



MINUTES

CERTIFICATION OF CONFIRMATION OF CHIEF EXECUTIVE OFFICERS ADVISORY COMMITTEE MINUTES

3 FEBRUARY 2015

I, Mr Bob Jarvis, hereby certify that the minutes from the Chief Executive Officers Advisory Committee Meeting held on 3 February 2015 pages (1) to (57) were confirmed at a Committee meeting held on 2 June 2015.



Signature

Mr Bob Jarvis
Person presiding at Meeting

CHIEF EXECUTIVE OFFICERS ADVISORY COMMITTEE

MINUTES

3 February 2015

(REF: D2015/00092)

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, 3 February 2015**. 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

Mr Bob Jarvis (Chairman)	Chief Executive Officer	Town of Bassendean
Mr Stuart Cole (Deputy Chairman)	Chief Executive Officer	City of Belmont
Mr Jonathan Throssell	Chief Executive Officer	Shire of Mundaring
Mr Mike Foley	Chief Executive Officer	City of Swan
Mr Peter Schneider	Chief Executive Officer	EMRC

Apologies

Ms Rhonda Hardy	Chief Executive Officer	Shire of Kalamunda
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EMRC Officers

Mrs Marilyn Horgan	Director Regional Services
Mrs Annie Hughes-d'Aeth	PA to Director Corporate Services (Minutes)

3 DISCLOSURE OF INTERESTS

Nil

4 ANNOUNCEMENTS BY THE CHAIRMAN OR PRESIDING MEMBER WITHOUT DISCUSSION

Nil

5 PETITIONS, DEPUTATIONS AND PRESENTATIONS

Nil

6 CONFIRMATION OF MINUTES OF PREVIOUS MEETINGS

6.1 MINUTES OF THE CHIEF EXECUTIVE OFFICERS ADVISORY COMMITTEE MEETING HELD ON 18 NOVEMBER 2014.

That the minutes of the Chief Executive Officers Advisory Committee meeting held on 18 November 2014, which have been distributed, be confirmed.

CEOAC RESOLUTION(S)

MOVED MR THROSSELL SECONDED MR COLE

THAT THE MINUTES OF THE CHIEF EXECUTIVE OFFICERS ADVISORY COMMITTEE MEETING HELD ON 18 NOVEMBER 2014 WHICH HAVE BEEN DISTRIBUTED, BE CONFIRMED.

CARRIED UNANIMOUSLY



7 QUESTIONS BY MEMBERS OF WHICH DUE NOTICE HAS BEEN GIVEN

Nil

8 QUESTIONS BY MEMBERS WITHOUT NOTICE

Nil

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

Nil

10 BUSINESS NOT DEALT WITH FROM A PREVIOUS MEETING

Nil



11 REPORTS OF EMPLOYEES

11.1 REGIONAL SERVICES CONSULTING RATES 2015/2016 AND MISCELLANEOUS ADMINISTRATION FEES

REFERENCE: D2015/00104

PURPOSE OF REPORT

To seek approval of the proposed 2015/2016 Regional Services consulting rates and Administration Fees and Charges for use in developing the draft budget for 2015/2016.

KEY ISSUES AND RECOMMENDATION(S)

- Regional Services coordinates, facilitates, jointly funds and manages major regionally significant projects that aim to improve social, economic and environmental outcomes for Perth's Eastern Region.
- The Regional Services consulting rates have evolved over time to meet the needs of the member Councils by providing a mix of rates based on the diversity of tasks and experience required to fulfil consulting activities.
- The rates for member Councils have generally increased each year in accordance with CPI.
- For the 2015/2016 budget year, a rate increase of between 2.44% and 2.78% is proposed.
- The proposed Regional Services consulting rates will be used to develop the draft 2015/2016 budget.
- In order to recover costs, an administration fee for photocopying of documents provided to members of the public has been set.

Recommendation(s)

That the proposed 2015/2016 Regional Services Consulting Rates and Administration Fees and Charges, forming Attachment 1 and 2 to this Report, be utilised in developing the draft budget for 2015/2016.

SOURCE OF REPORT

Director Regional Services
Director Corporate Services

BACKGROUND

Consulting rates are reviewed on an annual basis as part of the preparation of the annual budget.

The Regional Services consulting rates have evolved over time to meet the needs of the member Councils by providing a mix of rates based on the diversity of tasks and experience required to fulfil consulting activities. The rates have generally increased each year in accordance with CPI or marginally lower than CPI.

The Regional Services Project Funding Summary approved by Council on 4 December 2014 (Ref: D2014/14658), outlines proposed Regional Services projects for 2015/2016. Project costs for these projects are determined using the proposed consulting rates.

An administration fee for the photocopying of documents provided to members of the public was first imposed by Council on 19 April 2012 to take effect from 1 July 2012 (Ref: DMDOC/161596).



Item 11.1 continued

REPORT

EMRC recognises the importance of maintaining reasonable charge out rates for member Councils to maintain the current levels of utilisation in line with member Council budget expectations, as well as provide a service that is competitive in the marketplace to benefit member Councils.

Regional Services Consulting Rates

The consulting rates are used to develop the draft 2015/2016 budget and form part of the Regional Services Project Funding Summary 2015/2016 presented to Council on 4 December 2014 (Ref: D2014/14658).

It is proposed that the Regional Services consulting rates for 2015/2016 for member Councils be increased by between 2.44% – 2.78%. The Schedule of Rates is shown as Attachment 1.

It is proposed that *Other Organisations Consulting Fees* are not increased as they are currently in line with commercial consulting rates. Over the period 2014/2015, the EMRC Environmental Services team has provided external consulting services to the Town of Victoria Park and the City of South Perth amounting to \$32,550 (ex GST) of revenue year to date.

The rates are based around three levels of consultants in addition to Manager and Director. It is expected that most consulting activities would be undertaken by the Coordinators, Consultants and Project Officers in order to provide the best value for money proposition for member Councils. Regional Services is committed to aligning its consulting service and regional project delivery activities to meet member Council needs as its highest priority.

Administration Fees and Charges – Photocopy Fees

Under section 6.16 of the Local Government Act 1995, a local government may impose and recover a fee or charge for any goods or service it provides, other than those for which a service charge is statutorily imposed.

From time to time, the EMRC receives requests to provide photocopies of various materials including, but not limited to, agendas and minutes. The schedule of fees proposed to deliver this service for black and white and colour photocopying is shown in Attachment 2.

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

- 4.2 To manage partnerships and relationships with stakeholders
- 4.3 To provide responsible and accountable governance and management of the EMRC
- 4.4 To continue to improve financial and asset management practices



Item 11.1 continued

FINANCIAL IMPLICATIONS

The proposed rates will be used to develop detailed budgets and project plans for Regional Services consulting activities.

SUSTAINABILITY IMPLICATIONS

The rates being proposed for the EMRC member Councils recognise the competing demands on budgets from other sources and have been designed to facilitate the achievement of a sustainable service delivery arrangement.

MEMBER COUNCIL IMPLICATIONS

Member Council	Implication Details
Town of Bassendean	} The Regional Services Consulting Rates are used annually to assist with the formulation of budgets and for member Councils to be able to utilise EMRC consultancy services as and when required.
City of Bayswater	
City of Belmont	
Shire of Kalamunda	
Shire of Mundaring	
City of Swan	

ATTACHMENT(S)

1. 2015/2016 Regional Services Consulting Rates (Ref: D2015/00111)
2. Administration Fees and Charges (Ref: D2015/00753)

VOTING REQUIREMENT

Simple Majority

RECOMMENDATION(S)

That the proposed 2015/2016 Regional Services Consulting Rates and Administration Fees and Charges, forming Attachment 1 and 2 to this Report, be utilised in developing the draft budget for 2015/2016.

GEOAC RECOMMENDATION(S)

MOVED MR FOLEY

SECONDED MR COLE

That the proposed 2015/2016 Regional Services Consulting Rates and Administration Fees and Charges, forming Attachment 1 and 2 to this Report, be utilised in developing the draft budget for 2015/2016.

CARRIED UNANIMOUSLY

**Proposed Regional Services (Environmental Services and Regional Development)
Consulting Rates 2015/2016**

	Prior Year Actual Hourly Rate						Proposed		
	2009/2010	2010/2011	2011/2012	2012/2013	2013/2014	2014/2015	2015/2016	% Change	2015/2016
<i>Member Council Consulting Fees</i>	(ex GST)	(ex GST)	(ex GST)	(ex GST)	(ex GST)	(ex GST)	(ex GST)		(inc GST)
Consultant Director	\$92.00	\$96.00	\$99.00	\$102.00	\$105.00	\$108.00	\$111.00	2.78%	\$122.10
Consultant Manager	\$82.00	\$86.00	\$88.50	\$91.00	\$93.00	\$95.00	\$97.50	2.63%	\$107.25
Senior Consultant	\$71.00	\$74.00	\$76.00	\$78.00	\$80.00	\$82.00	\$84.00	2.44%	\$92.40
Consultant	\$63.00	\$66.00	\$68.00	\$70.00	\$72.00	\$74.00	\$76.00	2.70%	\$83.60
Project Officer	\$48.00	\$50.00	\$51.50	\$53.00	\$54.50	\$56.00	\$57.50	2.68%	\$63.25
<i>Other Organisations Consulting Fees</i>									
Consultant Director	\$174.00	\$182.00	\$187.50	\$187.50	\$187.50	\$187.50	\$187.50	0.00%	\$206.25
Consultant Manager	\$153.00	\$160.00	\$165.00	\$165.00	\$165.00	\$165.00	\$165.00	0.00%	\$181.50
Senior Consultant	\$153.00	\$160.00	\$165.00	\$150.00	\$150.00	\$150.00	\$150.00	0.00%	\$165.00
Consultant	\$139.00	\$145.00	\$149.50	\$125.00	\$125.00	\$125.00	\$125.00	0.00%	\$137.50
Project Officer	\$121.00	\$127.00	\$131.00	\$100.00	\$100.00	\$100.00	\$100.00	0.00%	\$110.00

**PROPOSED 2015/2016
ADMINISTRATION FEES AND CHARGES**

DETAILS	\$ PER PAGE (inc GST)
Photocopy Fees	
Black & White A4 Print	\$ 0.35
Black & White A3 Print	\$ 0.50
Colour A4 Print	\$ 0.45
Colour A3 Print	\$ 0.60



11.2 SWAN AND HELENA RIVERS MANAGEMENT FRAMEWORK REVIEW REPORT

REFERENCE: D2015/00392

PURPOSE OF REPORT

To advise Council of the outcomes of the stakeholder comments on the Swan and Helena Rivers Management Framework (SHRMF) Review Report and the proposed implementation mechanism.

KEY ISSUES AND RECOMMENDATIONS

- The Swan and Helena Rivers Management Framework Review Report was received by the EMRC Council in August 2014 and distributed to stakeholders for comment.
- Comments have been received from the Swan River Trust, Department of Aboriginal Affairs, Metropolitan Redevelopment Authority and the Town of Bassendean and are supportive of the outcomes of the SHRMF Review Report.
- Co-ordination and communication remains a key role for the EMRC for the SHRMF with a new implementation approach proposed involving two levels: strategic and operational co-ordination.
- Strategic co-ordination should be facilitated by the EMRC in collaboration with a strategic steering group made up of senior level staff of member Councils and stakeholder organisations.
- The strategic steering group would convene annually at a SHRMF summit to monitor progress and identify priorities for implementation.
- Operational co-ordination should be facilitated by the EMRC in collaboration with working groups made up of relevant staff of member Councils and stakeholder organisations.
- Working groups would be convened as required to implement specific actions and/or projects.
- It is proposed that the inaugural SHRMF annual summit be held in 2015.
- Priority actions have been identified for 2015/2016.
- The SHRMF requires senior level commitment from EMRC member Councils and stakeholders to facilitate continued implementation and to progress the Action Plan.

Recommendations

That:

1. Council endorse the Swan and Helena Rivers Management Framework Review Report and Action Plan.
2. A Swan and Helena Rivers Management Framework strategic steering group be re-established.
3. A Swan and Helena Rivers Management Framework annual summit be held in 2015.

SOURCE OF REPORT

Director Regional Services
Manager Environmental Services



Item 11.2 continued

BACKGROUND

The Swan and Helena Rivers Management Framework was initiated by the EMRC in 2007 on behalf of member Councils with the support of the Swan River Trust and the Western Australian Planning Commission.

A major review of the Swan and Helena Rivers Management Framework has been undertaken and completed in 2014. Based on the overall assessment of the SHRMF, the following approaches and key actions were recommended:

- Strengthening strategic relationships between EMRC member Councils and key agencies.
- Developing a communication and co-ordination mechanism at a strategic level through a senior co-ordination group.
- Strategic mobilisation of resources with the role of EMRC being to assist member Councils in leveraging funding for implementation of on-ground works, to progress regional initiatives and to assist with progressing opportunities for applied research.

In particular, EMRC would focus on the following:

- Enhancing advocacy at a strategic level for required resources in budgets (funds and staff resources to focus on specific priorities).
- Strengthening skills in resource leveraging through grants, research funding, private sector/corporate partnerships, and other fundraising activities. This may require contracting a consultant with expertise in private sector/corporate partnerships to develop a funding model.
- Preparing feasibility studies, business cases and other supporting documents to assist with gaining resources for implementation.

The Swan and Helena Rivers Management Framework Review Report was presented to EMRC Council at the 21 August 2014 Ordinary Meeting of Council (Ref: D2014/11182) where it was resolved:

THAT:

1. *COUNCIL RECEIVE THE SWAN AND HELENA RIVERS MANAGEMENT FRAMEWORK REVIEW REPORT FORMING THE ATTACHMENT TO THIS REPORT.*
2. *THE SWAN AND HELENA RIVERS MANAGEMENT FRAMEWORK REVIEW REPORT BE DISTRIBUTED TO THE TOWN OF BASSENDEAN, CITY OF BAYSWATER, CITY OF BELMONT, CITY OF SWAN, SWAN RIVER TRUST (SRT), WESTERN AUSTRALIAN PLANNING COMMISSION (WAPC), METROPOLITAN REDEVELOPMENT AUTHORITY (MRA) AND OTHER RELEVANT STAKEHOLDERS FOR COMMENT.*



Item 11.2 continued

REPORT

This report outlines the stakeholder review report comments and proposed next steps for implementation of the SHRMF during 2015/2016.

The SHRMF review report was referred to the following stakeholders for comment in September 2014:

- EMRC member Councils
- Swan River Trust
- Western Australian Planning Commission
- Metropolitan Redevelopment Authority
- Perth Region NRM
- Department of Water
- Town of Victoria Park
- City of Vincent
- Department of Aboriginal Affairs
- South West Aboriginal Land and Sea Council

Feedback has been received from the Swan River Trust, Department of Aboriginal Affairs, Metropolitan Redevelopment Authority and the Town of Bassendean and is summarised below. Comments received have been supportive of the review and minor amendments have been incorporated as requested. The final Swan and Helena Rivers Management Framework Review Report is as attached.

Stakeholder Organisation	Comments
Swan River Trust	<p>Generally agrees with the findings of the review.</p> <p>Supports the need to strengthen strategic relations and consider the mobilisation of resources.</p> <p>Noted that many of the enabling factors have arisen due to work, funding and documents developed by or with the support of the Trust, as acknowledged in the report.</p> <p>EMRC recognise that under the proposed amendments to the <i>Swan and Canning Rivers Management Act 2006</i>, many operational functions of the Trust will be transferred to the Department of Parks and Wildlife. Actions listed in the review to be supported by the Trust are likely to become the responsibility of the Department of Parks and Wildlife and this should be considered in the future.</p> <p>The Trust is keen to commence another precinct plan and would welcome the EMRC's support in examining the possibility of preparing a precinct plan with the City of Bayswater. This would be considered advantageous as it would result in a series of endorsed precinct plans for a contiguous geographical area of the Riverpark, as originally envisaged. There may also be governance advantages to this approach due to the proposed amalgamation of the City of Bayswater and the Town of Bassendean as the Town of Bassendean is currently finalising its precinct plan.</p>
Department of Aboriginal Affairs (DAA)	<p>No substantive comments.</p> <p>Acknowledged that EMRC had consulted with them in relation to the SHRMF review.</p> <p>Invited EMRC to discuss any proposed activities and/or policies related to the guiding objective of conserving the cultural and natural heritage of the river with DAA as required.</p>



Item 11.2 continued

Stakeholder Organisation	Comments
Metropolitan Redevelopment Authority	Generally supportive of SHRMF. Sought clarification on the relationship between the SHRMF and the MRA's activities and statutory functions. MRA identified the following areas as relevant to the MRA and SHRMF: <ul style="list-style-type: none"> • Enhancement of the Helena River Foreshore – it is anticipated that a Helena Foreshore Management Plan will be prepared in consultation with key stakeholders including the Western Australian Planning Commission, Swan River Trust, Department of Water and the EMRC. • Statutory planning – under the <i>Metropolitan Redevelopment Authority Act 2011</i> and adoption of the Midland Redevelopment Scheme any planning scheme, new planning scheme, or an amendment to a planning scheme has no effect while the redevelopment scheme has effect. Any reserve zoning under the Metropolitan Region Scheme and the Swan River Trust's Development Control Area does not apply.
Town of Bassendean	Supported the review outcomes and no further comments made.

Swan and Helena Rivers Management Framework Implementation Mechanism

Co-ordination and communication remains a key role for the EMRC with a new implementation approach proposed involving two levels of implementation: strategic and operational co-ordination.

Strategic co-ordination involves:

- Strengthening strategic relationships between EMRC, member Councils and key agencies such as Swan River Trust, Department of Planning, Western Australian Planning Commission, Western Australian Local Government Association and Department of Parks and Wildlife; and
- Developing a strategic level communication and co-ordination mechanism through a strategic steering group including key decision-makers and stakeholders which monitors and identifies strategic priorities.

Operational co-ordination involves:

- Convening working groups as required to implement specific actions or projects related to strategic priorities and the annual operation plan. Working groups may be ongoing for several years (project implementation) or short term to achieve specific outcomes.

Facilitation of strategic and operational co-ordination is recommended by holding an annual SHRMF summit. It is envisaged the annual summit will be used to:

- Convene the strategic steering group and SHRMF stakeholders;
- Affirm, revise and identify strategic priorities for the next three years;
- Secure resources/commitment for agreed priorities;
- Develop an annual operation plan based on agreed priorities;
- Identify any emerging or new issues;
- Present any findings on research, new knowledge and/or practices related to river management;
- Provide any information on key priorities to be addressed in the financial year; and
- Provide a progress update to stakeholders on the previous year's actions (annual report).



Item 11.2 continued

Swan and Helena Rivers Management Framework Action Plan

As part of the SHRMF review, a rolling three year Action Plan (shown in attachment) was developed for commencement in 2014/2015. Actions are aligned to the original guiding principles and objectives of the SHRMF and include an assessment of the resources required; lead and partnering responsibilities for implementation; timeframes and priorities. Actions have been categorised as continuing, emerging or targeted to assist with prioritisation within allocated timeframes.

In 2014/2015, the focus has been on presenting the review report to EMRC Council and the distribution of the report to stakeholders to provide comments. Ongoing actions have included investigating funding opportunities; advocacy; and providing representation on the Swan River Trust Riverpark Trails Project Steering Group.

A funding application was submitted to the Natural Disaster Resilience Program 2014-2015 in September 2014 to undertake Stage One of a project to understand and manage flood risk in Perth's Eastern Region. The project will involve a catchment hydrology assessment of the mainstream Swan and Helena rivers at key locations; potential impact of climate change on design rainfall and flow estimates; data collation and estimation of the probable maximum flood. The project will provide updated design flood estimates for application to future modelling and mapping to inform mitigation strategies and decision-making on proposed land use and development of flood prone land. The outcome of the funding application is pending.

Priority actions identified to commence in 2015/2016 include:

- Re-establishment of a SHRMF strategic steering group and hosting an inaugural annual summit;
- Investigate opportunities to leverage resources through funding mechanisms;
- Convene working groups if required to assist with leveraging resources and cross-regional activities such as recreational trails and interpretation;
- Continue to advocate at agency and political levels to increase funding to the Swan River. The EMRC will work with member Councils to advocate and develop collaborative submissions, as funding programs become available;
- Seek a commitment to undertake Stage 2 of flood risk mapping in Perth's Eastern Region (if funding becomes available);
- Seek support to develop a pilot interpretation project in Perth's Eastern Region in collaboration with Swan River Trust, National Trust of Australia (WA) and member Councils;
- Networking and relationship building with stakeholders; and
- Continued representation on the Swan River Trust Riverpark Trails Project Steering Group.

The SHRMF requires senior level commitment from EMRC member Councils and stakeholders to facilitate continued implementation and to progress the Action Plan.

STRATEGIC/POLICY IMPLICATIONS

Key Result Area 1 – Environmental Sustainability

- 1.5 To contribute towards improved regional air, water & land quality and regional biodiversity conservation

Key Result Area 2 – Social Opportunities

- 2.1 To facilitate regional cultural and recreational activities



Item 11.2 continued

Key Result Area 3 – Economic Development

- 3.1 To facilitate increased investment in regional infrastructure

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

The SHRMF budget 2014/2015 includes officer time and implementation of Swan and Helena Rivers Management Framework projects and activities. This project is wholly funded by the EMRC. Some provision for allocation of funds to implement identified priority actions should be integrated into future annual and long-term budgets.

A financial commitment may be required from the member Councils if the National Disaster Resilience Program flood risk mapping project in Perth's Eastern is successful.

SUSTAINABILITY IMPLICATIONS

Environmental:

- Best practice management of river foreshore areas along the Swan and Helena rivers;
- Conservation and protection of biodiversity along the Swan and Helena rivers;
- Improved fauna habitat along the Swan and Helena rivers foreshore; and
- Protection and improvement of the river ecosystem.

Economic:

- Opportunities to value add to current individual local government river projects; and
- Provision of employment opportunities.

Social:

- Increased public safety and amenity along the Swan River foreshore;
- Increased tourism and recreational opportunities at key sites along the Swan River; and
- Improved community engagement in Swan and Helena rivers foreshore management activities in the Cities of Bayswater, Belmont and Swan, and Town of Bassendean.



Item 11.2 continued

MEMBER COUNCIL IMPLICATIONS

Member Council	Implication Details
City of Bayswater Town of Bassendean City of Belmont City of Swan	<p>Provide representation on the SHRMF strategic steering group.</p> <p>Senior and officer level support and commitment to the actions as required in the SHRMF review report.</p> <p>Member Council staff resources as required to participate in strategic or operational groups and advocacy and communication activities.</p> <p>Financial resources - allocation of funds in existing and future budgets and capital works programmes and to support regional funding applications and any relevant actions arising from SHRMF implementation.</p>
Shire of Kalamunda Shire of Mundaring	<p>Nil</p>

ATTACHMENT

Swan and Helena Rivers Management Framework Review Report and Action Plan (Ref: D2015/00406)

VOTING REQUIREMENT

Simple Majority

RECOMMENDATIONS

That:

1. Council endorse the Swan and Helena Rivers Management Framework Review Report and Action Plan.
2. A Swan and Helena Rivers Management Framework strategic steering group be re-established.
3. A Swan and Helena Rivers Management Framework annual summit be held in 2015.

CEOAC RECOMMENDATION(S)

MOVED MR COLE

SECONDED MR THROSSELL

That:

1. Council endorse the Swan and Helena Rivers Management Framework Review Report and Action Plan.
2. A Swan and Helena Rivers Management Framework strategic steering group be re-established.
3. A Swan and Helena Rivers Management Framework annual summit be held in 2015.

CARRIED UNANIMOUSLY

Eastern Metropolitan Regional Council

**Swan and Helena Rivers Management
Framework Review**

Final Report
January 2015

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Executive Summary

1. Background The Swan and Helena Rivers Management Framework (SHRMF) was prepared by the Eastern Metropolitan Regional Council (EMRC) in 2007 to guide the ongoing management of the Swan and Helena Rivers within the EMRC member council areas of Bassendean, Bayswater, Belmont and Swan. The SHRMF identified guiding principles for management of the rivers, corresponding objectives and strategies as well as actions for each of the four precincts within the region (see Appendix 1). This report is the final output for the review of the SHRMF which has aimed to evaluate the progress of the SHRMF and to inform future directions for the SHRMF project and EMRC.

2. Strategic Alignment There have been no major shifts in the statutory framework within which the SHRMF is situated, however some key strategic documents have been produced during the period of implementation. These include several whole of system management documents, in particular the Draft River Protection Strategy (Swan River Trust 2012). Consequently, there are now overlaps where SHRMF actions have been superseded by other, higher level documents. Actions where the SHRMF provided extra value to the current rivers management context were related to regional recreational trails, co-ordination and the development of Regional Aboriginal Consultation Guidelines.

3. SHRMF Implementation Progress There has been considerable progress in the achievement of actions under both the SHRMF planning strategies and precinct planning sections in the seven years following the preparation of the SHRMF. Implementation progress was enabled by strategic recognition of actions, alignment with key strategic and operational documents, resource availability under specific funding programs and close collaboration between stakeholders. Progress was hindered by a lack of resource availability, a focus on management plans rather than larger scale precinct plans or on-ground works, an implementation mechanism that was not fully functional and insufficient political and strategic commitment.

4. Key Recommendations It is recommended that the core principles and objectives of the existing SHRMF continue to guide management of the areas of the Swan and Helena rivers within the EMRC member councils. A new implementation mechanism and adjusted priorities are recommended. Priorities moving forward for EMRC are to focus on resource mobilisation to assist member councils in the preparation of precinct plans and implementation of on-ground works. This should entail a renewed focus on strategic advocacy, stronger co-ordination between stakeholders and improved communication.

5. Action Plan A three year rolling action plan format has been proposed to guide the forward direction of the SHRMF project. This could be updated annually at a SHRMF summit involving high level representatives from key stakeholders, securing strategic commitment to the action plan. It will allow for the maintenance of the strategic focus of the SHRMF while ensuring that actions are updated regularly to reflect contextual changes, for example to stakeholder priorities or resource availability. A seven year major review is also recommended to again verify that the core principles of the SHRMF remain relevant and to assess the effectiveness of the proposed implementation mechanism.

1. Introduction

1.1. Background

The EMRC and its six member councils recognise the importance of the Swan River as a significant natural asset in Perth's eastern region (see Figure 1) and sought to develop a strategy to enhance its environmental, social and economic value to the region. Initial research undertaken in 2004 identified a range of sites located within the region that already contributed or had the potential to contribute to the region's economic, social and environmental values.

In 2005, EMRC appointed Hassell Consulting to prepare the Swan River Concept Plan. A working group guided the development of the concept plan and included representatives from the four EMRC member councils adjacent to the project area (Bassendean, Bayswater, Belmont and Swan), the Swan River Trust and the Department of Planning and Infrastructure.¹

The Swan River Concept Plan and Management Strategy - Preliminary Research and Consultation Report (the strategy) was prepared, supporting the development of an overarching vision for the Swan River in the region. Consultation with key stakeholders comprised a major part of the initial research and confirmed widespread support for developing a shared plan for the area.

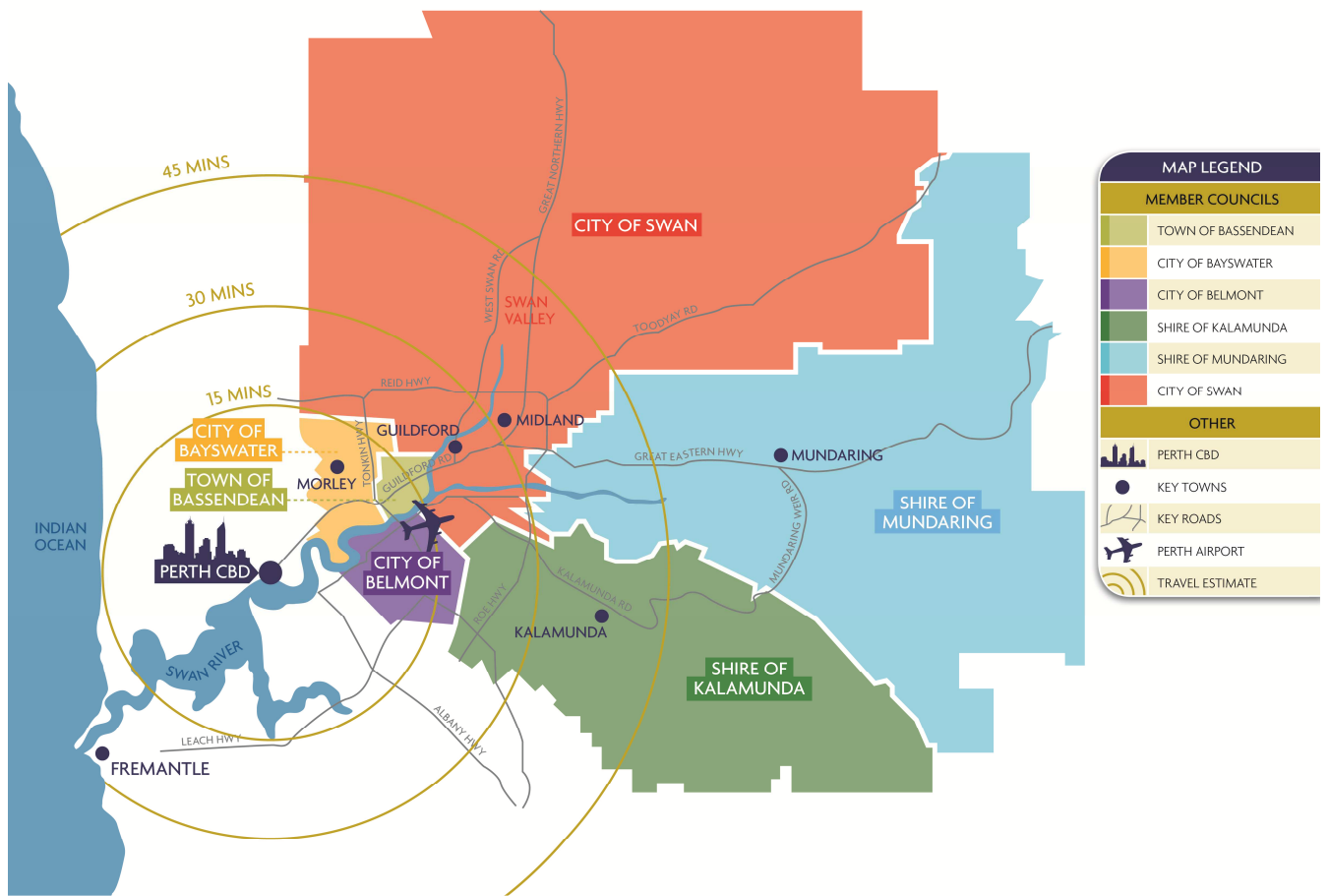
The strategy identified potential land uses and areas along the Swan River and adjacent lands in Perth's eastern region for conservation, protection, rehabilitation or recreation. It recognised potential development nodes and access requirements. The research component of the study identified current and proposed plans, policies and legislation for the Swan River, foreshore and adjacent lands.

The working group determined that it was necessary to change the name from the Swan River Concept Plan to the Swan and Helena Rivers Management Framework (SHRMF) to reflect the achievable outcomes of the study and to avoid the perception that the concept plan included all of the Swan River. The major output of the initiative was a strategic framework (see Figure 2) which identified roles and responsibilities and allocated strategic actions to all stakeholders to guide the ongoing management and development of the eastern reaches of the Swan River and its major tributary, the Helena River.

EMRC took the lead in co-ordinating the actions identified in the SHRMF in collaboration with the other members of the SHRMF working group and key stakeholders as identified in the framework. The framework was divided into two parts: planning strategies and precinct planning. A series of strategies and actions were identified under each guiding principle of the framework with identified lead agencies for each action. Implementation proceeded between 2007 and 2013, when EMRC decided to carry out a review of the SHRMF. SDF Global was contracted by EMRC to undertake an independent review of the SHRMF implementation between December 2013 and June 2014 (see Appendix 2). This report provides a summary of the review process and findings.

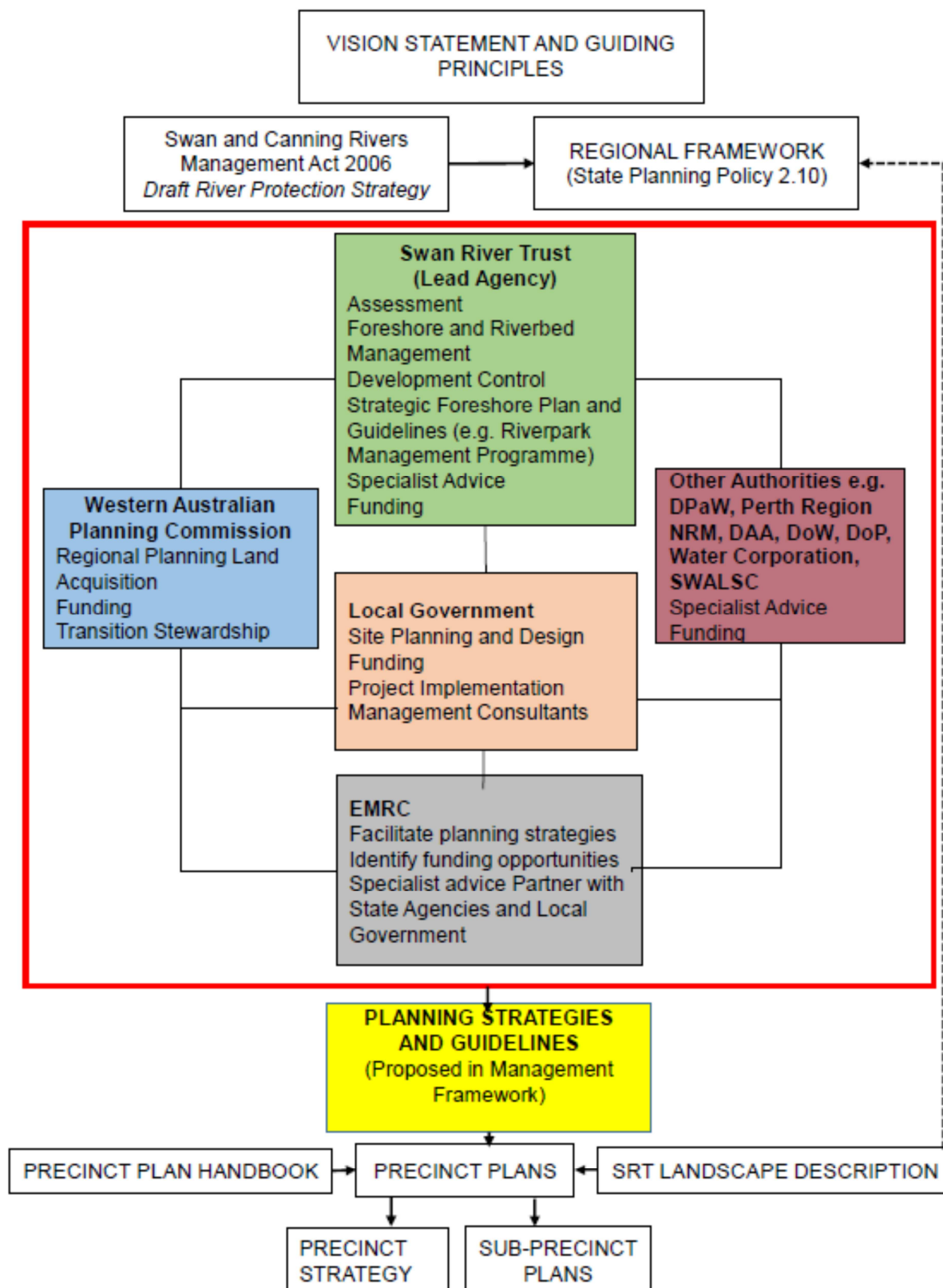
¹ Now Department of Planning.

Figure 1. Member Council Areas of the Eastern Metropolitan Regional Council



Source: EMRC 2013

Figure 2. Swan and Helena River Management Framework (2007)



Note: This document has been regenerated from the Swan and Helena River Management Framework Report (EMRC 2007) to incorporate government department name changes and to recognise the role of the Southwest Aboriginal Land and Sea Council (SWALSC) as key stakeholders in management of the Swan and Helena Rivers.

1.2. Rationale and Purpose for Review of SHRMF

Rationale The SHRMF was approved by the EMRC in 2007. Implementation of the strategies throughout the seven years has been progressed by EMRC directly, through the activities of individual member councils and through the Swan River Trust (SRT). State government agencies and the member councils have also progressed the co-ordination and management of the Swan River foreshore through a number of wider initiatives. For example, SRT has developed a series of whole-of-system initiatives, including the:

- o Draft River Protection Strategy;
- o Draft Swan and Canning Riverpark Trails Master Plan;
- o Draft Swan and Canning Riverpark Interpretation Plan; and
- o Draft Aquatic Use Review and Management Framework.

There have been a number of developments in the legislation and policy context that have impacted or have the potential to influence the continued delivery of the SHRMF. It is therefore timely to review the extent to which contextual changes have affected the relevance of the SHRMF in river management.

The role of EMRC in the SHRMF has been to facilitate implementation, identify and source funding opportunities, liaise with State agencies and undertake advocacy activities. As part of this role, EMRC has continued to track the activities that have related to SHRMF implementation and was aware of the advanced stage of implementation of some strategies, challenges with others and contextual changes.

Purpose For these reasons, it was considered important to carry out an independent review of the SHRMF with a view to:

1. Evaluate progress of the SHRMF, to date;
2. Inform the future direction of the SHRMF project; and
3. Identify the role of EMRC in the ongoing management of the project.

1.3. Methodology

The review of the SHRMF involved eight stages: initiation, status update, strategic alignment, stakeholder consultation, analysis, recommendations and action plan, feedback review and final reporting. An evaluative approach was used to investigate relevance, effectiveness, efficiency and sustainability of SHRMF implementation.

Status update The implementation status of SHMRF actions was investigated first with a desktop review. Initial feedback was sought from representatives of the stakeholders listed as responsible authorities on the status of SHRMF actions (see Appendix 3). The results of the desktop review and stakeholder interviews were incorporated into the first interim output – the Key Action Position Report and an audit table in the format of the SHRMF which detailed the implementation status of the actions.

Strategic alignment and analysis Input from stakeholders was also used to identify the gaps and opportunities for the SHRMF within the current river management context. The input covered the perceived relevance and effectiveness of the SHRMF, implementation

enablers and inhibitors, gaps and opportunities, the relevance of the document, using the SHRMF as a planning tool within the specific organisations, the current and future role of EMRC, and discussion related to other changes occurring in governance throughout the state. This feedback from stakeholders, along with a review of key documents in the context of the Swan and Helena Rivers both at the time of design and those that have been generated since, formed the basis of an Opportunities and Gaps paper. The identified opportunities and gaps were summarised in a Discussion Paper that was circulated to stakeholders in preparation for the stakeholder consultation workshop.

Stakeholder consultation A stakeholder workshop was held in May 2014 and attended by representatives from EMRC, member councils, and other relevant agencies (see Appendix 4). This workshop focussed on confirming the analysis and prioritising the opportunities for the SHRMF and EMRC that had been identified throughout the process thus far. The Department of Aboriginal Affairs (DAA) and SRT presented updates of relevance to improved river management. Information from these presentations and feedback from workshop attendees has been incorporated into this report as well as the Stakeholder Consultation Report.

Final reporting, recommendations and action plan This final report is a culmination of the review and summarises the findings of the preceding stages and outputs. It provides an overall assessment of the SHRMF implementation and proposes strategic directions for future shared management of the rivers, including in particular the role of EMRC in supporting member councils in relation to rivers management. A recommended implementation mechanism and an action plan have been developed to guide future directions for EMRC and the SHRMF (see Section 6).

2. Planning Legislation, Policy and River Management Context

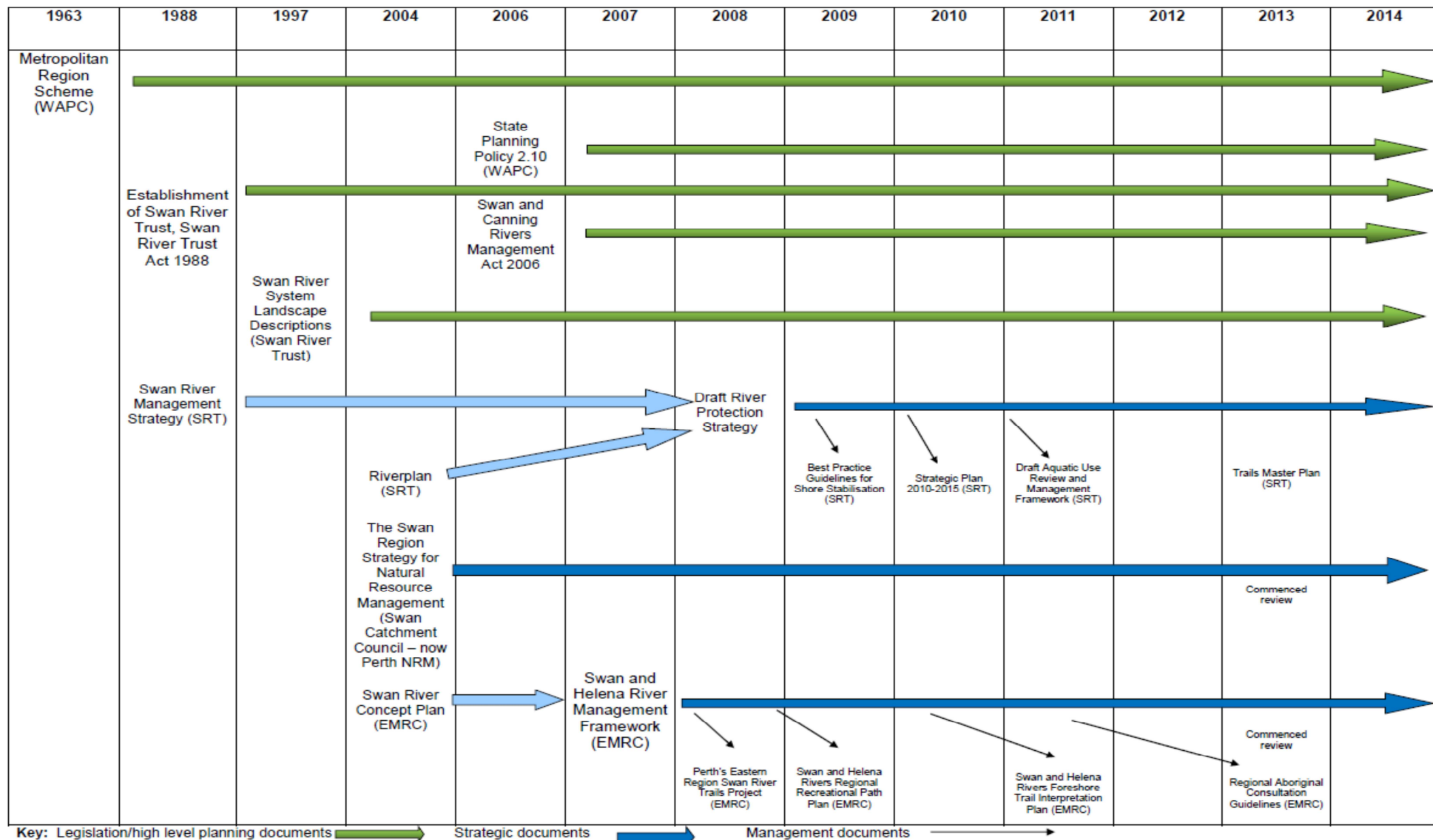
2.1. Context and Timeline

Since the preparation of the SHRMF in 2007, there have been no major contextual shifts in the statutory framework within which the SHRMF is situated. The State Planning Policy (SPP) 2.10 Swan-Canning River System that formed the main basis for the SHRMF remains the key legislative framework for planning in relation to the Swan, Canning and Helena rivers. Figure 3 displays a timeline of the relevant plans, strategies and management documents that relate to the rivers, how they interact and which documents remain current at the time of this review.

SPP 2.10 continues to provide a vision statement and policies for the Swan and Canning River systems based on guiding principles as follows (WAPC 2006):

Our vision for the river and its setting is that it displays its true worth as a sustaining resource to Aboriginal society over many millennia and as the foundation of European settlement in Western Australia. We are committed to protecting and enhancing the river by respecting its environmental values, social benefits and cultural significance. We will guide adjacent land use, civic design and development to ensure that the value of the river and its setting to the community is maintained.

Figure 3. Context and Timeline of Relevant Documents



The Guiding Principles of the SPP 2.10 relate to:

- Social Benefits;
- Environmental Values;
- Cultural and Natural Heritage; and
- Design and Development.

The SHRMF adopts these four guiding principles and includes an additional guiding principle that relates to the planning and management for the SHRMF itself.

Since the release of the SHRMF, a range of new strategies and plans have been developed that are in draft format or are being implemented (see Figure 3). The most important of these is the Draft River Protection Strategy (RPS) for the Swan Canning Riverpark that was endorsed by the Swan River Trust Board in 2012, and replaced the Swan River Management Strategy (1988) and the Riverplan (2004).

The RPS focusses on improved management across the Swan and Canning River system and particularly on the Riverpark and the designated Development Control Areas surrounding the rivers. It reaffirms the concept of implementation of river management across the precincts identified in the Swan River Trust Landscape Description (SRT 1997) and recognised by the SPP 2.10. It also provides for a multi-stakeholder, co-ordinated approach to river protection as well as community amenity and benefit. The RPS has been the catalyst for a range of documents and projects to guide improved implementation.

2.2. Alignment with Guiding Principles and Objectives

The SHRMF review included an assessment of how the SHRMF strategic actions align with other strategic and legislative documents. The review found that the core principles and objectives of the SHRMF remain relevant. The more recent documents mentioned above in 2.1 build from the SPP 2.10 vision and strategic objectives.

The SHRMF includes 17 objectives in relation to the guiding principles (Table 1). Of the strategic actions identified in the SHRMF around half of the actions align with and support actions identified in other associated documents and are still relevant. The newer documents produced over the period of implementation have to an extent superseded the actions identified in the SHRMF. Some are now being implemented on a system-wide basis across the SRT jurisdiction. Others have been completed. Feedback from stakeholders indicated that the system-wide documents and guidelines are more widely used than the SHRMF because they have a legislative basis through the *Swan River and Canning Rivers Management Act 2006*.

Nevertheless, the SHRMF has clearly contributed to and added value to a range of strategic actions. In particular, SHRMF implementation within the region has related to development of recreational trails, co-ordination of precinct and local management plans and the development of the Regional Aboriginal Consultation Guidelines. While the core principles and objectives are still relevant, the SHRMF actions now need to be revisited to ensure that emerging opportunities are included, and that those actions that provide added value are prioritised over those that now overlap with other strategic and operational documents.

Table 1. Review of status in relation to SHRMF Guiding Objectives

Guiding Objectives	Progress Achieved				
	Not achieved	Limited	Moderate	Significant	Highly significant
Social Benefits					
Maintain the river and its setting as a community resource					
Secure public access to the river					
Maintain a sense of place					
Provide opportunities for water transport					
Environmental Values					
Protect the natural environment					
Protect fringing vegetation					
Minimise dredging and channel disturbance					
Implement responsible stormwater management practices					
Respond to river function, topography and landscape					
Cultural and Natural Heritage					
Conserving the cultural and natural heritage of the river and its setting					
Design and Development					
Promote sensitive design and built form to complement the river landscape					
Encourage appropriate development					
Create and maintain foreshore reserves					
Create linkages and natural vegetation corridors					
Planning and Management					
To extend and support the aims of the Eastern Metropolitan Regional Council in establishing an integrated management and planning framework that reflects a total river management approach involving all stakeholders.					
To apply and lobby for funding from a range of public and private sector sources in a co-ordinated manner.					
To establish responsibility for unresolved management areas and issues along the river.					

3. SHRMF Evaluation Findings

3.1. Status of Actions

The findings on the status of the SHRMF detailed actions cover the period from the SHRMF release in 2007 to January 2014, a period of approximately seven years. The SHRMF has been progressed through the development of a hierarchy of guiding principles, objectives, strategies and actions. Strategies were identified under the guiding principles, as well as a more detailed list of actions related to the four precincts. The high priority strategies and actions were identified through a number of SHRMF steering and officer working groups comprised of external stakeholders and member councils' staff. EMRC appointed a co-ordinator for the SHRMF and identified the implementation as a specific project within its portfolio of activities.

The SHRMF actions were implemented initially through the specific SHRMF Steering Group however over time the group was discontinued. Consequently, most actions have been progressed directly by the responsible authorities identified for each action. For this reason, the progress reported in the following paragraphs refers to the combined progress achieved individually by key stakeholders as well as those that can be directly attributed to EMRC support to SHRMF project implementation.

Advocacy has been a high priority for the EMRC in relation to the Swan and Helena rivers with the SHRMF identified as a priority focus area in the Regional Advocacy Strategy (EMRC, 2013). Since 2007, the EMRC has undertaken the following advocacy actions:

- Delegations to Canberra advocating on the SHRMF;
- Regular briefings to local members of parliament including on-site tours;
- Hosted community cabinet meetings which have included briefings on the SHRMF;
- Been an active member of the C21, a forum initiated by WALGA to advocate on further investment on the Swan River by the State government and provided input into the development of the *'Priority Plan for Investment in the Swan-Canning Catchment'*.
- Provided representation on the Swan Canning Riverpark Iconic Trails Project working group and the Swan Canning Riverpark Master Trails Plan working group; and
- Written submissions and provided feedback on relevant policy and legislation relating to the Swan and Helena Rivers.

Planning strategies Overall, the status review of the SHRMF strategies for achieving the objectives under the five guiding principles demonstrates that there has been considerable progress achieved, with 60% of strategies being confirmed as fully completed and a further 24% partially completed with the remaining 16% not progressed. The progress for cultural and natural heritage, social benefits and environmental values was higher than for planning and management and design and development.

Guiding principles A more detailed assessment of the progress achieved towards each of the five SHRMF principles was based on the number of strategies achieved and also considered the relative importance of the strategies in relation to stakeholder feedback. The results shown in Table 1 illustrate the assessed level of significance of SHRMF implementation. On this basis, the progress achieved was found to be mixed across the five principles with significant advances in maintaining the river setting, protecting the natural environment and in conserving natural and cultural heritage. Achievements were limited

however in relation to water transport, stormwater management, promoting appropriate design, resource leverage and resolving land management issues. Moderate progress was achieved for the other objectives. To date, several milestone reports relating to high priority actions have been completed, for example:

- Perth's Eastern Region Swan River Trails Project (2008);
- SHRMF Heritage Audit and Statement of Significance (2009);
- Swan and Helena Rivers Regional Recreational Path Development Plan (2009);
- Swan River Trust - Best Management Practices for Shore Stabilisation – Approaches and Decision-Support Framework (2009);
- Best Management Practices for Shore Stabilisation – Concept Designs for Shore Stabilisation at selected sites in the City of Bayswater (2008);
- Swan and Helena Rivers Foreshore Trail Interpretation Plan – Stage 1 (2011); and
- Regional Aboriginal Consultation Guidelines (2013).

Precinct planning The progress on precinct planning and implementation activities was lower than in relation to the core principles. Of the 51 actions identified to be carried out in the four precincts, only 26% have been fully completed. A further 55% of proposed actions have been partially completed. For 20% of actions, no activity had occurred during the SHRMF implementation period. The completed and not commenced actions were spread fairly evenly across the four precincts.

3.2. Hindering and Enabling Factors

The intent of the SHRMF together with the core principles and precinct planning approach were strongly supported by stakeholders at the time of preparation and throughout the implementation period. Actions were progressed as far as possible within the available resources of the partners. However, during the review, there were some clear factors identified that enabled and hindered implementation. These provide lessons that can be used to strengthen river management processes in future.

Enabling factors The key enabling factors were the strategic recognition of some key actions, available funding particularly through SRT and the generation of strategic documents that guide more detailed activities (see Figure 3). Feedback from stakeholders indicated that progress in the higher level strategic actions was achieved because these were recognised as important at the entire Swan and Canning River system level.

Key documents developed after the completion of the SHRMF have strongly influenced completion of key SHRMF actions, including the Draft RPS (SRT 2012), the Aquatic Use Review and Management Framework (SRT 2012), the Swan Canning Riverpark Iconic Trails Masterplan Project (SRT 2013), and the Best Management Practices for Shore Stabilisation (SRT 2009), which was partially funded by EMRC. Funding programs which enabled the completion of many of the SHRMF actions were most commonly administered by SRT. For example, many foreshore stabilisation works under SHRMF actions in the precinct planning section were completed using funding from the SRT Riverbank Grants Scheme.

Hindering factors The review identified that implementation of the SHRMF was hindered by several key factors, particularly the lack of resources for implementation and the predominant focus on generation of management plans as a key action rather than a higher level focus on precinct or nodal planning and the respective implementation of those plans.

Stakeholder feedback overwhelmingly indicated that lack of the necessary resources was the major factor that hindered SHRMF actions from being completed. Resource leverage was identified as a key role for EMRC, however, this has occurred only to a limited extent. The development of a foreshore funding strategy was identified in the SHRMF, as well as developing cross boundary, regional scale projects to access larger funding pools. This role was also intended to uncover any areas of gaps and overlaps in member council projects and identify areas where resources could be shared across member councils. However, working with multiple agencies led to complexity in preparing regional project proposals. Nevertheless, several joint funding submissions were developed but were not successful. The availability of funding has been limited which has hindered implementation at a regional scale.

The SHRMF placed strong emphasis on the development of management plans, particularly at the local level. Of the 51 key actions within the precinct planning section of the SHRMF, 77% required the development of management plans for particular areas, of which only 26% were completed. However, a further 60% were assessed as partially completed because although the recommended management plans had not been prepared, some of the works specified as sub-actions to be addressed within the proposed management plan had been completed. These most commonly included foreshore stabilisation works and works on trails and other facilities. This indicates that the focus in the SHRMF on producing management plans was not effective because the identified key action did not contribute substantially to achieving the SHRMF outcomes. Stronger emphasis on implementation of sub-actions may have been beneficial in achieving more tangible results.

3.3. Gaps and Opportunities

The review included assessment of gaps and opportunities with a view to identifying future priorities for the regional stakeholders. In reviewing the accomplishment of SHRMF planning strategies and precinct planning actions, there were three main gaps that emerged through the analysis: recognition of the SHRMF in statutory processes; insufficient focus on the detailed precinct planning processes earlier in the implementation process; and a collaborative implementation mechanism that was not continued.

Gaps The SHRMF strategies were not embedded in any statutory planning documents and therefore the framework was used more as a supporting document rather than a required guideline. Many of the recommended activities in the SHRMF related to planning activities, however, the envisaged precinct planning processes did not actively commence in the early years of SHRMF implementation. If the precinct plans had been progressed earlier, then a higher proportion of actions may have been achieved.

A number of Swan and Helena Rivers Working Groups were formed to support implementation and initially were active, but momentum lapsed and the groups did not continue. This led to a gap in knowledge regarding what activities and projects were being undertaken by respective responsible authorities and in collaborative activities. A Regional Environmental Advisory Group was formed to replace the Swan and Helena Rivers Working Groups and other EMRC environmental working groups such as Perth Solar City. This has been of benefit to focus on achievement of environmental actions, but has not explicitly included co-ordination of SHRMF implementation.

Opportunities A number of opportunities for EMRC's ongoing role in the future management of the upper Swan and Helena Rivers were identified throughout the review process.

These included:

- promoting further work towards development of precinct plans;
- providing technical knowledge to member councils on floodplain and acid sulphate soil management;
- assisting with development processes and with streamlining and updating guidelines for built form and foreshore facilities;
- assisting with signage and on-ground projects;
- co-ordinating events; and
- assisting with future developments related to a water transport network.

4. Stakeholder Consultation and Key Priorities

Stakeholder consultation was a focus throughout the review process. Stakeholder input in the initial stages of the review contributed to the development of the status audit, the initial findings for the discussion paper as well as identification of the gaps and opportunities as summarised in this report.

A workshop was then held to allow stakeholders to provide further feedback on the findings of the review, to discuss their priorities and to contribute to identifying future directions for the SHRMF and EMRC. The workshop was attended by representatives from stakeholders listed as responsible authorities for SHRMF strategies and actions (see Appendix 4).

At the stakeholder workshop, attendees were presented with opportunities identified through the review process and asked to prioritise them (see Table 2). There was discussion at the stakeholder workshop that a number of the priorities were closely linked and could be merged, particularly in relation to the activities of operational groups and stakeholder communication. Consequently, although the listed group priorities were similar to the individual priorities, the stakeholders added value to the discussions as future directions were considered. The results of the prioritisation were influenced by these discussions. For example, signage was given a lower priority not because it was considered unimportant, rather because it was considered to be integral to trail development, foreshore works and operational groups. These points have been considered in preparation of the action plan (see section 6).

Overall, the findings from the workshop re-affirmed the support for the principles of the SHRMF and the focus on precinct planning. Of overwhelming importance was the feedback that a higher level of activity is required on implementation of key actions from the SHRMF. Priorities for EMRC moving forward are around resource mobilisation and strategic collaboration to gain stronger commitment for planning and implementation of key projects around the Swan and Helena Rivers.

Table 2. Stakeholder Priorities - Top Five and Bottom Two

Opportunity	Priority Ranking Individual	Priority Ranking Group
1. Support member councils to secure funding for the development of precinct plans and other foreshore works.	1	1
2. Work with Department of Water (DoW) to provide member councils with additional technical knowledge on implementation of DoW guidelines in relation to floodplain management, structures and risks.		
3. Progress key research, for example in addressing acid sulphate soil.		
4. Streamline and update policies and guidelines to assist developers to align development proposals with the core principles.		
5. Develop plans for formal commercial and recreation water transport network.	13	13
6. Co-ordination of information in relation to existing and proposed foreshore and land based infrastructure through nodal/sub-precinct planning.		
7. Signage improvement in collaboration with Swan River Trust and local government authorities.	12	12
8. Practical partnership arrangements for on-ground projects in precinct planning - could be of benefit in generating joint project designs for larger scale funding applications.	4	3
9. Operational group to focus on leveraging resources to implement the existing and future strategies of the SHRMF.	3	2
10. Operational group to support cross-regional activities such as regional recreation trails, water transport development, regional events and liaison with Aboriginal groups.	5	5
11. Strengthen strategic dialogue to gain corporate and state commitment to core principles, strategies, and plans.	2	4
12. Target key WAPC land to improve strategic land management in line with core principles.		
13. Improve information and communication to stakeholders, councils, and community.		

5. Summary of SHRMF Review Assessment

Relevance Overall, the principles articulated in the SHRMF were found to be highly relevant, both at the time of design and currently. The principles are strongly aligned to the Western Australian legal framework through State Planning Policy 2.10 and the *Swan and Canning Rivers Management Act 2006*. The key principles highlight the main issues of importance to all key stakeholders and there was no aspect identified during the review that was inconsistent or missing from the framework in this regard.

The SHRMF implementation has achieved a lower level of relevance to stakeholders at the practical level. The implementation mechanisms recommended in the original framework, through a series of memoranda of agreement proved unwieldy to implement and did not secure the required commitment. The reason for lack of commitment related to the broad nature of agreements sought so that potential partners felt unable to commit to planned actions due to factors beyond their control. Consequently, many of the actions progressed in the framework have largely been the result of unilateral activities by the stakeholders rather than as a result of a co-ordinated approach. This has undermined the importance of the SHRMF and contributed to a perceived lack of relevance of the SHRMF implementation amongst the stakeholders at present.

In summary, there is strong support for continued implementation of the SHRMF in line with the key principles and a precinct planning approach. Nevertheless, a new, more relevant implementation mechanism is required.

Effectiveness The effectiveness of the SHRMF implementation is demonstrated by the extent to which the key actions were implemented and the expected results that were achieved. The synopsis of the extent to which objectives were accomplished and the performance of actions achieved shows that the effectiveness of implementation has been moderate to significant. Whilst this result is positive, the extent to which actions were achieved was largely a result of already mobilised action using already allocated resources. In this respect, the incremental level of achievement as a result of the SHRMF process has been more modest. Nonetheless, the value of a strategic framework and the ongoing willingness of partners to collaborate towards achievement of the objectives should not be underestimated. Overall, this signals that the SHRMF effectiveness has been moderate, yet that there is a foundation for improvement.

Efficiency The efficiency of the actions achieved relates to the “value for money” in relation to the resources that have been applied to actual implementation of the framework. Feedback from stakeholders suggested that the SHRMF at the time of design was comprehensive but that, in retrospect, it did not contribute to efficient management. The detailed actions rested too heavily on a hierarchy of developing management plans without identifying the source of funds to undertake and implement such plans. Furthermore, stakeholders were unable to adequately self-track the level of progress and thus did not use the SHRMF as a management tool.

Much of the activity that has been achieved has been as a result of direct action by the stakeholders and was likely to be progressed even without the existence of the SHRMF. There was no legislative requirement to implement the SHRMF and, in this respect, the resources invested in development of the SHRMF have not been efficiently utilised. Resources would have been more efficiently utilised on the preparation of statutory tools, or alternately on support for implementation of on-ground works.

Nevertheless, the results achieved from the SHRMF and the ongoing relationships in the various implementation activities that have been progressed have been positive. EMRC funds a full time officer (Environmental Consultant) to deliver the SHRMF as a key project. This role and the additional resources applied for the implementation of the key principles has been estimated to be approximately \$115,000 per year. In this respect, and given the high importance given to the principles of the SHRMF by the stakeholders, the value for money has been acceptable. The question that arose through the review was how to increase the level of value for money. The overarching analysis indicates that the key lies in

the prioritisation of activities and leveraging of resources to implement those activities, which will be an important area for improvement moving forward.

Sustainability The sustainability of the SHRMF can be assessed both in the extent to which the vision and objectives have been progressed and are still supported by the stakeholders; and also by the extent to which the outcomes from respective activities are being sustained. The sustainability of SHRMF with respect to its vision, objectives, intent and scope is strong. No major changes to the principles, key strategies and objectives were proposed and there was general concurrence that the partners should continue working on these in a collaborative manner.

Sustainability with respect to the actions achieved was mixed. Where guidelines and plans were generated as a result of the SHRMF, some have been adopted by the involved stakeholders and are being implemented; others are not, often due to lack of resources. Where activities such as the precinct planning, implementation of works and preparation of guidelines have been supported through the SHRMF, EMRC participation has been useful, appreciated and has contributed to sustainable outcomes. The major impediment to sustainability was the lack of an implementation mechanism for co-ordination that could be relevant and easily maintained by stakeholders under the leadership of EMRC.

6. Future Directions and Action Plan

Based on the overall assessment of the SHRMF, the following approaches and key actions are recommended.

6.1. Strategic Direction of the SHRMF Project

The review has clearly identified that the core principles and objectives in the SHRMF remain valid and should be continued. It is through the implementation of strategies and actions that support these principles and objectives that EMRC can improve benefit to its member councils. This section outlines strategic approaches for moving forward and proposes key actions corresponding to the guiding principles and objectives.

In order to progress the SHRMF project, strategic relationships between EMRC, its member councils and other key agencies such as SRT, Western Australian Local Government Association (WALGA), Department of Planning, Western Australian Planning Commission (WAPC) and Department of Parks and Wildlife should be strengthened. EMRC would ensure that its role as facilitator adds value to the direct relationships that member councils already have with these agencies, thus strengthening advocacy and avoiding duplication.

Due to the proposed local government reforms, the nature of relationships between member councils, key state government agencies and EMRC are vulnerable to change. While the proposed reforms do not affect the area that the SHRMF covers, the number of member council stakeholders that EMRC will deal with and the individuals that represent them is expected to change. As reforms take place, EMRC should proactively work with the newly formed member councils to ensure that future river management activities are part of member councils forward planning strategies and plans. Advocating with community leaders and groups to ensure that river-related strategies are adequately reflected in community strategies will also assist in gaining member council ownership of the SHRMF strategies.

There is also a need for stronger and higher level engagement with key partners in relation to land management issues. Issues related to land ownership and management are complex and support by EMRC to clarify roles and responsibilities in specific locations within the SHRMF area of coverage could be of benefit to progress improved river management.

There is an opportunity for EMRC to take a lead role on behalf of the member councils in improved co-ordination and joint action. This should include reconstituting a leadership group for the SHRMF including key decision-makers as well as several operational groups to focus on particular projects such as precinct planning or resource leverage. A strong partnership with SRT in key projects such as research, riverbank protection, development activities and drainage management is recommended.

6.2. Communication and Co-ordination

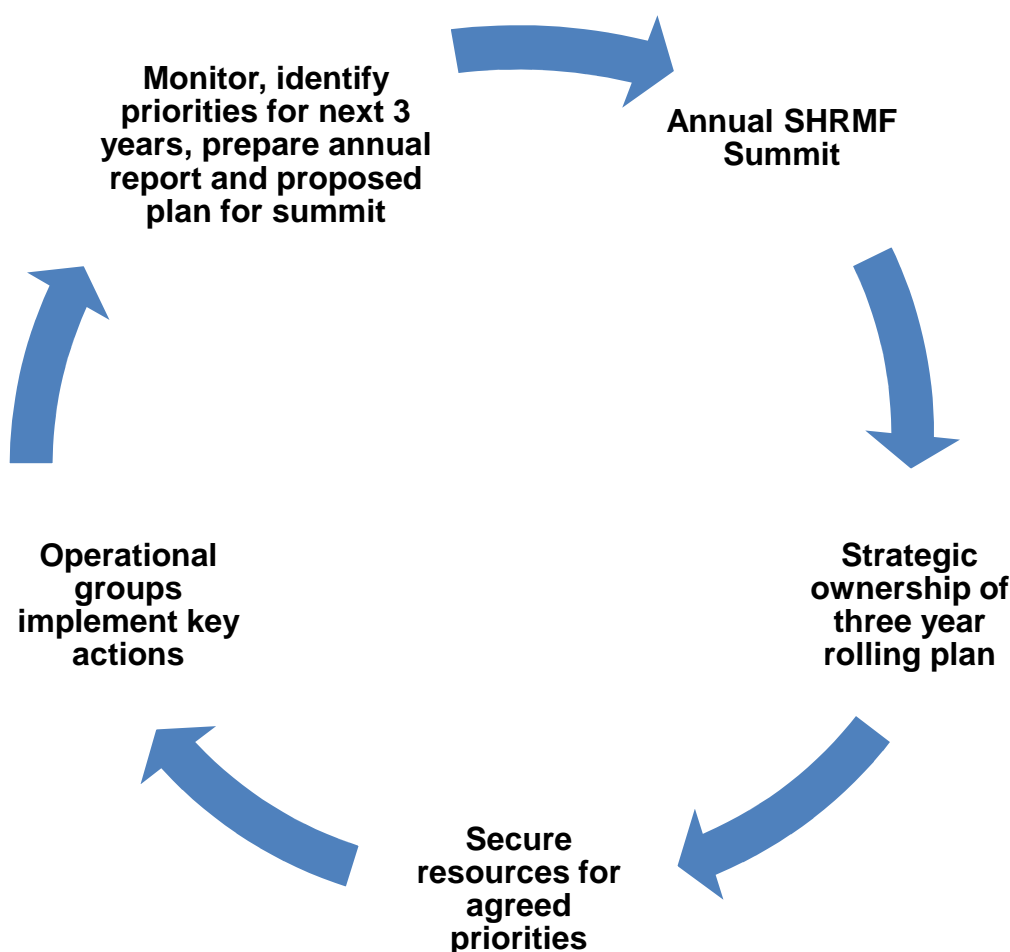
Communication and co-ordination was the key role for EMRC in the SHRMF and this continues to be a recommended approach, however some improvements are recommended. In particular, the mechanisms for communication and co-ordination need to be more responsive to change and inclusive of stakeholders and their needs.

A new approach is proposed which builds on the existing strengths of the SHRMF implementation process. This includes two distinct levels of implementation that need to be supported by EMRC: strategic and operational. Rather than a long term program of activities with all actions already identified, a more responsive and proactive ongoing mechanism of co-ordination is required. The link between the strategic and operational activities to achieve more proactive implementation is shown in Figure 4.

Strategic co-ordination As noted in section 6.1, there is a need to strengthen strategic relationships. This requires ensuring that decision-makers are aware of the priorities in relation to the SHRMF and that strategic actions to enable implementation are acted upon. To this end, it is proposed that an annual SHRMF summit be held with senior level invitees. The agenda could be based on a rolling three year plan.

The summit could include: a progress update on actions in the preceding year; key topics of interest to the stakeholders; and affirmation or adjustment of the strategic priorities for the next three years. This would be more appropriate to the local government planning cycle and allow for better alignment of planned activities with State and local government budgets. The summit could also include several short presentations on key priorities that are to be addressed in the coming year, the actions proposed and the strategic support required so that there is better understanding by decision-makers on the priorities. There could also be updates on emerging research and new knowledge and practices that could benefit the stakeholders. The feedback from strategic partners would be documented by EMRC and followed up to gain and secure the support required for implementation.

Figure 4. Proposed implementation mechanism



Operational co-ordination The proposed annual SHRMF summit would be the nexus of strategic and operational activities. Some strategic priorities would align with those identified through the original SHRMF action plan, others have been noted through this review. There will also be emerging actions that are of benefit in line with the SHRMF principles and objectives. The annual summit would gain strategic support for identified priorities for the three year plan and then an annual operation plan would be devised from the input by the EMRC. Working groups would be convened as required. Some of these working groups may be ongoing over several years and would operate on an ongoing terms of reference. Others would be short term working groups to achieve specific outcomes. In addition, EMRC would continue to liaise with key agencies including SRT, WALGA, Department of Planning, Department of Parks and Wildlife and WAPC on regional projects including drainage, trails, signage and research. Enhanced co-ordination with Aboriginal stakeholders would also be beneficial.

6.3. Mobilisation of Resources

A more strategic approach to resource mobilisation is needed. The role of EMRC would be to assist local governments in leveraging funding for: implementation of on-ground works; to progress regional initiatives; and to assist with progressing opportunities for applied research. In particular, EMRC would focus on the following:

- Enhancing advocacy at a strategic level for required resources in budgets (funds and staff resources to focus on specific priorities).
- Strengthening skills in resource leverage through grants, research funding, private sector/corporate partnerships, and other fundraising activities. This may require contracting a consultant with expertise in private sector/corporate partnerships to develop a funding model.
- Preparing feasibility studies, business cases and other supporting documents to assist with gaining resources for implementation.

6.4. Targeted Implementation

The previous focus of the SHRMF was on preparing management plans. The direction forward needs to be more focussed towards achieving on-ground results in regional nodes. In particular, progressing precinct planning and leveraging of resources are needed to enable on-ground results.

This focus on targeted implementation could involve specific working groups that emerge from the annual summit. Some working groups may be temporary to achieve specific actions; others may be multi-year working groups with a more formal structure. Some examples of specific operational projects that could be considered are:

- Implementation of the Swan Canning Riverpark Iconic Trails Masterplan Project to achieve minimum standards and improved connectivity for bicycle, pedestrian and horse trails as well as uniformity and consistency of interpretation and other signage.
- Work with member councils that are updating Local Planning Schemes to incorporate stronger recognition of the rivers and relevant boundaries such as the Riverpark; and advocate for DoW to review floodplains in light of climate change, to define flood management strategies and include recommendations for safety and mitigation.
- Co-ordination and consistency between member councils, SWALSC and DAA to update and improve implementation of policies and guidelines.

6.5. Implementation Schedule

The SHRMF outlined strategies and actions with a long term view of implementation. Tracking of performance has been the responsibility solely of EMRC and there has not been a collaborative and shared responsibility for assessing performance on a more regular basis. Seven years on, the SHRMF recommended actions remain unchanged from the establishment in 2007.

A three year rolling action plan is proposed as a means to ensure future plans remain current, while remaining aligned to the original principles and objectives of the SHRMF. This would allow for the continuation of a strategic focus on the SHRMF guiding principles while allowing flexibility to update actions regularly to reflect changing conditions such as the needs of stakeholders and resource availability.

To assist in this approach, an action plan has been developed and is included in Table 3. The action plan features some of the recommended actions from this review as they correspond to the guiding principles. The actions have been prioritised as:

- long term continuing;
- short to medium term (requiring specific focus);

- emerging opportunities; or
- watching brief.

Long term continuing These are expected to be ongoing long term actions that require a continuous focus to keep on track within at least the next three years. The sub-actions would be reviewed and reported on an annual basis.

Targeted short to medium term These actions would be those identified that require a specific process and timeframe for action. They are likely to require their own project plan and may comprise several project components and specific partnerships based on the identified outcomes required. They are more likely to be progressed through working groups at the operational level although will also require strategic involvement where appropriate.

Emerging opportunities These actions are likely to emerge from discussions between stakeholders, from new technical knowledge or in response to policy or other contextual changes. They may be short, medium or long term depending on their nature, but are likely to require short to medium term focus for a planning, development or pilot phase.

Watching brief It is recommended that all of the guiding objectives should be maintained in the action plan, though there is not necessarily a need for all of them to be populated with actions at any one time. To ensure that focus on the guiding objectives is maintained those with no underlying priority actions at this time have been classified as a watching brief. This means that they should be monitored for progress and any contextual changes. If any opportunities or need for action arise these should be identified and raised at the SHRMF summit. The action plan for the following three years should then be updated to include the necessary action or if required amend the objective in line with new or amended objectives.

6.6. Action Plan

The following action plan (Table 3) contains suggested actions corresponding to the guiding objectives of the SHRMF. Each action includes an assessment of the resources required, as well as lead and partnering responsibilities for implementation to ensure that planned actions are feasible within the resources available and that implementation responsibilities are clear. Operational task lists for implementation of these actions should be developed, which should include the development of key performance indicators for each project. These would be the basis of annual monitoring and reporting at the summit. It is recommended that SHRMF strategies and actions are reported on each year, resulting in an updated action plan looking forward to the next three years. It is also recommended that a major review be conducted every seven years.

Actions have been categorised as continuing, emerging, or targeted (as detailed in section 6.5). To further assist with prioritisation moving forward, actions have been allocated suggested timeframes as per the below key.

Timeframe Key	
O	Ongoing
W	Watching Brief
1	To be completed end Year 1
2	To be completed end Year 2
3	To be completed end Year 3

Table 3. Action Plan

Three Year Rolling Plan								
Guiding Objectives	Actions	Continuing	Emerging	Targeted	Timeframe	Resources Required	Lead Responsibility	Supporting Responsibility
Social Benefits								
1. Maintain the river and its setting as a community resource	1.1. Progress precinct planning process.				○	Funding, operational groups.	Member councils	SRT, EMRC, WAPC
	1.2. Seek practical arrangements for on-ground projects in precinct planning.				○	EMRC and member council staff time, funding, operational groups.	Member councils	EMRC , WAPC, SRT
	1.3. Generate joint project proposals for regional scale funding applications.				○	EMRC and member council time, financial resources to support funding applications.	EMRC, member councils	SRT, WAPC and any other relevant agencies or organisations.
2. Secure public access to the river	2.1. Through the precinct planning process, identify opportunities and priority areas for on-ground works to improve river and foreshore access and connectivity.				○	Member councils core budgets with SRT funding. Officer time.	Member councils	SRT, WAPC, EMRC, consultant if required for specialist works.
	2.2. Help to facilitate implementation of on-ground works to improve				○	EMRC and member council staff time,	Member councils	EMRC, WAPC, SRT, SWALSC, DAA

Three Year Rolling Plan								
Guiding Objectives	Actions	Continuing	Emerging	Targeted	Timeframe	Resources Required	Lead Responsibility	Supporting Responsibility
	foreshore access and connectivity for bicycle, pedestrian, and horse trails within the foreshore area.					funding, member council core budgets, operational groups.		
	2.3 Advocate for implementation of on-ground works to improve foreshore access and connectivity within the foreshore area.				O	EMRC officer time, member council staff.	EMRC	Member councils
	2.4 Investigate funding opportunities for implementation of works to improve foreshore access and connectivity to the river.				O	EMRC officer time.	EMRC	Member councils, consultant
3. Maintain a sense of place	3.1 Work with member councils and SRT to improve uniformity and consistency of interpretation and other signage in line with the Swan-Canning Riverpark Interpretation Plan.				2	EMRC and member council time, funding, member council core budgets, operational groups.	Member councils, EMRC	SRT, National Trust of Australia (WA), WAPC, SWALSC, DAA
4. Provide opportunities for water transport	4.1 Be aware of progress in the development of water transport. If opportunities arise,				W	EMRC officer time.	EMRC	Member councils, SRT, Department of Transport, MRA, Department of Planning

Three Year Rolling Plan								
Guiding Objectives	Actions	Continuing	Emerging	Targeted	Timeframe	Resources Required	Lead Responsibility	Supporting Responsibility
	actions in this area should be developed.							
Environmental Values								
5. Protect the natural environment	5.1 Contribute to research on key issues affecting rivers e.g. climate change, impacts of urbanisation, drainage, flood control, Acid Sulphate Soils.				O	Relationships with relevant institutions and agencies e.g. universities, CSIRO, SRT	EMRC	Member councils, SRT, Department of Water (DoW), Water Corporation, WAPC, CRC for Water Sensitive Cities and other relevant agencies and institutions.
	5.2 Facilitate provision of technical knowledge to member councils on the implementation of the Department of Water guidelines on floodplain management.				O	Staff resources, relationships with DoW and member council staff.	EMRC	Member councils, DoW, CRC for Water Sensitive Cities.
	5.3 Investigate funding opportunities for implementation of foreshore stabilisation and restoration works,				O	EMRC officer time.	EMRC	Member councils, SRT, WAPC, consultant.
	5.4 Investigate opportunities for a resource to focus on river restoration across the member councils				O	EMRC staff time, funding.	EMRC	Member councils, SRT, WAPC, Department of Parks and Wildlife.

Three Year Rolling Plan								
Guiding Objectives	Actions	Continuing	Emerging	Targeted	Timeframe	Resources Required	Lead Responsibility	Supporting Responsibility
	with an emphasis on restoration, community engagement and education.							
6. Protect fringing vegetation	6.1 Within the precinct planning process, identify key areas for vegetation protection works.				O	Member councils' staff, SRT funding, other funding.	Member councils	SRT, EMRC, WAPC.
7. Minimise dredging and channel disturbance	7.1 Be aware of any potential dredging issues.				W	Member council and EMRC staff time.	Member councils	EMRC, SRT.
8. Implement responsible stormwater management practices	8.1 Provide information to member councils on improving urban stormwater drainage.				O	EMRC staff time.	EMRC	Member councils, DoW, Water Corporation, WALGA, SRT, CRC for Water Sensitive Cities and other relevant stakeholders.
9. Respond to river function, topography and landscape	9.1 Encourage member councils to include recognition of the rivers and of the SPP 2.10 in their Local Planning Schemes. (See also Action 12.2).				2	Staff time for advocacy and communication. Funds for a planning consultant. Operational group.	EMRC	Member councils, WAPC, SRT, DoP Consultant.

Three Year Rolling Plan								
Guiding Objectives	Actions	Continuing	Emerging	Targeted	Timeframe	Resources Required	Lead Responsibility	Supporting Responsibility
Cultural and Natural Heritage								
10. Conserving the cultural and natural heritage of the river and its setting	10.1 Provide information to member councils on best practice Aboriginal consultation and advocate for increased contact /communication with DAA and SWALSC.				O	EMRC officer time.	EMRC	Member councils, SRT, DAA, SWALSC.
Design and Development								
11. Promote sensitive design and built form to complement the river landscape	11.1 Identify opportunities to communicate/liase with developers on water sensitive design and SRT built form guidelines.				O	EMRC and member council staff time	EMRC	EMRC, member councils, developers, SRT, DoW, WAPC, CRC for Water Sensitive Cities.
12. Encourage appropriate development	12.1 Provide support and new technical information to member councils in relation to development such as floodplain management and risk management.				O	EMRC staff time, funding.	EMRC	CRC for Water Sensitive Cities, DoW SRT, DoP, WAPC
	12.2 Encourage member councils to include recognition of the rivers and climate change in their Local Planning Schemes.				O	EMRC staff time for advocacy and communication. Funding for planning consultant.	EMRC.	EMRC, planning consultant, member councils, WAPC.

Three Year Rolling Plan								
Guiding Objectives	Actions	Continuing	Emerging	Targeted	Timeframe	Resources Required	Lead Responsibility	Supporting Responsibility
13. Create and maintain foreshore reserves	13.1 Support implementation of the Swan Canning Riverpark Iconic Trails Masterplan Project.				O	EMRC and member council officer time, funding, member council core budget.	SRT	EMRC, member councils, WAPC.
14. Create linkages and natural vegetation corridors	14.1 Provide support to member council environmental officers to implement on-ground works.				O	EMRC and member council staff time, funding, member council core budget.	EMRC	Member councils, SRT
Planning and Management								
15. To extend and support the aims of the Eastern Metropolitan Regional Council in establishing an integrated management and planning framework that reflects a total river management approach involving all stakeholders.	15.1 Reconstitute the SHRMF leadership group. This group should include high level representatives from key agencies (see action 15.3).				1	Staff time and time of members of the group.	EMRC	Member councils, SRT, SWALSC, DAA, WAPC, WALGA, DoW, MRA, Perth Region NRM, Town of Victoria Park, City of Vincent, Burswood Park Board, Dept of Parks and Wildlife.
	15.2 Strengthen regional co-ordination and advocacy through				O	Senior level commitment at State and LGA	EMRC	State and local government representatives,

Three Year Rolling Plan

Guiding Objectives	Actions	Continuing	Emerging	Targeted	Timeframe	Resources Required	Lead Responsibility	Supporting Responsibility
	strategic communication channels to gain corporate and State commitment to the guiding principles, strategies, and plans related to the SHRMF.					council level.		member councils, private sector.
	15.3 Plan and hold the first annual SHRMF summit (including annual report).				1	Staff time and EMRC budget	EMRC	High level representatives from member councils, SRT, other key stakeholders
16. To apply and advocate for funding from a range of public and private sector sources in a co-ordinated manner.	16.1 Engage a consultant to investigate funding opportunities, particularly for mobilising private sector/corporate partnerships, research funds and for identifying and maximising grant funds.				1	EMRC SHRMF core budget	EMRC	Member councils, consultant.
	16.2 Facilitate a strategic approach to identifying available funding sources. This should involve: <ul style="list-style-type: none"> Formation of an operational team to focus on leveraging resources. 				0	EMRC and member council staff resources and time. Financial resources to support funding applications and	EMRC	Member councils, operational group, consultant.

Three Year Rolling Plan								
Guiding Objectives	Actions	Continuing	Emerging	Targeted	Timeframe	Resources Required	Lead Responsibility	Supporting Responsibility
	<ul style="list-style-type: none"> Preparation of feasibility studies, business cases and other supporting documents to assist member councils to gain resources. 					development of documents.		
	16.3 Advocate to the public and private sector for funding for the SHRMF.				0	Staff time.	EMRC	Member councils, consultant, operational group.
17. To establish responsibility for unresolved management areas and issues along the River.	17.1 Facilitate a targeted approach to resolve management responsibility and improve management of contested sites around the rivers.				3	Staff time	EMRC	Member councils, WAPC, DoP

7. Conclusions and Recommendations

7.1. Conclusions

Implementation progress is satisfactory Progress has been achieved in implementation of the actions under both the SHRMF planning strategies and precinct planning in the seven years following the preparation of the SHRMF. For the planning strategies, the greatest progress was achieved under the core principles of cultural and natural heritage, social benefits and environmental values. Those strategies underlying the core principles of planning and management and design and development, however, had a lower proportion of actions completed. For the precinct planning actions, reasonable progress was achieved across all four precincts and the development of detailed precinct plans for Belmont and Bassendean holds good prospects for future implementation. Resource availability was the major hindering factor for those actions that were not fully completed. Actions that were not completed most commonly related to the preparation of small scale management plans, which indicates that prioritisation of larger scale precinct plans over these site specific plans and a greater focus on the implementation of on-ground actions would be beneficial moving forward.

Weaknesses in the SHRMF implementation mechanism Despite targeted advocacy the lack of available funding has resulted in actions remaining incomplete due to a lack of resource availability for implementation. Furthermore, implementation of SHRMF actions was hindered by insufficient political and strategic commitment to rivers management and the failure of the implementation mechanism to maintain co-ordination and communication throughout the implementation process, and to be responsive to contextual changes.

Stakeholder priorities identified Engagement with stakeholders throughout the review overwhelmingly indicated that the priority for EMRC is to support member councils to secure strategic commitment and funding for precinct planning and on-ground works. Further priorities moving forward for the SHRMF and EMRC are to strengthen strategic dialogue, form operational groups to focus on leveraging resources and the development of cross-regional activities and facilitate practical partnership arrangements for on-ground projects.

7.2. Recommendations

Focus on resource mobilisation The recommended focus of EMRC moving forward is primarily on resource mobilisation to facilitate the completion of precinct plans and on-ground works. A renewed approach to this focus is recommended, which should entail enhanced advocacy at a strategic level; strengthening skills in resource leveraging through grants, private sector partnerships and other fundraising activities; and preparation of supporting documents to assist with gaining resources for implementation.

Enhanced collaboration and co-ordination Reflecting stakeholder priorities, it is recommended that EMRC aim to strengthen strategic relationships with important agencies such as SRT, WALGA, Department of Planning, WAPC, Department of Parks and Wildlife, Department of Environment Regulation and member councils. EMRC should also aim to provide a co-ordinating role in relationships between the various stakeholders on both

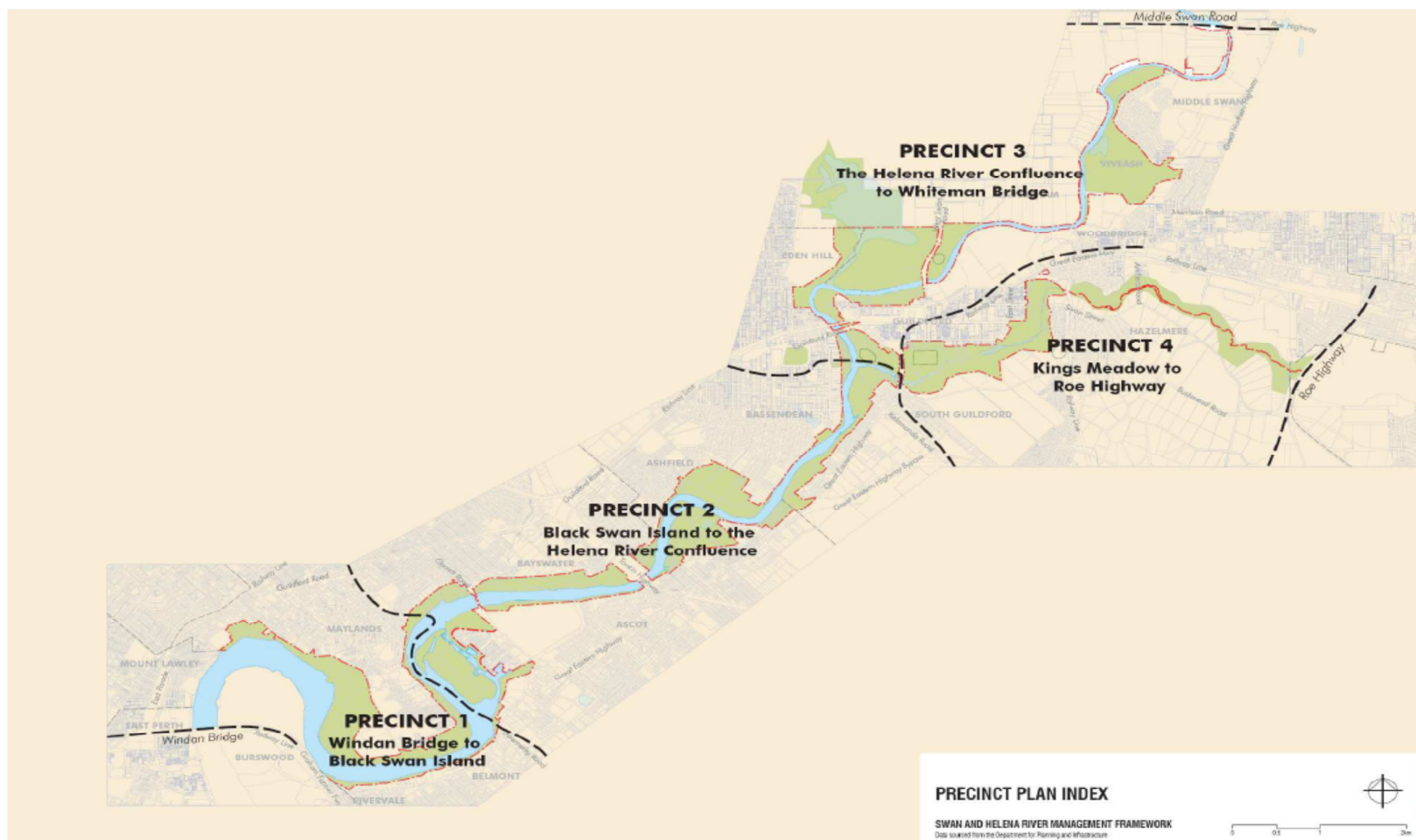
strategic and operational levels. The ultimate aim of this collaboration and communication is to gain stronger commitment amongst key stakeholders for the planning and implementation of projects to improve management of the Swan and Helena Rivers and for the mobilisation of the necessary resources for implementation of these projects.

New implementation mechanism A new mechanism for implementation of the SHRMF is recommended. This could entail the use of the proposed three year rolling action plan with an annual SHRMF summit to review and update the action plan for the subsequent three years. This proposed mechanism will facilitate the implementation of SHRMF actions and ensure that the implementation process continues to reflect stakeholder priorities into the future. A seven year major review is also recommended to again verify that the core principles of the SHRMF remain relevant and to assess the effectiveness of the proposed implementation mechanism.

APPENDICES

APPENDIX 1	PRECINCT MAP
APPENDIX 2	CONSULTANT'S BRIEF
APPENDIX 3.	LIST OF STAKEHOLDERS CONTACTED
APPENDIX 4.	LIST OF WORKSHOP ATTENDEES
APPENDIX 5.	BIBLIOGRAPHY

Appendix 1. Precinct Map



Source: Hassell and EMRC 2007, Swan and Helena River Management Framework Report

Appendix 2. Consultant's Brief

The objectives of the major review are to evaluate progress, to date, of the SHRMF and to inform the future direction of the SHRMF project and the role of EMRC in the ongoing management of the project.

A broad outline of the major tasks in conducting the review of the SHRMF are summarised in Table 1. Consultants must clearly indicate the methodology that will be used to achieve each stage.

Table 1: Project Scope

Stage	Task/s	Deliverable	Deadline
1	Project initiation meeting, confirm project scope, collect and review documents and other background information.	Confirmation of review methodology.	November 2013
2	Evaluate SHRMF and related strategies.	Report on progress against the SHRMF and related strategies.	December 2013
3	Review and align the SHRMF document with current river management and planning legislation and policy.	Develop a brief paper identifying any opportunities and gaps within current river foreshore management framework and making recommendations in relation to the SHRMF and EMRC.	January 2014
4	Undertake stakeholder consultation by means of one-on-one meetings and a stakeholder workshop of EMRC member councils and key agencies. This should include but is not limited to: Town of Bassendean, City of Bayswater, City of Belmont, City of Swan, Swan River Trust, Western Australian Planning Commission.	Report detailing outcomes of one-on-one and workshop consultation.	February/ March 2014

Stage	Task/s	Deliverable	Deadline
5	Document and report on the evaluation, consultation process, outcomes, conclusions and recommendations. Identify any opportunities and gaps within the current river foreshore management framework for the EMRC to progress through the SHRMF and related strategies.	Draft report of the review of the SHRMF.	March 2014
6	Make recommendations for future actions/direction for the SHRMF and related strategies.	Action Plan	April 2014
7	EMRC to consider draft report and recommend any revisions to consultant.	Draft report of the review of the SHRMF including Action Plan submitted to EMRC.	April 2014

Appendix 3. List of Stakeholders Contacted in Stage 2 Consultation

Responsible Authority	Key Stakeholders
City of Belmont	Nicole Davey
City of Bayswater	Jeremy Maher Doug Pearson
City of Swan	Jeremy Manning
Town of Bassendean	Simon Stewart-Dawkins Ken Cardy Jeremy Walker
Swan River Trust	Chris Mather Adnaan Abraham Paul Stephens
Western Australian Planning Commission	Ross Parker Peter Kane
Department of Water	Toni Smythe
Burswood Park Board	Brian Wishart
Metropolitan Redevelopment Authority	Bart Boelene Jocelyn Baister
Town of Victoria Park	Brendan Nock
City of Vincent	Jacqueline Parker
South West Aboriginal Land and Sea Council	Working Group and circulation of briefing paper to wider community.
Department of Aboriginal Affairs	Peter Facey
Perth Region Natural Resource Management	Diana Neuweger

Appendix 4. List of Workshop Attendees

First Name	Surname	Position	Organisation
Nicole	Davey	Co-ordinator Environment	City of Belmont
Ric	Lutey	Director Technical Services	City of Belmont
Warren	Stephens	Manager Parks and Environment	City of Belmont
Jeremy	Maher	Co-ordinator Environment	City of Bayswater
Jeremy	Manning	Co-ordinator Sustainable Environment	City of Swan
Grant	MacKinnon	Natural Areas Assets Co-ordinator	City of Swan
Ken	Cardy	Acting Director Operational Services	Town of Bassendean
Brian	Reed	Manager Development Services	Town of Bassendean
Rod	Hughes	General Manager	Swan River Trust
Glen	McLeod-Thorpe	Senior Planning Officer	Swan River Trust
Jocelyn	Baister		Metropolitan Redevelopment Authority
Anna	Spain	Project Manager (Midland and Riverside)	Metropolitan Redevelopment Authority
Tony	Pantano	Field Management Officer	Western Australian Planning Commission
Diana	Neuweger	Stakeholder Engagement Co-ordinator	Perth Region NRM
Cesar	Rodriguez	Manager Approvals and Advice - Government	Department of Aboriginal Affairs
Naomi	Rakela	Manager, Environmental Services	EMRC
Marilynn	Horgan	Director, Regional Services	EMRC
Joanne	Woodbridge	Business Development Co-ordinator (Sustainability and Environment)	EMRC
Erin	Harrison	Environmental Advisor	EMRC
Roberta	Circosta	Environmental Consultant	EMRC
Dorothy	Lucks	Facilitator	SDF Global
Maria	Price	Facilitator	SDF Global

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*** Grey items were referenced in the status audit by stakeholders, but not reviewed by SDF



11.3 ITEMS CONTAINED IN THE INFORMATION BULLETIN

REFERENCE: D2015/00093

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

1. REGIONAL SERVICES

- 1.1 REGIONAL DEVELOPMENT ACTIVITY REPORT OCTOBER TO DECEMBER 2014
(Ref: D2015/00396)
- 1.2 ENVIRONMENTAL SERVICES ACTIVITY REPORT OCTOBER TO DECEMBER 2014
(Ref: D2015/00098)
- 1.3 COOPERATIVE RESEARCH CENTRE FOR WATER SENSITIVE CITIES CONFERENCE
(Ref: D2015/00102)
- 1.4 HELPING THE HELENA – ESTABLISHING A BASELINE FOR WATER QUALITY
POLLUTANTS FOR LINKAGES IN FISH AND MUSSEL DECLINE (Ref: D2015/00103)
- 1.5 TRANSPORT ISSUES IN PERTH'S EASTERN REGION – COMMUNITY ENGAGEMENT
EXERCISE (Ref: D2015/00754)

RECOMMENDATION

That the Chief Executive Officers Advisory Committee notes the items contained in the Information Bulletin.

CEOAC RESOLUTION

MOVED MR THROSSELL SECONDED MR COLE

THAT THE CHIEF EXECUTIVE OFFICERS ADVISORY COMMITTEE NOTES THE ITEMS CONTAINED
IN THE INFORMATION BULLETIN.

CARRIED UNANIMOUSLY



12 REPORTS OF DELEGATES

Nil

13 NEW BUSINESS OF AN URGENT NATURE APPROVED BY THE CHAIRMAN OR PRESIDING MEMBER OR BY DECISION OF MEETING

Nil

14 GENERAL BUSINESS

14.1 EVENTS IN THE REGION

12 March 2015	EMRC	2015 Biennial Cocktail Function
9 May 2015	City of Swan	Mayoral Dinner

Mr Jarvis noted that the Town of Bassendean was considering having a community family fun day in May/June 2015 to commemorate the length of service to the community of the Town of Bassendean. Details will be provided once finalised.

14.2 OTHER GENERAL BUSINESS

Nil

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

Nil



16 FUTURE MEETINGS OF THE CHIEF EXECUTIVE OFFICERS ADVISORY COMMITTEE

The next meeting of the Chief Executive Officers Advisory Committee will be held on **3 March 2015** (*informal*) at the Shire of Mundaring, 7000 Great Eastern Highway, Mundaring WA 6073 commencing at 12:30pm with lunch at 12noon.

Future Meetings 2015

Chief Executive Officers' Advisory Committee (CEOAC) meetings commencing at 12 noon:

Tuesday	3	March* (informal)	at	Shire of Mundaring (previously City of Belmont)
Tuesday	7	April*	at	EMRC Administration Office
Tuesday	5	May (informal)	at	Town of Bassendean
Tuesday	2	June*	at	EMRC Administration Office
Tuesday	7	July (informal)	at	City of Belmont (previously Shire of Mundaring)
Tuesday	4	August	at	EMRC Administration Office
Tuesday	1	September (if required)	at	EMRC Administration Office
Tuesday	6	October (informal)	at	City of Swan
Tuesday	17	November	at	EMRC Administration Office

* Please note the Monday prior to the March, April and June meetings is a Public Holiday

17 DECLARATION OF CLOSURE OF MEETING

There being no further business the meeting was closed at 12:45pm.