements within the life of the program that would have brought about higher engagement and boosted motivation. This should have been investigated at the beginning of the project.

For more information and details in relation to these and other lessons and learnings please refer to the attachment.



Item 1.4 continued

Conclusion

The EMRC continues to lead the way and work on energy efficiency and climate change adaptation programs with its member Councils.

In late 2012 the EMRC, in partnership with three of its member councils, was announced as a successful recipient of more than \$647,000 in funding from the Australian Government's Community Energy Efficiency Program (CEEP). The \$1.3 million regional project titled 'Re-energising Perth's Eastern Region' acknowledges the collaborative efforts of EMRC, Town of Bassendean, City of Bayswater and Shire of Mundaring. Four community facilities in Perth's Eastern Region will undertake energy efficiency upgrades under the program.

STRATEGIC/POLICY IMPLICATIONS

Key Result Area 1 – Environmental Sustainability

- 1.5 To contribute towards improved regional air, water and land quality and regional biodiversity conservation.
- 1.6 To address climate change issues within the region.

FINANCIAL IMPLICATIONS

There are no financial requirements or obligations outstanding in relation to Perth Solar City.

SUSTAINABILITY IMPLICATIONS

The estimated regional annual cost saving of implanting the 15 demonstration projects equates to approximately \$147,715. Additionally the predicted regional annual greenhouse gas emissions savings equates to approximately 596.9 tonnes.

MEMBER COUNCIL IMPLICATIONS

Member Council	Implication Details
Town of Bassendean	} Nil
City of Bayswater	
City of Belmont	
Shire of Kalamunda	
Shire of Mundaring	
City of Swan	

ATTACHMENT(S)

Perth Solar City, End of Project Report – January 2013 (Ref: Committees-15945)



PERTH **S**OLAR CITY

Local Government End of Project Report



Australian Government
Solar Cities



Executive Summary

Perth Solar City is the most comprehensive energy efficiency initiative in WA. The Broad Reach Program developed and implemented more the 30 energy efficiency and renewable energy projects within Perth's Eastern Region.

Since its commencement in 2009, over 16,000 households have participated in the Perth Solar City program, making it WA's most comprehensive energy efficiency program. Collectively households saved over \$1 million on their electricity bills last year. This equates to approximately 37 tones of CO2 emissions.

In total, 3,515 households received a home eco-consultation; 6,300 households received 12 months of eco-coaching; 700 homes were fitted with a SunPower photovoltaic (PV) system, and 1,100 homes purchased a Solahart solar hot water system.

To deliver a program of this scale a Consortia approach was used to bring together innovation, diversity and industry-leading expertise from the community. Western Power, as lead consortium member, was accountable for the delivery of the Program on behalf of the Department of Climate Change and Energy Efficiency. Consortium partners include; Botanic Gardens and Parks Authority, EMRC, Mojarra, Prospero Productions, Solahart, SunPower and Synergy.

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Background and History



The Solar Cities Program was launched in 2004 by the Howard Government to showcase sustainable energy models that could help consumers and retailers to monitor their energy use and use energy more wisely. The program included distributed solar technologies (including solar thermal and photovoltaic technologies), energy efficiency, load management, smart meters and cost-reflective pricing. This initiative forms part of Australia's

long term greenhouse response in the energy sector to move towards integrated use of low-emissions supply technologies, distribution generation, significantly enhanced energy efficiency and markets that deliver responsive and effective price signals.

The Solar Cities programme is consistent with the directions set by the Ministerial Council on Energy (comprising Commonwealth, State and Territory Ministers responsible for energy) and will inform future greenhouse and energy market policy.

In 2007 the Eastern Metropolitan Regional Council (along with the original consortium) put forward an application to become one of only a handful of Solar Cities across Australia. EMRC's first application was unsuccessful with Victoria being announced as the 6th and last of the Solar Cities.

In 2008 the Australian Government announced funding for one more Solar City (seven in total and bring the Australian Governments total investment to \$94 million). This time EMRC's application was accepted. The Perth Solar City Program received \$13.9 million in grant funding over three years for the program. In addition over \$30.9 million has been invested in cash and in-kind support provided by the Perth Solar City consortium. This brings the total of the Perth program over \$44.1 million.

In early 2009 Western Power took over from the Department of Housing and Works as lead consortium agent. The timing of the 2008 State election and the division of the Department of Housing and Works, led the Start Government to change the lead consortium agent. The Building Management and Works section, through which the project was developed, was transferred to Treasury, which was not eligible to lead the consortium based on the Australian Government's guidelines for the program. At this time the consortium partnership was reconsidered and re-established.

The Perth Solar City Program was officially launched in September 2009 by the then Minister for Environment, Heritage and the Arts, Hon Peter Garrett.

Product and Services Overview

Smart Grid Trial



Background

Smart Grid, and the enabling smart metering infrastructure, is new technology shown to enable customers to better manage their electricity use, help reduce peak demand, facilitate the greater uptake and management of renewable generation, as well as increasing network efficiency.

Progress

The Smart Grid trial had three key core objectives:

- To promote end-to-end smart grid technology including the establishment of the Home Area Network (HAN) as an open platform for delivering additional services to customers.
- To understand customer response to smart grid technology.
- To develop a robust cost benefit analysis for a wider roll-out of the smart grid technology.

Key Results

- Deployment – As of 30 November 2011, Western Power exceeded its target of 8,767 meters, installing at total of 8,944 smart meters in the EMRC suburbs of Bassendean, Darlington, Forrestfield and Midland.
- Operations – As of 30 November 2011, the three key elements of the smart grid infrastructure; smart meters, communications infrastructure and the network management system, have been successfully deployed and are operating as planned or exceeding performance benchmarks.
- Evaluation - A survey of 104 smart meter recipients was conducted during October 2010, with the following results:
 - Level of satisfaction: 82% of customers surveyed rated the smart meter installation process as either, excellent, very good, good or neutral.
 - Level of understanding regarding the benefits of the smart meter (unprompted and promoted): 62% of smart meter recipients did not understand the benefits of smart meters.
 - Interest in receiving further smart meter related information: 88% of recipients wanted to know more about the benefits of their smart meter.

For more detailed information in relation to the Smart Grid Trial please refer to page 16 of the Perth Solar City 2012 Annual Report (available on the Perth Solar City website).

Air Conditioning Trial (ACT)



Background

The continuing uptake of refrigeration air conditioner systems, in particular over the last 10 to 15 years, is recognised as a key driver of increasing peak energy demand for electricity in the South West Interconnected System (SWIS).

Demand for electricity is greater during hot weather, and peaks in demand correlate strongly with maximum daily temperatures. The increase in peak demand, which must be supported by costly network augmentation, has resulted in the less efficient use of existing network resources.

As part of Perth Solar City, a Demand Response (DR) trial of residential air-conditioners was undertaken. Over the summer periods of 2010/2011 (year one) and 2011/2012 (year two), householders were invited to opt-in to the trial. The Air Conditioning Trial (ACT) researched the technical feasibility and cost effectiveness of DR as a tool for reducing electricity consumption at times of peak demand.

Participants were paid an incentive, and the trial utilised Western Power's Smart Grid to wirelessly communicate with air-conditioners to cycle the compressor while the fan continued to run. The trial was the first of its kind in Australia to utilise smart grid infrastructure.

By selecting and constraining the operations of air-conditioners during certain time periods, DR of air-conditioners has the potential to significantly reduce participant aggregated electricity consumption at peak times without noticeable impact on comfort levels of the participants. The aggregated reduction of demand during times of peak use may in turn contribute to the deferment of capacity investments to supply these peaks.

Progress

The key objectives of ACT were to:

- Test and prove the operations of the end-to-end technology for DR of air-conditioners (Year one and two).
- Measure the demand reduction achieved through the use of DR of air-conditioners (Year one and two).
- Determine the potential of using DR of air-conditioners to defer costly network investment – cost of demand reduction (Year two).
- Understand overall participant response, as well as the most effective means of engaging and recruiting participants to such trials (Year two).

6,600 smart meter households were invited to participate in Year one via an Expression of Interest (EOI) campaign. Of these, 788 EOI were returned (11.9%) with 625 considered suitable for further assessment. A total of 202 households were successful participants in Year one of the trial (26.8% of the respondents or 31% of the original invitees)

Key Results

- Performance of the Smart Meter Enabled DR Technology – Ten ACT demand response events were run between January 2010 and March 2011. These events confirmed the end-to-end functionality of the Smart Grid and Home Area Network (HAN) infrastructure.
- Effect on Peak Electricity Demand – The average reduction recorded across all events ranged between 1543.64W and 891.91W per air-conditioner, or up to 20% of the peak demand of participating households.

For more detailed information in relation to the ACT please refer to pager 16 of the Perth Solar City 2012 Annual Report.

In-home Display (IHD)



Background

Householders in WA currently receive an electricity bill approximately every 60 days. This is a limiting factor in a householder's ability to better manage their electricity use.

Perth Solar City provided a Western Australia first trial, to test In Home Display (IHD) technology and its impact on residential electricity use. Households were provided an IHD that shows their electricity consumption in real-time, both in units (kWh) and in cost (\$). This information allowed users to monitor and understand their electricity use (through cause and effect), which may in turn have an impact on their electricity consumption behaviour.

As Perth Solar City consortium member, Synergy was responsible for the procurement and deployment of IHD's, and the requirement of trial participants. The IHD was branded MAX (MAXimise your savings) and was provided free of charge to over 2,200 households.

The IHD was enabled by Western Power's Smart Grid. The IHD communicates wirelessly with the smart meter via the Home Area Network to provide real-time electricity consumption information. The device is portable within the home, and allows for households to view the change in consumption and cost as a result of switching appliances on or off. Western Power also provided ongoing technical support to IHD participants.

Progress

The objectives of the In Home Display Trial under Perth Solar City were:

- To test the IHD technology via smart grid enabled Home Area Network.
- To test the customer response to the IHD as a single method of providing participants with access to real time electricity consumption information.

As at the 30 November 2011, Synergy had deployed 1,931 IHD representing 87% of their program target. 1,544 IHD were deployed to smart meter households without the householder specifically opting in to the trial. 397 MAX units were deployed to households that specifically opted-in to the trial.

During this period, Western Power was able to test the IHD technology via its smart grid enabled Home Area Network. Western Power completed end to end system testing, functional testing and user acceptance testing.

Key Results

Key results of the trial focused on:

- Technology;
- Recruitment;
- Effect on electricity consumption; and
- Participant evaluation.

Pairing rate to 30 November 2011:

- 56% of all IHD recipients paired their device units.
- The pairing rate for IHD when received unsolicited through the mail were significantly lower than for those households who were pre-engaged.

Analysis was completed for 813 participant households who received and paired IHD in the period 9 February 2011 to 30 June 2011. An average of 6.82% reduction of electricity use was evident in the immediate timeframe following the deployment of the first IHD. This equates to a \$114.44 cost saving per household per year.

For more detailed information in relation to the In Home Displays please refer to page 56 of the Perth Solar City 2012 Annual Report.

Time of Use Tariff (PowerShift)



Background

PowerShift, a voluntary three-part time-of-use tariff, was developed by Synergy for Perth Solar City. PowerShift is the first tariff in WA which seeks to more closely align electricity consumption blocks with time-based costs of supply. PowerShift provides customers with the financial incentive to reduce household electricity cost by shifting consumption away from times of peak time of peak demand.

Prior to PowerShift, WA households on the South West Interconnected System (SWIS) had two electricity tariff choices:

- A1 tariff: a subsidised all-time tariff where customers are charged one flat rate (24.89c/kWh), regardless of when they electricity is used.
- SmartPower: a four-part time-of-use (TOU) tariff where premium charges occur from 11am – 5pm on weekdays (45.88c/kWh during weekdays in summer).

Peak electricity demand on the SWIS generally occurs in summer between 4pm and 8pm on weekdays. Peak demand places significant strain on the electricity network, resulting in the inefficient use of existing network resources, and requiring cost network augmentation. Neither the existing retail tariffs reflect the increased cost of electricity supply during peak demand periods, nor encourages households to use electricity outside of peak periods.

Progress

The key objectives of the Time-of-Use Tariff trial were to:

- Understand the potential for a voluntary peak demand based price signal to shift household electricity consumption (from periods of peak demand to periods of off-peak demand).
- Understand the potential for a voluntary peak demand based price signal to reduce household electricity costs.

A total of 746 households were recruited to the voluntary trial, representing 74% of the target for participation.

Synergy originally proposed a target of 5,000 PowerShift participations within the Perth Solar City target area. However, the target was reviewed during the 2010/11 and subsequently reduced to 1,000 participants.

Prior to the commencement of the recruitment campaign for PowerShift, Synergy developed an interactive web-based calculator to assist householders in determining the appropriateness of the

product. The PowerShift calculator enables customers to see how much money they could save per annum by shifting various percentages of their consumption to off-peak periods.

Of the 427 householders who signed up for the PowerShift, a total of 94 householders have requested to return to their A1 all-time tariff representing an attrition rate of 22%.

Key Results

The broad objectives of PowerShift was not to reduce a householders overall electricity consumption, but rather seek to:

- Reduce electricity consumption at times of peak demand (super-peaks).
- Reward householders for changing their electricity consumption behaviour to reduce consumption at times of peak demand.

As such, preliminary analysis seeks to understand the reductions in electricity consumption at super-peak, as well as the effects of shifting behaviour on householder's electricity costs.

Analysis was completed using NEM12 (interval) data from 334 participant households who had signed up for and remained on PowerShift. In the period 1 August 2010 to 30 June 2011 the preliminary analysis showed a reduction in electricity consumption during the super-peak of 10.9%.

For more detailed information in relation to the Time of Use Tariff please refer to page 68 of the Perth Solar City 2012 Annual Report.

Solar PV Saturation Trial



Background

The uptake of residential solar photovoltaic (PV) systems in WA has increased significantly in recent years. This is largely due to the considerable PV system cost reductions to the consumer as a result of reduced manufacturing costs, increased consumption in the marketplace and various state and federal government incentives. As at June 2012, it was estimated that there were 127,439 PV's connected to the distribution network, with a total capacity of 251MW.

The effects of this increased presentation of small scale residential solar PV systems on the electricity network are not fully understood. The potential for such effects as localised power quality issues and voltage compliance issues need to be researched.

The PV saturation trial is an initiative seeking to investigate the effects of a high penetration of PV systems on the power distribution network.

Results of a successful trial will be used to provide recommendations regarding the method of evaluating and managing high levels of solar PV system penetration on existing low voltage networks. This would include the development of guidelines for the design of future networks to accommodate the increasing amount of distributed energy generation in WA.

For the purposes of the trial, a minimum saturation level of 30% by number of customers was established. A residential distribution transformer (low voltage) was selected in one of the four existing Perth Solar City smart meter deployment locations. Smart meters enable the capture and analysis of power quality data at the household (meter point). In order to achieve the 30% saturation target, a significant discount was offered to householders supplied by the targeted transformer.

Progress

Western Power developed a brand for the trial – Solar Collective – and partnered with Perth Solar City consortium members SunPower to produce a compelling proposition for target householders to purchase and install a solar PV system. A further solar PV system discount of \$2,500 was added to the existing program discount.

By December 2010, the minimum target of participants was reached with a total of 20 participants recruited. All 20 solar PV systems were installed during January and February 2011. The 20 new systems combined with the five existing PV systems in the area provided a saturation level of 32%.

A power quality data logger was installed on the Pavettal distribution transformer in order to measure and evaluate network performance.

Key Results

Initial results shows that reverse power flow into the high voltage (HV) network occurred regularly on clear days during the winter months.

The results show that short term voltage excursions outside the +6% limit occurred for at least one of the homes at the end of the low voltage (LV) network. The voltage at the customer level is within tolerance levels, and as such is not expected to cause any damage to appliances. This household connection point view, was enabled by the smart meters and flags the need to potentially address voltage regulation issues on saturation solar PV networks.

From these preliminary results it is clear that a relatively simple adjustment on the distribution transformer tap to a lower level, could allow somewhat larger PV penetration on this network while still maintaining voltage within limits for customers at the end of the LV network.

For more detailed information in relation to the Solar PV Saturation Trial please refer to page 84 of the Perth Solar City 2012 Annual Report.

Residential PV



Background

By installing solar photovoltaic (PV) systems, householders can generate their own electricity, and offset electricity consumption costs. This may include the export of surplus power to the local distribution network for which the householder is paid by the electrical retailer. Perth receives an average of 7.9 sun hours per day and as such has premium conditions for generation of solar power.

Perth Solar City assisted households in Perth's Eastern Region to take full advantage of these factors by providing a financial discount on SunPower residential solar PV system. Between April and September 2012, the residential PV discount was made available to the wider Perth metropolitan area.

This discount was made available via selected SunPower dealer in Perth's Eastern Region, and was in addition to other incentives such as Renewable Energy Certificates (REC's) and the WA residential net feed-in tariff (NFiT) and Renewable Energy Buy Back Scheme (REBS).

SunPower dealers received Perth Solar City customer referrals from the Living Smart Program, through the Perth Solar City call centre and website, and directly from the public. The solar PV system discount was promoted through a range of broad reach marketing methods as well as through larger scale solar PV systems at iconic locations as the Perth Zoo and Midland Foundry.

Progress

SunPower's objective was to install a total of 825 residential solar PV systems at a minimum size of 1.05kW per system. However, due to the WA Government's closure of the residential net feed-in tariff and a reduction in price of the Renewable Energy Certificates, demand for residential solar PV decreased significantly.

This decline in sales was addressed by:

- Increasing the discount available on residential solar PV systems via targeted campaigns.
- Offering the residential solar PV discount to the wider Perth metropolitan area between April and September 2012.

SunPower achieved 80% of the overall program, target for residential solar PV system. Strong solar PV system sales occurred for the period January to June 2011, with a subsequent sharp decline in sales following 1 July 2011. This was concurrent with the reduction in REC's as well as the ending of the net feed-in tariff.

Key Results

As at 30 November 2011, the total installed capacity of residential solar PV systems under Perth Solar City was 976kW, with an average system size of 2.27kW.

Preliminary analysis was undertaken using data from 6,064 smart meter households: 348 with a solar PV system and 5,716 households without a solar PV system.

Analysis indicates that for the majority of half-hour intervals where the solar PV system is generating electricity, the average interval demand was significantly less than that of customers without solar PV system generation. However, customers with solar PV system generation had slightly higher electricity demand (4.3kW) at peak times (5:30pm-8:30pm) than customers without (4.2kW).

Preliminary analysis was completed for 360 households with a SunPower solar PV system installed. The analysis showed an average electricity reduction from the electricity grid of 57.9% or 11.36kWh per day.

For more detailed information in relation to the Residential Solar PV Systems please refer to page 100 of the Perth Solar City 2012 Annual Report (available on the Perth Solar City website).

Solar Hot Water



Background

Heating water represents 25% of an average Perth household's energy cost. Solar hot water systems are proven to be more cost effective than most other storage and instantaneous systems for heating water. This is particularly the case in the Perth metropolitan area which receives an average of 7.9 sun hours per day.

The Perth Solar City program and Solahart provided a \$1,100 discount (inc GST) on family sized Solahart solar hot water systems to residents in Perth's Eastern Region. Solahart are a Western Australian based company which manufactures solar hot water systems in Perth.

During 2010 and 2011, Solahart dealers received the bulk of Perth Solar City customer referrals from the Living Smart program, through the Perth Solar City call centre and website, and directly from the public. Methods used to promote the solar hot water discount during 2012 included local newspaper advertising the Eco House open days, community workshops and direct marketing.

Progress

Solahart's objective is to utilise the Perth Solar City discount to sell and install 1,190 family sized solar hot water systems on households in the Perth Solar City target area.

Key Results

Key results for residential solar hot water systems focused on:

- System installation trends;
- Demographic trends;
- Effect on electricity consumption; and
- Participant satisfaction.

The vast majority of households (98%) purchased an electric boosted solar hot water system (remaining 2% purchased a gas boosted system).

Of the 610 participants, a total of 48% disclosed their annual household income levels. Of the known income bands the most common was \$50,001 - \$100,000 annual household income.

Preliminary analysis was completed for 175 participant's households who had replaced an electric storage or electric instantaneous hot water system with an electric boosted solar hot water system during the period 7 January 2010 to 30 June 2011. An average 15% reduction in electricity use was evident.

For more detailed information in relation to the Residential Solar Hot Water Systems please refer to page 106 of the Perth Solar City 2012 Annual Report.

Marketing



Background

Since its launch back in 2009, the Perth Solar City program has been promoted through the delivery of a marketing strategy utilising community-based social marketing concepts. In 2010, the Collective Impact campaign was launched to show residents of Perth's Eastern Region that their individual actions, however small, are part of something greater – a 'collective impact'. It positioned Perth Solar City as the educator and enabler of the energy efficiency journey for households, and promoted the Program's products and services.

Progress

The objectives of the Perth Solar City program strategy were to:

- Create awareness of the Perth Solar City program;
- Promote Solar Cities as an Australian Government initiative and provide due recognition for its leadership and funding for the Program;
- Showcase iconic and demonstration solar PV systems installations;
- Building general knowledge of the energy efficiency products and services being offered under the program; and
- Create excitement about the benefits of the Program for households and the wider community to encourage participation.

The Perth Solar City Program Office is responsible for the delivery of the marketing strategy, on behalf of the consortium. Marketing strategies undertaken to 30 November 2011 included:

- The two phase Collective Impact campaign (Phase 1 – raising awareness and Phase 2 – direct engagement);
- Direct mail;
- Eco House;
- Online marketing and communications; and
- Media and events.

For more detailed information in relation to Marketing please refer to page 116 of the Perth Solar City 2012 Annual Report.

Home Eco-consultations



Background

The energy consumption of a household is driven by the behaviour of its occupants, specifically the use of different appliances in the home. Often, households are unaware of how much electricity or gas a particular appliance requires to operate, or how the way it is used affects overall household energy consumption and subsequent costs.

As part of the Perth Solar City program, the Home Eco-consultation (HEC) was designed to assist participants to understand their own energy consumption. The HEC provides households with the opportunity to understand what is contributing to their current energy use. A follow up tailored report provides participants with information on what changes they can make to reduce energy use.

The HEC is delivered free to households as a once-off education-based engagement too that seeks to help participant households to:

- Benchmark their energy and water consumption based on the National Australian Building Environmental Rating Scheme (NABERS).
- Understand which appliances in their home are the most energy inefficiency.
- Understand how the householder's usage of these appliances affect their energy use.
- Combine funding to determine the best value-for-money behaviour and technological changes that could be implanted to reduce energy consumption, save money and decrease greenhouse gas emissions.

The HEC follows the Australian Standard guidelines for energy auditing and it's comprised of the following characteristics:

- Two assessors present in the home;
- A 90 minute consultation;
- Reports consolidating the findings of the HEC are mailed within three weeks of the consultation being complete.

Mojarra was the Perth Solar City consortium member responsible for the administration and delivery of the HEC to eligible households in Perth's Eastern Region. Since the start of the program, Mojarra was provided with referrals from the program call centre, the Living Smart program, collaboration with other consortium members and via Mojarra's own recruitment campaigns.

Progress

Mojarra's main objective for the program was to complete 3,500 HEC's (this number was exceeded by 17 HCE totalling 3517 HEC). Mojarra also undertook 20 school energy audits.

Key Results

Key participants statistics to 30 November 2011:

- 47% of participants on the free HEC service were either single or dual occupant households;
- 42% of participants in the free HEC service have completed a tertiary education;
- 60% of participant households were employed full-time, part-time or self-employed. 20% of participant households were retired;
- Only 322 households, or 14% of HEC participants, responded when asked about their household income level.

Analysis was completed from 762 participant households who had received a free HEC in the period 4 December 2009 to 30 June 2011. In order to effectively measure the relative effects of the HEC on participant electricity use, the analysis did not include any household who also participated in the

Living Smart Program. The preliminary analysis showed a 7.8% reduction in the average daily electricity use of participant households.

For more detailed information in relation to Eco-consultations please refer to page 142 of the Perth Solar City 2012 Annual Report.

Iconic Projects



Background

To support the objectives of Perth Solar City, and to promote the Australian Government's Solar Cities program, five iconic Perth locations were selected for prominent solar photovoltaic (PV) system installations to maximise community engagement and promote renewable energy.

The selected locations were the Midland Atelier, the Central Institute of Technology, Kings Park and Botanic Gardens, Perth Zoo and Perth Arena. Together they provide over 450kW of grid connected renewable energy capacity.

Iconic Site	Project	Consortium Member	Completion Date	Estimated annual cost savings (\$/year) *	Estimated annual GHG emissions savings (kg CO ₂ -e/year) ^
Central Institute of Technology	49kW solar PV system	SunPower	April 2010	\$23,677	68,543
Midland Atelier	60kW solar PV system	SunPower	May 2010	\$29,377	85,045
Perth Zoo Stage 1	90.9kW solar PV system	SunPower	March 2011	\$44,285	128,202
Perth Zoo Stage 2	147.8kW solar PV system	SunPower	June 2012	\$72,006	208,451
Kings Park and Botanic Garden	Energy efficient education building including 15kW solar PV system	BGPA	June 2012	\$7,308	21,155
Perth Arena	111kW solar PV system	Synergy	November 2012	\$54,078	156,550

* Cost savings based on avoided expenditure only. Cost savings calculated at large business (M1) rate of 31.78c/kWh – current as at 30 September 2012

^ Based on emission co-efficient of 0.92kg/CO₂-e per kWh – National Greenhouse Account Factor – July 2012

For more detailed information in relation to Iconic Projects please refer to page 148 of the Perth Solar City 2012 Annual Report.

Schools Program



Eco Superstar Documentary

Prospero Productions, a Perth Solar City Consortium member, was engaged to design and produce a high school based documentary focused on finding an environmental champion. Eco Superstar promoted awareness of energy efficiency, broader environmental issues, as well as the Perth Solar City program. In order to engage students, Prospero Productions designed the documentary with reality-TV style approach and branding putting students in a competition to determine an environmental champion.

The competition was launched at three different schools during March 2010, and was supported by online media tools such as social networking sites and a dedicated website. Eco Superstar finalists were judged online by the community, based on their environmental message, their creativity and ability to inspire. The subsequent Eco Superstar documentary followed the two finalists during their two-week challenge to make their school and home more eco-friendly, reduce their energy use and organise an eco-event.

After some fierce competition, Perth Solar City was pleased to announce Sarah Brown from Mundaring Christian College as the winner of Eco Superstar 2010. Nate Wood from Helena College was the runner-up. The Eco Superstar documentary premiered on 20 October 2011 at the Astor Theatre, with over 200 people in attendance.

The Eco Superstar DVD can be used as an educational tool for junior to middle secondary classes including environmental studies, media studies and society and environment. Using the resources will help students be better able to:

- Identify environmental issues in the community;
- Decide how these environmental problems might be addressed at the personal and local level;
- Apply the ideas and values the Eco Superstar to their own homes and school communities.



Bring It Down energy challenge

Western Power designed and implemented Bring It Down as a school based electricity reduction challenge to test the response to access to real time electricity consumption information. The competition between schools focused on achieving energy reductions through the use of real time electricity consumption information via a web based display.

The competition structure included the following components:

- Entry was open to a minimum of five and a maximum of eight schools;
- The competition ran for seven weeks towards the end of term three and early term four (12 September to 31 October 2011) which included two week school holiday period;
- Participation was free for all schools – all display and monitoring equipment was installed and will be provided to schools beyond the life of the competition through to 30 June 2013;
- The competition uses a weekly points structure as a means of maintaining motivation throughout the competition;
- Schools were benchmarked based on school energy consumption for the same seven week period over the previous three years;
- The winning school would receive \$10,000 of energy efficiency upgrades, as identified in their Perth Solar City schools energy audit.

The real time energy display formed the key technology component of the completion. It allowed schools to see what their energy use was on a daily basis in comparison to their own benchmark, as well as the performance of other competing schools. Additionally by using time based intervals, schools were also able to understand their electricity consumption during non-school hours and weekends. As a result, schools were able to identify areas for energy efficiency during these periods. The display technology provides real time energy consumption information to users via a web-based dashboard.

Mundaring Christian College won the Bring It Down challenge, winning all seven rounds. This included a 60% reduction in their benchmarked electricity use in the final week of the competition. Their total energy savings over the seven week period was 7,601kWh, representing a 54% reduction or over \$1,900 of electricity saved.

For more detailed information in relation to Schools Engagement please refer to page 156 of the Perth Solar City 2012 Annual Report.

Local Government Contribution

Living Smart (Behaviour Change Trial)



Background

Living Smart was delivered by WA Department of Transport (DoT) (in partnership with the Eastern Metropolitan Regional Council) to test the effectiveness of engaging households in behaviour change

across broad sustainability topics including energy and water efficiency, reduced car use and improved waste management. It builds upon the DOT's proven TravelSmart Household program that had delivered a 10% reduction in car trips within targeted communities of more than 200,000 households across the Perth Metropolitan area. It also drew upon the transformational Living Smart small group sustainability courses developed by the South Metropolitan Regional Council, City of Fremantle, Murdoch University and the Meeting Place.

A Living Smart demonstration project was developed in 2008/09 in the Perth suburbs Joondalup and Mandurah, which achieved strong engagement with around 60% of households participating. Changes in behaviour were achieved with households reporting adopting such new actions as switching off standby power and purchasing a solar PV system.

As part of Perth Solar City, Living Smart was offered to 10,000 households across Perth's Eastern Region with over 6,000 choosing to take part in the programs interactive features from April 2010 through to April 2011. The key principles of Living Smart's telephone based eco-coaching include:

- Understanding households motivations for changing their behaviour;
- Building effective relationships with households through coaching conversations;
- Facilitating self-directed conversations that provide households with the right information and advice at the right time;
- Setting simple and measurable targets for the household through the establishment of 'social contracts' and the provision of localised benchmarks.

Progress

Living Smart's objectives for Perth Solar City were to:

- Act as a mechanism for referrals to other Perth Solar City products and services;
- Identify and understand barriers relating to the adoption of energy efficiency behaviour and uptake of energy efficiency products and services;

- Understand the effect of such a targeted behaviour change program on household energy consumption.

In 2010/11 DOT offered their intensive behaviour change program, Living Smart Households, to 10,000 households across Perth's Eastern Region. 6,000 households chose to take part in the program's interactive features from April 2010 through to April 2011.

Key Results

Preliminary analysis was completed for 4,768 households who had participated in the Living Smart program. An average reduction in electricity use of 8.5% was evident. This is equivalent to a \$122.50 cost saving and a Greenhouse Gas saving of 521kg CO₂-e per household per year.

For more detailed information in relation to Behaviour Change please refer to page 124 of the Perth Solar City 2012 Annual Report.

Sustainable Communities Competition



The Sustainable Communities Competition was originally sponsored by Solahart as part of the revision of the Perth Solar City business case and was to be named the "Solar Your Street Competition". SunPower then sought involvement in the competition as a way of adding value to the Perth Solar City Program. As a result, Solahart became the inaugural sponsor of the competition, with SunPower being accepted into the competition at a later stage. Due to SunPower's

sponsorship and a change in focus, the competition was re-named "The Sustainable Communities Competition" acknowledging Solahart and SunPower as joint sponsors.

The competition commenced during the Awareness phase of Perth Solar City as a way of building community interest in the program and its offerings. It encouraged sustainable behaviour at the community level by engaging with and encouraging people to work together in small neighbourhoods, communities or street groups.

The competition was open to residents of Perth's Eastern Region that met the terms and conditions (eligibility criteria) set out by the Perth Solar City Program. Communities such as streets, blocks, retirement villages or 'communities of interest' (such as groups of interested people or members of clubs) were encouraged to submit an entry. The primary criteria for entering the competition were that applicants reside within Perth's Eastern Region and apply as a group.

The competition aims included:

- Encouraging residents to accept that sustainability extends beyond their front gate;
- Raise the profile of Perth Solar City through involvement with the Perth Autumn Festival;
- Encourage and reward local communities to engage in energy efficiency behaviour;
- Provide a pathway and resources for community “Sustainability Champions” to engage their neighbours and community in the competition;
- Raise awareness of opportunities available through the Perth Solar City Program;
- Enable sponsors to have a presence and brand exposure through displays at workshops run throughout the competition and through association with specific category prizes; and
- Conclude with an event that will highlight and celebrate sustainable lifestyles in Perth’s Eastern Region.

The competition was divided into two (2) stages as follows:

Stage one – The first stage of the competition was run in each member Council of Perth’s Eastern Region at a time that coincides with the Perth Autumn Festival. This raising awareness phase incorporated a broad-reach media campaign. During this phase, ‘toolkits’ containing tips on engaging with members of the community will be sent to interested people who became ‘Sustainability Champions’ and were responsible for engaging members of their ‘community’. The ‘Sustainability Champions’ were put in contact with Eco-Coaches who guide them in their community engagement activities and assisted them in making a case to be nominated as the ‘Sustainable Community’ for their local government area. Judging of entries then took place and six (6) winners were chosen on the basis of one (1) per member Council area.

Stage two – The second stage of the competition involves eco-coaching for the six winning communities combined with sustainability workshops leading up to a Regional winner being announced.

There were three different competition streams including:

1. Most Sustainable Community (existing efforts and/or most improved) in each of the six member Council areas (Environment House Gift Vouchers);
2. An individual SunPower winner selected at random from all participants who chose to be part of the Sustainable Communities Competition by being included in the application process (1.2kW PV system);
3. One Regional Champion Sustainable Community selected from the six “Most Sustainable Community” winners (2.1kW PV system).

The Most Sustainable Community winner was the Spring Road Kindergarten in the Shire of Kalamunda.

Demonstration Projects

Background

To engage the local community with Perth's Eastern Region about the benefits of energy efficiency and renewable energy, fifteen demonstration projects were implemented by the Eastern Metropolitan Regional Council and its member Councils (Town of Bassendean, City of Bayswater, City of Belmont, Shire of Kalamunda, Shire of Mundaring and City of Swan). Whilst they vary in scope and size, all are located within the community and mostly on public access buildings.

The demonstration projects allow the community to see renewable energy and energy efficiency in action within their community, and assist local councils to actively understand and reduce their energy expenditure and environmental footprint. Each project includes interpretive displays and engagement materials to promote energy efficiency as well as the Perth Solar City program.

Name of Demonstration Site	Project	Completion Date	Est. Annual energy savings (\$/year) *	Est annual GHG emissions savings (kg CO2-e/year) ^
Bassendean Memorial Library	3.6kW PV system	July 2010	\$1,752	5,262
Ashfield Reserve	4kW PV system	July 2010	\$1,990	5,980
The RISE	15kW PV system	June 2010	\$8,179	24,454
Ruth Faulkner Library	4kW PV system	June 2010	\$1,393	4,186
Belmont Oasis Leisure Centre	Solar water heating + Energy efficiency lighting retrofit	Dec 2010 May 2011	\$93,983	383,510
Midland Public Library	1kW PV system	June 2010	\$560	1,684
Ellenbrook Community Library	2kW PV system	June 2010	\$1,118	3,358
Altone Park Leisure Centre	10kW PV system + Energy efficient lighting retrofit + Energy management System	June 2010	\$5,588	11,790
Mundaring Administration Centre	16.1kW PV system (upgraded to 22.61kW since program closure)	June 2010	\$11,317	34,003
Kalamunda Administration Centre	Energy management System	June 2011	\$1,588	60,000
Red Hill Waste Management Facility	9.1kW tracking PV system	April 2011	\$6,424	19,302
EMRC Administration Centre	9.1kW PV system	March 2011	\$4,590	13,791
Swan View Youth Centre	5kW PV system	August 2011	\$2,683	8,078
Kalamunda Library	2.1kW PV system + solartube daylighting system	April 2011 Dec 2011	\$4,223	14,547
Hazelmere Recycling Centre	4.38kW PV system	Feb 2012	\$2,327	6,992
TOTAL	91.88kW PV systems + additional project installations		\$147,715	596,937

* Based on R1 tariff (30.62c) – April 2013

^ Based on emission co-efficient of 0.92kg/CO2-e per kWh – National Greenhouse Account Factor – July 2012

For more detailed information in relation to Demonstration Projects please refer to page 154 of the Perth Solar City 2012 Annual Report.

Town of Bassendean



Bassendean Memorial Library

The Town of Bassendean installed a 3.6 kW grid connected solar PV system and undertook a lighting retrofit at Bassendean Memorial Library. The PV system was estimated to abate approximately 5,262 kg of greenhouse gas emissions and save the Town \$1,752 per annum.

The Town's library, although relatively new (opened in 2005) is not as energy efficient as it could be, as a result the lighting retrofit was carried out. The retrofit included the replacement of all 36W florescent tubes and 50W halogen down lights with more energy efficient version of lighting.

The foyer of the library houses a visual display that details the energy, financial and greenhouse gas savings associated with the PV system. This display shows data in real time and allows residence and staff to see the real time impact the PV system is having.

Bassendean Memorial Library	Installed – July 2010
Type	Monocrystalline
Tilt	30
Orientation	North
Total Capacity (kW)	3.6
Estimated annual output (MWh p/a)	5.72
Cost of the proponents (ex GST)	\$13,229
Total area covered by the installation (m2)	25.6
Number of panels	20
Number of inverters	2
Estimated financial savings p/a *	\$1,752
Estimated greenhouse abatement (kgCO2e p/a) ^	5,262

* Based on R1 tariff (30.62c) – April 2013

^ Based on emission co-efficient of 0.92kg/CO2-e per kWh – National Greenhouse Account Factor – July 2012



Ashfield Reserve

In addition to the installation of the Bassendean Library Demonstration Project the Town of Bassendean installed a sustainable public lighting project at Ashfield Reserve. Street lighting accounts for approximately 65% of the Town's energy costs, and was responsible for generating 904 tonnes of greenhouse gas emissions.

This demonstration project involved the installation of eight 6m 150W street lights with the additional of a 4.08kW PV system on the building at Ashfield Reserve. The data and information that is collected in relation to the PV is being displayed at the Perth Solar City visual display in the Town's Library.

Ashfield Reserve	Installed – July 2010
Type	Polycrystalline
Tilt	30
Orientation	North
Total Capacity (kW)	4.08
Estimated annual output (MWh p/a)	6.5
Cost of the proponents (ex GST) ~	\$51,259
Total area covered by the installation (m ²)	30.72
Number of panels	24
Number of inverters	1
Estimated financial savings p/a *	\$1,990
Estimated greenhouse abatement (kgCO ₂ e p/a) ^	5,980

~ Cost includes lighting and PV system

* Based on R1 tariff (30.62c) – April 2013

^ Based on emission co-efficient of 0.92kg/CO₂-e per kWh – National Greenhouse Account Factor – July 2012

City of Bayswater



The RISE

As part of the City of Bayswater's commitment to the Perth Solar City Program a 15kW PV system was installed at the City's new multipurpose centre the RISE. The RISE is a landmark building for the future. It incorporates green building technology to make it more sustainable and reduce its impact on the environment.

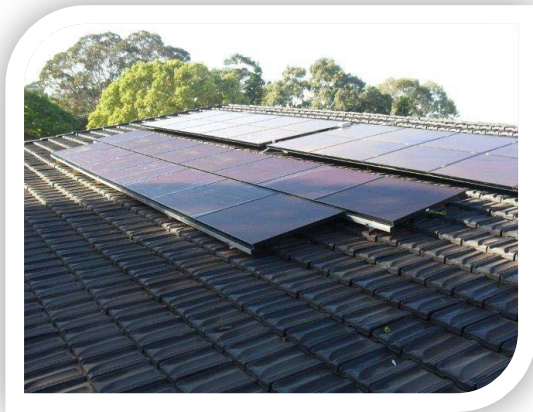
RISE is an acronym for Recreation, Information, Socialising and Entertainment. The name of the new centre, the RISE, therefore reflects both the wide-range of facilities and services that it will provide to the City's residents. The scale of the facility places it as one of the City's most signature buildings.

The RISE	Installed – June 2010
Type	Designed
Tilt	25
Orientation	North
Total Capacity (kW)	15
Estimated annual output (MWh p/a)	26.58
Cost of the proponents (ex GST)	\$162,787
Total area covered by the installation (m2)	101
Number of panels	79
Number of inverters	1
Estimated financial savings p/a *	\$8,179
Estimated greenhouse abatement (kgCO₂e p/a) ^	24,454

* Based on R1 tariff (30.62c)

^ Based on emission co-efficient of 0.92kg/CO₂-e per kWh – National Greenhouse Account Factor – July 2012

City of Belmont



Ruth Faulkner Public Library

The City of Belmont had already installed a 1.2kW thin film grid connected solar PV system on the roof of the Ruth Faulkner Public Library. As part of the City's commitment to the Perth Solar City Program the City has upgraded the size of the existing 1.2kW thin film PV system to 2.1kW, and installed another 2.1kW polycrystalline demonstration PV system at the same location.

The different PV panel technologies are located side by side, assessing the same amount of sunlight. This will enable the City of Belmont to not only promote and showcase two forms of PV system currently available to residents; it will also enable data to be collected on the efficiency of the two types of PV panels.

The inside of the Library features interpretive displays, giving details of energy generation read-outs, financial savings and greenhouse abatement.

Ruth Faulkner Public Library		Installed – June 2010
Type	Thin Film	Polycrystalline
Tilt	20	20
Orientation	North	North
Total Capacity (kW)	2.1	2.1
Estimated annual output (MWh p/a)	2.55	2
Cost of the proponents (ex GST)	\$4,845 (upgrade cost for 1.2kW system)	\$12,600
Total area covered by the installation (m2)	Unsure	Unsure
Number of panels	15 (total)	11
Number of inverters	1	1
Estimated financial savings p/a *	\$781	\$612
Estimated greenhouse abatement (kgCO₂e p/a) ^	2,346	1,840

* Based on R1 tariff (30.62c) – April 2013

^ Based on emission co-efficient of 0.92kg/CO₂-e per kWh – National Greenhouse Account Factor – July 2012



Belmont Oasis Leisure Centre

The Belmont Oasis Leisure Centre is a quality, multipurpose complex providing a range of facilities. The complex is owned by the City of Belmont and operated by Belgravia Leisure.

Previously, the City used a gas boiler for 100% heating of Olympic sized indoor swimming pool, and the children's indoor Lagoon pool. On average, the boiler used approximately 11,991.33 GJ p/a. Costing approximately \$120,000 p/a with significant greenhouse gas emissions.

As part of the City's commitment to the Perth Solar City Program the City installed two solar pool heating systems, comprising the installation of 177 panels (HC40) for the 50m Olympic sized indoor pool and the installation of 36 panels (HC50) for the Lagoon pool. This reduces reliance on the gas boiler for heating.

Additionally a lighting retrofit was carried out installing 12 LED car park lights and replaced 65 halogen down lights, 48 PLC fluorescent globes and 169 fluorescent tubes with their LED equivalent. It is estimated that the lighting retrofit will reduce electricity use by 65%-85%.

The inside of the Belmont Oasis Leisure Centre features an interpretive display, giving details of gas usage, financial savings and greenhouse abatement.

Belmont Oasis Leisure Centre	Solar Water Heating Installed – December 2010	Lighting Retrofit Installed – May 2011
Type	Heliocol panels	<ul style="list-style-type: none"> • 40 watt LED streetlights • 9 watt LED downlight • 3 watt LED downlight • PLC 6 watt Gecko Tail light • 8 watt LED T8 replacement tube 600mm
Tilt	Various	NA
Orientation	Various	NA
Estimated annual output	6,889GJ	NA
Cost of the proponents (ex GST)	\$256,680	\$24,437

Total area covered by the installation (m2)	690m2 of tubing	NA
Number of panels	231	NA
Estimated financial savings p/a	\$93,167	\$816
Estimated greenhouse abatement (kgCO2e p/a)	353,000	30,510

* Based on R1 tariff (30.62c) – April 2013

^ Based on emission co-efficient of 0.92kg/CO2-e per kWh – National Greenhouse Account Factor – July 2012

Shire of Kalamunda



Administration Building

As part of the Shire of Kalamunda's commitment to the Perth Solar City Program, the Shire implemented an Energy Demand and Reduction Management System (EDRMS). The system involves the implementation of a hybrid system providing energy reduction strategies through management of waste energy, occupancy detection and with the aim of installing daylight harvesting. Daylight harvesting is a strategy that involves the EDRMS using lighting controls that switch or dim the lights in response to available daylight. They can be operated wither manually or automatically.

To identify how energy is used within the building, monitoring devices were installed at each distribution board within the building. Occupancy sensors have also been installed in low occupancy areas including hallways, toilets, meeting rooms and storerooms to switch off lights when not required.

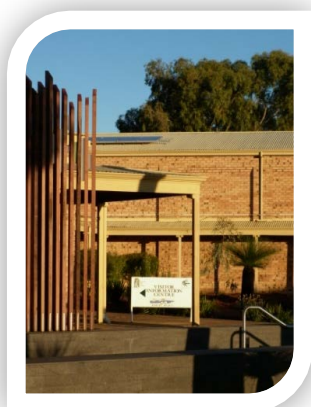
To further control the energy load currently being used within the building, an option is to install dimmable electricity ballasts which offer greater flexibility and control over the amount of lighting required.

The project also delivers information and education component as all data received is logged in real time and displayed at the front counter for both staff and visitors to the Administration Building to view. The distribution of real-time data provides a platform for individuals to be accountable and involved in

the energy reduction process. Each staff member will be able to monitor their personal contribution to the buildings energy use on their desktop computer.

At commencement of the demonstration project it was estimated that the EDRMS and lighting retrofit will result in a 20% financial saving and offset approximately 60,000kg of greenhouse gas emissions each annum.

Administration Centre	Installed – June 2011
Type	Energy Management
Project financial savings p/a	<20%
Estimated greenhouse abatement (kgCO ₂ e p/a)	60,000



Kalamunda Library

As part of the Shire of Kalamunda’s commitment to the Perth Solar City Program the Shire installed a 2 kW grid connected solar PV system at the Kalamunda Library. The 2.16 kW system is estimated to offset approximately 3,386kg of greenhouse gas emissions each year, with an annual cost saving of approximately \$1,066.

In addition to the PV system, the Shire has also installed Solatubes throughout the library facility to disperse natural light through the high traffic areas of the library. Four inefficient 400W metal halide Hi-Bay lights have also been upgraded to energy efficient 100W LED lights. With a reduction in internal lighting required it is anticipated approximately 1,161kg of greenhouse gas emissions will be offset each year, with an annual cost saving of approximately \$3,157.

The inside of the Library features an interpretive display, giving details of energy generation readouts, financial savings and greenhouse abatement.

	Solar PV System	Solatube	LED Lights
Kalamunda Library	Installed – April 2011	Installed –December 2011	Installed – December 2011
Type	Monocrystalline	750DS + 290DS	100W Hi-Bay
Tilt	To roof angle	NA	NA
Orientation	North	NA	NA
Total Capacity (kW)	2.16	NA	0.1
Estimated annual output (MWh p/a)	3.48	1.64	3.50
Cost of the proponents (ex GST)	\$12,950	\$13,192	\$3,003
Total area covered by the installation (m2)	15.5	NA	NA
Number of panels	12	7 units	4 units
Number of inverters	1	NA	NA
Estimated financial savings p/a *	\$1,066	\$502	\$2,655
Estimated greenhouse abatement (kgCO ₂ e p/a) ^	3,386	1,490	9,671

* Based on R1 tariff (30.62c) – April 2013, 37.48c peak, 8.16c off peak

^ Based on emission co-efficient of 0.92kg/CO₂-e per kWh – National Greenhouse Account Factor – July 2012

Shire of Mundaring



Administration Building

As part of the Shire of Mundaring's commitment to the Perth Solar City Program, the Shire originally installed a 16kW grid connected solar PV system to the roof of the Shire's Administration building. After its installation the Shire increased the size of the system to total 22.61kW.

The 22.61kW system is estimated to offset approximately 34,003kg of greenhouse gas emissions each year.

Inside of the administration building features an interpretive display giving details of energy generation read outs, financial savings and greenhouse abatement.

Administration Building	Installed – June 2010
Type	Monocrystalline
Tilt	23
Orientation	North
Total Capacity (kW)	22.61
Estimated annual output (MWh p/a)	36.96
Cost of the proponents (ex GST)	\$95,093
Total area covered by the installation (m2)	152
Number of panels	119
Number of inverters	4
Estimated financial savings p/a *	\$11,317
Estimated greenhouse abatement (kgCO ₂ e p/a) ^	34,003

* Based on R1 tariff (30.62c) – April 2013

^ Based on emission co-efficient of 0.92kg/CO₂-e per kWh – National Greenhouse Account Factor – July 2012



Swan View Youth Centre

As part of the Shire of Mundaring's commitment to the Perth Solar City Program the Shire installed a 5kW grid connected solar PV system at the new Swan View Youth Centre. The 5kW system is estimated to offset approximately 8,078kg of greenhouse gas emissions each year.

The Swan View Youth Centre has only recently been constructed and it is estimated that the facility will generate 25,000 visitors per annum. This new centre is location within the existing Brown Park Recreation grounds which includes the Brown Park Community Centre, the Bruce Douglas Pavilion, two ovals, skate park and a number of tennis courts.

The inside of the Centre features an interpretive display, giving details of energy generation read-outs, financial savings and greenhouse abatement.

Swan View Youth Centre	Installed – August 2011
Type	Polycrystalline
Tilt	25
Orientation	North
Total Capacity (kW)	5
Estimated annual output (MWh p/a)	8.78
Cost of the proponents (ex GST)	\$28,433
Total area covered by the installation (m2)	39.3
Number of panels	24
Number of inverters	1
Estimated financial savings p/a *	\$2,688
Estimated greenhouse abatement (kgCO ₂ e p/a) ^	8,078

* Based on R1 tariff (30.62c) – April 2013

^ Based on emission co-efficient of 0.92kg/CO₂-e per kWh – National Greenhouse Account Factor – July 2012

City of Swan



Midland and Ellenbrook Libraries

Within the City of Swan's Strategic Plan (2008-2012), the City recognised it has an important role to play in assisting households and businesses in reducing energy consumption and the production of greenhouse gases.

To address this objective, the City of Swan has installed a 1kW grid connected solar PV system on the roof of the Midland Public Library and a 2kW grid connected solar PV system on the roof of the Ellenbrook Community Library.

The 1kW system is estimated to offset approximately 1,684kg of carbon dioxide equivalent each year, and an annual cost saving of approximately \$560. The 2kW system is estimated to offset approximately 3,358kg of greenhouse gas emissions each year, and an annual cost saving of approximately \$1,118.

Libraries	Midland Library Installed – June 2010	Ellenbrook Library Installed – June 2010
Type	Monocrystalline	Monocrystalline
Tilt	23	23
Orientation	North	North-North East
Total Capacity (kW)	1	2
Estimated annual output (MWh p/a)	1.83	3.65
Cost of the proponents (ex GST)	\$6,000	\$11,000
Total area covered by the installation (m2)	9	18
Number of panels	6	12
Number of inverters	1	1
Estimated financial savings p/a *	\$560	\$1,118
Estimated greenhouse abatement (kgCO2e p/a) ^	1,684	3,358

* Based on R1 tariff (30.62c) – April 2013

^ Based on emission co-efficient of 0.92kg/CO2-e per kWh – National Greenhouse Account Factor – July 2012



Altone Park

The City of Swan has an important role in assisting households and businesses to reduce energy consumption and the production of greenhouse gases. This commitment is detailed in the City's Sustainable Environment Policy.

With this commitment in mind and with energy prices on the rise, the City installed a 10kW solar PV system at the Altone Park Leisure Centre as a part of the Perth Solar City program. This facility is owned and operated by the City and attracts over 300,000 visitors per annum.

On average, the annual electricity usage at this site is 93,139 kWh per annum, costing the City approximately \$10,185 p.a. and generating significant amounts of greenhouse gas emissions each year.

The 10kW solar PV system is estimated to offset approximately 16,790 kg of greenhouse gas emissions each year, and an annual cost saving of approximately \$5,588.

The main foyer area within the Centre features an interpretive display giving a visual display of energy generated read outs, financial savings and greenhouse abatement. The City will also seek to actively engage the local community through the demonstration PV system.

In addition to the installation of solar panels, the City has also undertaken an energy assessment of the Altone Park site and installed a wide range of energy efficiency measures on site including:

- Installation of variable speed motors on pool pumps;
- Installation of pool blankets;
- Installation of solar hot water heating;
- Further development of the energy monitoring system on site.

Altone Park Leisure Centre	Installed – June 2010
Type	Monocrystalline
Tilt	23
Orientation	North
Total Capacity (kW)	10
Estimated annual output (MWh p/a)	18.25
Cost of the proponents (ex GST)	\$90,000 (including other sustainability initiatives)
Total area covered by the installation (m2)	100
Number of panels	46
Number of inverters	2
Estimated financial savings p/a *	\$5,588
Estimated greenhouse abatement (kgCO₂e p/a) ^	16,790

* Based on R1 tariff (30.62c) – April 2013

^ Based on emission co-efficient of 0.92kg/CO₂-e per kWh – National Greenhouse Account Factor – July 2012

Eastern Metropolitan Regional Council (EMRC)



Administration Centre

As part of its commitment to the Perth Solar City Program, EMRC installed a 9kW roof mounted system located at the EMRC's Ascot Administration Building and is estimated to offset approximately 13,791kg of greenhouse emissions.

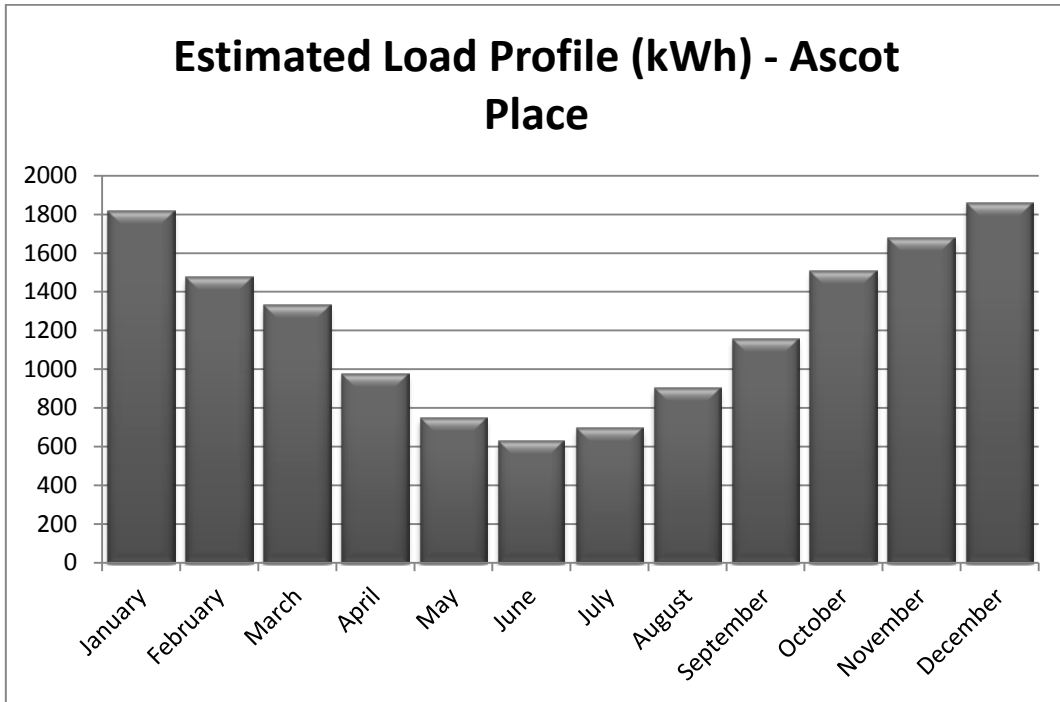
A visual display and laptop provide long term backup, retrieval and display of key system data. Data is transmitted from the inverters to EMRC reception area where the visual display and laptop are located. This information is visible to staff, stakeholders and customers as they pass through the reception area. Information delivered not only includes the systems energy generation and greenhouse gas abatement but also an overview of member Council's demonstration projects and other products and services that EMRC's Environmental Services team provide to the region.

Administration	Installed – March 2011
Type	Monocrystalline
Tilt	Flat on roof
Total Capacity (kW)	9.12
Estimated annual output (MWh p/a)	14.99
Actual annual output (MWh p/a)	13.91
Cost of the proponents (ex GST)	\$55,675
Total area covered by the installation (m2)	61.3
Number of panels	48
Number of inverters	2
Estimated financial savings p/a *	\$4,590
Actual financial savings p/a *	\$4,258
Estimated greenhouse abatement (kgCO₂e p/a) ^	13,791
Actual greenhouse abatement (kgCO₂e p/a) ^	12,515

* Based on R1 tariff (30.62c) – April 2013

^ Based on emission co-efficient of 0.92kg/CO₂-e per kWh – National Greenhouse Account Factor – July 2012

The graph below shows the estimated load profile of the Ascot Place 9kW PV system. As we would expect the profile shows a decline in winter as the hours of daylight reduce.



Red Hill Waste Management Facility

EMRC additionally installed a 9kW tracking solar PV system at the Red Hill Waste Management Facility.

The tracking PV system at Red Hill operates on a timer mechanism that pivots the mounted panels from east to west over the course of the day, with the aim being to track the sun’s path through the sky at its most optimal angle, thus maximising the energy potential of the system. The system moves back to the east facing position at the end of the day, ready to start the next day’s course.

By allowing the system to track, the efficiency level of the system is increased. The system is estimated to save just over 19,302kg of greenhouse gas emissions making the tracking feature of the

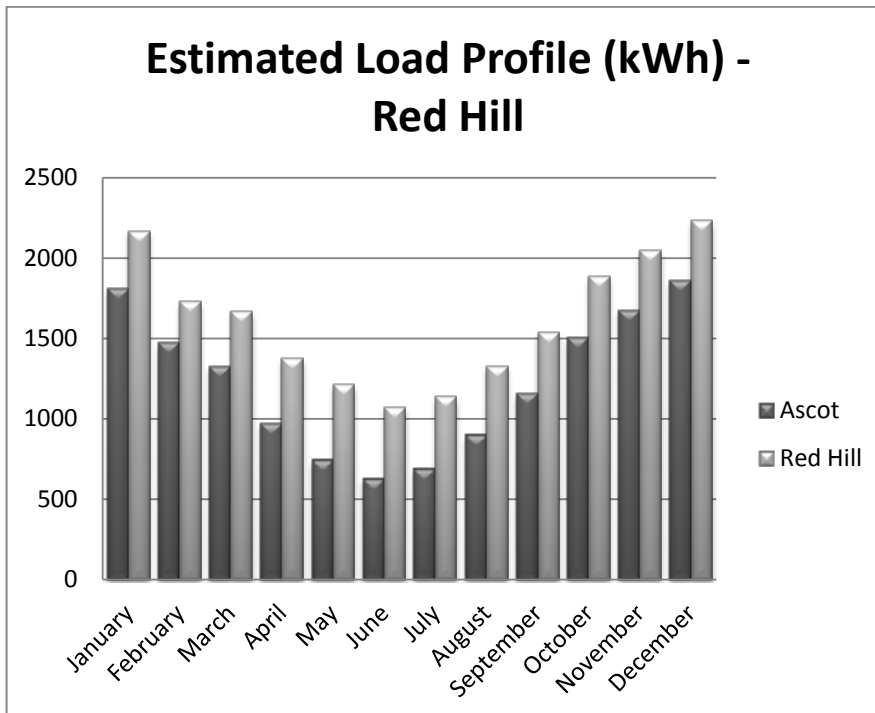
Red Hill system approximately 23% more efficient than a standard roof mounted system that is located at EMRC's Ascot Place Administration Building.

Red Hill	Installed – April 2011
Type	Monocrystalline
Tilt	Tracking
Orientation	Tracking
Total Capacity (kW)	9.12
Estimated annual output (MWh p/a)	20.98
Actual annual output (MWh p/a)	14
Cost of the proponents (ex GST)	\$79,898
Total area covered by the installation (m ²)	61.3
Number of panels	48
Number of inverters	3
Estimated financial savings p/a *	\$6,424
Actual financial savings p/a *	\$4,287
Estimated greenhouse abatement (kgCO ₂ e p/a) ^	19,302
Actual greenhouse abatement (kgCO ₂ e p/a) ^	12,614

* Based on R1 tariff (30.62c) – April 2013

^ Based on emission co-efficient of 0.92kg/CO₂-e per kWh – National Greenhouse Account Factor – July 2012

The graph below shows the estimated load profile of the Red Hill 9kW tracking system in comparison with the 9kW mounted system at Ascot Place. The graph shows the additional efficiency of the system due to the tracking mechanism.





Hazelmere

As part of the it's commitment to the Perth Solar City Program, EMRC installed a 4.38kW PV system at the Hazelmere Recycling Centre.

The system includes six 255W monocrystalline modules (black = 1.53kW), six 235W polycrystalline modules (Blue = 1.41kW) and sixteen 90W thin film modules (Small Black – 1.44kW) on a ground mounted support.

As the systems generate electricity EMRC will be able to compare and contrast the productivity of the three systems.

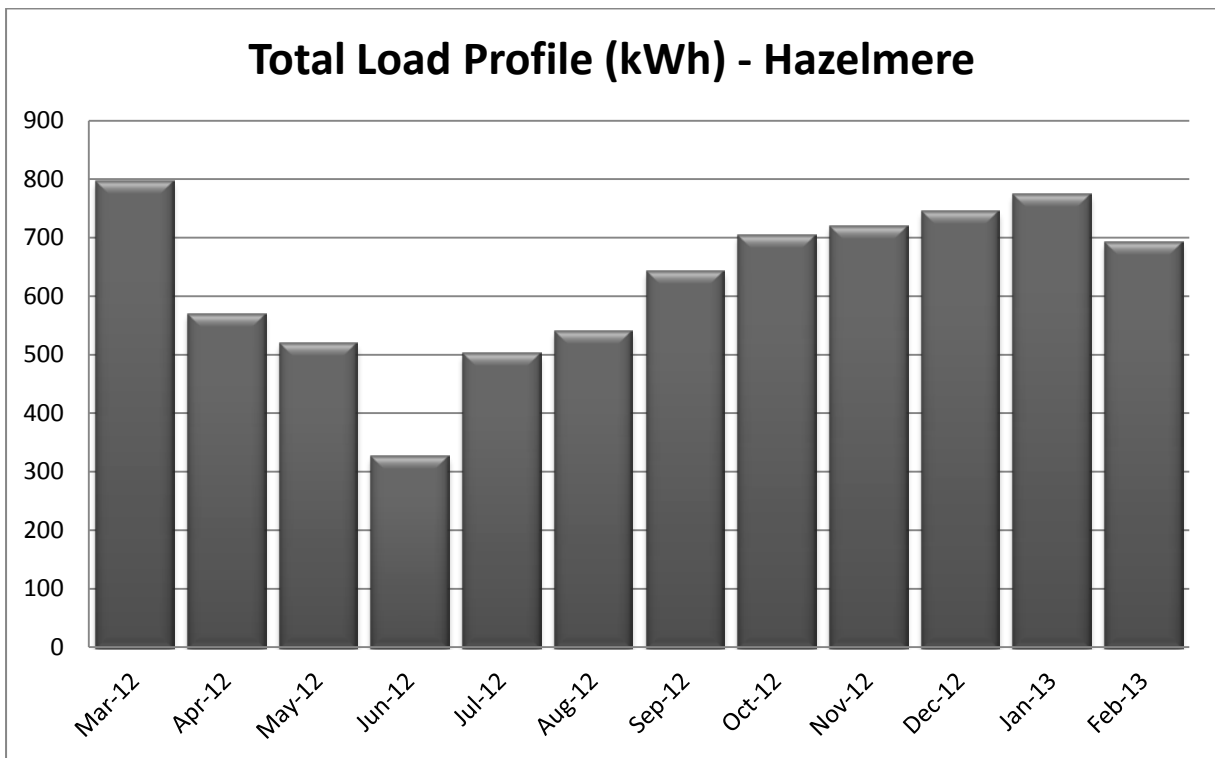
Hazelmere			Installed – February 2012
Type	Monocrystalline	Polycrystalline	Thin Film
Tilt	45	45	45
Orientation	North	North	North
Total Capacity (kW)	1.53	1.41	1.44
Estimated annual output (MWh p/a)	2.65	2.45	2.50
Actual annual output (MWh p/a)	2.56	2.43	2.50
Estimated total annual output(MWh p/a)	7.60	-	-
Actual total annual output(MWh p/a)	7.53	-	-
Cost of the proponents (ex GST)	\$29,768	-	-
Total area covered by the installation (m2)	40	-	-
Number of panels	6	6	16
Number of inverters	1	1	1
Estimated financial savings p/a *	\$811	\$750	\$766
Actual financial savings p/a *	\$784	\$744	\$766
Total Estimated financial savings p/a *	\$2,327	-	-

Total Actual financial savings p/a *	\$2,306	-	-
Estimated greenhouse abatement (kgCO₂e p/a) ^	2,438	2,254	2,300
Actual greenhouse abatement (kgCO₂e p/a) ^	2,355	2,236	2,300
Estimated greenhouse abatement (kgCO₂e p/a) ^	6,992	-	-
Actual greenhouse abatement (kgCO₂e p/a) ^	6,928	-	-

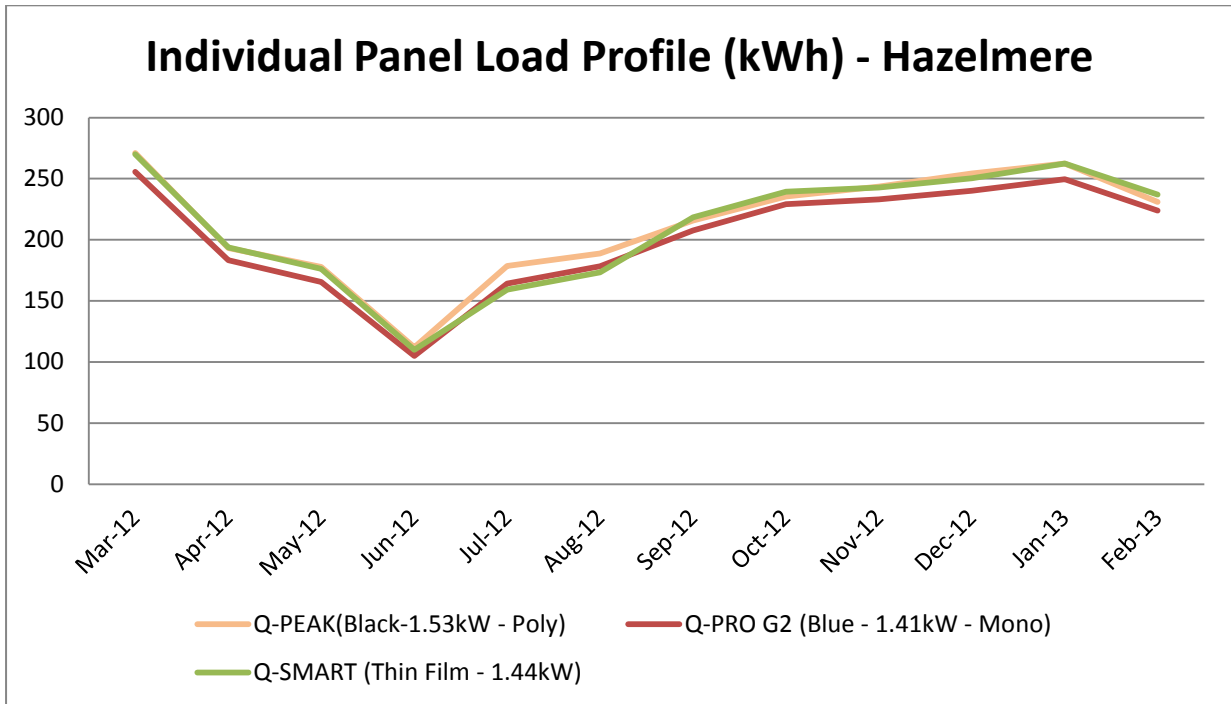
* Based on R1 tariff (30.62c) – April 2013

^ Based on emission co-efficient of 0.92kg/CO₂-e per kWh – National Greenhouse Account Factor – July 2012

The graph below shows the actual load profile of the Hazelmere system over a one year period.

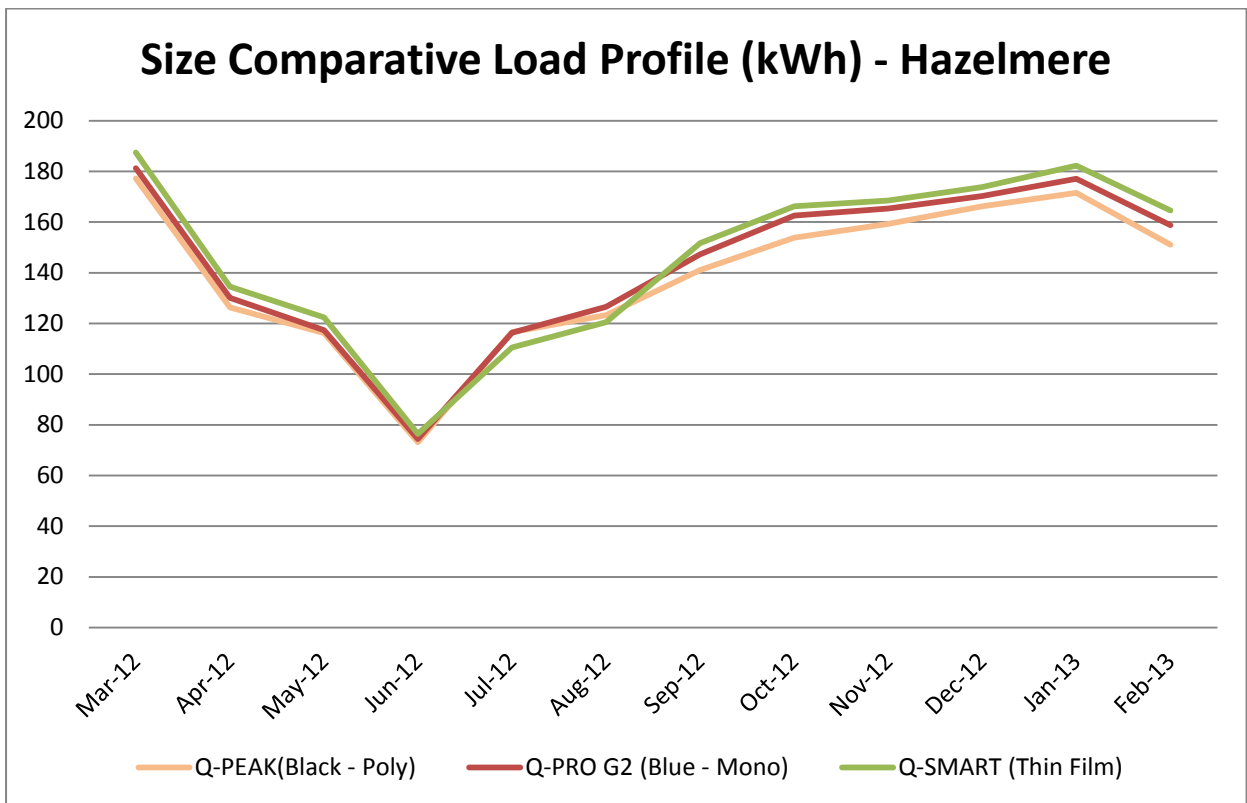


The graph below shows the individual panels load profile for the same period. From this table we would indicate that the Polycrystalline and Thin film are outperforming the monocrystalline panels.

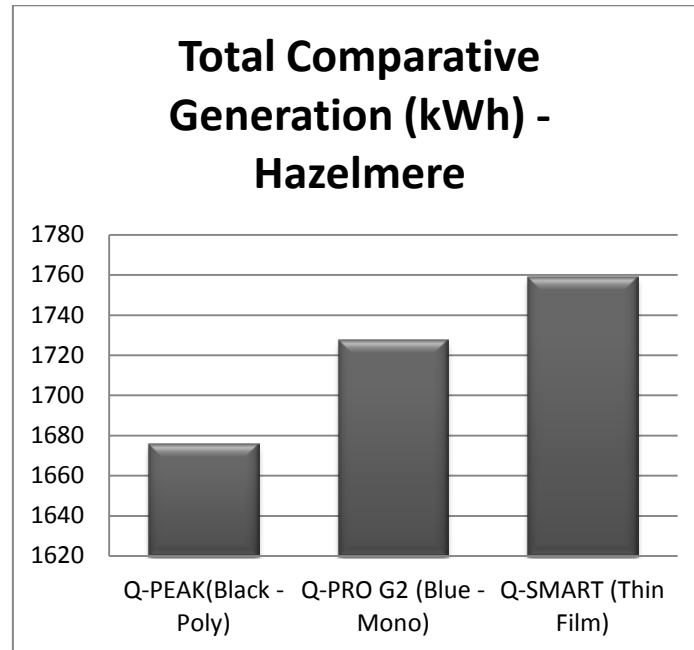


Due to the fact that the panel size of each individual system is different (due to panel wattage for each type of panel). As a result the data was manipulated to reflect a comparative state at a 1:1 ratio.

The graph below demonstrates that the Thin Film that is outperforming the other two systems.



The below graph indicates the comparative total of the systems clearly indicating that the Thin Film is currently outperforming the Monocrystalline and Polycrystalline.



Research tends to favour monocrystalline panels over the other two panels as the preferred product for the below reasons.

Monocrystalline

- Uses a single crystal – looks more appealing;
- Purity of the silicon is higher due to the use of a single crystal;
- Tend to have the highest efficiency and a larger temperature performance range (performs in both hot and cooler temperatures).

Polycrystalline

- Is made up of many crystals (fractured look);
- The cost of the system is cheaper;
- Lower efficiency rating;
- Performs better at lower temperatures – not good in high temperatures.

Thin Film

- Performs better in high temperatures and shading;
- Requires more space due to the fact that the panels are smaller in wattage;
- They have a faster degradation rate and as a result their life is generally much shorter.

(Information taken from www.energyinformative.org)

Cost Breakdown



The estimated cost breakdown based on the October 2010 Consortium Agreement were as follows. The actual cash and in-kind hour contributions may have altered upon project completion and as a result be higher than those shown below.

		DCCEE Grant Funding Available	Estimated Cash Contribution	Estimated In-kind	Total
Bassendean	Bassendean Memorial Library	\$24,000.00	\$10,351.00	\$9,676.00	\$44,027.00
	Ashfield Reserve	\$34,000.00	\$40,000.00	\$11,676.00	\$85,676.00
Bayswater	The RISE	\$72,240.00	\$62,000.00	\$19,352.00	\$153,592.00
Belmont	Ruth Faulkner Library	\$19,783.00	\$13,000.00	\$9,676.00	\$42,459.00
	Oasis Leisure Centre	\$87,217.00	\$88,680.00	\$9,676.00	\$185,573.00
Kalamunda	Public Library	\$20,125.00	\$7,000.00	\$9,676.00	\$36,801.00
	Administration	\$36,414.00	\$50,000.00	\$9,676.00	\$96,090.00
Mundaring	Administration	\$42,500.00	\$60,000.00	\$9,676.00	\$112,176.00
	Swan View Youth Centre	\$24,240.00	\$10,000.00	\$9,676.00	\$43,916.00
Swan	Ellenbrook and Midland Library	\$27,610.00	\$10,000.00	\$9,676.00	\$47,286.00
	Altone Park	\$67,305.00	\$75,305.00	\$32,103.00	\$174,713.00
EMRC	Administration + Red Hill + Hazelmere	\$72,500.00	\$87,679.00	\$0.00	\$160,179.00
	Sustainable Communities	\$19,173.76	\$0.00	\$0.00	\$19,173.76
Living Smart	Delivery	\$1,080,000.00	\$0.00	\$1,936,712.00	\$3,016,712.00
	Total	\$1,627,107.76	\$514,015.00	\$2,077,251.00	\$4,218,373.76

The figures are based on the October 2010 Consortium Agreement

Lessons and Learning's



There are a number of lessons and learning's that can be taken from this program that can be applied to future projects. A list of common and reoccurring lessons and learning's are detailed below.

Activity	Barrier or Benefit Observed	Learning or Outcome Achieved
Tendering Process – request for quote (RFQ)	<p>Barrier:</p> <ul style="list-style-type: none"> Lack of interest by suppliers to request for quotes Suppliers advised that this is due to the onerous processes of local government. <p>Benefit:</p> <ul style="list-style-type: none"> Advertising tenders has achieved a greater response than requesting quotes from potential suppliers 	<p>Learning</p> <ul style="list-style-type: none"> Talking to potential suppliers and explaining project requirements prior to issues tenders or RFQ's may help with engaging contractors and eliciting interest in submitting tenders Simplification of local government procurement practises would assist with generating interest from suppliers Advertising tenders appears to be a more successful way of generating interest
Changes in product costs	<p>Barrier:</p> <ul style="list-style-type: none"> Required to amend original scope of project plans to meet the changes in relation to product costing <p>Benefit:</p> <ul style="list-style-type: none"> Majority of cases the cost of products (especially PV systems) reduced quite significantly over the course of the program resulting in many of the projects scope becoming larger 	<p>Outcomes:</p> <ul style="list-style-type: none"> The increase in size of PV systems has resulted in projects with considerable potential for energy efficiency and community engagement <p>Learning:</p> <ul style="list-style-type: none"> Having the flexibility to take advantage of downward movement in prices has proven to be beneficial
Incorrect or inefficient information when developing project proposal	<p>Barrier:</p> <ul style="list-style-type: none"> Contractors not supplied with sufficient information at the time of the development of project proposal to enable accurate quote to be made 	<p>Outcomes:</p> <ul style="list-style-type: none"> Adversely affects the implementation of the project resulting in the allocation of additional Council funds, recalling of tenders and delays in the delivery of the projects <p>Learning:</p> <ul style="list-style-type: none"> Contractors should be provided with sufficient information to enable accurate cost estimates to be made at the time project proposals are developed. Additionally the scope of the project and its deliverables should be well thought through to ensure the contractor understands what to quote and deliver.
Community Group Engagement	<p>Benefit:</p> <ul style="list-style-type: none"> Direct contact with community groups proved to be effective. 	<p>Outcomes:</p> <ul style="list-style-type: none"> Eco-coaches and EMRC staff attended community group meetings to promote aspects of Perth Solar City, which proved to be an effective means of gaining support <p>Learning:</p> <ul style="list-style-type: none"> Approaching community groups directly, rather than by broad-reach marketing is an effective means of generating interest.

<p>Data Collection – Collecting Data</p>	<p>Barrier:</p> <ul style="list-style-type: none"> Collecting required information from member Council representatives on progress and quarterly data with demonstration projects presented a challenge for the Project Coordinator. 	<p>Outcomes:</p> <ul style="list-style-type: none"> A large amount of time is spent in making contact by phone, email and in person to chase up information. While tools have been developed to enable member Council to report on progress and data, some representatives were not providing this information. Additionally each demonstration project has different data capturing software which makes it hard for the Project Coordinator to learn and assist each individual site when issues arise, making data capture a much harder task. <p>Learning:</p> <ul style="list-style-type: none"> An incentive-based method may assist as a way on encouraging continued completion of required information and data. During the scoping of the projects, each individual site should have included the same data capturing software to allow for easier capture and manipulation of data.
<p>Under-estimation of project implementation timeframes</p>	<p>Barrier:</p> <ul style="list-style-type: none"> A number of member Councils expressed problems implementing demonstration projects within agreed timeframes due to commencing the procurement process with inadequate allowance for project over-runs. Member Councils underestimated the amount of time taken up by LGA procurement processes 	<p>Outcomes:</p> <ul style="list-style-type: none"> A number of demonstration projects failed to be implemented within the originally agreed timeframes. <p>Learning:</p> <ul style="list-style-type: none"> Member Councils need to make sure that allowances are made for their own LGA procurement processes and their effect on achieving project milestones.
<p>Uncertainty in relation to ownership of renewable energy credits (REC's)</p>	<p>Barrier:</p> <ul style="list-style-type: none"> There was uncertainty in relation to what member Councils should have done with their REC's. 	<p>Outcomes:</p> <ul style="list-style-type: none"> Commissioning of the system was delayed as a result of negotiation between councils and contractors in relation to the ownership of REC's. <p>Learning:</p> <ul style="list-style-type: none"> Local government and other organisations would benefit from incorporating the ownership of REC's into their tender or contract documentation when negotiating contracts with suppliers.
<p>Structural issues in relation to installation</p>	<p>Barrier:</p> <ul style="list-style-type: none"> Structural integrity of buildings not assessed before developing project plans. 	<p>Outcomes:</p> <ul style="list-style-type: none"> A few sites were required to either amend their original proposal or pay for additional works on their buildings in relation to unforeseen structural issues. <p>Learning:</p> <ul style="list-style-type: none"> Structural integrity of the building should be assessed during the scoping and development of a project plan.
<p>High turnover of staff</p>	<p>Barrier:</p> <ul style="list-style-type: none"> There is a high turnover of staff within local government (and to an extent contractors). 	<p>Outcomes:</p> <ul style="list-style-type: none"> Ineffective transfer of information due to staff turn-over, delay in outputs and reporting. <p>Learning:</p> <ul style="list-style-type: none"> Adequate record keeping, handover notes and keeping a number of different people within the organisation up to date on the projects progress would have assisted with a smoother

	<p>transitional period.</p> <ul style="list-style-type: none">• An idea may be the formation of a Reference Team within each member Council (or project) that is updated quarterly and involved in the projects development and delivery at a more finer detail. The resignation of one or two key players within a project group significantly reduces the corporate knowledge that is with held and passed on to the next person.
<p>Continued motivation and engagement</p>	<p>Barrier:</p> <ul style="list-style-type: none">• Lack of motivation and reduced ability to engage with staff and community once the key elements of the program have been completed. <p>Outcomes:</p> <ul style="list-style-type: none">• Review and development of a new Community Information and Engagement Plan each year.• Development and implementation of the Information Kit. <p>Learning:</p> <ul style="list-style-type: none">• In a program such as this one, once the bulk of the program is completed the ability to keep staff and community motivated and engaged becomes much harder. As a result planning for this at the beginning of the program is required to make sure that there is enough excitement and engagement to last until the completion of the project.

Where to now?

The Solar Cities programme was developed with directions set by the Ministerial Council on Energy (comprising Commonwealth, State and Territory Ministers responsible for energy) and will inform future greenhouse and energy market policy.

A number of the lessons and learning's that have been communicated to the Australian Government through the seven Solar Cities have already been utilised to help with the design and development of the Clean Energy Future Grant Programs.

The EMRC will continue to lead the way and work on energy efficiency and climate change adaptation programs with its member Councils.

In late 2012 the EMRC was announced as a successful recipient of more than \$647,000 in funding from the Australian Government's Community Energy Efficiency Program (CEEP). The \$1.3 million regional project titled 'Re-energising Perth's Eastern Region' acknowledges the collaborative efforts of EMRC, Town of Bassendean, City of Bayswater and Shire of Mundaring. Four community facilities in Perth's Eastern Region will undertake energy efficiency upgrades under the program.

EMRC will work with the three Member Councils to implement upgrades of street lighting, pool pump efficiency, internal lighting, air conditioning and solar pool water heating. These upgrades will help Member Councils to improve their energy efficiency and ease the increasing costs of operating these facilities. The projects will also promote energy efficiency to households and communities across Perth's Eastern Region and beyond and will provide an excellent showcase for a more widespread adoption of these efficiency technologies in the broader community.

The annual reduction in energy usage for this project is estimated at 1.22 million kilowatt hours, which equates to a reduction in greenhouse gas emissions of 767 tonnes of CO₂-e or the equivalent of the annual consumption of 196 average Perth households.

This activity is receiving funding from the Department of Resources, Energy and Tourism as part of the Community Energy Efficiency Program.



15 REPORTS OF COMMITTEES

15.1 CHIEF EXECUTIVE OFFICER PERFORMANCE REVIEW COMMITTEE MEETING HELD 25 JULY 2013

(REFER TO MINUTES OF COMMITTEE – MAUVE PAGES)

REFERENCE: COMMITTEES-15788

The minutes of the Chief Executive Officer Performance Review Committee meeting held on **25 July 2013** accompany and form part of this agenda – (refer to mauve section of 'Minutes of Committees' for Council accompanying this Agenda).

QUESTIONS

The Chairman invited general questions from members on the report of the Chief Executive Officer Performance Review Committee. Any questions relating to the confidential reports will be dealt with under sections 19.1 and 19.2 of the agenda "Confidential Items."

RECOMMENDATION(S)

That Council notes the minutes of the Chief Executive Officer Performance Review Committee meeting held 25 July 2013.

COUNCIL RESOLUTION(S)

MOVED CR PULE

SECONDED CR POWELL

THAT COUNCIL NOTES THE MINUTES OF THE CHIEF EXECUTIVE OFFICER PERFORMANCE REVIEW COMMITTEE MEETING HELD 25 JULY 2013.

CARRIED UNANIMOUSLY

CHIEF EXECUTIVE OFFICER PERFORMANCE REVIEW COMMITTEE (CEOPRC)**MINUTES****25 July 2013****(Ref: COMMITTEES-15788)**

A meeting of the Chief Executive Officer Performance Review Committee was held at the EMRC Administration Office, 1st Floor, 226 Great Eastern Highway, BELMONT WA 6104 on **25 July 2013**. The meeting commenced at **6:00pm**.

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1 DECLARATION OF OPENING AND ANNOUNCEMENT OF VISITORS

The Chairman opened the meeting at 6:00pm.

2 ATTENDANCE, APOLOGIES AND LEAVE OF ABSENCE PREVIOUSLY APPROVED

Committee Members

Cr Gerry Pule (Chairman)	EMRC Member	Town of Bassendean
Cr Janet Powell (Deputy Chairman)	EMRC Member	City of Belmont
Cr Graham Pittaway OAM	EMRC Member	City of Bayswater
Cr Bob Emery	EMRC Member	Shire of Kalamunda
Cr Alan Pilgrim	EMRC Member	Shire of Mundaring
Cr David Färdig	EMRC Member	City of Swan

Visitor

Mr John Phillips Workplace Solutions, WALGA

EMRC Officers

Mr Peter Schneider Chief Executive Officer
Mrs Prapti Mehta Manager Human Resources

3 DISCLOSURE OF INTERESTS

At the invitation of the Chairman, the Chief Executive Officer advised the following disclosures of interest.

3.1 PRAPTI MEHTA – MANAGER HUMAN RESOURCES – INTERESTS AFFECTING IMPARTIALITY:

Item: 13.1
Subject: Confidential Item 13.1 - Performance Review, Salary Review and Objective Setting for 2013/2014
Nature of Interest: Disclosure of Interests Affecting Impartiality, EMRC Code of Conduct 1.3(a). Reporting relationship to the CEO

Item: 13.2
Subject: Confidential Item 13.2 - Chief Executive Officer - Contract Renewal
Nature of Interest: Disclosure of Interests Affecting Impartiality, EMRC Code of Conduct 1.3(a). Reporting relationship to the CEO

3.2 PETER SCHNEIDER – CHIEF EXECUTIVE OFFICER – INTERESTS AFFECTING IMPARTIALITY:

Item: 13.1
Subject: Confidential Item 13.1 - Performance Review, Salary Review and Objective Setting for 2013/2014
Nature of Interest: Disclosure of Interests Affecting Impartiality, EMRC Code of Conduct 1.3(a). Subject matter of the Report directly relates to the Chief Executive Officer

Item: 13.2
Subject: Confidential Item 13.2 - Chief Executive Officer - Contract Renewal
Nature of Interest: Disclosure of Interests Affecting Impartiality, EMRC Code of Conduct 1.3(a). Subject matter of the Report directly relates to the Chief Executive Officer



3.3 PETER SCHNEIDER – CHIEF EXECUTIVE OFFICER – FINANCIAL INTEREST:

Item: 13.1
Subject: Confidential Item 13.1 - Performance Review, Salary Review and Objective Setting for 2013/2014
Nature of Interest: Disclosure of Financial Interest Local Government Act 1995 Sections 5.60B, 5.65, 5.70 and 5.71.
Subject matter of the Report directly relates to the Chief Executive Officer

Item: 13.2
Subject: Confidential Item 13.2 - Chief Executive Officer - Contract Renewal
Nature of Interest: Disclosure of Financial Interest Local Government Act 1995 Sections 5.60B, 5.65, 5.70 and 5.71.
Subject matter of the Report directly relates to the Chief Executive Officer

4 ANNOUNCEMENT BY THE CHAIRMAN OR PERSON PRESIDING WITHOUT DISCUSSION

Nil

5 CONFIRMATION OF MINUTES OF PREVIOUS MEETINGS

5.1 MINUTES OF THE CEOPRC MEETING HELD 30 MAY 2013

That the minutes of the Chief Executive Officer Performance Review Committee meeting held on 30 May 2013 which have been distributed, be confirmed.

CEOPRC RESOLUTION(S)

MOVED CR EMERY

SECONDED CR POWELL

THAT THE MINUTES OF THE CHIEF EXECUTIVE OFFICER PERFORMANCE REVIEW COMMITTEE MEETING HELD ON 30 MAY 2013 WHICH HAVE BEEN DISTRIBUTED, BE CONFIRMED.

CARRIED UNANIMOUSLY

6 PRESENTATIONS

Nil

7 QUESTIONS BY MEMBERS OF WHICH DUE NOTICE HAS BEEN GIVEN

Nil

8 QUESTIONS WITHOUT NOTICE

Nil



9 ANNOUNCEMENT OF CONFIDENTIAL MATTERS FOR WHICH THE MEETING MAY BE CLOSED TO THE PUBLIC

NOTE: Section 5.23(2) of the Local Government Act 1995, details a number of matters upon which Council may discuss and make decisions without members of the public being present. These matters include: matters affecting employees; personal affairs of any person; contractual matters; legal advice; commercial-in-confidence matters; security matters; among others.

The following report items are covered in section 13 of this agenda.

9.1 CHIEF EXECUTIVE OFFICER – PERFORMANCE REVIEW, SALARY REVIEW AND OBJECTIVE SETTING FOR 2013/2014

9.2 CHIEF EXECUTIVE OFFICER – CONTRACT RENEWAL

10 BUSINESS NOT DEALT WITH FROM A PREVIOUS MEETING

Nil

11 REPORTS OF OFFICERS

Nil

12 REPORTS OF DELEGATES

Nil

13 CONFIDENTIAL MATTERS FOR WHICH THE MEETING MAY BE CLOSED TO THE PUBLIC

RECOMMENDATION (Closing meeting to the public)

That the meeting be closed to members of the public in accordance with Section 5.23 (2) (a), (b), (c) and (e) of the Local Government Act for the purpose of dealing with matters of a confidential nature.

CEOPRC RESOLUTION(S)

MOVED CR EMERY

SECONDED CR POWELL

THAT THE MEETING BE CLOSED TO MEMBERS OF THE PUBLIC IN ACCORDANCE WITH SECTION 5.23 (2) (A), (B), (C) AND (E) OF THE LOCAL GOVERNMENT ACT FOR THE PURPOSE OF DEALING WITH MATTERS OF A CONFIDENTIAL NATURE.

CARRIED UNANIMOUSLY

The meeting was closed to the public at 6:05pm.



13.1 CHIEF EXECUTIVE OFFICER – PERFORMANCE REVIEW, SALARY REVIEW AND OBJECTIVE SETTING FOR 2013/2014

REFERENCE: COMMITTEES-15786

This item is recommended to be confidential because it contains matters affecting an employee and is to be treated as confidential in accordance with EMRC Policy 4.1 – Chief Executive Officer Appointment, Performance Assessment and Review Policy.

The Committee considered the Confidential item circulated with the Agenda under Separate Cover.

The Chief Executive Officer departed the meeting at 6:10pm.

13.2 CHIEF EXECUTIVE OFFICER – CONTRACT RENEWAL

REFERENCE: COMMITTEES-15787

This item is recommended to be confidential because it contains matters affecting an employee and is to be treated as confidential in accordance with EMRC Policy 4.1 – Chief Executive Officer Appointment, Performance Assessment and Review Policy.

The Committee considered the Confidential item circulated with the Agenda under Separate Cover.

At the invitation of the Committee, the Chief Executive Officer re-entered the meeting room at 6:25pm.

The Manager Human Resources departed the meeting at 6:35pm.

The Chief Executive Officer departed the meeting at 7:17pm.

Cr Pilgrim departed the meeting at 7:17pm.

Cr Pilgrim and the Manager Human Resources re-entered the meeting room at 7:20pm.

RECOMMENDATION [Meeting re-opened to the public]

That the meeting be re-opened, the members of the public be invited to return to the meeting and the recommendations passed behind closed doors be recorded.

CEOPRC RESOLUTION(S)

MOVED CR PILGRIM

SECONDED CR EMERY

THAT THE MEETING BE RE-OPENED, THE MEMBERS OF THE PUBLIC BE INVITED TO RETURN TO THE MEETING AND THE RECOMMENDATIONS PASSED BEHIND CLOSED DOORS BE RECORDED.

CARRIED UNANIMOUSLY

The meeting was re-opened to the public at 8:00pm.



Recording of the recommendations passed behind closed doors, namely:

13.1 CHIEF EXECUTIVE OFFICER – PERFORMANCE REVIEW, SALARY REVIEW AND OBJECTIVE SETTING FOR 2013/2014

REFERENCE: COMMITTEES-15786

CEOPRC RESOLUTION(S)

MOVED CR FÄRDIG

SECONDED CR PITTAWAY

THAT:

1. THE CHIEF EXECUTIVE OFFICER'S PERFORMANCE REVIEW COMMITTEE ASSESSES THE CHIEF EXECUTIVE OFFICER'S PERFORMANCE FOR THE PERIOD 1 JULY 2012 TO 30 JUNE 2013, WITH THE VIEW OF PROVIDING AN OVERALL SCORE AND RATING.
2. THE CHIEF EXECUTIVE OFFICER'S PERFORMANCE REVIEW COMMITTEE DETERMINES THE PERFORMANCE CRITERIA TO BE INCLUDED IN THE CHIEF EXECUTIVE OFFICER'S MEMORANDUM OF UNDERSTANDING FOR 2013/2014.
3. THE CHIEF EXECUTIVE OFFICER'S PERFORMANCE REVIEW COMMITTEE UNDERTAKES A REVIEW OF THE CHIEF EXECUTIVE OFFICER'S REMUNERATION IN ACCORDANCE WITH RELEVANT PROVISIONS OF THE CHIEF EXECUTIVE OFFICER'S CONTRACT OF EMPLOYMENT, AND DETERMINES AN INCREASE TO THE CHIEF EXECUTIVE OFFICER'S TOTAL REMUNERATION PACKAGE, EFFECTIVE FROM 1 JULY 2013.

CARRIED UNANIMOUSLY

CEOPRC RECOMMENDATION

MOVED CR FÄRDIG

SECONDED CR PITTAWAY

THAT:

1. COUNCIL ASSESSES THE CHIEF EXECUTIVE OFFICER'S PERFORMANCE FOR THE PERIOD 1 JULY 2012 TO 30 JUNE 2013 AS SATISFACTORY.
2. COUNCIL ADOPTS THE PERFORMANCE CRITERIA OUTLINED WITHIN THE REPORT TO BE INCLUDED IN THE CHIEF EXECUTIVE OFFICER'S MEMORANDUM OF UNDERSTANDING FOR 2013/2014.
3. COUNCIL INCREASES THE CHIEF EXECUTIVE OFFICER'S TOTAL REMUNERATION PACKAGE BY 2.6% EFFECTIVE FROM 1 JULY 2013.
4. COUNCIL THANKS MR JOHN PHILLIPS FOR HIS PROFESSIONALISM AND SUPPORT IN ASSISTING WITH THE CEO'S PERFORMANCE REVIEW PROCESS FOR THE PAST THREE YEARS.
5. THE REPORT AND ATTACHMENTS REMAIN CONFIDENTIAL AND BE CERTIFIED BY THE CHAIRMAN AND CEO.

CARRIED UNANIMOUSLY



13.2 CHIEF EXECUTIVE OFFICER – CONTRACT RENEWAL

REFERENCE: COMMITTEES-15787

CEOPRC RECOMMENDATION

MOVED CR PILGRIM

SECONDED CR POWELL

THAT:

1. COUNCIL BY AN ABSOLUTE MAJORITY IN ACCORDANCE WITH SECTION 5.36 OF THE *LOCAL GOVERNMENT ACT 1995* ENTERS INTO A FURTHER EMPLOYMENT CONTRACT WITH THE CHIEF EXECUTIVE OFFICER MR PETER BERNARD SCHNEIDER FOR A FIVE YEAR TERM EXPIRING ON 6 SEPTEMBER 2019, AS CONTAINED WITHIN ATTACHMENT 3 TO THIS REPORT
2. COUNCIL ENDORSES MINOR MODIFICATIONS TO THE CHIEF EXECUTIVE OFFICER'S POSITION DESCRIPTION, AS OUTLINED WITHIN THIS REPORT.
3. COUNCIL AUTHORISES THE CHAIRMAN CR ALAN PILGRIM TO FINALISE THE EMPLOYMENT CONTRACT OF THE CHIEF EXECUTIVE OFFICER SUBJECT TO MINOR MODIFICATIONS.
4. COUNCIL REQUESTS THE MANAGER HUMAN RESOURCES TO ASSIST THE CHAIRMAN TO EXECUTE THE NECESSARY DOCUMENTS TO GIVE EFFECT TO THE RE-APPOINTMENT OF MR PETER BERNARD SCHNEIDER AS CHIEF EXECUTIVE OFFICER.
5. THE REPORT AND ATTACHMENTS REMAIN CONFIDENTIAL AND BE CERTIFIED BY THE CHAIRMAN AND CEO.

CARRIED 4/3

For Vote: Cr Pule, Cr Powell and Cr Pilgrim

Against Vote: Cr Färdig, Cr Pittaway and Cr Emery

In accordance with Section 5.21 (3) of the Local Government Act 1995, as the votes were equally divided, the Presiding Member (Chairperson), Cr Pule, cast a second vote

14 GENERAL BUSINESS

Nil

15 FUTURE MEETINGS OF THE CEOPRC

The next meeting of the Chief Executive Officer Performance Review Committee will be at a date and time to be advised.

16 DECLARATION OF CLOSURE OF MEETING

There being no further business the meeting was closed at 8:05pm.



**15.2 CHIEF EXECUTIVE OFFICERS ADVISORY COMMITTEE MEETING HELD 6 AUGUST 2013
(REFER TO MINUTES OF COMMITTEE – BLUE PAGES)
REFERENCE: COMMITTEES-15871**

The minutes of the Chief Executive Officers Advisory Committee meeting held on **6 August 2013** accompany and form part of this agenda – (refer to blue section of ‘Minutes of Committees’ for Council accompanying this Agenda).

QUESTIONS

The Chairman invited general questions from members on the report of the Chief Executive Officers Advisory Committee.

RECOMMENDATION(S)

That with the exception of items, which are to be withdrawn and dealt with separately, Council adopts the recommendations in the Chief Executive Officers Advisory Committee report (Section 15.2).

Cr Radford queried report Item 9.2 Regional Digital Strategy in relation to supply of information to the community regarding the costs for residents connecting to the NBN.

The Director Regional Services explained that the NBN connection costs were outside of the scope of the previously agreed Regional Digital Strategy and that through the EMRC’s Regional Advocacy Strategy and Regional Digital Strategy the community would be provided information on the rollout of the NBN and the use of the technology through workshops.

Cr Gangell departed the meeting at 6:16pm and re-entered at 6:17pm.

COUNCIL RESOLUTION(S)

MOVED CR ZANNINO

SECONDED CR POWELL

THAT COUNCIL ADOPTS THE RECOMMENDATIONS IN THE CHIEF EXECUTIVE OFFICERS ADVISORY COMMITTEE REPORT (SECTION 15.2).

CARRIED UNANIMOUSLY

CHIEF EXECUTIVE OFFICERS ADVISORY COMMITTEE

MINUTES

6 August 2013

(REF: COMMITTEES-15871)

A meeting of the Chief Executive Officers Advisory Committee was held at the EMRC Administration Office, 1st Floor, 226 Great Eastern Highway, BELMONT WA 6104 on **Tuesday, 6 August 2013**. The meeting commenced at **12:30pm**.

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1 DECLARATION OF OPENING AND ANNOUNCEMENT OF VISITORS

The Chairman opened the meeting at 12:30pm.

2 ATTENDANCE, APOLOGIES AND LEAVE OF ABSENCE PREVIOUSLY APPROVED

Committee Members

Ms Francesca Lefante (Chairman)	Chief Executive Officer	City of Bayswater
Mr Michael Costarella (Deputising for Mr Jarvis)	Acting Chief Executive Officer	Town of Bassendean
Mr Stuart Cole	Chief Executive Officer	City of Belmont
Ms Rhonda Hardy	Chief Executive Officer	Shire of Kalamunda
Mr Jonathan Throssell (from 12:39pm)	Chief Executive Officer	Shire of Mundaring
Mr Collin Cameron (Deputising for Mr Foley)	Acting Chief Executive Officer	City of Swan
Mr Peter Schneider	Chief Executive Officer	EMRC

Apologies

Mr Bob Jarvis (Deputy Chairman)	Chief Executive Officer	Town of Bassendean
Mr Mike Foley	Chief Executive Officer	City of Swan

EMRC Officers

Mrs Marilyn Horgan	Director Regional Services
Ms Theresa Eckstein	Executive Assistant to Chief Executive Officer (Minutes)

3 DISCLOSURE OF INTERESTS

Nil

4 ANNOUNCEMENT BY THE CHAIRMAN OR PERSON PRESIDING WITHOUT DISCUSSION

Nil

5 CONFIRMATION OF MINUTES OF PREVIOUS MEETINGS

5.1 MINUTES OF THE CHIEF EXECUTIVE OFFICERS ADVISORY COMMITTEE MEETING HELD ON 4 JUNE 2013

That the minutes of the Chief Executive Officers Advisory Committee meeting held on 4 June 2013, which have been distributed, be confirmed.

CEOAC RESOLUTION(S)

MOVED MS HARDY

SECONDED MR COSTARELLA

THAT THE MINUTES OF THE CHIEF EXECUTIVE OFFICERS ADVISORY COMMITTEE MEETING HELD ON 4 JUNE 2013 WHICH HAVE BEEN DISTRIBUTED, BE CONFIRMED.

CARRIED UNANIMOUSLY

6 PRESENTATIONS

Nil



7 ANNOUNCEMENT OF CONFIDENTIAL MATTERS FOR WHICH THE MEETING MAY BE CLOSED TO THE PUBLIC

Nil

8 BUSINESS NOT DEALT WITH FROM A PREVIOUS MEETING

Nil



9 REPORTS OF OFFICERS

9.1 REGIONAL SERVICES 2013/2014 PROJECT COMMITMENTS

REFERENCE: COMMITTEES-15908

PURPOSE OF REPORT

To provide Council with an update on member Council commitments to funding for Regional Services projects for 2013/2014.

KEY ISSUES AND RECOMMENDATION(S)

- The Regional Services Directorate provides services that are targeted directly at enhancing the Region's sustainability.
- Projects are diverse as they address key regional issues falling under the broad areas of social, economic and environmental development and meet the outcomes of the Regional Economic Development Strategy, the Regional Environment Strategy, the Regional Advocacy Strategy and the Regional Integrated Transport Strategy.
- In February 2013, the EMRC met with the executive management teams and officers from member Councils to discuss the proposed Regional Services projects outlined in the Regional Services Project Funding Summary 2013/2014 - 2017/2018 and seek commitment to the funding required for their delivery.
- The Town of Bassendean, City of Bayswater, City of Belmont, Shire of Mundaring and the City of Swan have confirmed their commitment to all the regional economic development and regional transport planning projects as outlined in the Regional Services Project Funding Summary 2013/2014 - 2017/2018.
- All member Councils have supported the delivery of the existing Environmental Services projects however the Environment and Sustainability Education Program has only been supported by the City of Bayswater and the Shire of Mundaring.
- The Shire of Kalamunda has advised that it will support the TravelSmart program and the Regional Events Program and will support the EMRC for one year (2013/2014) to coordinate and implement the Shire's Carbon Reduction Strategy.
- The Regional Integrated Transport Strategy and Regional Economic Development Strategy projects will be scaled to reflect the commitment by five member Councils.
- Periodic reports will be provided to member Councils on the progress of projects through CEOAC Information Bulletins, the Economic Development Officers Group, the Regional Environmental Advisory Group and the Regional Integrated Transport Strategy Implementation Advisory Group.

Recommendation(s)

That Council notes the update on the Regional Services projects agreed to by the member Councils in 2013/2014.

SOURCE OF REPORT

Director Regional Services



Item 9.1 continued

BACKGROUND

The Regional Services directorate delivers regionally based projects to member Councils in the areas of environmental protection, economic development (including regional event programs) and transport planning. Projects and programs have varied over time in response to member Councils needs and emerging issues that are deemed to be better dealt with on a regional basis.

The EMRC Establishment Agreement 1998 allows for the EMRC to provide a wide range of services to member Councils. Delivery of services is driven through an annual process aligned to the business planning and budget processes of all member Councils. This annual process provides for the EMRC to develop a set of proposals and associated funding requirements in order to provide clarity to elected members and member Council officers about the proposed projects and services and to seek agreement by all parties involved.

The overarching strategic intent of the project proposals outlined in the annual Project Funding Summary are agreed upon, in the first instance, by the EMRC Council via the Chief Executive Officers Advisory Committee and then through presentations to member Councils' Chief Executive Officers and Executive staff and finally, written confirmation of project funding.

Revenue to supplement grant funds and direct member Council contributions that support the Regional Services directorate and activities, is derived from surpluses of the Red Hill Waste Management Facility. The resulting social and financial benefits are derived by all member Councils participating in Regional Services projects.

Under the EMRC's Establishment Agreement, notice of withdrawal by a member Council under clause 9.6 is required to be given at any time between 1 July and 31 December in any year, becoming effective as at 30 June in the following year. For example, if notice of withdrawal was given on 1 July 2013, it would not take effect until 30 June 2014.

REPORT

The Regional Services Project Funding Summary 2013/2014 - 2017/2018 outlines major project areas that will require a level of direct financial support and/or member Councils' officer time to provide input, advice, and the provision of data as required.

At the meeting of Council held on 21 February 2013 (Ref: Committees–15009), it was resolved:

"THAT COUNCIL APPROVES THE PROJECT PROPOSALS AS OUTLINED IN THE REGIONAL SERVICES PROJECT FUNDING SUMMARY 2013/2014 - 2017/2018 FOR USE IN INITIATING DISCUSSION WITH MEMBER COUNCILS FOR CONSIDERATION IN THE 2013/2014 DRAFT BUDGET."

During February 2013, the EMRC met with the Chief Executive Officers and executive staff from all member Councils to discuss the proposed Regional Services projects and seek commitment to funding required for their delivery. This annual process also provided information for member Councils to include in their own budget process for 2013/2014.

In March 2013, letters were sent to the Chief Executive Officers of all member Councils seeking confirmation of the levels of funding that each member Council would be providing to the EMRC Regional Services projects for 2013/2014.

Confirmation of the funding commitment for Regional Services Projects for 2013/2014 has now been received from all member Councils.

All member Councils have supported the Regional Events Program and year two of the regional TravelSmart program.



Item 9.1 continued

The Town of Bassendean, City of Bayswater, City of Belmont, Shire of Mundaring and the City of Swan have confirmed their commitment to the full amount requested for the regional economic development and regional transport planning projects as outlined in the Regional Services Project Funding Summary 2013/2014 -2017/2018 and summarised below:

Regional Transport Planning Projects	Activities
Regional Integrated Transport Plan	Redevelop Regional Integrated Transport Strategy
TravelSmart Program	Employ TravelSmart Officer to implement TravelSmart projects
Curtin Transport Research	Undertake Curtin Research Study - community consultation
Walkability Audit	Develop Walkability audit brief for activity centres
Transport Network Vision	Develop a Transport Network Vision Brief
Regional Economic Development Projects	Activities
Regional Digital Strategy	Implement actions of Regional Digital Strategy
Economic profile tools	Provide economic and social profiling tools
Showcase Series	Conduct Showcase series
Industry Engagement Business Insights	Implement Business Insights Program support strategies
Avon Descent Family Fun Days	Develop and promote Avon Descent Family Fun Days
Perth's Autumn Festival	Develop and promote Perth's Autumn Festival
PerthTourism.com.au	Develop and maintain website Translate web site to Chinese

The Shire of Kalamunda has advised that it will support the TravelSmart program and the Regional Events Program and will support the EMRC for one year (2013/2014) to coordinate and implement the shire's Carbon Reduction Strategy as a fee for service.

All member Councils have supported the Environmental Services projects that they are currently involved with such as:

1. Future Proofing;
2. Eastern Hills Catchment Management Program;
3. ACER; and
4. Water Campaign.

The Environment and Sustainability Education Program has been supported by the City of Bayswater and the Shire of Mundaring and this will be delivered to them as a fee for service.



Item 9.1 continued

Implications for Project Delivery

All member Councils have supported the delivery of existing Environmental Services projects, the Regional Events Program, and the Regional Transport Planning TravelSmart initiative for 2013/2014. These projects will be delivered by EMRC for 2013/2014.

The Regional Integrated Transport projects of undertaking Curtin Transport Research community consultation, undertaking an activity centre walkability audit and developing a Transport Network Vision will be scaled to reflect commitment by five member Councils, excluding Kalamunda.

The Regional Economic Development projects of implementing actions of the Regional Digital Strategy, conducting the Showcase series, implementing the Business Insights Program support strategies and translating the Perth Tourism website to Chinese will be scaled to reflect commitment by five member Councils, excluding Kalamunda.

Regular reports will be provided to member Councils on the progress of these projects through CEOAC Information Bulletins, the Economic Development Officers Group, the Regional Environmental Advisory Group and the Regional Integrated Transport Strategy Implementation Advisory Group.

STRATEGIC/POLICY IMPLICATIONS

Key Result Area 1 – Environmental Sustainability

- 1.5 To contribute towards improved regional air, water & land quality and regional biodiversity conservation
- 1.6 To address climate change issues within the region

Key Result Area 2 – Social Opportunities

- 2.1 To facilitate regional cultural and recreational activities

Key Result Area 3 – Economic Development

- 3.1 To facilitate increased investment in regional infrastructure
- 3.2 To facilitate regional economic development activities

Key Result Area 4 – Good Governance

- 4.1 To provide advice and advocacy on issues affecting Perth's Eastern Region
- 4.2 To manage partnerships and relationships with stakeholders

FINANCIAL IMPLICATIONS

Following the consultative process and final agreement of the projects, funding will be integrated into future annual and long term budgets as outlined. It is anticipated that member Councils will be invoiced for their agreed project contributions in the third quarter of 2013.



Item 9.1 continued

SUSTAINABILITY IMPLICATIONS

The Regional Services Directorate provides services that are targeted directly at enhancing the region's sustainability. Projects are diverse to ensure they address key regional issues which fall under each of the broad areas of social, economic and environmental development and meet the outcomes of the Regional Economic Development Strategy, the Regional Environment Strategy, the Regional Advocacy Strategy and the Regional Integrated Transport Strategy.

MEMBER COUNCIL IMPLICATIONS

Member Council	Implication Details
Town of Bassendean	} Member Councils will be impacted in terms of the projects they have committed to.
City of Bayswater	
City of Belmont	
Shire of Kalamunda	
Shire of Mundaring	
City of Swan	

ATTACHMENT(S)

Nil

VOTING REQUIREMENT

Simple Majority

RECOMMENDATION(S)

That Council notes the update on the Regional Services projects agreed to by the member Councils in 2013/2014.

CEOAC RECOMMENDATION(S)

MOVED MR COLE

SECONDED MR CAMERON

That Council notes the update on the Regional Services projects agreed to by the member Councils in 2013/2014.

CARRIED UNANIMOUSLY



9.2 REGIONAL DIGITAL STRATEGY

REFERENCE: COMMITTEES-15831

PURPOSE OF REPORT

To seek Council's endorsement of the Regional Digital Strategy.

KEY ISSUES AND RECOMMENDATION(S)

- On 9 June 2009, the CEOAC recommended to Council that broadband infrastructure be a priority for regional advocacy with the aim of maximising opportunities that arise with the rollout of the National Broadband Network (NBN).
- NBN Co has stated that lobbying will not alter the rollout program and that the most effective economic and social benefit that local government can provide for their communities is to ensure that they are digitally ready and enabled to adopt high-speed broadband as soon as it is provided in their areas.
- The Economic Development Officers Group identified the development of a Regional Digital Strategy as a priority for Perth's Eastern Region. The Regional Digital Strategy will provide an overarching direction that member Councils individual digital strategies can dovetail into.
- Development of the Regional Digital Strategy was recommended to Council by the CEOAC and approved on 19 April 2012.
- The development of the strategy has involved extensive consultation with member Council officers and executives, the business and residential communities in Perth's Eastern Region and various other government organisations including the State government.
- The Regional Digital Strategy offers a vision of a better future for the Region enabled by digital technologies and has seven core strategies to prepare for digital economic development opportunities arising from the rollout of the National Broadband Network.
- A Local Digital Strategy Toolkit has been developed as a complementary resource to the Regional Digital Strategy which will assist partnering councils to develop a Local Digital Strategy tailored to the needs of their individual locality.
- The Economic Development Officers Group (EDOG) has recommended the strategy for endorsement by Council.

Recommendation(s)

That Council endorse the Regional Digital Strategy forming the attachment to this report.

SOURCE OF REPORT

Director Regional Services
Strategic Project Officer (Economic Development)



Item 9.2 continued

BACKGROUND

Milestones in the evolution of the regional broadband activities facilitated by the EMRC for Perth's Eastern Region include:

- On 9 June 2009, the CEOAC recommended to Council that broadband infrastructure be a priority for regional advocacy with the aim of maximising opportunities that arise with the rollout of the NBN for Perth's Eastern Region;
- On 2 July 2009, representatives from the EMRC and the City of Swan briefed Senator Stephen Conroy, Minister for Broadband, Communications and the Digital Economy on the broadband issues experienced by residents and businesses in Perth's Eastern Region, as identified in the blackspot survey undertaken by the EMRC in 2008. Senator Conroy invited the EMRC to submit a Regional Business Case to support inclusion of Broadband Infrastructure upgrades in Perth's Eastern Region within the rollout of the National Broadband Network;
- In 2010 the EMRC submitted a comprehensive Regional Broadband Business Case to NBN Co Limited and lodged the Business Case as a submission to the Federal Government House of Representatives Standing Committee on Infrastructure and Communications Inquiry into the role and potential of the NBN;
- In March 2011, EMRC officers met with Senator Conroy, Minister for Broadband, Communications and the Digital Economy to discuss the viability of the EMRC Broadband Business Case submitted to Federal Government and NBN Co impacting on the broadband rollout into Perth's Eastern Region;
- The EMRC continued to advocate for the priority rollout of the NBN in Perth's Eastern Region and in September 2011 met with Senator Conroy's Office and the Shadow Minister for Communications, the Hon Malcolm Turnbull in Canberra;
- In November 2011, the Economic Development Officers Group determined the need for and supported the development of a Regional Digital Strategy for Perth's Eastern Region in readiness for the NBN in Perth's Eastern Region;
- The development of a Regional Digital Strategy was approved by Council at the 19 April 2012 meeting (Ref: Committees – 13603);
- Meetings with representatives from NBN Co including the CEO, Mr Mike Quigley (LGMA meeting 28 November 2012), emphasised that there is no way to alter the sequencing of NBN Co's construction schedule which is based on technical considerations. The most effective economic and social benefit that local government can provide for their communities is to undertake actions to ensure that they are digitally ready and enabled to adopt high-speed broadband as soon as it is provided in their areas.

REPORT

Digital technologies including broadband services have great potential to develop communities to create better futures. To be a successful region it is imperative to adopt a strategic approach, with projects and actions identified that match the unique characteristics and opportunities present in the region.

In recognising the importance of digital readiness, the Economic Development Officers Group (EDOG) identified a Regional Digital Strategy (RDS) as a priority for Perth's Eastern Region.



Item 9.2 continued

Framework

The RDS has been developed in consultation with the five participating Councils (Cities of Belmont, Bayswater, Swan, the Shire of Mundaring and the Town of Bassendean) through EDOG, business and industry groups and various other government organisations (including the State government). These stakeholders have guided the development of agreed regional digital activities.

The RDS addresses the readiness of the Region for the uptake of high speed broadband. It focuses on digital preparedness and aims to facilitate learning and engagement within local communities and industries to assist in better understanding and capitalising on the opportunities in the digital economy. The RDS will provide an overarching direction that member Councils' individual digital strategies can dovetail into.

Process

A detailed brief was created outlining the requirements of the strategy through consultation with various stakeholders (including EDOG and the State Government through the Department of Commerce). Following the formal written quotation process, the EMRC awarded the contract to a digital consulting firm.

The Project Team met in December 2012 to commence the project and to confirm the project scope. Thorough research and analysis was conducted to determine the context of the region in regards to its position in the 'digital world'. This included a review of the EMRC's previous work including the Broadband Business Case, the Regional Economic Development Strategy (REDS) 2010 - 2015 and the economic development strategies of partnering member Councils.

Extensive consultation was held with a variety of stakeholders including:

- local business owners and local residents via a series of workshops and surveys;
- individual and group interviews with the Economic Development Officers of each partnering council;
- IT officers, planners, community development officers and senior executives from each of the councils via a full day workshop investigating the opportunities and challenges facing the region and examined how digital technologies would alter the region into the future;
- the Department of Commerce to ensure alignment with the State's direction; and
- various other organisations such as Landgate, FORM, the Innovation Centre of WA, the Metropolitan Redevelopment Authority (MRA), the Department of Communities and Regional Development Australia Perth to ensure that the strategy complements the work already underway in the digital space.

The insights gathered from stakeholder consultation have informed the strategy throughout development and resulted in a holistic document that works within the digital and economic context of Perth's Eastern Region, Greater Perth and Western Australia.

Outcome

The outcome of the project is the delivery of the RDS and a complementary appendix, the Local Digital Strategy (LDS) Toolkit (Attachment 1). The LDS Toolkit was developed to assist each of the five partnering councils to develop a Local Digital Strategy tailored to the needs of their individual locality. The LDS Toolkit describes a staged approach to developing and then implementing a Local Digital Strategy and identifies useful and relevant resources to assist with this process.

The RDS offers a vision of a better future for the region enabled by digital technologies and a set of proposed strategies to achieve the vision that:

"The people and businesses of Perth's Eastern Region, confidently make use of digital technology to enable better living, prosperity, learning and social participation".

The RDS is comprised of seven goals, seven strategies, ten regional aspirations, 43 regional actions and 28 local actions.



Item 9.2 continued

The following seven strategies form the core of the RDS from which all 81 actions stem.

- 1. Lead and collaborate on digital technologies**
Agree, embrace and promote a vision and goals for the digital future of Perth's Eastern Region, and commit to a clear set of actions to achieve these. Develop Local Digital Strategies to complement the Regional Digital Strategy as relevant and required. Develop strategic management capacities and sound management arrangements that allocate responsibilities and resources.
- 2. Extend digital infrastructure**
Advocate to ensure that residents, businesses and visitors have access to the digital infrastructure that forms the foundation of a digital future.
- 3. Develop residents' digital capacity and confidence**
Encourage programs that provide residents of all ages and backgrounds with digital capabilities and literacy with a focus on empowering community organisations and enabling them to deliver relevant programs.
- 4. Promote and celebrate communities**
Support the development of digital resources which promote the Region's localities, celebrate its communities and increase vibrancy.
- 5. Develop small businesses' digital capacity**
Support (and where appropriate, establish and operate) programs to build the confidence and capacity of businesses, particularly smaller-medium enterprises, for using digital technologies which includes a mix of awareness raising, information resources and targeted advice.
- 6. Enable new business and work opportunities**
Pursue opportunities to broaden the economic base of the Region and enable new employment opportunities and work patterns. Promote the region, promote new work practices and develop new partnerships and projects.
- 7. Enhance Provision of Services**
Enhance and integrate online services by using digital technologies in ways that broaden access, improve service quality and reduce delivery costs.

Following review and approval of the RDS and its accompanying LDS Toolkit by EDOG, the project has been delivered to schedule and budget and now awaits the endorsement of Council.

The delivery of this strategy will contribute towards maximising the benefits of broadband and prepare the region for the digital economic development opportunities that will arise as the NBN is rolled-out across Perth's Eastern Region.

Next Steps

It is proposed to develop a Project Plan detailing the specifics of the delivery of the Regional Digital Strategy for 2013/14 which will include:

- Priority actions and projects for 2013/14;
- Staffing requirements for 2013/14;
- Budget allocation for 2013/14 (based on the projects and staffing requirements identified); and
- Initial project, staffing and budget estimates for delivery of the RDS in 2014/15 and 2015/16.

It is anticipated that this project plan will be presented to the CEOAC and Council by the end of the year.



Item 9.2 continued

STRATEGIC/POLICY IMPLICATIONS

EMRC 2022 – 10 Year Strategic Plan

Key Result Area 3 – Economic Development

- 3.1 To facilitate increased investment in regional infrastructure
- 3.2 To facilitate regional economic development activities

Key Result Area 4 – Good Governance

- 4.1 To provide advice and advocacy on issues affecting Perth's Eastern Region
- 4.2 To manage partnerships and relationships with stakeholders

Regional Economic Development Strategy 2010 – 2015

Key Focus Area 4 – Joining the Dots

- 4.1 Increase investment for enabling infrastructure in the Region

FINANCIAL IMPLICATIONS

Funding for the implementation of the Regional Digital Strategy (RDS) has been included in the Regional Services Project Funding Summary for 2013/14 – 2017/18 (EMRC-151942).

SUSTAINABILITY IMPLICATIONS

The development of a Regional Digital Strategy will assist to strengthen and diversify the economy of Perth's Eastern Region, contribute to business viability and sustainable employment for residents.

MEMBER COUNCIL IMPLICATIONS

Member Council	Implication Details
Town of Bassendean	} The establishment of the RDS will complement partnering member Council priorities and provide the strategic direction for them to develop and/or align their Local Digital Strategies to leverage regional directions.
City of Bayswater	
City of Belmont	
Shire of Mundaring	
City of Swan	
Shire of Kalamunda	Nil as the Shire is not participating in this project.

ATTACHMENT(S)

Regional Digital Strategy (Ref: Committees-15948)

VOTING REQUIREMENT

Simple Majority



Item 9.2 continued

RECOMMENDATION(S)

That Council endorse the Regional Digital Strategy forming the attachment to this report.

Discussion ensued.

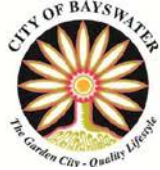
CEOAC RECOMMENDATION(S)

MOVED MR CAMERON

SECONDED MR COLE

That Council endorse the Regional Digital Strategy forming the attachment to this report.

CARRIED UNANIMOUSLY



REGIONAL DIGITAL STRATEGY

A Regional Digital Strategy for Perth's Eastern Region

Executive Summary

The Regional Digital Strategy for Perth's Eastern Region has been prepared to enable residents and businesses to capitalise on the opportunities offered by digital technology.

Its vision is that:

The people and businesses of Perth's Eastern Region confidently make use of digital technology to enable better living, prosperity, learning and social participation.

It proposes seven strategic areas of focus to achieve that vision:

- Lead and collaborate on digital technologies
- Extend digital infrastructure
- Develop residents' digital capacity and confidence
- Promote and celebrate communities
- Develop small business digital capacity
- Enable new business and work opportunities
- Enhance provision of services

While the roll out of new ultra speed broadband services through the National Broadband Network presents new opportunities for Australian communities, this is only one element in the array of digital technologies that are transforming the way we live and work. This strategy focuses on the important aspect of 'digital preparedness'.

This strategy complements the Australian Government's National Digital Economy Strategy and the Western Australian Government's Digital Framework and responds to the strengths, challenges and aspirations for the development of Perth's Eastern Region.

The Eastern Metropolitan Regional Council covers six local government areas being: The Town of Bassendean, City of Bayswater, City of Belmont, Shire of Kalamunda, Shire of Mundaring and City of Swan. It is a large and diverse region that covers approximately one third of the Perth Metropolitan Area. The Eastern Metropolitan Regional Council is a regional government organisation that works on behalf of its six member councils and provides services in waste management, environmental management and regional development.

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Introduction

The Regional Digital Strategy for Perth's Eastern Region has been prepared to enable residents and businesses to capitalise on the opportunities that are offered by digital technologies.

These technologies, including broadband services, can help nations, states, regions and local communities to create better futures, realise their visions and pursue their priorities. The jurisdictions and communities who are most successful are those where their governments and regional bodies adopt strategic approaches, with projects and actions that match their unique local characteristics and opportunities. A digital strategy sets out the vision, goals and actions that the governments and regional bodies will pursue for using digital technologies to create social, economic and environmental benefits.

The Australian Government has adopted the National Digital Economy Strategy with national goals and programs. The Western Australian (WA) Government pursues digital strategies through the WA Government Digital Framework. The Regional Digital Strategy complements the national and state strategies and responds to the strengths, challenges and aspirations for the development of Perth's Eastern Region.

The Region is a diverse and growing area extending from the edge of the Perth CBD through to the agricultural and forested lands of the Darling Range. The Eastern Metropolitan Regional Council is a regional government organisation that works on

behalf of its six member councils and provides services in waste management, environmental management and regional development.

The economic, social and environmental future

The EMRC and its member councils have focused on the Region's future through the development of local strategic community plans and other region wide plans.

There are aspirations to build a great future for the Region based on:

1. Diverse localities and strong communities
2. Strong and diversified economy
3. Employment opportunities and work patterns
4. Health and well being
5. Social inclusion
6. Sustainable transport
7. Healthy natural environment
8. Local services
9. Cultural and recreation opportunities
10. Local leadership and governance.

Digital technologies can help the Region achieve these aspirations.

Vision, Goals and Strategies

A Digital Vision

The Regional Digital Strategy proposes a vision for the future of Perth's Eastern Region, enhanced by broadband and digital technologies:

The people and businesses of Perth's Eastern Region confidently make use of digital technology to enable better living, prosperity, learning and social participation.

The following goals are proposed to support this vision:

Good digital infrastructure	Communities throughout Perth's Eastern Region will have access to affordable, reliable, high speed internet services.
Connected people	The people of Perth's Eastern Region will have the confidence, capability and access to use digital technologies to support fulfilling, creative, healthy and socially connected lives.
Vibrant communities	The different localities and cultural communities of Perth's Eastern Region will actively use digital technologies to record, share, promote and celebrate the distinctiveness, the features, the stories and the heritage of their localities and cultures.
Thriving economy	The economy of Perth's Eastern Region will be thriving as existing and new businesses use digital technologies to grow their market shares, to improve productivity, to enhance their knowledge resources and to build new networks of suppliers and partners.
Employment opportunities	A higher proportion of the residents of Perth's Eastern Region will work within the Region through growth in knowledge based businesses and technology enabled work practices such as tele-work.
Access to services	The people and businesses of Perth's Eastern Region will have improved access to services, delivered efficiently using digital tools and online services.
Environmental sustainability	Lifestyles and business activities in Perth's Eastern Region will be more sustainable and the understanding of the Region's natural assets and ecosystems will be higher, through the use of digital technologies, online information resources and smart infrastructure.

Strategies for achieving the Digital Vision

This plan proposes seven digital technology strategies:

1	Lead and collaborate on digital technologies	Agree, embrace and promote a vision and goals for the digital future of Perth's Eastern Region, and commit to a clear set of actions to achieve these. Develop Local Digital Strategies to complement the Regional Digital Strategy as relevant and required. Develop strategic management capacities and sound management arrangements that allocate responsibilities and resources.
2	Extend digital infrastructure	Advocate to ensure that residents, businesses and visitors have access to the digital infrastructure that forms the foundation of a digital future.
3	Develop residents' digital capacity and confidence	Encourage programs that provide residents of all ages and backgrounds with digital capabilities and literacy with a focus on empowering community organisations and enabling them to deliver relevant programs.
4	Promote and celebrate communities	Support the development of digital resources which promote the Region's localities, celebrate its communities and increase vibrancy.
5	Develop small business digital capacity	Support (and where appropriate, establish and operate) programs to build the confidence and capacity of businesses, particularly smaller-medium enterprises, for using digital technologies which includes a mix of awareness raising, information resources and targeted advice.
6	Enable new business and work opportunities	Pursue opportunities to broaden the economic base of the Region and enable new employment opportunities and work patterns. Promote the region, promote new work practices and develop new partnerships and projects.
7	Enhance provision of services	Enhance and integrate online services by using digital technologies in ways that broaden access, improve service quality and reduce delivery costs.

About the Strategy

Methodology

This Regional Digital Strategy was developed collaboratively and included a broad range of stakeholders from across Perth's Eastern Region. It was overseen by the EMRC's Economic Development Officers Group which comprises the Economic Development Officers of each member council. Research and consultations for the Regional Digital Strategy were undertaken from January - April 2013.

The research included a review of:

- International analyses of digital trends
- Australian Government National Digital Economy Strategy
- WA Government Digital Economy Framework
- Relevant strategic documents from the EMRC
- The EMRC's 2010 submission to NBN Co: *Regional Business Case for Broadband Infrastructure Upgrades across Perth's Eastern Region*
- Relevant council strategy and background documents
- Resources and documents from key organisations and agencies in the Perth Metropolitan area
- Data from the 2011 Australian Census.

Consultation included:

- A workshop with senior executives and officers from the EMRC and participating member councils
- A series of roundtable consultations with local business and community organisation representatives
- Online surveys
- Interviews with the Economic Development Officers from each of the participating member councils
- Other relevant stakeholders including representatives from relevant state and federal departments and agencies.

Acknowledgements to all those consulted can be found on page 45.

About Perth's Eastern Region

Perth's Eastern Region is large, diverse and strategically well placed. It covers 2,100 square kilometres, extending from the edge of the Perth CBD through to the agricultural and forested lands of the Darling Range, with urban, commercial, industrial and scenic areas in between.

There are six local government areas in the region: five have participated in the development of the Regional Digital Strategy*. The areas are varied in geography, infrastructure, economic base and population resulting in varying priorities and capacities across the Region.

About the Region

The Region covers approximately one third of the Perth metropolitan area. Australian Bureau of Statistics projections from the 2011 Australian Census show that the population exceeds 325,000 people and is growing at a rate of approximately 2.5% per annum, slightly higher than that of Western Australia as a whole.

Local Government Area	Population	Area (km ²)
Town of Bassendean	15,000	11
City of Bayswater	62,000	33
City of Belmont	35,000	40
Shire of Kalamunda*	50,000	325
Shire of Mundaring	35,000	645
City of Swan	105,000	1,000

** The Shire of Kalamunda did not participate in the development of the Regional Digital Strategy*

The Region is positioned as a major transport hub for the State. Perth Airport and the Kewdale Intermodal Freight Terminal are both located within the Region. Major road and rail links traverse and intersect within the region. The major industrial areas of Malaga, Welshpool, Kewdale, Hazelmere, Forrestfield, Bayswater and Bassendean play key roles in transport, storage, manufacturing and logistics for the State's construction and resource sectors.

The EMRC's 10 year strategic plan, *EMRC 2022*, highlights Australian Bureau of Statistics estimates of gross regional product as being around \$22 billion. Manufacturing is the largest industrial sector, accounting for about 30% of total economic output. This is followed by the Transport, Postal and Warehousing Sector and the Construction Sector, each contributing around 10% of the Region's output.

The regional unemployment rate is just over 4%, consistent with that of the Perth metropolitan area. The total number of jobs in the Region is 124, 512, of which 18,303 are in the Manufacturing Sector and about 15,006 are in the Retail Sector (statistics sourced from REMPLAN, 2013). However, there is a mismatch between the skills of residents and the skill requirements of employers.

There are a diverse range of commercial, industrial and residential localities within each of the member councils and the levels of prosperity, vibrancy, infrastructure and construction development vary considerably. Some localities have been identified as being activity centres of state strategic significance. There are developments of various scales that are

underway and that are expected to re-invigorate or transform some localities.

There is generally good access to education and health facilities for residents, with the new Midland Health Campus currently under construction and plans to establish a university campus in the Region.

The overall level of education qualifications is currently lower than that of Perth as a whole. In 2011, the Region had 58,116 people with a tertiary qualification and this number is growing. The largest change in qualification levels between 2006 and 2011 were increases in the number of people with higher level qualifications such as bachelor or higher degrees, vocational qualifications and advanced diplomas or diplomas.

The age profile for the Region is very similar to that of the Perth metropolitan area, except in the 20–29 year old age group. This age group accounts for 15.2% of the population in the Perth metropolitan area, but only 14.1% of the population in Perth's Eastern Region. The Region also has a significantly higher proportion of indigenous residents and a slightly lower proportion of overseas-born residents compared to the rest of the Perth metropolitan area.

The Region has world class wineries, an abundance of heritage and cultural attractions and some of the State's most beautiful national parks and walking trails. The Swan River provides an iconic recreational and heritage precinct, as well as supporting the renowned vineyards along its valley. The Swan Valley and Perth Hills wine regions, Mundaring Weir and Lake Leschenaultia are major tourism features in the Region.

The local government areas

There are various geographic, economic and social differences between the five local government areas.

Town of Bassendean

The Town of Bassendean is the smallest of the Region's councils, located approximately ten kilometres north-east of Perth and five minutes from the Swan Valley vineyards. With a total area of 11 square kilometres, Bassendean is bounded by the Swan River, the City of Swan to the north and the City of Bayswater to the west. The Town has a unique sense of place and aspires to be a village within a city. It has a rich heritage including historic buildings and streetscapes. The river frontage of seven kilometres is a major natural asset. Bassendean is also a growing centre of cultural activity.

The Manufacturing Sector contributes almost half of the Town's economic output. Home-based businesses are also important: it is estimated that about 10% of households have a home-based business and the Town's Economic Development Plan has a focus on growing this sector. The plan also focuses on town centre rejuvenation, tourism, the low carbon economy and digital adaptation of local businesses.

City of Bayswater

The City of Bayswater is a predominantly residential locality that is renowned for its beautifully maintained area, located approximately eight kilometres north-east of Perth. The City also contains some commercial and industrial areas. The size of

the city is 33 square kilometres with 10 kilometres of Swan River foreshore.

The City's population is 62,000 people and half of all residents have jobs. However, most residents work outside of the City: a total of only 18,000 people work in the City and this includes many who are not local residents.

The Retail Sector accounts for around 18% of all employment and the city is home to Centro Galleria Shopping Centre at Morley, which is one of the largest retail centres in the State. The Health Care and Social Assistance Sector is also a significant employer with over 13% of all jobs. The City itself manages a major age care residential facility. The City is working to attract tourism and cultural activities to the area.

City of Belmont

The City of Belmont is located about six kilometres north-east of Perth and includes the suburbs of Ascot, Belmont, Cloverdale, Kewdale, Redcliffe and Rivervale. The area of the city is 40 square kilometres and has 11 kilometres of Swan River foreshore. The population is 38,570 people and is growing steadily with many immigrants from diverse backgrounds moving into the city. Over 15% of residents are from non-English speaking backgrounds. Belmont has areas of social disadvantage.

Perth Airport occupies about one third of the City's land area. Other notable features are the Ascot Racecourse with adjacent stables zone, the Kewdale Freight Terminal and various major road connections. The Transport and Storage Sector is the largest employer. Other key sectors include Manufacturing,

Retail, Equine Industry and Tourism. The City is an employment generator with more employees than residents. There are opportunities for the City to attract a range of new businesses including corporate offices that are looking to relocate as the property prices of central Perth continue to rise.

Shire of Mundaring

The Shire of Mundaring is a large and predominantly rural shire in the east of the Region, located approximately 35 kilometres from Perth. Its area is around 645 square kilometres, of which almost half is national park. The population is approximately 35,000 people, spread out in townships, villages and rural localities. A lower proportion of residents were born overseas than in other areas within Perth's Eastern Region. The area has higher levels of education qualifications and lower levels of social disadvantage.

Around two thirds of the Shire's working population are employed outside of the shire. Nearly 10% of those employed work in the Education and Training Sector, while some 5% of people in employment work from home. The Shire's Economic Development Strategy has a focus on growing the tourism sector.

City of Swan

The City of Swan is the largest council in metropolitan Perth and covers over 1,000 square kilometres. The City is located 21 kilometres north-east of Perth. It contains diverse localities, ranging from the major commercial centre of Midland through to the picturesque wine region of the Swan Valley, national parks and rural areas. The population is around 105,000 and

continues to grow strongly. Over one third of the population was born overseas and 3% of residents are indigenous.

The largest employment sectors are the Retail Sector and the Manufacturing Sector, both accounting for over 11% of total jobs. The economic output of the Manufacturing Sector is now around \$4 billion but the City is seeking to broaden the industry base and attract knowledge based businesses. It is working to bring a university campus to the City.

Midland Railway Workshops

The major centre of Midland is home to the iconic Midland Railway Workshops, a world-class collection of early 20th century industrial buildings which are now being re-developed by the Metropolitan Redevelopment Authority (MRA) into a new urban village offering a rich mix of residential, retail, commercial, heritage and public open spaces.

The MRA is working with the cultural organisation FORM, which has adapted a cluster of heritage buildings into a creative industries hub - the Midland Atelier. The Atelier is home to a number of Australian and international designers working across various mediums from photography to furniture design. FORM has also been seeking funding to establish an associated digital media hub within the complex.

The EMRC

The EMRC provides a broad range of services across the region including waste management and education, resource recovery, environmental services and economic development. Working in partnership with its member councils and other stakeholders, the EMRC delivers projects across each of these areas.

The EMRC has a focus on regional economic development that builds upon the Region's existing strengths which include the Region's location, transport infrastructure, resident workforce and existing industry base.

The EMRC's *Regional Economic Development Strategy 2010 - 2015* describes seven Key Focus Areas:

1. **Local jobs for local people:** Improve employment self containment by working with partners to focus on initiatives that align the availability of local jobs to the local working resident population, and therefore reduce the social, environmental and infrastructure burdens that arise from commuting workers in Perth's Eastern Region.
2. **Buy local, supply local:** Maximise local supply and demand opportunities through initiatives that reduce leakage of economic activities to other areas. This is to encourage the growth of existing businesses and attract new business to meet local needs and generate opportunities in Perth's Eastern Region.
3. **Think smart, work smart:** Increase the output value of Perth's Eastern Region by developing and attracting knowledge intensive and creative industries, encouraging innovation in existing businesses, and generally creating higher value employment opportunities in the Region.
4. **Joining the dots:** Create world-class enabling infrastructure that maximises economic productivity, creative competitive for businesses in Perth's Eastern Region and resolves infrastructure bottlenecks that inhibit growth.

5. **Work hard, play hard:** Protect, improve and promote the liveability of Perth's Eastern Region through the supply and diversity of housing, education, health, culture and vibrancy to attract workers to live and enjoy the region in which they work.
6. **Natural growth:** Ensure that economic growth complements rather than compromises the environmental future of Perth's Eastern Region by taking an environmentally responsible and sustainable approach.
7. **Responsible leadership:** Provide good governance that facilitates responsible economic growth, advocates for Perth's Eastern Region and encourages all stakeholders to work collaboratively together, equipped with the best knowledge to exercise sound leadership.

The Region's strengths

The research and consultations for the development of the Regional Digital Strategy have highlighted many strengths of Perth's Eastern Region:

Diverse localities: The Region contains a diverse group of localities, from the edge of the Perth CBD through to the agricultural and forested lands of the Darling Range, with urban, commercial, industrial and scenic areas in between.

Natural assets: The Region has many natural assets including the Swan River and a number of national parks and reserves. These support bio-diversity in the Region and provide many recreation opportunities.

Heritage, cultural and tourism assets: The Region also has many heritage, cultural and tourism assets including historic buildings and wineries.

Diverse housing and lifestyle opportunities: The diversity of locations across the Region means there are different housing and lifestyle opportunities. These range from inner city apartments and suburban detached houses through to semi-rural "tree-change" homes.

Access to services: Residents have good access to government and community services including education and health services. They also have good access to commercial and retail services.

Volunteer culture: Many areas within the Region have a strong volunteer culture and active community organisations particularly in the area of environmental management.

WA economy: The Region is a key part of Western Australia, and is deriving the benefits of the State's strong economic growth and its proximity to Asia.

New developments and investments: There are public and private sector developments underway or planned in the region worth many hundreds of millions of dollars. These include the Perth Airport redevelopment, the new Midland Health Campus and the GP Superclinic in Midland.

Population growth: The Region is experiencing strong population growth.

Diverse skills: There is a large labour pool with a broad set of available skills.

Transport infrastructure: The location of Perth Airport, the Kewdale Intermodal Freight Terminal and the major road links within the region are major strengths.

Land for development: There is land available for development along transport routes in a number of areas throughout the Region.

Local government collaboration: There is strong collaboration between the six member councils particularly through the EMRC.

Transport planning for the Region

Transport infrastructures, services and behaviours are critically important for ensuring that Perth's Eastern Region is a great place to live, work, play and do business. The EMRC has developed a Regional Integrated Transport Strategy Action Plan which has goals for:

- Effective integrated transport and land use planning
- Increased use of public transport
- Improved opportunities for walking and cycling
- Provision of efficient transport infrastructure
- Community engagement in transport planning.

Landgate: The Western Australian Statutory Authority Landgate is based at Midland. Landgate manages the state's land information and geo-spatial data. It is a leading public sector innovator in the use of digital technology and the management of digital data.

The Region's challenges

The research and consultations for the development of this Regional Digital Strategy have highlighted challenges faced by Perth's Eastern Region:

Employment self sufficiency: A significant proportion of the Region's workforce travel out of their local area to their place of employment each day. This has adverse impacts on traffic congestion, infrastructure, the environment and quality of life.

Two speed economy: Although many businesses are benefitting from the buoyant mining sector, other businesses face difficult market conditions as a result of the strong Australian Dollar and other global market trends.

Small knowledge based sector: The Region currently has a small knowledge and creative industry sector.

Small business capacity: Many of the Region's small businesses lack the management skills, innovative cultures and other strategic capacities to thrive in an environment of change, brought about by new economic conditions and technological disruption.

Digital reluctance: Many of the Region's small businesses are reluctant to adopt digital technology. This can be due to a lack of awareness or a lack of belief in the business opportunities. It can also be due to concerns about costs and a lack of confidence and capability by business proprietors.

Supply chain integration: Data shows that supply chains within the Region are not as well integrated as they could be, and many businesses are importing goods when they could be sourcing those goods from within the Region.

Perth's isolated location: Perth's isolated location is a constraint on trade, particularly with Australia's eastern states.

Less appealing areas: There are some localities in the Region that are less appealing places to live and work because of lack of appropriate development in recent years.

Skill shortages: There are skill and labour shortages for some professions and occupation types throughout the region.

Education qualifications: In some areas of the Region, the levels of education qualifications are relatively low.

Areas of social disadvantage: A number of areas within the Region have relatively higher levels of social disadvantage. This is often compounded by a lack of affordable housing.

Social isolation of some groups: Some groups within the community, particularly some new immigrant groups and people with limited English skills, suffer from social isolation.

Access to public transport: There are a number of localities where access to public transport is very limited.

Environmental threats: The Region faces a number of environmental threats due to population growth, new developments and climate change.

Lack of broadband services: Some areas currently lack access to broadband telecommunication services. Although the National Broadband Network roll out should eventually address these, there may be a delay of many years.

Digital awareness of executives: Many executives in local government authorities and other organisations have a low

Issues from the Perth Regional Plan

Regional Development Australia Perth Incorporated (RDA Perth) is part of a national network of committees established in partnership between the Australian, state, territory and local governments to develop and strengthen the regional communities of Australia. The RDA Perth Regional Plan (2012) and highlighted the following issues that must be addressed in planning for the future of the Perth metropolitan area:

- Geographic isolation
- Geographic size, distribution and density
- Population growth
- Distribution of growth
- Demographic change
- Two-speed economy
- Geography of employment
- Skilled workforce
- Funding infrastructure and transport
- Provision and upgrade of social infrastructure
- Affordable housing
- Housing choice
- Social polarisation
- Conservation
- Climate change
- Rehabilitation

level of awareness and understanding about the implications and opportunities of digital technology.

Access to ICT advice and services: Many businesses and community organisations have difficulty in accessing ICT advice and services. This is partly due to a lack of local ICT firms with the capacity to provide the full range of advice and affordable services that are required.

The Region's aspirations for a great future

The local government authorities and the EMRC have focused on the Region's future through the development of local strategic community plans and various region wide plans.

There are aspirations to build a great future for the Region:

Diverse localities and strong communities: The Region will encompass diverse localities with strong and safe communities. Many localities will be particularly noted for their vibrancy and local creativity.

Strong and diversified economy: The Region's economy will be strong and will have diversified. There will be a larger knowledge and creative industry sector. Local supply chains will be better integrated and industry clusters will have emerged around local facilities such as Perth Airport.

Employment opportunities and work patterns: There will be broader local employment opportunities and higher levels of employment self sufficiency. There will be higher levels of tele-work, including home based work and work in "third spaces" such as tele-work centres.

Health and wellbeing: Residents will lead healthy and active lives. People with special needs, including aged people and people with disabilities, will have good life quality.

Social inclusion: Levels of social disadvantage and social isolation will be reduced. Appropriate community support services will be available. There will be a thriving sector of community organisations.

Sustainable transport: There will be less dependency on private cars and greater use of sustainable transport including public transport, cycling and walking.

Healthy natural environment: The Region will have a healthy natural environment. Environmental threats will be proactively managed.

Local services: People throughout the Region will have good access to government and community services including education and health services. They will also have good access to commercial and retail services.

Cultural and recreation opportunities: Residents and visitors will have many opportunities for cultural and recreation experiences in many different localities.

Local leadership and governance: There will be strong, effective and efficient local government leadership and governance by local government authorities and other bodies. There will be a high degree of collaboration and cooperation between the different organisations.

Local priorities

The differences across the region mean that there are different priorities for development between the councils. A number of local priorities were identified in the review of member council strategies and in interviews with Economic Development Officers from each member council. These include:

Local Government Area	Some key local priorities
Town of Bassendean	<ul style="list-style-type: none"> • Support the growth of businesses that operate from homes and from “third spaces”. • Expand digital capacity and digital adoption for households and businesses. • Support growth of the tourism sector.
City of Bayswater	<ul style="list-style-type: none"> • Increase local vibrancy. • Improve engagement with different cultural communities. • Support innovations in service delivery.
City of Belmont	<ul style="list-style-type: none"> • Attract new businesses, building on the proximity to the Perth CBD and Perth Airport. • Record and promote the area’s history and heritage. • Engage young people.
Shire of Mundaring	<ul style="list-style-type: none"> • Support growth of the tourism sector. • Support growth of home based businesses, including knowledge based businesses. • Improve local transport.
City of Swan	<ul style="list-style-type: none"> • Attract a university campus. • Promote the growth of knowledge based businesses. • Increase the vibrancy of Midland and other areas.

Digital Technology Offers Great Opportunities

Digital technologies can help regions to build on their strengths, to meet their challenges and to achieve their aspirations.

Big data

The rise in computing power and the fall in the cost of data storage has created the phenomenon of “big data” – massive data sets of many terabytes of information that can now be analysed to create unprecedented insights. The capture, management and analysis of big data form a rapidly growing segment of the global technology sector and the Harvard Business Review has referred to data science as “the sexiest job in the 21st century”.

The McKinsey Global Institute has published a series of reports on big data and has highlighted ways that the use of big data can create value for public and private sector organisations by:

- Creating transparency
- Enabling experimentation to discover needs, expose variability and improve performance
- Segmenting populations to customise actions
- Replacing/supporting human decision making with automated algorithms
- Innovating new business models, products and services.

The McKinsey Global Institute has also identified that the use of big data will become a key basis of competition and growth for individual firms.

Digital technologies are transforming our lives

While the roll out of new ultra-speed broadband services through the National Broadband Network presents new opportunities for Australian communities, this is only one element in the array of digital technologies that are transforming the way we live and work. Over recent decades there have been dramatic developments in many technologies such as:

- High speed computing
- The miniaturisation of electronic equipment
- Mobile phones and mobile devices
- The Internet
- The digitisation of information and audio-visual materials
- The use of “big data”

We now regularly use email, the web, social media, smartphones and mobile tablet devices. These technologies have become affordable, pervasive and interconnected. Our families, businesses, community organisations and government institutions are instantly and globally connected in ways that were previously unimaginable.

Individuals of all ages have changed the way they work, relax, communicate, learn and shop. Many businesses have changed the way they interact with their customers, their suppliers and their staff. Governments have changed the way they deliver their services and engage with their citizens.

Digital technologies are both disruptive and transformative. For example:

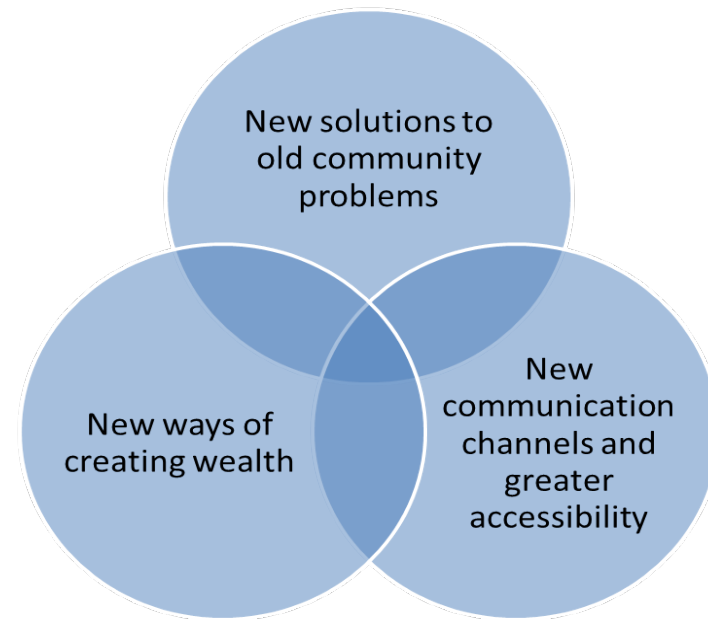
- Online services are displacing face to face services, with huge impacts on sectors such as retail, banking and education.
- Broadband services and digital tools are enabling new patterns of work such as tele-commuting for individuals and new forms of relationships between businesses.
- Digitisation of information and entertainment resources is fundamentally changing the market for many traditional products such as books, newspapers and music.
- Global connectivity is enabling new, agile supply chains across all sectors of the economy.
- Online media is changing the way people find out about the places they want to visit, the experiences they want to have and the products they want to purchase.
- Smart technologies are creating new opportunities for energy saving through efficiencies in our buildings and our energy grids.
- People and businesses are becoming more demanding about how and when they interact with their governments, for both decision making and service delivery.

These disruptive and transformative trends are bringing major changes to private and public sector organisations. The organisations that don't adapt to these changes are unlikely to survive.

Digital technologies can help communities develop

Forward thinking and practical planning helps communities to deal with the disruptions and opportunities that the new technologies create.

Digital technologies help communities to thrive.



The following table identifies twelve areas where digital technologies can help achieve social, economic and environmental benefits:

Digital Capacity Framework:

Connected households	Confident and capable people living in households with good broadband connections and digital services can have better access to services and are able to be more flexible in how, when and where they work.
Local information	Rich local information, delivered through interactive digital services, allows people to be more informed, supports greater community participation and helps to bring communities together.
Vibrant and sustainable living	Technology enabled buildings and infrastructure can reduce environmental impacts through better management of energy consumption and through reductions in required travel.
Community health and wellbeing	Online services in homes and community facilities can improve access to health and community care professionals. Online services and digital technologies can also enable many people with special needs to live independently.
Community education and skills	Access to education and training can be improved for students and learners of all ages through access to digital resources and online services in their homes, workplaces and other locations.
Community safety and security	Online services can provide better community access and sharing of information about local safety, security risks and critical incidents.
Engagement of the socially excluded	Online services can help socially excluded people to connect to other people, to access support services and to develop basic skills.
Democracy and open government	Digital tools can be used by governments to extend the way they engage with their citizens, to support collaborative decision making and to improve transparency through access to rich sets of government information.
Online government services	Carefully designed online services are integrated, efficient, timely and citizen centric.
Key economic sectors	Digital tools and online services are critically important for larger businesses and are used to support customer interactions, supplier interactions and internal operations.
Small business sector	For smaller businesses, digital tools and online services support customer interactions and other operations.
ICT sector and digital workforce	The presence of successful local ICT businesses provides employment opportunities for professional creative people and provides important technical support for other businesses and organisations.

The Australian Government's Digital Economy Strategy

The Australian Government has adopted the National Digital Economy Strategy with national goals in eight areas:

1. The connection of homes to broadband services
2. The use of online services by businesses and not for profit organisations to drive productivity improvements, to expand their customer base and to enable jobs growth
3. The access to smart technology to manage energy use
4. The use of digital technology to improve health services
5. The use of digital technology to improve education
6. The growth in tele-working
7. The use of electronic government services
8. The development of Australia's regions.

The Australia Government funds a series of programs and initiatives aimed at achieving the national goals.

Collaborative consumption and ride sharing

The growth in new digital tools and new business models is spurring a trend toward "collaborative consumption" where people use online services to share cars, accommodation, bicycles, household appliances (such as lawnmowers) and other items. This reduces costs for consumers but also has environmental benefits through reduced production of under-used assets.

A related trend is "ride sharing" where people use online services to share rides in cars. There is a rapidly growing range of commercial online services available in cities and regional areas across the world that support this trend. As well as the cost savings and environmental benefits, online ride sharing services provide social benefits because they offer new transport opportunities for routes that are poorly served by public transport.

Western Australian Government Digital Framework

The WA Department of Commerce has responsibility for development of the digital economy in Western Australia. It has developed a strategic framework based on actions in four areas:

	Connectivity	Participation	Leadership and Exemplar	Innovation
Ambition	The State connected at all levels.	People-inclusive digital experience.	New and novel demonstrations of digital initiatives.	A lively digital industry.
Intention	<p>We will drive innovation through connectivity to:</p> <ul style="list-style-type: none"> • The NBN Fibre • Wi-Fi connectivity • Satellite delivery • Mobility • Sensor Networks • Private Networks. 	We will identify and address areas of learning that can best position our people to grow in their knowledge of a digital world and how to participate in it.	We will act as advocates for exemplar digital projects and products and identify and promote leading examples of digital pioneers that demonstrate ways of operating in a digital environment.	We will stimulate new thought in areas that can develop applications and content for digital solutions to community and business issues.
Focus	<p>Leveraging advancements in increased broadband connectivity.</p> <p>Ensuring the right access for the task.</p> <p>Identifying additional investment opportunities to extend digital connections.</p>	<p>Promoting awareness of digital benefits.</p> <p>Positioning ourselves to be inclusive in our digital reach.</p> <p>Progressing digital literacy and education.</p> <p>Increasing participation in the change to a digital world.</p>	<p>Unlocking important public information.</p> <p>Stimulating thought leadership.</p> <p>Expanding seamless services that are: accessible, transparent, delivered effortlessly and available instantly on demand.</p>	<p>Engaging with new and innovative digital solutions.</p> <p>Encouraging a vibrant and streamlined digital business environment.</p> <p>Stimulating new applications and content delivery.</p>

Opportunities for Perth's Eastern Region

Digital technologies already impact households and businesses in Perth's Eastern Region but there are areas where further development can create benefits.

Digital readiness of the region

Perth's Eastern Region is making progress in each of the 12 areas identified in the Digital Capacity Framework.

The 2011 Australian Census showed that 68.9% of households in the Region had broadband connections, compared to 70.1% of households for the Perth metropolitan area. The Census also recorded a further 6.7% of households as having dial-up or other types of connections, leaving 17.3% of households with no internet connection.

There is considerable variation in broadband connections between the different councils (see "Broadband Services in Perth's Eastern Region").

Some localities already have access to reasonable quality broadband services but many localities in each council currently lack access to reliable services. A number of localities are scheduled for connection to the National Broadband Network by 2014 but the roll out schedule for many areas is currently uncertain. It is reported that the lack of access to reliable broadband services in some localities is an impediment to attracting and retaining businesses.

Broadband Services in Perth's Eastern Region:

Area	Households with Broadband
Town of Bassendean	65.8%
City of Bayswater	66.2%
City of Belmont	61.1%
Shire of Kalamunda	73.7%
Shire of Mundaring	72.7%
City of Swan	70.2%
Perth's Eastern Region	68.9%
Perth metropolitan area	70.1%

There is some access to free Wi-Fi services around cafes, in libraries and at other facilities in a number of localities. However, this varies between the councils and there are many towns, particularly in rural areas, where no free Wi-Fi is available. Some councils have initiatives to expand free Wi-Fi services.

The levels of household broadband connection are partly related to the current availability of services but they are also related to household capacity and confidence. This appears to be quite low in a number of areas, particularly in areas with higher levels of social disadvantage and lower levels of education. In some councils, local libraries offer programs to improve digital literacy. Some also provide access to computers.

Across the Region, many businesses are not yet online and there appears to be a low level of awareness by many businesses about the strategic opportunities and the practical means of adoption

of digital services. Many proprietors of home-based businesses require advice and support.

Although the Region is home to some digital technology based businesses, the overall sector is quite small and other businesses report that it is difficult to access the full range of strategic advice and practical technical support services for digital technology that are required by general businesses.

The websites of individual member councils provide varying degrees of local information resources. Although some have used online tools for community consultations, the provision of interactive online services is currently limited. Other service providers, including education institutions, health providers and state government organisations use online services to varying degrees.

CCTV in Belmont

Community safety is a priority for the City of Belmont and the city has invested in a comprehensive digital CCTV (closed circuit television) network, supported by funding from the Australian Government. The network has been carefully designed and incorporates innovative technologies such as low light cameras, fail-safe network features and vehicle registration plate recognition.

There are already over 200 cameras in the network and there are plans to extend the network to the City's industrial areas and to major road junctions. It is also planned to install cameras in all of the City's halls and facilities, with integration to access control systems so that buildings can be remotely opened.

The Belmont community is reaping the benefits of the investment in CCTV through improvements to community safety and through more efficient work practices by City staff.

Tree disease, digital technology and community engagement

Corymbia Calophylla (Marri) is an iconic and ecologically important Western Australian tree species which grows in many parts of Perth's Eastern Region. Over the past decade, the species has suffered from a fungal disease which causes Marri Canker in tree trunks and branches. There is currently a poor understanding of the distribution, incidence and severity of the disease and the EMRC has secured funding to undertake research into the disease with Murdoch University.

An innovative approach is being adopted that draws on members of the community, including members of the Region's active environmental groups. A smartphone app allows community members across the Region to record incidents of the Canker and contribute to a comprehensive database. The app (which will be available for download at no cost) will allow people to photograph affected trees and have the photographs automatically tagged with data including time and place, and then to send the photograph to the research database.

Key economic opportunities

There are particular economic opportunities for Perth's Eastern Region which can be addressed with digital technology:

Improving employment self-sufficiency

Local areas are striving to improve the level of employment self-sufficiency.

Digital technologies are enabling new patterns of work, with employees of private and public sector organisations being productive and connected while away from their employers' premises. There are also opportunities for freelancers and micro-businesses to thrive without traditional offices.

The work arrangements can take a number of forms. They can include home based working, working while travelling, working while on the premises of clients and working in "third spaces" such as tele-work centres and co-worker hubs. For employees of organisations based outside of the Region, these tele-work arrangements can be occasional or regular.

Growing geographic information technology firms

Within the Region, Landgate is a leading innovator in the use of digital technology and the management of digital data. It specialises in land information and geo-spatial data. The organisation is based in Midland and sees advantages in working with local technology firms and other businesses.

There is a rapidly growing market for digital products that use geo-spatial information and a number of technology firms are now developing new products based on the information

managed by Landgate. There is an opportunity for new digital technology firms who are based in or near Midland to develop productive partnerships with Landgate and to create a pool of

Australian tele-work trends

The Australian accounting software firm MYOB commissioned a survey about tele-working practices in 1,005 Australian small businesses.

These were some of the findings:

- Some 25% of firms said that their employees worked "mainly away from the office" and 32% said that their employees "worked partly from home and from the office".
- Businesses whose employees worked mostly from a location other than business premises were 24% more likely to see a revenue rise in the last year and were 32% less likely to see a revenue fall.
- Key benefits experienced by the businesses with staff who tele-work include improved employee satisfaction, travel savings, reduced overheads, increased productivity and reduced carbon footprint.

expertise in geo-spatial data products within the Region.

Exploiting big data opportunities

The Big Data box (see page 13) explained the opportunities offered by exploiting big data and highlighted the research undertaken by the McKinsey Global Institute. These opportunities apply to the key industry sectors in Perth's Eastern Region, including manufacturing and logistics.

The McKinsey Global Institute report from 2012, *Manufacturing the future: The next era of global growth and innovation* summarised the trends and opportunities facing the worldwide

manufacturing sector and highlighted the role of digital technology and information. The report stated:

“Across manufacturing industries, the use of big data can make substantial improvements in how companies respond to customer needs and how they run their machinery and operation. These enormous databases, which can include anything from online chatter about a brand or product to real-time feeds from machine tools and robots, have great potential for manufacturers – if they can master the technology and find the talent with the analytical skills to turn data into insights or new

Digital technology and operations control

Rio Tinto’s Remote Operations Centre at Perth Airport is an operational control room with sophisticated communications systems which allows the company to be a global leader in fully integrated, automated operations.

The Remote Operations Centre remotely controls the whole rail system, 30 train sets, 7 mines and 3 ports. This type of technology is probably not seen beyond the military. Haulage trucks that operate without humans are being trialled with plans to introduce this into full operation. As part of Rio Tinto’s “Mine of the Future” programme, this automated mine-to-port iron ore operation is part of the company’s drive to maintain its position as Australia’s leading iron ore producer.

operating improvement.”

Big data and logistics

Sense-T is a major digital research program being undertaken in Tasmania to build an economy wide intelligent sensor network that will integrate different data sources and develop new tools to enable businesses, governments and communities to make better decisions.

One of the projects in the program, *Pathways to Market*, focuses on logistics and other elements of the food sector. The \$10 million project will collect real time data about the conditions under which food is produced, processed, transported, stored and sold. The information will be available to consumers, producers and distributors. There are six streams in the research project:

1. Research into food stability, traceability, logistics and environmental impact, following two products through the domestic and Asian market
2. Development of new commercial technologies, including sensors that can be embedded in packaging to track various factors including those relevant to effective logistics
3. Research into consumer preferences
4. Methodologies to measure contributions to regional and national natural capital accounts
5. Development of apps for businesses and consumers
6. Development of new data visualisation tools.

Building the Region's Digital Future

Perth's Eastern Region can help build a better future enhanced by digital technologies by adopting a vision, goals and a comprehensive set of strategies and actions.

Vision for the digital future

The people and businesses of Perth's Eastern Region confidently make use of digital technology to enable better living, prosperity, learning and social participation.

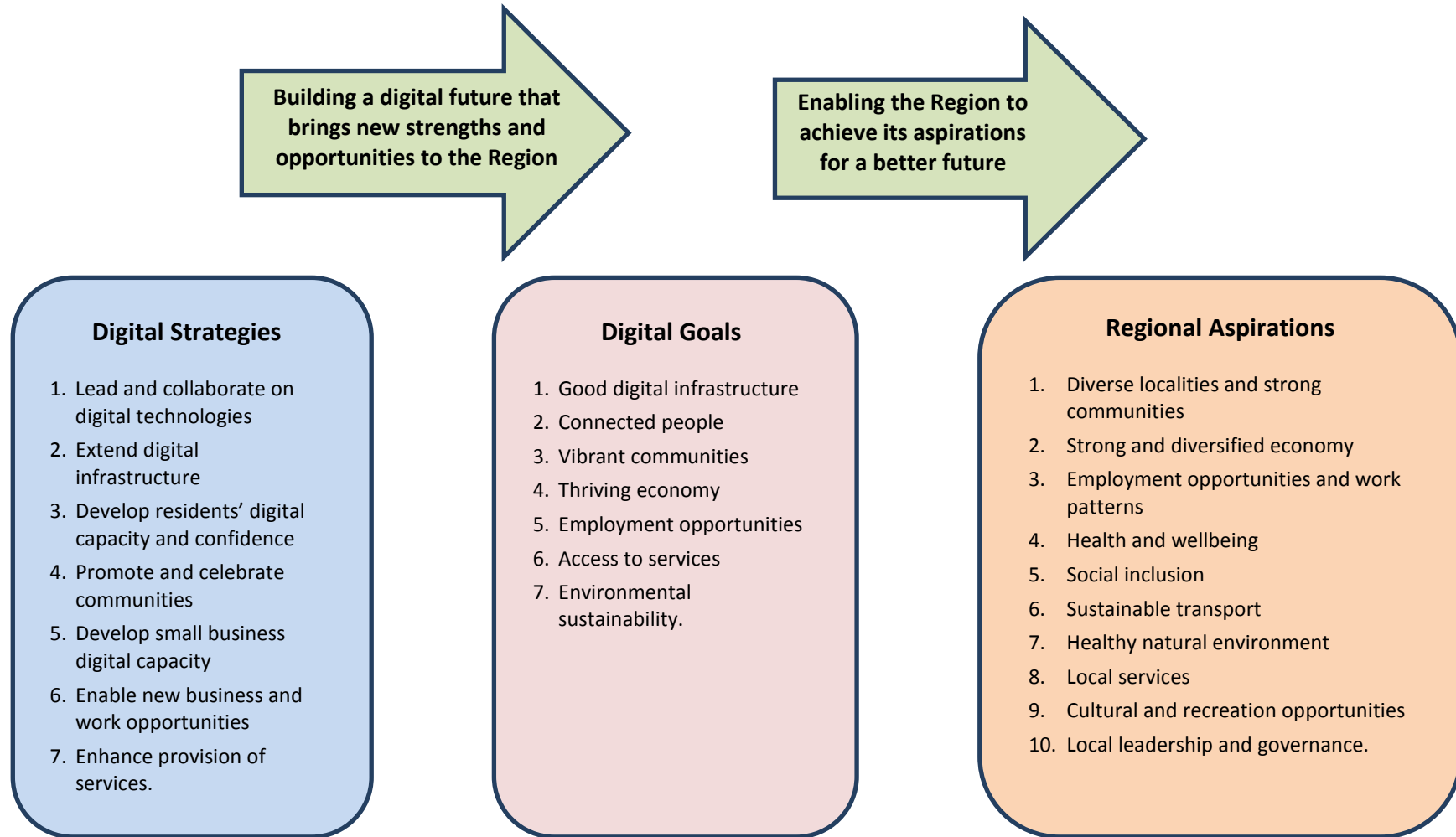
Goals for the digital future

The following digital goals support this vision:

Good digital infrastructure	Communities throughout Perth's Eastern Region will have access to affordable, reliable, high speed internet services.
Connected people	The people of Perth's Eastern Region will have the confidence, capability and access to use digital technologies to support fulfilling, creative, healthy and socially connected lives.
Vibrant communities	The different localities and cultural communities of Perth's Eastern Region will actively use digital technologies to record, share, promote and celebrate the distinctiveness, the features, the stories and the heritage of their localities and cultures.
Thriving economy	The economy of Perth's Eastern Region will be thriving as existing and new businesses use digital technologies to grow their market shares, to improve productivity, to enhance their knowledge resources and to build new networks of suppliers and partners.
Employment opportunities	A higher proportion of the residents of Perth's Eastern Region will work within the region through growth in knowledge based businesses and technology enabled work practices such as tele-work.
Access to services	The people and businesses of Perth's Eastern Region will have improved access to services, delivered efficiently using digital tools and online services.
Environmental sustainability	Lifestyles and business activities in Perth's Eastern Region will be more sustainable and the understanding of the Region's natural assets and ecosystems will be higher, through the use of digital technologies, online information resources and smart infrastructure.

Strategies to build the digital future

Pursuit of these seven strategies will assist the Region achieve the digital goals and the Region's aspirations for a better future.



1. Lead and collaborate on digital technologies

Agree, embrace and promote a vision and goals for the digital future of Perth's Eastern Region, and commit to a clear set of actions to achieve these. Develop a local digital strategy to complement the Regional Digital Strategy as relevant and required. Develop strategic management capacities and sound management arrangements with allocated responsibilities and resources.

Effective leadership, collaboration, governance and management arrangements are essential components in working towards the regional aspiration for strong, effective and efficient local government.

Effective program management includes strong stakeholder communication and promotion of the region's digital future. To ensure success, local residents, businesses and community organisations must understand the digital context and direction of the region in which they operate. Effective communication will also help build support from potential funding partners and help enable inward investment opportunities.

The consultations identified that many council executives and elected members lack the necessary strategic capacities and understandings about digital technology to oversee and support the implementation of the Regional Digital Strategy. The actions contained in this strategy address that issue. It also recognises that local governments may lack the scale, resources and capacities to develop and operate the complete suite of digital systems and infrastructure that will be required into the future. The Strategy proposes that councils investigate opportunities to share some systems.

Regional projects/actions

	Project/Action	Scope and Approach
R1.1	Commit to a digital future	Agree to the Regional Digital Strategy and provide active ongoing support for its promotion and implementation. Align other regional strategies and programs with the Regional Digital Strategy.
R1.2	Establish leadership and governance arrangements	Establish appropriate leadership and governance arrangements. This may include a regional management committee with membership from the EMRC and each council.
R1.3	Seek partners and funding	Promote the Regional Digital Strategy to potential partners and funders including federal and state governments. For some actions, consider possible partnerships with other regions throughout Australia that are implementing their own digital strategies.

	Project/Action	Scope and Approach
R1.4	Develop regional operation plans	Implement appropriate management arrangements and operational plans for implementing the Regional Digital Strategy. Allocate responsibilities and resources ensuring that there are clear accountabilities and effective program/project management for the different actions.
R1.5	Promote the region's digital future	Promote the Region's digital future through online and other channels to local residents, potential new residents, local businesses, potential new businesses and digital program partners. Present compelling messages about the future that the Region aspires to, and the strategies, programs and resources that will help achieve that future.
R1.6	Develop executive capacities and understandings	Facilitate programs to develop the strategic capacities and understandings about digital technologies and their opportunities by executives and elected members of member council and the EMRC.
R1.7	Investigate opportunities to share technology systems	Investigate the opportunities to share the management, operation and use of key technology systems between member councils. The systems that could be shared may include new software systems, or "cloud based" services, required to support some of the projects/actions proposed in this report.
R1.8	Monitor progress	Develop regional digital development measures and monitor progress against those measures.
R1.9	Adjust operational plans	Regularly review progress and adjust the Regional Digital Strategy and programs.

Local projects/actions

	Project/Action	Scope and Approach
L1.1	Strengthen member councils digital capacities	Become exemplars of a modern digitally enabled government organisations by strengthening capacities for planning, implementing and managing digital programs, services and infrastructure.
L1.2	Develop local digital strategies	Develop and implement Local Digital Strategies, aligning with the Regional Digital Strategy but supporting local priorities.
L1.3	Develop local operational plans	Implement appropriate management arrangements and operational plans for implementing Local Digital Strategies that allocate responsibilities and resources. Ensure that there are clear accountabilities and effective program/project management for the different actions.

2. Extend digital infrastructure

Advocate to ensure that residents, businesses and visitors have access to the digital infrastructure that forms the foundation of a digital future.

While the construction of the National Broadband Network is currently underway there is uncertainty in the timing of the roll out. Monitoring the NBN roll out and advocating for high priority may be beneficial in working towards achieving the goal that “communities throughout Perth’s Eastern Region will have access to affordable, reliable, high speed internet services”.

It is also important that broadband connections are available in different public places that are frequented by various groups in the community. These places include cafes (where an increasing number of people choose to complete their work) and community facilities such as libraries and parks. Consultations highlighted that Wi-Fi hotspots now exist, however the number of these can be built upon to provide greater coverage across the Region.

In addition to affordable broadband, household connection to digital services requires access to computers or similar devices. Some households struggle to afford computers and the Strategy proposes hardware access programs managed by community organisations as such programs have proved to be beneficial in a number of other communities.

Regional projects/actions

	Project/Action	Scope and Approach
R2.1	Advocate for broadband connections	Monitor the introduction of new broadband services through the National Broadband Network, identify areas with the greatest need for service improvement and advocate rapid introduction.
R2.2	Explore short term opportunities for broadband improvements	Liaise with telecommunications providers and seek the assistance of the WA Department of Commerce to explore short term opportunities to upgrade existing broadband services pending the full roll out of the National Broadband Network in the Region.

Local projects/actions

	Project/Action	Scope and Approach
L2.1	Extend Wi-Fi hotspots	Extend Wi-Fi hotspots giving priority to places that are most valuable for residents using online services to learn, to tele-work and to access key services. Also provide Wi-Fi hotspots in areas of value to visitors.
L2.2	Publicise NBN and Wi-Fi availability	Publicise the availability and locations of National Broadband Network infrastructure and Wi-Fi hotspots to residents, businesses and investors.
L2.3	Extend digital infrastructure in community facilities	Extend the digital infrastructure available to residents in community facilities including libraries. In addition to Wi-Fi and public access computers, consideration should be given to the provision of mobile tablet devices for loan within some facilities.
L2.4	Facilitate hardware access programs for disadvantaged groups	Facilitate hardware access programs managed by community organisations which provide low cost access to computer hardware, including second hand hardware for disadvantaged groups.

3. Develop residents' digital capacity and confidence

Encourage programs that provide residents of all ages and backgrounds with digital capabilities and literacy with a focus on empowering community organisations and enabling them to deliver relevant programs.

Community consultation and ABS statistics have shown that many households, particularly those with social disadvantage, lack the necessary digital confidence to benefit from digital technologies. Lack of digital literacy impedes employment opportunities, access to education and access to other services and reinforces social isolation. Some councils currently operate valuable digital literacy programs and the Strategy supports their extension.

The Strategy has a strong emphasis on supporting digital literacy programs which are delivered by community organisations. This approach is proposed because many community organisations are well placed to tailor programs to suit the particular needs of the groups that they serve (which can be distinguished by age, cultural background, disability or other factors). Community organisations are also able to draw on key resources including volunteers.

The consultations provided strong support for the involvement of community organisations in delivering digital literacy programs. They also identified the value in region wide efforts to assemble suitable digital literacy training resources.

Regional projects/actions

	Project/Action	Scope and Approach
R3.1	Convene a forum of digital community champions	Convene a regional forum of digital community champions (see L3.1). The forum will help identify community needs, share knowledge and resources, advise on the planning of digital programs and develop community partnerships.
R3.2	Assemble resource collections to support digital literacy programs	Assemble suitable resources for use by councils and community organisations in their digital literacy programs. Resources might include short digital stories showing how people of different backgrounds are benefitting from digital technology.
R3.3	Strengthen digital capacity of key community organisations	Facilitate a program to strengthen the digital capacity of community organisations throughout the region. The program could include mentoring and advice. It could also include the provision of digital planning toolkits for organisations. The development of such toolkits could be undertaken in partnership with other organisations beyond the Region.

Local projects/actions

	Project/Action	Scope and Approach
L3.1	Nominate community digital champions	Nominate community digital champions (ideally respected local people) who can promote the opportunities of digital technology within the community and encourage community organisations to support improvements to digital literacy.
L3.2	Extend digital literacy programs of libraries and community facilities	Review and extend the digital literacy programs delivered in their libraries and other community facilities.
L3.3	Facilitate digital literacy programs by community organisations	Encourage the delivery of digital literacy programs by local community organisations, particularly organisations that have strong links to community sectors with particular needs. Such community sectors could be based on age (e.g. youth or seniors), culture/ethnicity/language, disability or family circumstance (e.g. young mothers). Digital literacy programs could incorporate suitable resources, information sessions and one on one support.
L3.4	Partner with education institutions and other organisations providing digital literacy services	Partner with local schools, education institutions and other organisations in the delivery of digital literacy programs.
L3.5	Encourage volunteers to assist in digital literacy programs	Encourage volunteers to help deliver the digital literacy programs. Seek to engage younger people and active older people as volunteers.

Digital seniors

Digital technologies provide important opportunities for seniors to have rich and fulfilling lives but many lack digital literacy skills. In some communities, seniors are now actively helping themselves to acquire the skills and to access the technology.

In Western Australia's Peel Region, *PeelSeniorNet* is a dynamic community organisation which is improving the quality of life of its members by "encouraging the use of computer skills and utilising the internet". The association is led by seniors and supported by the City of Mandurah. It provides training courses in a "happy and safe" environment at the City of Mandurah's seniors' centre and also provides seniors with access to coaching, publications and regular newsletters. The association has been very successful in improving the digital literacy and the level of connectedness of seniors in the Peel Region.

4. Promote and celebrate communities

Support the development of digital resources which promote the Region's localities, celebrate its communities and increase vibrancy.

The Strategy proposes actions to enhance understanding about, and engagement with, the region's heritage, culture, environment and economic opportunities. These actions would help expand pride and cultural experiences for residents and help attract visitors, investors and cultural partners.

Many member councils are seeking to improve local vibrancy and to expand the local range of cultural and artistic activities. A number of communities around the world are successfully promoting digital art and the consultations identified this as being a potentially beneficial approach.

Consultations with Landgate and others identified the potential to integrate land information about regional bio-diversity. This would create a range of benefits and could provide new interpretative resources for tourists.

Many places are now developing digital resources and apps which effectively promote and support local attractions, local heritage and local outdoor recreation activities. The consultations confirmed the value of such resources for many localities in Perth's Eastern Region.

The councils now have a range of links with overseas communities, based on recent immigration or business investment. The strengthening of such links can create business, education and social benefits. Digital technology provides low cost opportunities to strengthen links and the Strategy proposes that councils consider creating such digital links.

Regional projects/actions

	Project/Action	Scope and Approach
R4.1	Establish a regional digital art competition	Encourage a competition for the development of engaging digital art works by artists in the region by partnering with relevant organisations (local schools, art galleries etc.)
R4.2	Integrate land information about regional bio-diversity	Investigate a partnership with Landgate to integrate geo-spatial information from many sources about the Region's bio-diversity, ecosystems and natural assets. The information could be used for a number of purposes including planning, research (by universities and others), education and tourism promotion.

Project/Action		Scope and Approach
R4.3	Commission a Swan River app	Commission a mobile device app which provides rich interpretative information about the Swan River by partnering with the Tourism and Environmental departments. Partnerships can also be sought with Landgate and local digital technology firms. The app could draw on integrated information about the Region's bio-diversity (see R4.2).
R4.4	Review and extend current digital promotion activities	Review current use of digital and online services for promoting the Region and its events. Extend the use of relevant digital technologies including mobile apps.

Local projects/actions

Project/Action		Scope and Approach
L4.1	Promote localities through digital channels	Develop and implement online promotion strategies for local areas including strategies to target potential visitors, potential residents and potential investors. Rich, compelling digital and social media resources could be created for each target group.
L4.2	Support the creation of digital resources about local heritage	Support the creation of digital resources by communities that provide engaging content about local heritage, history and environment by working with schools, cultural institutions, indigenous communities and community organisations.
L4.3	Commission the development of apps that support outdoor recreation activities	Commission, or support the commissioning of, mobile device apps which support outdoor recreation activities in local areas. In some areas, apps could be developed about local walking trails.
L4.4	Promote digital art	Supporting and promote digital art and digital artists in local areas. The means of support would depend on local factors and may include commissions of works, place based festivals and shared studio spaces.
L4.5	Create digital links with companion communities overseas	Creating digital links with overseas communities that have some connection with the local area. Connections could be based on a sister city relationships or on the places of origin of immigrant groups. Digital communications and information sharing could be used to strengthen educational, cultural, family and business links with the companion communities.

5. Develop small business digital capacity

Support (and where appropriate, establish and operate) programs to build the confidence and capacity of businesses, particularly small-medium enterprises, for using digital technologies which includes a mix of awareness raising, information resources and targeted advice.

Consultation coupled with the Economic Development Plans of individual member councils confirmed that a large number of small businesses lacked the confidence and capability to effectively use digital technology to survive and thrive. Many businesses lacked basic online presence. The situation in Perth's Eastern Region is common to that of many regions in Australia.

There was strong feedback in the consultations about the benefits of providing suitable programs at the regional level.

Small businesses lack understanding and ready access to advice about:

1. The business impacts and opportunities arising from digital technologies
2. The practical steps and resources for responding to these impacts and opportunities by using digital technologies.

The consultations confirmed that the most effective and efficient approaches for addressing these issues involve a mixture of:

1. General marketing and awareness raising
2. Practical stories, relevant to particular businesses
3. Advice from business peers
4. Advice from trusted advisors.

There was also feedback that many residential developments in the Region were not being designed or built with sufficient regard to the opportunities and implication of digital technology.

Regional projects/actions

Project/Action	Scope and Approach
R5.1 Establish a digital awareness raising program	Establish an ongoing and active awareness raising program for small businesses about the importance of digital technology for business survival and growth. Incorporate well targeted marketing approaches and information sessions. The program could be delivered in partnership with other organisations in the Perth metropolitan area.
R5.2 Assemble digital business case studies	Assemble and publish a set of case studies about relevant local industry sectors, showing how businesses have planned for, adopted and benefited from digital technology. The case studies should include video resources.
R5.3 Facilitate a digital business advice program	Facilitate or establish a digital business advice program. This program could provide digital business advisors who can provide practical advice to many small businesses about: <ol style="list-style-type: none"> 1. The business impacts and opportunities arising from digital technologies 2. The practical steps and resources for responding to these impacts and opportunities by using digital technologies.
R5.4 Provide businesses with digital planning toolkits	Develop digital planning toolkits for the Region's small businesses in partnership with other organisations beyond the Region. Disseminate information to relevant small business organisations as required.
R5.5 Facilitate regional business networks	Facilitate and support a series of industry sector digital support networks across the Region. The networks should enable participating businesses, particularly small businesses, to share knowledge, experiences and resources about the use of digital technology. The networks should promote contacts between members through online and face to face means. Consider an online directory and discussion platform to support the networks and use feedback from network members to adjust their various digital support programs. The networks should be developed in partnership with relevant business associations.
R5.6 Collect data on digital readiness of local businesses	Collect data on the levels of digital readiness and maturity of local businesses.
R5.7 Identity and communicate priorities for technical service provision	Provide information to local technology providers about the practical technology advice and services required by the Region's businesses. The advice could highlight current gaps in service availability. This information could be based on feedback from the proposed regional business networks (see R5.5) and could also be informed by data on the digital readiness of local businesses (see R5.6).

Project/Action	Scope and Approach
R5.8 Promote greater awareness in the building industry	Work with appropriate agencies and organisations to promote greater awareness about the implications of digital technology by developers, designers and builders of homes in the Region. This should address: <ol style="list-style-type: none"> 1. Technology driven changes to the way people are working, living and learning in their homes 2. Opportunities to use technology to reduce environmental impacts 3. Implications for new house designs 4. Practical details for installing and accommodating new technology within homes.
R5.9 Facilitate practical training courses	Facilitate the provision of relevant practical technology training for businesses in the Region. Priorities could be informed by feedback from the proposed regional business networks (see R5.5) and could also be informed by data on the digital readiness of local businesses (see R5.6).
R5.10 Establish a directory of digital service providers	Investigate the feasibility and the need of an online directory of digital service providers for businesses. The directory could include providers of services for digital business strategies, online marketing, web design and technical support.

Local projects/actions

Project/Action	Scope and Approach
L5.1 Facilitate online directories of local businesses	Encourage local businesses to be listed in online directories, enabling a basic online presence that is discoverable by search engines.
L5.2 Celebrate and promote local businesses that are digital technology leaders	Celebrate and promote the local businesses that are leaders in successfully adopting digital technology and creating business benefits. Case studies of leading businesses should be prepared and published online (see R5.2).

6. Enable new business and work opportunities

Pursue opportunities to broaden the economic base of the Region and enable new employment opportunities and work patterns. Promote the Region, promote new work practices and develop new partnerships and projects.

This strategy addresses regional aspirations for a diversified economy with a larger knowledge and creative industry sector, and regional aspirations for higher levels of levels of employment self sufficiency and increased tele-work. These aspirations are reflected in the EMRC's *Regional Economic Development Strategy 2010 - 2015* and in the Economic Development Strategies of each member council.

The Strategy responds to the current industry profile, including the significant manufacturing sector, and builds on the key economic opportunities identified. The proposed actions have been identified through the consultations.

Regional projects/actions

	Project/Action	Scope and Approach
R6.1	Promote the region as a base for knowledge based businesses	Promote the Region as a good place to establish knowledge based businesses by highlighting the Region's advantages and resources.
R6.2	Promote tele-work and flexible work practices	Promote tele-work and flexible work practices to public and private sector employers who have employees in the region. Identify and promote appropriate practices, work arrangements and policies.
R6.3	Promote understanding about new technologies for manufacturing	Promote better understanding and uptake of new digital technologies (such as 3-D printing) for the manufacturing and related sectors. This promotion could be done in conjunction with business associations and education and training organisations.
R6.4	Investigate geo-spatial data cluster	Work with Landgate and the WA Department of Commerce to investigate the growth of a regional cluster of digital technology firms, specialising in the development of innovative applications based on the use of geo-spatial data. The role of a proposed digital enterprise hub at Midland should be considered (see L6.2).

Project/Action	Scope and Approach
R6.5 Investigate a suitable research development project based on regional data sets	<p>Investigate a possible digital research and development project that could be funded to exploit the “big data” opportunities of the Region. The regional data sets that could be valuable cover local manufacturing, long distance logistics and transport, local traffic flows and geo-spatial data. The project could involve digital technology businesses, other local businesses, universities and state government agencies. It could also involve other Australian regions with large manufacturing and logistics sectors.</p> <p>There may be opportunities to support such a project through the <i>Industry Innovation Precincts Program</i> announced in the Australian Government’s industry innovation statement: <i>A Plan for Australian Jobs</i>. Establish a partnership with the WA Department of Commerce to investigate and scope the project.</p>

Local projects/actions

Project/Action	Scope and Approach
L6.1 Facilitate suitable business incubation services	<p>Facilitating suitable incubation and commercial mentoring services to support the growth of local knowledge based businesses by partnering with relevant organisation such as Innovation Centre WA.</p>
L6.2 Develop a digital enterprise hub at Midland	<p>Develop a digital enterprise hub at the Midland Railway Workshops site. The hub should offer a vibrant space and suitable support services for small digital technology and digital media firms. Partner organisations might include the Metropolitan Redevelopment Authority, FORM, Spacecubed and relevant education institutions to develop a business plan for a financially sustainable operation.</p>
L6.3 Facilitate home-based business networks	<p>Facilitate and support a local network of people who operate home-based businesses that enable participants to share knowledge, experiences, resources and social support. The network should promote contacts between members through online and face to face means.</p>
L6.4 Facilitate local tele-work venues	<p>Facilitate the establishment of local venues and centres for tele-working. Some venues could be at local community facilities while others could be privately managed.</p>
L6.5 Adopt tele-work and flexible work practices	<p>Adopt appropriate tele-work and flexible work practices for its own employees (see R6.2).</p>
L6.6 Review local planning regulations to support home-based work	<p>Review local planning regulations and where appropriate, revise them to support suitable home-based work.</p>

7. Enhance provision of services

Enhance and integrate online services by using digital technologies in ways that broaden access, improve service quality and reduce delivery costs.

Effective and efficient government and community services are important for the Region's economic, social and environmental development. Digital technologies offer many opportunities to enhance services. It is also important for local government organisations to be exemplars of modern digitally enabled organisations. Leading governments across the world are focusing on trends including the use of social media to engage with their communities and stakeholders, the open provision of government data and the adoption of mobile devices.

Consultations and research highlighted opportunities for councils to extend their provision of online services and confirmed that many councils lack the scale, resources and capacities to pursue this individually and should therefore consider collaborating across the region.

The consultations also identified specific opportunities for the Region to support community services and sustainable transport. The strategy includes proposed projects/actions for addressing these opportunities.

Regional projects/actions

	Project/Action	Scope and Approach
R7.1	Collaborate on development of online services	Co-ordinate shared work by member councils to extend online government services. Convene a regional online services working group with representatives of each member council to address opportunities for shared approaches and shared systems in the provision of more extensive and more cost effective online services (see R1.7).
R7.2	Introduce a region wide capability for online community consultations	Working with the proposed regional online services working group (see R7.1), research feasibility of a shared capability and system for online community consultations which could be used by all member councils.
R7.3	Develop advice about good practices for using social media	Develop practical advice for member councils on the appropriate and effective use of online social media.
R7.4	Promote regional collaboration in use of online services in education and health sectors	Promote collaboration across the Region in the use of online services and digital resources by public and private providers of education and health services. Convene forums of sectoral representatives to explore the possibilities of collaboration.

Project/Action	Scope and Approach
R7.5 Facilitate an online community of practice for social service workers	Facilitate an online community of professionals and key volunteers who provide social and related services throughout the Region. The online community should enable the sharing of local knowledge and resources between professionals and volunteers in different community and government organisations.
R7.6 Investigate increased use of technology for language interpreter services	Investigate innovative ways to increase the use of technology for improving access to language interpreters. This would help people with limited or no English language skills to better access government and community services. The use of high quality video and audio conferencing to remotely located interpreters could be considered.
R7.7 Commission apps that support sustainable transport	Commission and support apps that support sustainable transport across the region including cycling and walking.
R7.8 Promote use of online services to support ride sharing and community resource sharing	Promote the safe use of online services to promote ride sharing and the community sharing of household resources.
R7.9 Promote use of smart transport infrastructure	Promote the increased use of smart transport infrastructure, including infrastructure creating rich data sets from sensors, by transport organisations and agencies that operate in the Region.

Local projects/actions

Project/Action	Scope and Approach
L7.1 Review and extend online services	Review websites and current provision of online services to provide more extensive and more cost effective online services that meet the needs of residents, business, visitors and investors (see R7.1)
L7.2 Extend use of online services for community consultations	Extend the use of online services for community consultations and work in collaboration with other councils (see R7.2).
L7.3 Extend use of online social media	Extend their use of online social media for engaging with their communities and other stakeholders (see R7.3).

Project/Action	Scope and Approach
L7.4 Open up access to information and data	Give priority to the digitisation and online dissemination of valuable information that is currently paper based. Particular priority should be given to information that is of value to the Region's businesses and potential investors. councils should also open up access to key data holdings, including geo-spatial data holdings, and enable third parties to create new digital resources that are of benefit to businesses, residents, visitors and investors.
L7.5 Adopt mobile devices	Extend the use of mobile devices including tablet devices by employees and the people who visit various offices, libraries and other community facilities. Consider the adoption of BYOD (Bring Your Own Device) programs for staff, contractors and volunteers.

Good design for online government

The UK *Designs of the Year* award is presented to the most innovative, interesting and forward looking design produced over the last twelve months from around the world. The designs considered each year are in the categories of architecture, transport, graphics, interactive, product, furniture and fashion, but the 2013 award went to *gov.uk*, the UK Government's new website for online services.

The *gov.uk* website provides a one stop digital shop for UK government services and information. It has been carefully designed according to 10 principles:

1. Start with user needs, not government needs
2. Do less
3. Design with data
4. Do the hard work to make it simple
5. Iterate, then iterate again
6. Build for inclusion
7. Understand the context of users
8. Build digital services, not websites
9. Be consistent, not uniform
10. Make things open.

Implementation

Regional implementation

The EMRC and its member councils already have effective collaborative arrangements to start implementation of the Regional Digital Strategy. The Economic Development Officers Group is well placed to co-ordinate the initial work.

The first steps to be taken are the initial four actions proposed in the first strategy: “Lead and collaborate on digital technologies”. These actions are about commitment, leadership, funding and practical action planning. Success will also depend on securing appropriate partnerships and a number of potential partnerships. This document identifies some potential partners including:

- Australian Government - Department of Broadband, Communication and the Digital Economy
- Australian Government - Department of Industry, Innovation, Climate Change, Science, Research and Tertiary Education
- Innovation Centre WA
- Landgate
- RDA Perth
- WA Department of Commerce
- Business associations
- Universities
- Other regions pursuing digital strategies.

Implementation will then focus on the sound management of projects and actions. It is also about monitoring progress and adjusting strategies as required.

Local implementation

As relevant and required, each member council can develop and implement its own Local Digital Strategy, aligning with the Regional Digital Strategy but supporting local priorities.

Before developing local digital strategies, member councils should ensure that they have the necessary internal capacities for planning, implementing and managing their digital programs. They will need clearly defined management roles for digital strategies, appropriate local governance arrangements and well develop strategic understandings about digital technologies and their opportunities by executives and elected members.

Each member council will need to scope and plan projects and actions that address their local priorities. The seven strategies proposed in this document provide a suitable frame. Each member council should review the proposed local actions set out in this document, decide which of the proposed actions match local priorities and then develop practical operational plans.

The strategic and contextual factors to be considered by member councils include:

- Future aspirations, as set out in strategic community plans and similar documents
- Local strategies and priorities, including economic development strategies
- Community characteristics, including socio-economic characteristics
- Economic characteristics, including local industry profile and the importance of home based businesses
- Environmental characteristics, including the extent of bushland and river frontage
- Cultural and heritage characteristics, including the current provision of arts events and festivals
- Infrastructure and development characteristics, including key investments and projects
- Budgets.

The implementation and opportunity factors to be considered by member councils include:

- Current capacities for planning and implementing digital programs, services and infrastructure
- Current level of provision of online services
- Current availability and future roll out plans for broadband services and Wi-Fi
- Range of services currently provided in libraries and other community facilities
- Capacity of community organisations to provide digital literacy programs
- Capacity of schools and education institutions to support digital literacy programs.

Local implementation is about the sound management and resourcing of local projects and actions, with appropriate regional collaboration. Local Digital Strategies should be regularly reviewed and adjusted.

Fab Labs

One of the major technology trends for manufacturing has been digital fabrication, including technologies such as 3-D printing which allows complex objects to be created using equipment that has become affordable for small workshops and homes. This is disrupting the manufacturing sector and creating new opportunities for small firms.

The digital fabrication trend has spawned the global “Fab Lab” network, based on a concept that originated at the Massachusetts Institute of Technology. A Fab Lab is “a fully kitted fabrication workshop which gives everyone in the community, from small children through to entrepreneurs and businesses, the capability to turn their ideas and concepts into reality”. Fab Labs can enable new innovations and new business opportunities for manufacturing businesses.

Fab Lab Adelaide is one of the first Fab Labs in Australia and is managed by the Australian Network for Art and Technology with funding from the South Australian Government. It offers services and equipment so that small businesses can learn about, and develop skills in, prototyping and small scale manufacturing. The Fab Lab also supports local designers, inventors, artists and students.

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Glossary of Abbreviations

ABS	Australian Bureau of Statistics
BYOD	Bring your own device
CBD	Central business district
CCTV	Closed circuit television
EDOG	Economic Development Officers' Group
EMRC	Eastern Metropolitan Regional Council
ICT	Information and communications technology
LGA	Local government area
LDS	Local Digital Strategy
MGI	McKinsey Global Institute
MRA	Metropolitan Redevelopment Authority
NBN	National Broadband Network
RDA	Regional Development Australia
RDS	Regional Digital Strategy
WA	Western Australia



REGIONAL DIGITAL STRATEGY

A Local Digital Strategy Toolkit for Perth's Eastern Region

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About the Toolkit

The Local Digital Strategy Toolkit aims to assist each local government authority in Perth's Eastern Region to develop a Local Digital Strategy.

The Regional Digital Strategy for Perth's Eastern Region has been prepared to enable residents and businesses to capitalise on the opportunities that are offered by digital technology. It sets out the following digital vision for the Region:

“The people and businesses of Perth’s Eastern Region confidently make use of digital technology to enable better living, prosperity, learning and social participation.”

It defines seven digital goals and seven individual strategies for the region. For each individual strategy, a series of proposed projects/actions have been identified. Some of these are to be undertaken collaboratively across the region through the co-ordination of the Eastern Metropolitan Regional Council (EMRC). Others will be undertaken by individual councils in Perth's Eastern Region.

The seven strategic areas of focus are:

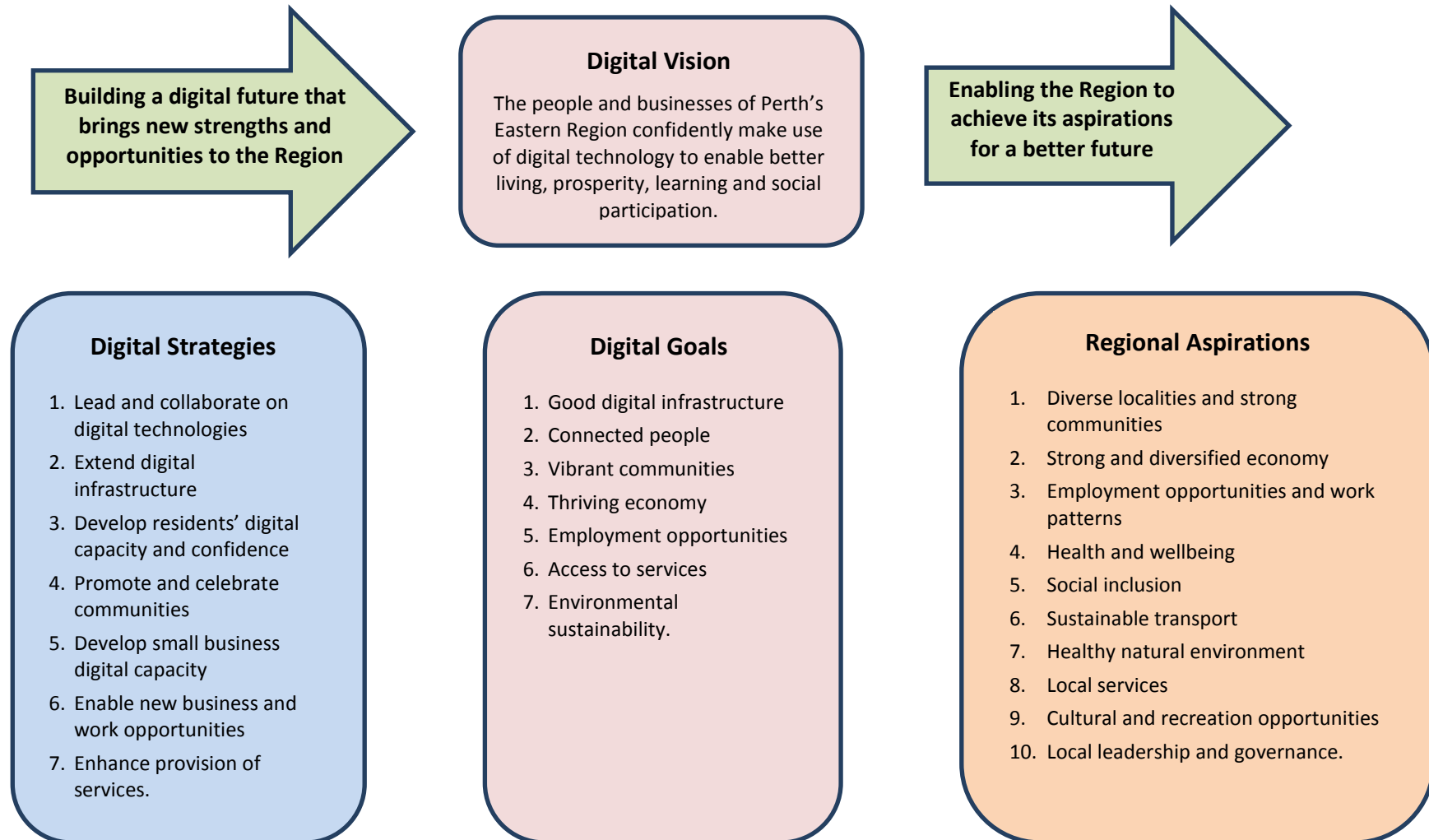
- Lead and collaborate on digital technologies
- Extend digital infrastructure
- Develop residents' digital capacity and confidence
- Promote and celebrate communities
- Develop small business digital capacity
- Enable new business and work opportunities
- Enhance provision of services

The toolkit begins with a summary of the Regional Digital Strategy and an overview of the Local Digital Strategy Toolkit. The body of the toolkit describes a staged approach to developing and then implementing a Local Digital Strategy and then concludes with a list of relevant resources.

The Eastern Metropolitan Regional Council covers six local government areas being: The Town of Bassendean, City of Bayswater, City of Belmont, Shire of Kalamunda, Shire of Mundaring and City of Swan. It is a large and diverse region that covers approximately one third of the Perth Metropolitan Area. The Eastern Metropolitan Regional Council is a regional government organisation that works on behalf of its six member councils and provides services in waste management, environmental management and regional development.

The Regional Digital Strategy

The Regional Digital Strategy for Perth's Eastern Region set out a digital vision and seven individual strategies for achieving seven digital goals:



The digital goals

The Regional Digital Strategy sets out the following goals:

Good digital infrastructure	Communities throughout Perth's Eastern Region will have access to affordable, reliable, high speed internet services.
Connected people	The people of Perth's Eastern Region will have the confidence, capability and access to use digital technologies to support fulfilling, creative, healthy and socially connected lives.
Vibrant communities	The different localities and cultural communities of Perth's Eastern Region will actively use digital technologies to record, share, promote and celebrate the distinctiveness, the features, the stories and the heritage of their localities and cultures.
Thriving economy	The economy of Perth's Eastern Region will be thriving as existing and new businesses use digital technologies to grow their market shares, to improve productivity, to enhance their knowledge resources and to build new networks of suppliers and partners.
Employment opportunities	A higher proportion of the residents of Perth's Eastern Region will work within the Region through growth in knowledge based businesses and technology enabled work practices such as tele-work.
Access to services	The people and businesses of Perth's Eastern Region will have improved access to services, delivered efficiently using digital tools and online services.
Environmental sustainability	Lifestyles and business activities in Perth's Eastern Region will be more sustainable and the understanding of the Region's natural assets and ecosystems will be higher, through the use of digital technologies, online information resources and smart infrastructure.

The individual strategies

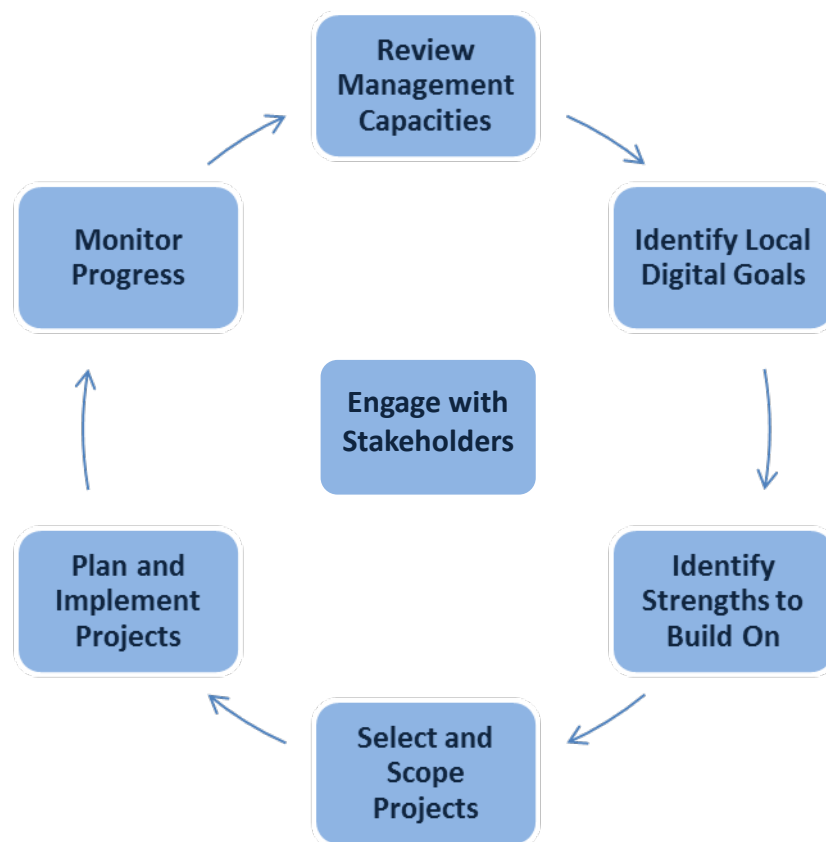
The Regional Digital Strategy sets out the following individual strategies:

1	Lead and collaborate on digital technologies	Agree, embrace and promote a vision and goals for the digital future of Perth's Eastern Region, and commit to a clear set of actions to achieve these. Develop Local Digital Strategies to complement the Regional Digital Strategy as relevant and required. Develop strategic management capacities and sound management arrangements that allocate responsibilities and resources.
2	Extend digital infrastructure	Advocate to ensure that residents, businesses and visitors have access to the digital infrastructure that forms the foundation of a digital future.
3	Develop residents' digital capacity and confidence	Encourage programs that provide residents of all ages and backgrounds with digital capabilities and literacy with a focus on empowering community organisations and enabling them to deliver relevant programs.
4	Promote and celebrate communities	Support the development of digital resources which promote the Region's localities, celebrate its communities and increase vibrancy.
5	Develop small business digital capacity	Support (and where appropriate, establish and operate) programs to build the confidence and capacity of businesses, particularly smaller-medium enterprises, for using digital technologies which includes a mix of awareness raising, information resources and targeted advice.
6	Enable new business and work opportunities	Pursue opportunities to broaden the economic base of the Region and enable new employment opportunities and work patterns. Promote the region, promote new work practices and develop new partnerships and projects.
7	Enhance provision of services	Enhance and integrate online services by using digital technologies in ways that broaden access, improve service quality and reduce delivery costs.

Developing a Local Digital Strategy

A Local Digital Strategy that aligns with the Regional Digital Strategy can provide each member council with a clear set of goals and an achievable set of actions for promoting economic, social and environmental development, enabled by digital technology.

The Toolkit provides advice about developing a Local Digital Strategy based on a staged approach:



Review Management Capacities

Member councils should ensure that they have the appropriate internal management capacities to establish, manage and review a Local Digital Strategy. The key elements include:

Digital leadership

Member councils should designate a senior manager who can lead and manage a local digital strategy, to achieve the expected economic, social and environmental benefits. An effective digital leader should have:

- Strategic thinking and policy skills
- Strong communication skills and an ability to influence senior managers and community leaders
- A high level understanding of digital technology trends
- A good understanding of the economic, social and environmental opportunities of digital technology
- Program and project management skills.

Some organisations are now appointing “Chief Digital Officers” with a responsibility to lead transformation programs that exploit the opportunities of digital technology.

Member Councils could consider the potential for their Economic Development Officer to take on this role.

High level commitment

Member councils need to ensure that there is high level commitment and support for their digital strategy. The strategy should be endorsed by the council, actively driven by senior management, resourced through budgets and linked to other council strategies, programs and activities.

Governance

Member councils need clear governance arrangements to control the planning, implementation and updating of their local digital strategy. The governance arrangements for the digital strategy should be integrated with the councils overall governance arrangements. The key elements of good governance for a Local Digital Strategy are:

Clarity about strategy: There must be clarity about what is being governed. The Local Digital Strategy should be clear, understandable and documented. The strategy should describe what is to be achieved (in terms of economic, social and environmental benefits) and what the measures of success will be. Importantly, it should describe the how, when and who of implementation.

Accountability: There should be clear management accountability for the strategy with a single senior executive being responsible for its overall management. This person is generally different from the overall leader of the strategy and is frequently their immediate supervisor.

Decision making structures: There should be clear processes for making decisions about the strategy. Digital strategies impinge on the responsibilities of different organisational groups and managers within councils and this means that the decision making processes need to involve a number of senior managers. A digital strategy management committee would be appropriate for most councils. In some cases, there will be existing committees that can serve this purpose. The committee should generally be chaired by the senior executive that is responsible for the overall management of the strategy. It should include other relevant managers and the strategy leader. In general, relevant community leaders and other stakeholders would not be members of the digital strategy management committee but may be members of other consultative groups.

Information for monitoring: The digital strategy management committee should receive regular reports of the information they require to monitor and refine the implementation of the strategy. This should include information about progress, activities, schedules, resources, stakeholders, issues, risks and achievements.

Management of issues and risks: The digital strategy management committee should have processes for monitoring and managing issues and risks that can affect the strategy.

Partnership development

Member councils need the capacity to develop partnerships with other organisations for funding and implementing their digital strategy. For some projects/actions under the strategy, the councils will seek funding partners and implementation partners to share in the development of various resources. These may include departments and agencies of the WA Government. There may also be partnerships with local organisations including community organisations, business organisations and education institutions. The EMRC will be a key partner organisation.

Project planning and management

Member Councils need the capacity to convert strategies into effective actions. This requires effective project planning and management.

Financial and human resources

Member Councils need the budget capacity to allocate the necessary financial and human resources to their digital strategy and the projects/actions that they choose to undertake in support of their strategy.

Monitoring and review

Member Councils need the capacity to monitor, review and adapt their digital strategy and its associated projects/actions.

Service transformation

Member Councils need the management capacity to develop and extend their online services in ways that meet the needs of their many client groups and in ways that enable efficiencies.

Internal digital systems and infrastructure

Member Councils need strong, responsive and adaptable capacities to manage and implement the digital technology systems and infrastructure that they use for providing online services, supporting community infrastructure and providing internal administrative services.

Identify Local Digital Goals

Member councils should identify a local digital vision and local digital goals for the targeted economic, social and environmental development to be enabled by digital technologies.

Clarify community goals and local context

The Local Digital Strategy should support the community goals for development and be compatible with the local context. Member councils should first consider their strategic and contextual factors including:

- Future aspirations, as set out in strategic community plans and similar documents
- Local strategies and priorities, including economic development strategies
- Community characteristics, including socio-economic characteristics
- Economic characteristics, including local industry profile and the importance of home based businesses
- Environmental characteristics, including the extent of bush land and river frontage
- Cultural and heritage characteristics, including the current provision of arts events and festivals
- Infrastructure and development characteristics, including key investments and projects
- Legislative imperatives
- Budgets.

Clarity about the community goals and the local context is important for setting local digital goals. This clarity also helps to identify, scope and plan suitable projects/actions for achieving those goals.

Develop a local digital vision

Member councils should develop a brief statement about their local digital vision which responds to the local community goals and local context. This could be based on the regional digital vision: ***The people and businesses of Perth's Eastern Region confidently make use of digital technology to enable better living, prosperity, learning and social participation.***

Consider regional digital goals

Member councils should then set priorities for their own local digital goals. The starting point could be the seven regional digital goals:

Regional Digital Goal	Local Considerations
<p>Good digital infrastructure</p> <p>Communities throughout Perth’s Eastern Region will have access to affordable, reliable, high speed internet services.</p>	<ul style="list-style-type: none"> • What is the current state of broadband services in the area? • What is the NBN roll out schedule for the area? • Is the area well served by Wi-Fi? • To what extent do residents have access to suitable computer hardware?
<p>Connected people</p> <p>The people of Perth’s Eastern Region will have the confidence, capability and access to use digital technologies to support fulfilling, creative, healthy and socially connected lives.</p>	<ul style="list-style-type: none"> • What are the local levels of household digital literacy? • Are there specific groups within the community with low levels of digital literacy? • To what extent are digital literacy needs already being addressed through the programs offered by local community organisations, education institutions and libraries?
<p>Vibrant communities</p> <p>The different localities and cultural communities of Perth’s Eastern Region will actively use digital technologies to record, share, promote and celebrate the distinctiveness, the features, the stories and the heritage of their localities and cultures.</p>	<ul style="list-style-type: none"> • What are the local priorities for increasing vibrancy and celebrating local culture and heritage? • What are the local priorities for promoting the area to potential visitors, potential settlers and potential investors? • What are the priorities and opportunities for building links with companion communities overseas?
<p>Thriving economy</p> <p>The economy of Perth’s Eastern Region will be thriving as existing and new businesses use digital technologies to grow their market shares, to improve productivity, to enhance their knowledge resources and to build new networks of suppliers and partners.</p>	<ul style="list-style-type: none"> • What are the local priorities for economic development and diversification? • To what extent do existing local businesses understand and make effective use of online services and digital resources? • What are the local opportunities for attracting new businesses?

Regional Digital Goal	Local Considerations
<p>Employment opportunities</p> <p>A higher proportion of the residents of Perth’s Eastern Region will work within the region through growth in knowledge based businesses and technology enabled work practices such as tele-work.</p>	<ul style="list-style-type: none"> • Are there local opportunities to grow home based businesses? • Are there local opportunities to grow the knowledge based business sector? • Are there local opportunities to increase the local level of tele-work?
<p>Access to services</p> <p>The people and businesses of Perth’s Eastern Region will have improved access to services, delivered efficiently using digital tools and online services.</p>	<ul style="list-style-type: none"> • How effective and extensive are the online services currently offered by the council to local residents, local businesses and others? • Are there new opportunities to improve engagement with the community? • What are the opportunities to improve work practices within the council through the use of digital technologies?
<p>Environmental sustainability</p> <p>Lifestyles and business activities in Perth’s Eastern Region will be more sustainable and the understanding of the region’s natural assets and ecosystems will be higher, through the use of digital technologies, online information resources and smart infrastructure.</p>	<ul style="list-style-type: none"> • What are the opportunities to improve the sustainability of local lifestyles, business activities and transport behaviours? • Are there opportunities to create new information resources about local natural assets?

Identify Strengths to Build on

Member councils should identify the local strengths on which to build a suitable set of projects/actions for achieving the local digital goals. The following table sets out some key questions to help identify the relevant strengths:

Potential Local Strength	Key Questions
Council Management and Budget Capacity	<ul style="list-style-type: none"> • Does the council have the necessary capacities to plan and manage digital strategy projects/actions? • What budget capacity does the council have to fund projects/actions under the digital strategy?
Partnerships and Funding Opportunities	<ul style="list-style-type: none"> • What are the potentials for partnering with other local government organisations in the Perth metropolitan area? • What are the potentials for partnering with, and securing funding from, WA Government departments and agencies? • What are the potentials for partnering with, and securing funding from, Australian Government departments and agencies? • What are the potentials for partnering with other organisations, including some beyond WA?
Stakeholder Support	<ul style="list-style-type: none"> • Are there any pressing community issues, identified through local planning processes and community consultations, which will have a bearing on what projects/actions are undertaken and how they are implemented? • Do the representatives of key local community and business organisations understand and support the need for a local digital strategy? What are their priorities?
Broadband Infrastructure	<ul style="list-style-type: none"> • What are the local roll out plans for the NBN? • Are there developments or projects underway to extend Wi-Fi services?
Community Facilities	<ul style="list-style-type: none"> • How many libraries and other community facilities are available to support digital literacy programs? • What digital literacy programs are already underway?

Potential Local Strength	Key Questions
Community Organisations and Champions	<ul style="list-style-type: none"> • How many local community organisations are well placed to support digital literacy and similar programs? • Are there local community leaders who could be digital champions?
Education Institutions	<ul style="list-style-type: none"> • Are there suitable local schools and other education institutions that could support the delivery of digital literacy programs? • Are there suitable local schools and other education institutions that could provide training venues and facilities for digital literacy programs?
Local Culture, Heritage and Natural Assets	<ul style="list-style-type: none"> • Does the area have a rich array of local culture, history and heritage that could be promoted through digital channels? • Are there arts activities, cultural events and festivals that could be promoted through digital channels? • Are there natural assets and outdoor recreation opportunities that could be promoted through digital channels?
Local Industry Base	<ul style="list-style-type: none"> • Do local businesses have good access to advisory services and technical support services for digital technologies? • How well placed are local business organisations and business networks to help small businesses to adopt digital technology? • Are there suitable local online business directories? • What are the local opportunities for business incubation support services?
Local Projects and Developments	<ul style="list-style-type: none"> • Are there any privately funded or publicly funded projects or developments that offer special opportunities for using or promoting digital technologies?
Information Assets	<ul style="list-style-type: none"> • Does the council have paper based information assets that could be digitised and made available to the benefit of local businesses or residents?
Technology Platforms	<ul style="list-style-type: none"> • Does the council currently have a suitable suite of technology systems, infrastructure and mobile devices to support the development of online services, community infrastructure and administrative services?

Select and Scope Projects

The councils should select and scope an appropriate set of projects/actions that help achieve the local digital goals and build on the identified strengths.

Review proposed projects/actions

The Regional Digital Strategy proposed a series of local projects/actions under the seven individual strategies and these are listed on the following pages. Member councils should review each proposed project/action and consider the following selection questions:

- Does the project/action address an important local priority and local digital goal?
- Is the project/action likely to be successful in helping achieving the relevant local digital goals?
- Does the project/action respond to the identified local strengths?
- Does the council have the management capacity to successfully plan and implement the project/action?
- Is it likely that the council will have access to the necessary financial, human and other resources to implement the project/action?
- Will the council be able to manage the risks associated with the project/action?
- Is the project/action likely to be good value for money?

Select and scope

After the potential projects/actions have been reviewed and the selection questions have been considered, the council should select and scope the projects/actions that it intends to undertake.

1. Lead and collaborate on digital technologies

Agree, embrace and promote a vision and goals for the digital future of Perth's Eastern Region, and commit to a clear set of actions to achieve these. Develop a local digital strategy to complement the Regional Digital Strategy as relevant and required. Develop strategic management capacities and sound management arrangements with allocated responsibilities and resources.

Local projects/actions proposed in the Regional Digital Strategy

	Project/Action	Scope and Approach
L1.1	Strengthen member councils digital capacities	Become exemplars of a modern digitally enabled government organisations by strengthening capacities for planning, implementing and managing digital programs, services and infrastructure.
L1.2	Develop local digital strategies	Develop and implement Local Digital Strategies, aligning with the Regional Digital Strategy but supporting local priorities.
L1.3	Develop local operational plans	Implement appropriate management arrangements and operational plans for implementing Local Digital Strategies that allocate responsibilities and resources. Ensure that there are clear accountabilities and effective program/project management for the different actions.

2. Extend digital infrastructure

Advocate to ensure that residents, businesses and visitors have access to the digital infrastructure that forms the foundation of a digital future.

Local projects/actions proposed in the Regional Digital Strategy

	Project/Action	Scope and Approach
L2.1	Extend Wi-Fi hotspots	Extend Wi-Fi hotspots giving priority to places that are most valuable for residents using online services to learn, to tele-work and to access key services. Also provide Wi-Fi hotspots in areas of value to visitors.
L2.2	Publicise NBN and Wi-Fi availability	Publicise the availability and locations of National Broadband Network infrastructure and Wi-Fi hotspots to residents, businesses and investors.
L2.3	Extend digital infrastructure in community facilities	Extend the digital infrastructure available to residents in community facilities including libraries. In addition to Wi-Fi and public access computers, consideration should be given to the provision of mobile tablet devices for loan within some facilities.
L2.4	Facilitate hardware access programs for disadvantaged groups	Facilitate hardware access programs managed by community organisations which provide low cost access to computer hardware, including second hand hardware for disadvantaged groups.

3. Develop residents' digital capacity and confidence

Encourage programs that provide residents of all ages and backgrounds with digital capabilities and literacy with a focus on empowering community organisations and enabling them to deliver relevant programs.

Local projects/actions proposed in the Regional Digital Strategy

	Project/Action	Scope and Approach
L3.1	Nominate community digital champions	Nominate community digital champions (ideally respected local people) who can promote the opportunities of digital technology within the community and encourage community organisations to support improvements to digital literacy.
L3.2	Extend digital literacy programs of libraries and community facilities	Review and extend the digital literacy programs delivered in libraries and other community facilities.
L3.3	Facilitate digital literacy programs by community organisations	Encourage the delivery of digital literacy programs by local community organisations, particularly organisations that have strong links to community sectors with particular needs. Such community sectors could be based on age (e.g. youth or seniors), culture/ethnicity/language, disability or family circumstance (e.g. young mothers). Digital literacy programs could incorporate suitable resources, information sessions and one on one support.
L3.4	Partner with education institutions and other organisations providing digital literacy services	Partner with local schools, education institutions and other organisations in the delivery of digital literacy programs.
L3.5	Encourage volunteers to assist in digital literacy programs	Encourage volunteers to help deliver the digital literacy programs. Seek to engage younger people and active older people as volunteers.

4. Promote and celebrate communities

Support the development of digital resources which promote the Region's localities, celebrate its communities and increase vibrancy.

Local projects/actions proposed in the Regional Digital Strategy

	Project/Action	Scope and Approach
L4.1	Promote localities through digital channels	Develop and implement online promotion strategies for local areas including strategies to target potential visitors, potential residents and potential investors. Rich, compelling digital and social media resources could be created for each target group.
L4.2	Support the creation of digital resources about local heritage	Support the creation of digital resources by communities that provide engaging content about local heritage, history and environment by working with schools, cultural institutions, indigenous communities and community organisations.
L4.3	Commission the development of apps that support outdoor recreation activities	Commission, or support the commissioning of, mobile device apps which support outdoor recreation activities in local areas. In some areas, apps could be developed about local walking trails.
L4.4	Promote digital art	Support and promote digital art and digital artists in local areas. The means of support would depend on local factors and may include commissions of works, place based festivals and shared studio spaces.
L4.5	Create digital links with companion communities overseas	Creating digital links with overseas communities that have some connection with the local area. Connections could be based on a sister city relationships or on the places of origin of immigrant groups. Digital communications and information sharing could be used to strengthen educational, cultural, family and business links with the companion communities.

5. Develop small business digital capacity

Support (and where appropriate, establish and operate) programs to build the confidence and capacity of businesses, particularly small-medium enterprises, for using digital technologies which includes a mix of awareness raising, information resources and targeted advice.

Local projects/actions proposed in the Regional Digital Strategy

	Project/Action	Scope and Approach
L5.1	Facilitate online directories of local businesses	Encourage local businesses to be listed in online directories, enabling a basic online presence that is discoverable by search engines.
L5.2	Celebrate and promote local businesses that are digital technology leaders	Celebrate and promote the local businesses that are leaders in successfully adopting digital technology and creating business benefits. Case studies of leading businesses should be prepared and published online (see R5.2).

6. Enable new business and work opportunities

Pursue opportunities to broaden the economic base of the Region and enable new employment opportunities and work patterns. Promote the Region, promote new work practices and develop new partnerships and projects.

Local projects/actions proposed in the Regional Digital Strategy

	Project/Action	Scope and Approach
L6.1	Facilitate suitable business incubation services	Facilitating suitable incubation and commercial mentoring services to support the growth of local knowledge based businesses by partnering with relevant organisation such as Innovation Centre WA.
L6.2	Develop a digital enterprise hub at Midland	Develop a digital enterprise hub at the Midland Railway Workshops site. The hub should offer a vibrant space and suitable support services for small digital technology and digital media firms. Partner organisations might include the Metropolitan Redevelopment Authority, FORM, Spacecubed and relevant education institutions to develop a business plan for a financially sustainable operation.
L6.3	Facilitate home-based business networks	Facilitate and support a local network of people who operate home-based businesses that enable participants to share knowledge, experiences, resources and social support. The network should promote contacts between members through online and face to face means.
L6.4	Facilitate local tele-work venues	Facilitate the establishment of local venues and centres for tele-working. Some venues could be at local community facilities while others could be privately managed.
L6.5	Adopt tele-work and flexible work practices	Adopt appropriate tele-work and flexible work practices for its own employees (see R6.2).
L6.6	Review local planning regulations to support home-based work	Review local planning regulations and where appropriate, revise them to support suitable home-based work.

7. Enhance provision of services

Enhance and integrate online services by using digital technologies in ways that broaden access, improve service quality and reduce delivery costs.

Local projects/actions proposed in the Regional Digital Strategy

	Project/Action	Scope and Approach
L7.1	Review and extend online services	Review websites and current provision of online services to provide more extensive and more cost effective online services that meet the needs of residents, business, visitors and investors (see R7.1)
L7.2	Extend use of online services for community consultations	Extend the use of online services for community consultations and work in collaboration with other councils (see R7.2).
L7.3	Extend use of online social media	Extend the use of online social media for engaging with communities and other stakeholders (see R7.3).
L7.4	Open up access to information and data	Give priority to the digitisation and online dissemination of valuable information that is currently paper based. Particular priority should be given to information that is of value to the Region's businesses and potential investors. Councils could also open up access to key data holdings, including geo-spatial data holdings, and enable third parties to create new digital resources that are of benefit to businesses, residents, visitors and investors.
L7.5	Adopt mobile devices	Extend the use of mobile devices including tablet devices by employees and the people who visit various offices, libraries and other community facilities. Consider the adoption of BYOD (Bring Your Own Device) programs for staff, contractors and volunteers.

Plan and Implement Projects

After projects/actions have been scoped and relevant stakeholders have been engaged, the detailed planning, resourcing and implementation of projects/actions should be undertaken.

Project planning

Project planning involves working with relevant project participants and partners to define:

- Project objectives
- Method of implementation
- Resources, including financial and human resources
- Responsibilities and accountabilities
- Activities and timeframes
- Project management and monitoring arrangements.

Project implementation

Project implementation is about undertaking the planned activities with the allocated resources. It is also about:

- Deploying resources
- Communicating with participants and stakeholders
- Monitoring progress
- Monitoring risks
- Responding to unexpected events, issues and changed circumstances
- Adjusting plans, schedules and budgets where required
- Reporting in accordance with accountability arrangements.

Monitor Progress

Member Councils should monitor progress and revise the strategy when required. A set of local measures should be developed to track progress. The following table sets out some possible measures, grouped according to the digital goals in the regional digital strategy:

Regional Digital Goal	Potential Local Measures
<p>Good digital infrastructure Communities throughout Perth's Eastern Region will have access to affordable, reliable, high speed internet services.</p>	<ul style="list-style-type: none"> • Proportion of premises with potential access to NBN connections • Proportion of premises with potential access to other reliable broadband connections • Number of Wi-Fi hotspots • Number of connection sessions to each Wi-Fi hotspot
<p>Connected people The people of Perth's Eastern Region will have the confidence, capability and access to use digital technologies to support fulfilling, creative, healthy and socially connected lives.</p>	<ul style="list-style-type: none"> • Proportion of households with actual broadband connections • Proportion of residents who regularly use online services • Proportion of residents who report confidence in using digital technologies
<p>Vibrant communities The different localities and cultural communities of Perth's Eastern Region will actively use digital technologies to record, share, promote and celebrate the distinctiveness, the features, the stories and the heritage of their localities and cultures.</p>	<ul style="list-style-type: none"> • Number of localities which are promoted through websites and other online services • Number of visits to websites that promote localities • Number of downloads of apps that promote local attractions and outdoor recreation opportunities • Number of local people, including local artists and local school students, participating in activities to develop digital resources about local culture, heritage and history

Regional Digital Goal	Potential Local Measures
<p>Thriving economy</p> <p>The economy of Perth's Eastern Region will be thriving as existing and new businesses use digital technologies to grow market shares, to improve productivity, to enhance knowledge resources and to build new networks of suppliers and partners.</p>	<ul style="list-style-type: none"> • Proportion of businesses who report confidence with digital technologies • Proportion of businesses at different levels of reported digital maturity • Proportion of businesses who report having a digital strategy • Proportion of businesses who report the current use of different types of digital technology • Proportion of businesses who report having good access to advisory services and technical support services for digital technologies
<p>Employment opportunities</p> <p>A higher proportion of the residents of Perth's Eastern Region will work within the region through growth in knowledge based businesses and technology enabled work practices such as tele-work.</p>	<ul style="list-style-type: none"> • Proportion of working population who work locally • Proportion of people who work for employers that support tele-work • Number of people who work from home • Number of people who work from local tele-centres and similar facilities • Proportion of local employment in knowledge based industries
<p>Access to services</p> <p>The people and businesses of Perth's Eastern Region will have improved access to services, delivered efficiently using digital tools and online services.</p>	<ul style="list-style-type: none"> • Proportion of resident interactions with the council that are undertaken online • Proportion of business interactions with the council that are undertaken online • Proportion of residents who report satisfaction with council online services • Proportion of businesses who report satisfaction with council online services • Proportion of council information holdings that are available online • Proportion of residents who report the regular use of online services to access key services including education and health services
<p>Environmental sustainability</p> <p>Lifestyles and business activities in Perth's Eastern Region will be more sustainable and the understanding of the region's natural assets and ecosystems will be higher, through the use of digital technologies, online information resources and smart infrastructure.</p>	<ul style="list-style-type: none"> • Number of online resources and digital tools available to promote understanding of local natural assets • Number of residents who report the adoption of more sustainable transport behaviours, enabled by online resources and digital tools • Number of business who report the adoption of digitally enabled processes for reducing environmental impacts • Level of investment in smart infrastructure for increasing efficiencies of road traffic flows

Engage with Stakeholders

There should be effective engagement with stakeholders throughout the planning and implementation of the Local Digital Strategy. The following table provides an engagement framework for the different groups of stakeholders:

Who	Why	How
Local residents	<ul style="list-style-type: none"> • Councils are democratically accountable for their strategies to local residents. • Local residents are the target beneficiaries of key projects/actions. 	<ul style="list-style-type: none"> • Regular publication about the strategy and its progress through paper based channels including council newsletters and local media. • Regular publication about the strategy and its progress through council websites. • Interactive engagement with residents through social media and online consultation platforms. • Ad hoc feedback from residents through channels such as community organisations. • Occasional surveys of residents to measure progress.
Local businesses	<ul style="list-style-type: none"> • Local businesses are the target beneficiaries of key projects/actions. 	<ul style="list-style-type: none"> • Regular publication about the strategy and its progress through paper based channels including council newsletters and business publications. • Regular publication about the strategy and its progress through council websites. • Interactive engagement with business through social media and online consultation platforms. Also, the use of the industry sector digital networks proposed in the Regional Digital Strategy. • Ad hoc feedback from meetings with individual businesses. • Feedback from business organisations. Establishment and updating of databases about local businesses.
Elected council members	<ul style="list-style-type: none"> • Elected members must understand, endorse and agree to budgets for the strategy. 	<ul style="list-style-type: none"> • Briefings and presentations.

Who	Why	How
Council managers	<ul style="list-style-type: none"> The strategy impinges on the responsibilities of different organisational groups and managers. 	<ul style="list-style-type: none"> Briefings and presentations. Involvement of relevant managers in planning of projects/actions. Membership of relevant managers on a digital strategy management committee.
Council staff	<ul style="list-style-type: none"> The strategy impinges on the responsibilities and duties of various council staff. Some projects/actions may involve changes to work practices. 	<ul style="list-style-type: none"> Regular publication about the strategy and its progress through internal newsletters and websites. Use of social media to engage staff in aspects of planning. Participation of relevant staff in planning and implementing specific projects/actions.
Other EMRC Councils	<ul style="list-style-type: none"> The Local Digital Strategy is closely aligned to the Regional Digital Strategy. Some elements of the Regional Digital Strategy and Local Digital Strategy involve joint work by councils on online services and technology systems. 	<ul style="list-style-type: none"> Participation in relevant EMRC collaborative bodies including the proposed regional management committee and regional online services working group. Regular exchange of ad hoc information about progress, learnings and information resources.
Funding partners	<ul style="list-style-type: none"> Potential funding partners need to understand the benefits of projects/actions. Committed funding partners need regular progress reports. 	<ul style="list-style-type: none"> Preparation of effective business cases and progress reports. Regular contacts with key decision makers.
Other partners	<ul style="list-style-type: none"> Other partners may have on going involvement in the delivery of projects/actions. 	<ul style="list-style-type: none"> Appropriate participation of other partners in planning and implementing specific projects/actions.
Telco providers	<ul style="list-style-type: none"> Telco providers have significant control over the roll out of broadband services. 	<ul style="list-style-type: none"> Ongoing liaison and meetings with relevant telecommunication providers.

Who	Why	How
Local technology providers	<ul style="list-style-type: none"> Local technology providers have a key role in providing advice and services. Their important role is targeted in strategy 5 of the Regional Digital Strategy 	<ul style="list-style-type: none"> Ongoing liaison and meetings. Regular provision of summaries of feedback about needs from local businesses.
Community organisations	<ul style="list-style-type: none"> Community organisations have good understandings of the needs of their communities. Community organisations can influence community attitudes to the Local Digital Strategy. Community organisations may have on going involvement in the delivery of projects/actions. 	<ul style="list-style-type: none"> Presentations to relevant organisations. Ongoing liaison and meetings. Engagement with organisations through proposed digital champions. Appropriate participation of relevant organisations in planning and implementing specific projects/actions.
Business organisations	<ul style="list-style-type: none"> Business organisations have good understandings of the needs of their communities. Business organisations can influence community attitudes to the Local Digital Strategy. Business organisations may have on going involvement in the delivery of projects/actions. 	<ul style="list-style-type: none"> Presentations to relevant organisations. Ongoing liaison and meetings. Engagement with organisations through proposed digital champions. Appropriate participation of relevant organisations in planning and implementing specific projects/actions.
Education institutions	<ul style="list-style-type: none"> Some local schools and education institutions may have on going involvement in the delivery of projects/actions. 	<ul style="list-style-type: none"> Liaison and meetings with various schools and education institutions. Appropriate participation of relevant institutions in planning and implementing specific projects/actions.

Links to Resources

Topic	Resources	Web Links
Local Digital Strategies	<p>New York City Digital Roadmap The city's digital strategy.</p>	www.nyc.gov/html/digital/html/roadmap/roadmap.shtml
	<p>Wellington Digital Strategy Web pages about the digital strategy of the New Zealand city.</p>	wellington.govt.nz/your-council/plans-policies-and-bylaws/plans-policies/a-z-index/digital-strategy-and-action-plan
	<p>Moreland City Council Digital Strategy The digital strategy of the city in Greater Melbourne, which has one of the first NBN roll out areas in Australia.</p>	www.moreland.vic.gov.au/mccwr/publications/policies-strategies-plans/digital%20moreland%20strategy%202012%20-%20council%20resolved.pdf
Digital Literacy	<p>Overview of Digital Literacy Wikipedia entry which provides a high level summary of digital literacy issues.</p>	en.wikipedia.org/wiki/Digital_literacy
	<p>Public Libraries and Digital Literacy An article about libraries and digital literacy from the magazine of the American Library Association.</p>	americanlibrariesmagazine.org/features/11272012/new-americans-and-digital-literacy-gap
	<p>UK Online Centres Website of the UK program for improving digital literacy in the community.</p>	www.ukonlinecentres.com/about-us.html

Topic	Resources	Web Links
Business and Employment	<p>Short Fuse, Big Bang</p> <p>Web resources from Deloitte Australia about their report on digital disruption for Australian businesses.</p>	<p>www.deloitte.com/au/digitaldisruption</p>
	<p>MYOB Tele-working Survey</p> <p>Summary of survey about tele-working in Australian small businesses, commissioned by accounting firm MYOB.</p>	<p>myob.com.au/myob/news-1258090872838?articleId=1257830837509&year=2013</p>
	<p>Brisbane City Digital Audit</p> <p>Ernst & Young, in partnership with the University of Queensland, surveyed 500 Brisbane based businesses about their transition to a digital economy and prepared 25 case studies.</p>	<p>www.brisbanemarketing.com.au/Business/Digital-Brisbane/pages/Brisbane-Digital-Audit.aspx</p>
	<p>The Digital Business website</p> <p>An Australian Government resource that provides practical guidance for small businesses and community organisations to establish and enhance their online presence.</p>	<p>www.digitalbusiness.gov.au</p>
	<p>ForwardIT for Small business</p> <p>A website developed by the South Australian Government with practical advice for businesses going online.</p>	<p>www.forwardit.sa.gov.au/home/home_business</p>
Online Government Services and Data	<p>US Online Government Guidelines</p> <p>Although a web resource for US Federal Government agencies, these guidelines provide useful advice for other governments.</p>	<p>www.howto.gov/customer-experience/improve-digital-services</p>
	<p>Victorian eGovernment Resource Centre</p> <p>A comprehensive resource providing knowledge from many global sources about government use of digital technology and online services.</p>	<p>www.egov.vic.gov.au</p>

Topic	Resources	Web Links
	<p>Case for Open Data Guidance on business cases for open data from the website of the UK Open Data Institute.</p>	<p>www.theodi.org/guide/how-make-business-case-open-data</p>
	<p>Australian Open Government Data The national website providing access to open data from the Australian, state and territory governments.</p>	<p>data.gov.au</p>
<p>Australian Government Programs</p>	<p>Digital Enterprise program Details of the Australian Government initiative to help small-to-medium enterprises and not-for-profit organisations (including local cultural organisations) maximise the online opportunities enabled by the National Broadband Network.</p> <p>Digital Hubs program Details of the Australian Government initiative to help local communities gain the skills needed to maximise the benefits provided by the National Broadband Network.</p> <p>Industry Innovation Precincts Details of the Australian Government initiative to “help businesses and researchers collaborate, share knowledge, deploy technology, create products and services and take advantage of business opportunities”. Includes funding application details.</p> <p>NBN Co Website of the Australian Government owned company that is rolling out the National Broadband Network. Includes roll out schedules.</p>	<p>www.dbcde.gov.au/digital_economy/programs_and_initiatives/digital_enterprise_program</p> <p>www.dbcde.gov.au/digital_economy/programs_and_initiatives/digital_hubs_program</p> <p>www.aussiejobs.innovation.gov.au/programs/Industry-Innovation-Precincts/Pages/default.aspx</p> <p>www.nbnco.com.au</p>

Topic	Resources	Web Links
	<p>Dealing with NBN Co Best practice guide for councils when initially dealing with NBN Co, published by the Australian Local Government Association.</p>	<p>alga.asn.au/site/misc/alga/downloads/publications/NBN_Co_ALGA_Ovum_Report.pdf</p>
<p>WA Government and Other Organisations</p>	<p>WA Government Digital Economy Web page from the WA Department of Commerce.</p> <p>WA Innovation Centre Website of the centre which provides infrastructure and services to increase the commercial potential of emerging innovative small to medium enterprises.</p> <p>Landgate Website of the WA statutory authority that maintains the state's official register of land ownership and survey information.</p> <p>Spacecubed Website of the organisation which provides a large co-working, collaboration and innovation space in the Perth CBD.</p> <p>Lotterywest Grants Information Web pages describing how to apply for grants from Lotterywest. Grants may be available to support local digital strategy projects/actions.</p>	<p>www.commerce.wa.gov.au/scienceinnovation/content/About_Us/Key_focus_areas/Digital_Economy.html</p> <p>www.innovation.wa.gov.au</p> <p>www.landgate.wa.gov.au/corporate.nsf/web/About+Us</p> <p>www.spacecubed.org</p> <p>www.lotterywest.wa.gov.au/grants</p>



9.3 MEETING DATES FOR 2014

REFERENCE: COMMITTEES-15947

PURPOSE OF REPORT

The purpose of this report is for Council to consider and adopt the dates for the Eastern Metropolitan Regional Council (EMRC) Ordinary Council and Committees meetings for 2014.

KEY ISSUES AND RECOMMENDATION(S)

- Section 5.25(1)(g) of the Local Government Act 1995 and Local Government (Administration) Regulation 12 requires that at least once each year local public notice is to be given of all Ordinary Council meetings and Committee meeting dates, times and places that are to be open to the public and are to be held in the next twelve (12) months.
- Dates for the EMRC's Ordinary Council, Chief Executive Officers Advisory Committee, Audit Committee, Technical Advisory Committee, Resource Recovery Committee meetings and Strategy/Briefing Sessions for the 2014 calendar year are as detailed within this report.
- Chief Executive Officer Performance Review Committee and Investment Committee meeting dates will be arranged and convened as required.

Recommendation(s)

That the Ordinary Council meeting and Committee meeting dates, times and places for 2014 as outlined in the report be adopted and notice be given in accordance with r.12 of the Local Government (Administration) Regulations 1996.

SOURCE OF REPORT

Chief Executive Officer
Manager, Administration and Compliance

BACKGROUND

EMRC develops a meeting calendar each year and when selecting suitable dates ensures that, where possible, there are no clashes with member Councils and East Zone meetings (organised by WALGA). EMRC Council meetings are usually held on the second last Thursday of the month.

REPORT

Council's Governance Framework

Council historically sets a number of fixed meeting dates a year with the remaining meetings scheduled as "if required". Council has established six committees to assist in its decision-making. These committees meet two weeks prior to the Council meeting and the minutes from the Committee meetings form part of the next Ordinary Council Meeting agenda. The role of the Committees is to consider matters within their terms of reference and provide advice to the Council.

Additionally, Strategy/Briefing Sessions were introduced in 2011 to allow officers to brief Councillors and discuss potential new projects, emerging issues etc prior to more detailed work and costs being incurred and in recognition of the importance of providing Council with more time to consider important, strategic matters.



Item 9.3 continued

2014 Meeting Schedule

The schedule below sets out the proposed meeting dates for the 2014 calendar year. January is a recess period when EMRC Council and Committee meetings are not held and meeting dates are set for February through to December. Three (3) Strategy/Briefing Sessions have also been proposed during the year in March, May and August, if required.

In accordance with Section 5.25(1)(g) of the Local Government Act 1995 and Local Government (Administration) Regulation 12, local public notice will be given of all Ordinary Council meetings and Committee meeting dates, times and places that are to be open to the public, and are to be held during the 2014 calendar year.

Ordinary Council Meetings commencing at 6.00pm

Ordinary Council meetings will be held on the second last Thursday of each month except in November and December.

Thursday	20 February	at	EMRC Administration Office
Thursday	20 March	at	EMRC Administration Office
Thursday	17 April * (if required)	at	EMRC Administration Office
Thursday	22 May (if required)	at	EMRC Administration Office
Thursday	19 June	at	EMRC Administration Office
Thursday	24 July (if required)	at	EMRC Administration Office
Thursday	21 August	at	EMRC Administration Office
Thursday	18 September	at	EMRC Administration Office
Thursday	23 October (if required)	at	EMRC Administration Office
Thursday	4 December	at	EMRC Administration Office

*** Please note the 18 April 2013 is Good Friday and 21 April 2013 is Easter Monday**

Council Strategy/Briefing Sessions commencing at 6.00pm

The Strategy/Briefing Sessions "if required" will be held in March, May and August.

Thursday	13 March (if required)	at	EMRC Administration Office
Thursday	15 May (if required)	at	EMRC Administration Office
Thursday	14 August (if required)	at	EMRC Administration Office

Chief Executive Officers' Advisory Committee (CEOAC) meetings commencing at 12.30pm

CEOAC meetings are generally held on the first Tuesday of each month. The November meeting will be held in the third week of that month.

Tuesday	4 February	at	EMRC Administration Office
Tuesday	4 March (informal) *	at	TBA
Tuesday	1 April	at	EMRC Administration Office
Tuesday	6 May (informal)	at	TBA
Tuesday	3 June *	at	EMRC Administration Office
Tuesday	1 July (informal)	at	TBA
Tuesday	5 August	at	EMRC Administration Office
Tuesday	2 September (informal)	at	TBA
Tuesday	7 October	at	EMRC Administration Office
Tuesday	18 November	at	TBA

*** Please note the Monday prior to the March and June meetings is a Public Holiday**



Item 9.3 continued

Technical Advisory Committee (TAC) meetings commencing at 4:00pm:

TAC meetings are generally held two weeks prior to the Council meeting.

Thursday	6 February	at	EMRC Administration Office
Thursday	6 March (if required)	at	EMRC Administration Office
Thursday	3 April (if required)	at	EMRC Administration Office
Thursday	8 May (if required)	at	EMRC Administration Office
Thursday	5 June (if required)	at	EMRC Administration Office
Thursday	10 July (if required)	at	EMRC Administration Office
Thursday	7 August (if required)	at	EMRC Administration Office
Thursday	4 September (if required)	at	EMRC Administration Office
Thursday	9 October (if required)	at	EMRC Administration Office
Thursday	20 November	at	Red Hill Waste Management Facility

Resource Recovery Committee (RRC) meetings commencing at 5.00pm:

RRC meetings are generally held two weeks prior to the Council meeting.

Thursday	6 February	at	EMRC Administration Office
Thursday	6 March (if required)	at	EMRC Administration Office
Thursday	3 April (if required)	at	EMRC Administration Office
Thursday	8 May (if required)	at	EMRC Administration Office
Thursday	5 June (if required)	at	EMRC Administration Office
Thursday	10 July (if required)	at	EMRC Administration Office
Thursday	7 August (if required)	at	EMRC Administration Office
Thursday	4 September (if required)	at	EMRC Administration Office
Thursday	9 October (if required)	at	EMRC Administration Office
Thursday	20 November	at	EMRC Administration Office

Audit Committee (AC) meetings commencing at 6.30pm

Thursday	6 February (if required)	at	EMRC Administration Office
Thursday	6 March	at	EMRC Administration Office
Thursday	3 April (if required)	at	EMRC Administration Office
Thursday	8 May (if required)	at	EMRC Administration Office
Thursday	5 June	at	EMRC Administration Office
Thursday	10 July (if required)	at	EMRC Administration Office
Thursday	7 August (if required)	at	EMRC Administration Office
Thursday	4 September	at	EMRC Administration Office
Thursday	9 October (if required)	at	EMRC Administration Office
Thursday	20 November (if required)	at	EMRC Administration Office

Chief Executive Officer Performance Review Committee (CEOPRC)

The dates will be arranged and convened as required.

Investment Committee (IC)

The dates will be arranged and convened as required.



Item 9.3 continued

STRATEGIC/POLICY IMPLICATIONS

The schedule of meetings is in accordance with the EMRC Policy 1.2 - Meeting Policy which states that “a twelve-month schedule of ordinary meetings of Council will be adopted by Council.” It also states that “meetings of the EMRC are to be held in the EMRC Administration Offices unless otherwise decided”.

FINANCIAL IMPLICATIONS

Nil

SUSTAINABILITY IMPLICATIONS

Nil

ATTACHMENT(S)

Nil

VOTING REQUIREMENT

Simple Majority

RECOMMENDATION(S)

That the Ordinary Council meeting and Committee meeting dates, times and places for 2014 as outlined in the report be adopted and notice be given in accordance with r.12 of the Local Government (Administration) Regulations 1996.

CEOAC RECOMMENDATION(S)

MOVED MS HARDY

SECONDED MR COSTARELLA

That the Ordinary Council meeting and Committee meeting dates, times and places for 2014 as outlined in the report be adopted and notice be given in accordance with r.12 of the Local Government (Administration) Regulations 1996.

CARRIED UNANIMOUSLY



9.4 ITEMS CONTAINED IN THE INFORMATION BULLETIN
REFERENCE: COMMITTEES-15872

The following items are included in the Information Bulletin, which accompanies the Agenda.

1. REGIONAL SERVICES

- 1.1 REGIONAL DEVELOPMENT ACTIVITY REPORT TO JUNE 2013 (Ref: Committees-15825)
- 1.2 ENVIRONMENTAL SERVICES ACTIVITY REPORT APRIL – JUNE 2013
(Ref: Committees-15880)
- 1.3 EVENT VENUES IN PERTH'S EASTERN REGION – PERTH INTERNATIONAL ARTS
FESTIVAL (Ref: Committees-15874)
- 1.4 PERTH SOLAR CITY – END OF PROJECT REPORT (Ref: Committees-15732)

RECOMMENDATION

That the Chief Executive Officers Advisory Committee notes the items contained in the Information Bulletin.

CEOAC RESOLUTION

MOVED MR COSTARELLA SECONDED MR THROSSELL

THAT THE CHIEF EXECUTIVE OFFICERS ADVISORY COMMITTEE NOTES THE ITEMS CONTAINED
IN THE INFORMATION BULLETIN.

CARRIED UNANIMOUSLY

Mr Throssell entered the meeting at 12:39pm.



10 CONFIDENTIAL MATTERS FOR WHICH THE MEETING MAY BE CLOSED TO THE PUBLIC

Nil

11 GENERAL BUSINESS

11.1 EVENTS IN THE REGION

31 August 2013	City of Bayswater	Mayoral Dinner
5 October 2013	City of Belmont	Mayoral Dinner

11.2 OTHER GENERAL BUSINESS

Nil

12 FUTURE MEETINGS OF THE CHIEF EXECUTIVE OFFICERS ADVISORY COMMITTEE

The next meeting of the Chief Executive Officers Advisory Committee will be held on **3 September 2013** at the EMRC Administration Office, 1st Floor, 226 Great Eastern Highway, Belmont WA 6104 commencing at 12:30pm with lunch at 12noon.

Future Meetings 2013

Chief Executive Officers' Advisory Committee (CEOAC) meetings commencing at 12 noon:

Tuesday	3	September	at	EMRC Administration Office
Tuesday	8	October (informal)	at	City of Swan
Tuesday	19	November	at	EMRC Administration Office

Mr Cole advised that he will be an apology for the 3 September 2013 CEOAC meeting.

13 DECLARATION OF CLOSURE OF MEETING

There being no further business the meeting was closed at 12:48pm.



**15.3 INVESTMENT COMMITTEE MEETING HELD 8 AUGUST 2013
(REFER TO MINUTES OF COMMITTEE – PINK PAGES)
REFERENCE: COMMITTEES-15879**

The minutes of the Investment Committee meeting held on **8 August 2013** accompany and form part of this agenda – (refer to pink section of 'Minutes of Committees' for Council accompanying this Agenda).

QUESTIONS

The Chairman invited general questions from members on the report of the Investment Committee. Any questions relating to the confidential report will be dealt with under section 19.4 of the agenda "Confidential Items."

RECOMMENDATION(S)

That Council notes the minutes of the Investment Committee meeting held 8 August 2013.

COUNCIL RESOLUTION(S)

MOVED CR LINDSEY

SECONDED CR MARKS

THAT COUNCIL NOTES THE MINUTES OF THE INVESTMENT COMMITTEE MEETING HELD 8 AUGUST 2013.

CARRIED UNANIMOUSLY

INVESTMENT COMMITTEE

MINUTES

8 August 2013

(REF: COMMITTEES-15879)

A meeting of the Investment Committee was held at the EMRC Administration Office, 1st Floor, 226 Great Eastern Highway, BELMONT WA 6104 on **Thursday, 8 August 2013**. The meeting commenced at **6:30pm**.

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1 DECLARATION OF OPENING AND ANNOUNCEMENT OF VISITORS

The Chairman opened the meeting at 6:30pm.

2 ATTENDANCE, APOLOGIES AND LEAVE OF ABSENCE (PREVIOUSLY APPROVED)

Councillor Attendance

Cr Frank Lindsey (Chairman)	EMRC Member	Shire of Kalamunda
Cr Gerry Pule (Deputy Chairman)	EMRC Member	Town of Bassendean
Cr Alan Radford	EMRC Member	City of Bayswater
Cr Alan Pilgrim	EMRC Member	Shire of Mundaring

EMRC Officers

Mr Peter Schneider	Chief Executive Officer
Mr Hua Jer Liew	Director Corporate Services
Ms Mary-Ann Winnett	Personal Assistant to Director Corporate Services (Minutes)

Guests

Mr Erik Gates (<i>to 7:11pm</i>)	Prudential Investment Services Corp
Mr Haydn Robinson (<i>to 7:54pm</i>)	Haydn Robinson Barrister Solicitor

3 DISCLOSURE OF INTERESTS

Nil

4 ANNOUNCEMENTS BY THE CHAIRMAN OR PRESIDING MEMBER WITHOUT DISCUSSION

Nil

5 RESPONSE TO PREVIOUS PUBLIC QUESTIONS TAKEN ON NOTICE

Nil

6 PUBLIC QUESTION TIME

Nil

7 PETITIONS, DEPUTATIONS AND PRESENTATIONS

Nil



8 CONFIRMATION OF MINUTES OF PREVIOUS MEETINGS

8.1 MINUTES OF THE INVESTMENT COMMITTEE MEETING HELD 22 NOVEMBER 2012

That the minutes of the Investment Committee meeting held on 22 November 2012 which have been distributed, be confirmed.

INVESTMENT COMMITTEE RESOLUTION(S)

MOVED CR PULE

SECONDED CR PILGRIM

THAT THE MINUTES OF THE INVESTMENT COMMITTEE MEETING HELD ON 22 NOVEMBER 2012 WHICH HAVE BEEN DISTRIBUTED, BE CONFIRMED.

CARRIED UNANIMOUSLY

9 QUESTIONS BY MEMBERS OF WHICH DUE NOTICE HAS BEEN GIVEN

Nil

10 QUESTIONS BY MEMBERS WITHOUT NOTICE

Nil

11 ANNOUNCEMENT OF CONFIDENTIAL MATTERS FOR WHICH MEETINGS MAY BE CLOSED TO THE PUBLIC

NOTE: Section 5.23(2) of the Local Government Act 1995, details a number of matters upon which Council may discuss and make decisions without members of the public being present. These matters include: matters affecting employees; personal affairs of any person; contractual matters; legal advice; commercial-in-confidence matters; security matters; among others.

The following report item is covered in section 17 of this agenda:

11.1 CONFIDENTIAL REPORT – INVESTMENT COMMITTEE UPDATE – AUGUST 2013

12 BUSINESS NOT DEALT WITH FROM A PREVIOUS MEETING

Nil

13 REPORTS OF EMPLOYEES

Nil

14 REPORTS OF DELEGATES

Nil



Item 17 continued

Recording of the recommendations passed behind closed doors, namely:

17.1 CONFIDENTIAL REPORT – INVESTMENT COMMITTEE UPDATE – AUGUST 2013

REFERENCE: COMMITTEES-15949

IC RESOLUTION(S)

MOVED CR PILGRIM

SECONDED CR PULE

THAT:

1. THE REPORT BE NOTED.
2. THE REPORT AND ATTACHMENTS REMAIN CONFIDENTIAL AND BE CERTIFIED BY THE CHAIRMAN AND CHIEF EXECUTIVE OFFICER.

CARRIED UNANIMOUSLY

18 FUTURE MEETINGS OF THE INVESTMENT COMMITTEE

The Investment Committee will meet as required. The next Investment Committee meeting will be advised.

19 DECLARATION OF CLOSURE OF MEETING

There being no further business, the meeting was closed at 7:54pm.



16 REPORTS OF DELEGATES

Nil

17 MEMBERS' MOTIONS OF WHICH PREVIOUS NOTICE HAS BEEN GIVEN

Nil

18 NEW BUSINESS OF AN URGENT NATURE APPROVED BY THE CHAIRMAN OR PRESIDING MEMBER OR BY DECISION OF MEETING

Nil

19 CONFIDENTIAL MATTERS FOR WHICH THE MEETING MAY BE CLOSED TO THE PUBLIC

RECOMMENDATION (Closing meeting to the public)

That with the exception of, the meeting be closed to members of the public in accordance with Section 5.23 (2) of the Local Government Act for the purpose of dealing with matters of a confidential nature.

COUNCIL RESOLUTION

MOVED CR ZANNINO

SECONDED CR LINDSEY

THAT WITH THE EXCEPTION OF THE CEO, THE DIRECTOR CORPORATE SERVICES, DIRECTOR REGIONAL SERVICES, DIRECTOR WASTE SERVICES, AND PERSONAL ASSISTANT TO THE DIRECTOR CORPORATE SERVICES FOR ITEMS 19.3 AND 19.4, AND WITH THE EXCEPTION OF MR JOHN PHILLIPS, THE CEO, THE MANAGER HUMAN RESOURCES FOR ITEMS 19.1 AND 19.2 THE MEETING BE CLOSED TO MEMBERS OF THE PUBLIC IN ACCORDANCE WITH SECTION 5.23 (2) OF THE LOCAL GOVERNMENT ACT FOR THE PURPOSE OF DEALING WITH MATTERS OF A CONFIDENTIAL NATURE.

CARRIED UNANIMOUSLY

The doors of the meeting were closed at 6:20pm and members of the public departed the Council Chambers.

The Chief Executive Officer, Director Corporate Services, Director Regional Services, Director Waste Services and the Personal Assistant to the Director Corporate Services remained in Council Chambers.

Confidential Items 19.4 Landfill Levy and 19.3 Item 17.1 of the Investment Committee Minutes - Investment Committee Update - August 2013 were dealt with at this point in the meeting.

(Post Meeting Note: Recording of Council's consideration of these items is provided under Items 19.3 and 19.4 of these minutes).

Confidential Item 19.1 Item 13.1 of the Chief Executive Officer Performance Review Committee Minutes - Chief Executive Officer - Performance Review, Salary Review and Objective Setting for 2013-2014 was dealt with later in the meeting following Council's consideration of Confidential Item 19.3 Item 17.1 of the Investment Committee Minutes - Investment Committee Update - August 2013



19.1 ITEM 13.1 OF THE CHIEF EXECUTIVE OFFICER PERFORMANCE REVIEW COMMITTEE MINUTES - CHIEF EXECUTIVE OFFICER - PERFORMANCE REVIEW, SALARY REVIEW AND OBJECTIVE SETTING FOR 2013-2014

REFERENCE: COMMITTEES-15988

This item is recommended to be confidential because it contains matters affecting an employee and is to be treated as confidential in accordance with EMRC Policy 4.1 – Chief Executive Officer Appointment, Performance Assessment and Review Policy.

The Council considered the Confidential Item circulated with the Agenda under Separate Cover.

(Post Meeting Note: Recording of Council's consideration of this item is provided under Item 19.1 of these minutes).

Confidential Item 19.2 Item 13.2 of the Chief Executive Officer Performance Review Committee Minutes - Chief Executive Officer - Contract Renewal was dealt with later in the meeting following Council's consideration of Confidential Item 19.1 Item 13.1 of the Chief Executive Officer Performance Review Committee Minutes - Chief Executive Officer - Performance Review, Salary Review and Objective Setting for 2013-2014.

19.2 ITEM 13.2 OF THE CHIEF EXECUTIVE OFFICER PERFORMANCE REVIEW COMMITTEE MINUTES - CHIEF EXECUTIVE OFFICER - CONTRACT RENEWAL

REFERENCE: COMMITTEES-15989

This item is recommended to be confidential because it contains matters affecting an employee and is to be treated as confidential in accordance with EMRC Policy 4.1 – Chief Executive Officer Appointment, Performance Assessment and Review Policy.

The Council considered the Confidential Item circulated with the Agenda under Separate Cover.

Cr Marks and the CEO departed the meeting at 7:04pm.

Cr Marks returned to the meeting at 7:06pm.

(Post Meeting Note: Recording of Council's consideration of this item is provided under Item 19.2 of these minutes).

Item 19.3 Item 17.1 of the Investment Committee Minutes - Investment Committee Update - August 2013 was dealt with earlier in the meeting after Confidential Item 19.4 Landfill Levy.

The Director Waste Services and Director Regional Services departed the meeting at 6:40pm.

19.3 ITEM 17.1 OF THE INVESTMENT COMMITTEE MINUTES - INVESTMENT COMMITTEE UPDATE - AUGUST 2013

REFERENCE: COMMITTEES-16062

This item is recommended to be confidential because it contains matters of a commercial-in-confidence nature.

The Council considered the Confidential Item circulated with the Agenda under Separate Cover.

The Director Corporate Services and Personal Assistant to the Director Corporate Services departed the meeting at 6:41pm.



Item 19 continued

Item 19.4 Landfill Levy was dealt with earlier in the meeting prior to Confidential Item 19.3 Item 17.1 of the Investment Committee Minutes - Investment Committee Update - August 2013.

19.4 LANDFILL LEVY

REFERENCE: COMMITTEES-15957

This item is recommended to be confidential because it contains matters of a commercial-in-confidence nature.

The Council considered the Confidential Item circulated with the Agenda under Separate Cover.

RECOMMENDATION [Meeting re-opened to the public]

That the meeting be re-opened, the members of the public be invited to return to the meeting and the recommendations passed behind closed doors be recorded.

COUNCIL RESOLUTION

MOVED CR CUCCARO SECONDED CR POWELL

THAT THE MEETING BE RE-OPENED, THE MEMBERS OF THE PUBLIC BE INVITED TO RETURN TO THE MEETING AND THE RECOMMENDATIONS PASSED BEHIND CLOSED DOORS BE RECORDED.

CARRIED UNANIMOUSLY

The doors of the meeting were re-opened at 7:11pm and members of the public returned to Council Chambers.

Recording of the resolutions passed behind closed doors, namely:

19.1 ITEM 13.1 OF THE CHIEF EXECUTIVE OFFICER PERFORMANCE REVIEW COMMITTEE MINUTES - CHIEF EXECUTIVE OFFICER - PERFORMANCE REVIEW, SALARY REVIEW AND OBJECTIVE SETTING FOR 2013-2014

REFERENCE: COMMITTEES-15988

COUNCIL RESOLUTION(S)

MOVED CR PULE SECONDED CR EMERY

THAT:

1. COUNCIL ASSESSES THE CHIEF EXECUTIVE OFFICER'S PERFORMANCE FOR THE PERIOD 1 JULY 2012 TO 30 JUNE 2013 AS SATISFACTORY.
2. COUNCIL ADOPTS THE PERFORMANCE CRITERIA OUTLINED WITHIN THE REPORT TO BE INCLUDED IN THE CHIEF EXECUTIVE OFFICER'S MEMORANDUM OF UNDERSTANDING FOR 2013/2014.
3. COUNCIL INCREASES THE CHIEF EXECUTIVE OFFICER'S TOTAL REMUNERATION PACKAGE BY 2.6% EFFECTIVE FROM 1 JULY 2013.
4. COUNCIL THANKS MR JOHN PHILLIPS FOR HIS PROFESSIONALISM AND SUPPORT IN ASSISTING WITH THE CEO'S PERFORMANCE REVIEW PROCESS FOR THE PAST THREE YEARS.
5. THE REPORT AND ATTACHMENTS REMAIN CONFIDENTIAL AND BE CERTIFIED BY THE CHAIRMAN AND CEO.

CARRIED UNANIMOUSLY



19.2 ITEM 13.2 OF THE CHIEF EXECUTIVE OFFICER PERFORMANCE REVIEW COMMITTEE MINUTES - CHIEF EXECUTIVE OFFICER - CONTRACT RENEWAL

REFERENCE: COMMITTEES-15989

COUNCIL RESOLUTION(S)

MOVED CR PULE

SECONDED CR CUCCARO

THAT:

1. COUNCIL BY AN ABSOLUTE MAJORITY IN ACCORDANCE WITH SECTION 5.36 OF THE *LOCAL GOVERNMENT ACT 1995* ENTERS INTO A FURTHER EMPLOYMENT CONTRACT WITH THE CHIEF EXECUTIVE OFFICER MR PETER BERNARD SCHNEIDER FOR A FIVE YEAR TERM EXPIRING ON 6 SEPTEMBER 2019, AS CONTAINED WITHIN ATTACHMENT 3 TO THIS REPORT
2. COUNCIL ENDORSES MINOR MODIFICATIONS TO THE CHIEF EXECUTIVE OFFICER'S POSITION DESCRIPTION, AS OUTLINED WITHIN THIS REPORT.
3. COUNCIL AUTHORISES THE CHAIRMAN CR ALAN PILGRIM TO FINALISE THE EMPLOYMENT CONTRACT OF THE CHIEF EXECUTIVE OFFICER SUBJECT TO MINOR MODIFICATIONS.
4. COUNCIL REQUESTS THE MANAGER HUMAN RESOURCES TO ASSIST THE CHAIRMAN TO EXECUTE THE NECESSARY DOCUMENTS TO GIVE EFFECT TO THE RE-APPOINTMENT OF MR PETER BERNARD SCHNEIDER AS CHIEF EXECUTIVE OFFICER.
5. THE REPORT AND ATTACHMENTS REMAIN CONFIDENTIAL AND BE CERTIFIED BY THE CHAIRMAN AND CEO.

CARRIED UNANIMOUSLY

The Director Waste Services and Director Regional Services departed the meeting at 6:40pm.

19.3 ITEM 17.1 OF THE INVESTMENT COMMITTEE MINUTES - INVESTMENT COMMITTEE UPDATE - AUGUST 2013

REFERENCE: COMMITTEES-16062

COUNCIL RESOLUTION(S)

MOVED CR LINDSEY

SECONDED CR PULE

THAT:

1. THE REPORT BE NOTED.
2. THE REPORT AND ATTACHMENTS REMAIN CONFIDENTIAL AND BE CERTIFIED BY THE CHAIRMAN AND CHIEF EXECUTIVE OFFICER.

CARRIED UNANIMOUSLY



19.4 LANDFILL LEVY

REFERENCE: COMMITTEES-15957

COUNCIL RESOLUTION(S)

MOVED CR PULE

SECONDED CR LINDSEY

THAT:

1. COUNCIL APPROVE ACTION TAKEN ADVISING THE STATE SOLICITOR'S OFFICE THAT THE EMRC WILL NOT PROCEED WITH THE CLAIMS IN PARAGRAPHS A, B, D, E, AND F IN THE STATEMENT OF CLAIM FORMING ATTACHMENT 1 TO THIS REPORT.
2. OFFICERS INVESTIGATE THE MERITS OF PROCEEDING WITH CLAIMS C AND G IN THE STATEMENT OF CLAIM FORMING ATTACHMENT 1 TO THIS REPORT.
3. THE REPORT AND ATTACHMENTS REMAIN CONFIDENTIAL AND BE CERTIFIED BY THE CHAIRMAN AND CEO.

CARRIED 7/5

For Vote: Cr Pilgrim, Cr Powell, Cr Pule, Cr Gangell, Cr Emery, Cr Lindsey and Cr Cuccaro

Against Vote: Cr Marks, Cr Zannino, Cr Färdig, Cr McKenna and Cr Radford

20 FUTURE MEETINGS OF COUNCIL

The next meeting of Council will be held on **Thursday 19 September 2013** at the EMRC Administration Office, 1st Floor, Ascot Place, 226 Great Eastern Highway, Belmont WA 6104 commencing at 6:00pm.

Future Meetings 2013

Thursday	19 September	at	EMRC Administration Office
Thursday	5 December	at	EMRC Administration Office
January 2014 (recess)			

21 DECLARATION OF CLOSURE OF MEETING

There being no further business, the meeting was closed at 7:14pm.