



## MINUTES

### CERTIFICATION OF CONFIRMATION OF CHIEF EXECUTIVE OFFICERS ADVISORY COMMITTEE MINUTES

5 August 2014

I, Mr Bob Jarvis, hereby certify that the minutes from the Chief Executive Officers Advisory Committee Meeting held on 5 August 2014 pages (1) to (56) were confirmed at a Committee meeting held on 7 October 2014.

  
\_\_\_\_\_  
**Signature**

Mr Bob Jarvis  
**Person presiding at Meeting**

# CHIEF EXECUTIVE OFFICERS ADVISORY COMMITTEE

## MINUTES

5 August 2014

(REF: D2014/05066)

A meeting of the Chief Executive Officers Advisory Committee was held at the EMRC Administration Office, 1<sup>st</sup> Floor, 226 Great Eastern Highway, BELMONT WA 6104 on **Tuesday, 5 August 2014**. The meeting commenced at **12:43pm**.

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**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 MEETING DATES FOR 2015**

**REFERENCE: D2014/07981**

#### **PURPOSE OF REPORT**

The purpose of this report is for Council to consider and adopt the dates for the Eastern Metropolitan Regional Council (EMRC) Ordinary Council and Committee meetings for 2015.

#### **KEY ISSUES AND RECOMMENDATION(S)**

- Section 5.25(1)(g) of the Local Government Act 1995 and Local Government (Administration) Regulation 12 requires that at least once each year local public notice is to be given of all Ordinary Council meetings and Committee meeting dates, times and places that are to be open to the public and are to be held in the next twelve (12) months.
- Dates for the EMRC's Ordinary Council, Chief Executive Officers Advisory Committee, Audit Committee, Technical Advisory Committee, Resource Recovery Committee meetings and Strategy/Briefing Sessions for the 2015 calendar year are as detailed within this report.
- Chief Executive Officer Performance Review Committee and Investment Committee meeting dates will be arranged and convened as required.

#### **Recommendation(s)**

That the Ordinary Council meeting and Committee meeting dates, times and places for 2015 as outlined in the report be adopted and notice be given in accordance with r.12 of the Local Government (Administration) Regulations 1996.

#### **SOURCE OF REPORT**

Chief Executive Officer  
Manager, Administration and Compliance

#### **BACKGROUND**

EMRC develops a meeting calendar each year and when selecting suitable dates ensures that, where possible, there are no clashes with member Councils and East Zone meetings (organised by WALGA). EMRC Council meetings are usually held on the second last Thursday of the month.

#### **REPORT**

##### **Council's Governance Framework**

Council historically sets a number of fixed meeting dates a year with the remaining meetings scheduled as "if required". Council has established six committees to assist in its decision-making. These committees meet two weeks prior to the Council meeting and the minutes from the Committee meetings form part of the next Ordinary Council Meeting agenda. The role of the Committees is to consider matters within their terms of reference and provide advice to the Council.

Additionally, Strategy/Briefing Sessions were introduced in 2011 to allow officers to brief Councillors and discuss potential new projects and emerging issues prior to more detailed work and costs being incurred and in recognition of the importance of providing Council with more time to consider important strategic matters.



*Item 11.1 continued*

### **2015 Meeting Schedule**

The schedule below sets out the proposed meeting dates for the 2015 calendar year. January is a recess period when EMRC Council and Committee meetings are not held and meeting dates are therefore set for February through to December.

EMRC officers have been in consultation with the Department of Local Government (DLG) who have advised that as no legislative changes have been made to the Local Government Act and Regulations with respect to the Local Government Reform process there is still a requirement to set meeting dates for 12 months as per r.12 (1) of the Local Government (Administration) Regulations 1996. All meetings after June 2015 have been listed as "if required" with the exception of the CEOAC. For administration purposes this will make it easier to cancel meetings if there is a requirement to as a result of the local government reform process.

Local Government Elections are due to be held on the third Saturday in October 2015. Unless legislation changes, there will be a need to call a Special Council Meeting following this for the purposes of electing the Chairman and Deputy Chairman of the EMRC and making appointments to Committees.

Three (3) Strategy/Briefing Sessions have also been proposed during the year in March, May and August, if required.

In accordance with Section 5.25(1)(g) of the Local Government Act 1995 and Local Government (Administration) Regulation 12, local public notice will be given of all Ordinary Council meetings and Committee meeting dates, times and places that are to be open to the public, and are to be held during the 2015 calendar year.

#### **Ordinary Council Meetings commencing at 6:00pm:**

Ordinary Council meetings will be held on the second last Thursday of each month except in December.

Thursday	19 February	at	EMRC Administration Office
Thursday	19 March	at	EMRC Administration Office
Thursday	23 April (if required)	at	EMRC Administration Office
Thursday	21 May (if required)	at	EMRC Administration Office
Thursday	18 June	at	EMRC Administration Office
Thursday	23 July (if required)	at	EMRC Administration Office
Thursday	20 August (if required)	at	EMRC Administration Office
Thursday	17 September (if required)	at	EMRC Administration Office
Thursday	3 December (if required)	at	EMRC Administration Office

#### **Council Strategy/Briefing Sessions commencing at 6:00pm:**

The Strategy/Briefing Sessions "if required" will be held in March, May and August.

Thursday	12 March (if required)	at	EMRC Administration Office
Thursday	14 May (if required)	at	EMRC Administration Office
Thursday	13 August (if required)	at	EMRC Administration Office



*Item 11.1 continued*

**Chief Executive Officers' Advisory Committee (CEOAC) meetings commencing at 12:30pm:**

CEOAC meetings are generally held on the first Tuesday of each month. The November meeting will be held in the third week of that month.

Tuesday	3 February	at	EMRC Administration Office
Tuesday	3 March * (informal)	at	TBA
Tuesday	7 April *	at	EMRC Administration Office
Tuesday	5 May (informal)	at	TBA
Tuesday	2 June *	at	EMRC Administration Office
Tuesday	7 July (informal)	at	TBA
Tuesday	4 August	at	EMRC Administration Office
Tuesday	1 September (if required)	at	EMRC Administration Office
Tuesday	6 October (informal)	at	TBA
Tuesday	17 November	at	EMRC Administration Office

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

**Technical Advisory Committee (TAC) meetings commencing at 4:00pm:**

TAC meetings are generally held two weeks prior to the Council meeting.

Thursday	5 February	at	EMRC Administration Office
Thursday	5 March (if required)	at	EMRC Administration Office
Thursday	9 April (if required)	at	EMRC Administration Office
Thursday	7 May (if required)	at	EMRC Administration Office
Thursday	4 June (if required)	at	EMRC Administration Office
Thursday	9 July (if required)	at	EMRC Administration Office
Thursday	6 August (if required)	at	EMRC Administration Office
Thursday	3 September (if required)	at	EMRC Administration Office
Thursday	8 October (if required)	at	EMRC Administration Office
Thursday	19 November (if required)	at	Red Hill Waste Management Facility

**Resource Recovery Committee (RRC) meetings commencing at 5:00pm:**

RRC meetings are generally held two weeks prior to the Council meeting.

Thursday	5 February	at	EMRC Administration Office
Thursday	5 March (if required)	at	EMRC Administration Office
Thursday	9 April (if required)	at	EMRC Administration Office
Thursday	7 May (if required)	at	EMRC Administration Office
Thursday	4 June (if required)	at	EMRC Administration Office
Thursday	9 July (if required)	at	EMRC Administration Office
Thursday	6 August (if required)	at	EMRC Administration Office
Thursday	3 September (if required)	at	EMRC Administration Office
Thursday	8 October (if required)	at	EMRC Administration Office
Thursday	19 November (if required)	at	EMRC Administration Office



*Item 11.1 continued*

**Audit Committee (AC) meetings commencing at 6:30pm:**

Thursday	5 February (if required)	at	EMRC Administration Office
Thursday	5 March	at	EMRC Administration Office
Thursday	9 April (if required)	at	EMRC Administration Office
Thursday	7 May (if required)	at	EMRC Administration Office
Thursday	4 June	at	EMRC Administration Office
Thursday	9 July (if required)	at	EMRC Administration Office
Thursday	6 August (if required)	at	EMRC Administration Office
Thursday	3 September (if required)	at	EMRC Administration Office
Thursday	8 October (if required)	at	EMRC Administration Office
Thursday	19 November (if required)	at	EMRC Administration Office

**Chief Executive Officer Performance Review Committee (CEOPRC)**

The dates will be arranged and convened as required.

**Investment Committee (IC)**

The dates will be arranged and convened as required.

**STRATEGIC/POLICY IMPLICATIONS**

The schedule of meetings is in accordance with the EMRC Policy 1.2 - Meeting Policy which states that “a *twelve-month schedule of ordinary meetings of Council will be adopted by Council.*” It also states that “*meetings of the EMRC are to be held in the EMRC Administration Offices unless otherwise decided.*”

**FINANCIAL IMPLICATIONS**

Nil

**SUSTAINABILITY IMPLICATIONS**

Nil

ATTACHMENT(S)

Nil

VOTING REQUIREMENT

Simple Majority





*Item 11.1 continued*

**RECOMMENDATION(S)**

That the Ordinary Council meeting and Committee meeting dates, times and places for 2015 as outlined in the report be adopted and notice be given in accordance with r.12 of the Local Government (Administration) Regulations 1996.

**CEOAC RECOMMENDATION(S)**

MOVED MR FOLEY

SECONDED MS LEFANTE

That the Ordinary Council meeting and Committee meeting dates, times and places for 2015 as outlined in the report be adopted and notice be given in accordance with r.12 of the Local Government (Administration) Regulations 1996.

**CARRIED UNANIMOUSLY**



## 11.2 SWAN AND HELENA RIVERS MANAGEMENT FRAMEWORK REVIEW

**REFERENCE: D2014/08245**

### PURPOSE OF REPORT

To provide Council with the Swan and Helena Rivers Management Framework Review report and seek approval to forward the report to relevant stakeholders for comment.

### KEY ISSUES AND RECOMMENDATIONS

- The Swan and Helena Rivers Management Framework (SHRMF) was initiated by the EMRC in 2007 on behalf of member Councils with support of the Swan River Trust and the Western Australian Planning Commission.
- The management framework identifies roles and responsibilities and allocates strategic actions to all stakeholders to guide ongoing management and development of the Swan River eastern reaches and the major tributary, the Helena River.
- It has been seven years since the framework was approved by the EMRC Council. Many of the high priority strategies have been developed and have had ongoing implementation.
- A major review of the SHRMF has been undertaken with stakeholder consultation a focus throughout the process. Stakeholders listed as responsible authorities were engaged by individual interviews and a workshop to provide feedback on the findings of the review, discuss priorities and to contribute to identifying future directions for the SHRMF and the EMRC.
- The SHRMF Review Report outlines the review process and makes recommendations for future SHRMF direction and the role of the EMRC.
- Key recommendations include:
  - That the guiding principles and objectives of the existing SHRMF continue to guide management of the Swan and Helena rivers within the EMRC member Councils;
  - A new implementation mechanism be established comprising an annual summit to identify strategic priorities and develop a three year rolling action plan;
  - Convening specific working groups to implement specific actions identified from the annual summit; and
  - Strengthen resource leveraging through grants which may require engaging a consultant with expertise in private sector/corporate partnerships to develop a funding model.

#### Recommendations

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.

### SOURCE OF REPORT

Director Regional Services  
Manager Environmental Services



*Item 11.2 continued*

## **BACKGROUND**

The EMRC and its member Councils recognise the importance of the Swan River as a significant natural asset in the region. Initial research undertaken in 2004 identified a range of sites that already contributed or had the potential to contribute to the region's economic, social and environmental values.

The *'Swan River Concept Plan and Management Strategy - Preliminary Research and Consultation Report'* supported the development of an over-arching vision for the Swan River in the region. The strategy identified potential land uses and areas along the Swan River and adjacent lands in Perth's Eastern Region that may be suitable for conservation, protection, rehabilitation or recreation. It also recognised potential development nodes and access requirements which were considered suitable for conservation and environmental protection; rehabilitation and restoration; water passive and active recreation; and/or commercial or tourism economic development. Research identified current and proposed plans, policies and legislation for the Swan River, foreshore and adjacent lands.

The Swan River Concept Plan was prepared in 2005 in consultation with a working group which included representatives from the four member Councils adjacent to the project area (Bassendean, Bayswater, Belmont and Swan), the Swan River Trust and the Department of Planning and Infrastructure (now Department of Planning). The working group changed 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 SHRMF 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. The SHRMF provided a vision for the future protection and development of the Swan and Helena Rivers as regional assets and identified nodes, forms of development and strategies to contribute to achieving the vision under the following guiding principles:

- Social benefits;
- Environmental values;
- Cultural and natural heritage;
- Planning and management; and
- Design and development.

The boundaries of the SHRMF are defined by four precincts that extend from Windan Bridge near Perth City, east to Middle Swan Road and Middle Swan Bridge (formerly Whiteman Bridge), and south to Roe Highway. The majority of the area is included within the boundaries of the Town of Bassendean, City of Bayswater, City of Belmont and the City of Swan.

The SHRMF was approved by EMRC Council in June 2007 and provision made in subsequent budgets to progress development of high priority strategies and actions identified through a number of SHRMF steering and officer working groups comprising of external stakeholders and member Councils' staff. The following high priority strategies have been developed:

- 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 Foreshore Stabilisation: Approaches and Decision-Support Framework (2009);
- Swan River Trust - Best Management Practices for Foreshore Stabilisation – Concept Designs for Shore Stabilisation at selected sites in the City of Bayswater (2009);
- Swan and Helena Rivers Foreshore Trail Interpretation Plan – Stage 1 (2011); and
- Regional Aboriginal Consultation Guidelines (2013).



*Item 11.2 continued*

Over the last seven years, many high priority strategies have been developed and implemented. Implementation of the strategies has been progressed by individual member Councils, with the EMRC's role being to facilitate implementation, identify funding opportunities, liaise with state agencies and undertake advocacy activities. State government agencies and the member Councils have also progressed the co-ordination and management of the Swan River foreshore through a number of initiatives. There have also been a number of developments in the legislation and policy area that have impacted or have the potential to influence the continued delivery of the SHRMF.

## **REPORT**

The EMRC engaged consultants SDF Global in October 2013 to conduct a major review of the SHRMF with the objectives to:

- Evaluate SHRMF progress;
- Inform the future direction of the SHRMF project; and
- Identify the EMRC's role in ongoing management of the project.

The review was undertaken in a staged process outlined below:

1. Evaluation of the SHRMF and related strategies and actions by desktop review and interviews with responsible authorities as identified in the framework.
2. Review and strategic alignment and analysis of the SHRMF document with current river management and planning legislation and policy.
3. Stakeholder consultation by means of individual interviews and a stakeholder workshop.
4. Development of the final report and action plan.

The SHRMF review has been completed and a final review report developed (Shown as an attachment).

Information from the review process is outlined below:

### **1. Evaluation of SHRMF and Related Strategies**

A desktop assessment and interviews with the responsible authorities identified in the framework was undertaken to determine the implementation status of SHRMF actions. Overall, the status review of the key actions for the planning strategies demonstrated that considerable progress was achieved particularly in the cultural and natural heritage area, social benefits and environmental values.

The evaluation identified factors that contributed to the completion and progression of actions including strategic recognition, development of key documents and resource availability. 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.

The *Swan and Canning Rivers Management Act 2006* remains the overarching legal basis that defines the management responsibility and image as well as quality expectations for the river system including the EMRC area of operation. The designation of the Riverpark and the release of associated Swan River Trust (SRT) management policies and guidelines have assisted stakeholders to progress key actions. Programmes related to implementation of the Act were therefore more heavily resourced and consequently more likely to be achieved. Many of the actions achieved were part of multi-stakeholder projects such as the Swan and Helena Rivers Regional Recreational Path Development Plan (2009) or were funded through the SRT's Riverbank Grants Scheme.



*Item 11.2 continued*

Hindering factors identified included the lack of a co-ordinated implementation mechanism; the emphasis placed on the development of management plans at the local level and lack of resources. Of the actions that were not completed, common feedback was that lack of resources had constrained action. In particular, member Council feedback indicated that some actions listed in the SHRMF were previously identified as priorities in their own plans but could not proceed due to resource restrictions and prioritisation of other member Council activities. Actions identified as priorities under other funding programs, largely SRT funded programs, were more likely to be financed.

## **2. Planning Legislation and Policy and River Management Context**

There have been no major shifts in the statutory framework within which the SHRMF is situated since 2007. State Planning Policy 2.10 (SPP 2.10) Swan-Canning River System remains the key legislative framework for planning in relation to the Swan and Helena rivers. However, a range of new strategies and plans have been developed that are in draft format or are being implemented. 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. The RPS replaced the Swan River Management Strategy (1988) and the Riverplan (2004). Other strategies and plans include:

- Draft Swan and Canning Riverpark Trails Master Plan (SRT)
- Draft Swan and Canning Riverpark Interpretation Plan (National Trust Australia (WA) and SRT)
- Draft Aquatic Use Review Management Framework (SRT)

The review found that the guiding principles and objectives of the SHRMF remain relevant. The more recent documents mentioned above build from the SPP 2.10 vision and strategic objectives. The SHRMF has clearly contributed to and added value to a range of strategic actions. In particular, SHRMF implementation 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 need to be revisited to ensure that emerging opportunities are included, and those actions that provide added value are prioritised over those that now overlap with other strategic and operational documents.

The review also included assessment of gaps and opportunities to identify future priorities for the regional stakeholders. Three main gaps emerged: lack of 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.

A number of opportunities for the EMRC identified in the review include:

- To work collaboratively with other agencies on preparation and implementation of precinct plans;
- To progress research and prepare practical guidelines in floodplain and acid sulphate soil management;
- Streamline and update built form and development processes;
- Identify funding for signage projects;
- Assist in implementation of on-ground projects;
- Provide co-ordination for future developments in water transport; and
- Plan and implement regional events with a focus on rivers.



*Item 11.2 continued*

### **3. Stakeholder Consultation and Key Priorities**

Stakeholder input in the initial stages of the review contributed to the development of the status audit, the initial findings for the discussion paper and the identification of gaps and opportunities. A stakeholder workshop held on 2 May 2014, allowed stakeholders to provide further feedback on the findings of the review, to discuss 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.

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 a higher level of activity required on implementation of key actions from the SHRMF. Priorities for EMRC are around resource mobilisation and strategic collaboration to gain stronger commitment for planning and implementation of key projects around the Swan and Helena rivers.

### **4. Future directions and action plan**

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

- Strengthening strategic relationships between EMRC member Councils and key agencies such as SRT, Department of Planning, WAPC, Western Australian Local Government Association and Department of Parks and Wildlife.
- Developing a communication and co-ordination mechanism at a strategic level through a senior co-ordination group which monitors and identifies strategic priorities and at an operational level, through working groups convened as required to achieve specific outcomes.
- Strategic mobilisation of resources.

An action plan and implementation schedule has been prepared to assist with a targeted approach. Actions have been aligned to the original guiding principles and objectives of the SHRMF with timeframes and priorities (Refer Table 3 in the attachment).

A more strategic approach to resource mobilisation is recommended and 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 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.

In conclusion, the main report findings are:

- Overall implementation progress is satisfactory;
- There is some weakness in the SHRMF implementation mechanism;
- Stakeholder priorities have been identified through stakeholder consultation;
- Moving forward the EMRC should focus on resource mobilisation;
- EMRC should also focus on enhanced collaboration and co-ordination; and
- A new implementation mechanism should be established.



*Item 11.2 continued*

Council approval is now sought to distribute the SHRMF Review Report, forming the attachment to this report, to key stakeholders and agencies involved in the review for comment.

The results of the stakeholder review of the report and actions will be provided to Council.

## **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

### 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 other Swan and Helena Rivers Management Framework projects and activities.

## **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**

<b>Member Council</b>	<b>Implication Details</b>
Town of Bassendean	<ul style="list-style-type: none"><li>• Senior and officer level support and commitment to the actions as required in the SHRMF review report.</li><li>• Member Council staff resources as required to participate in strategic or operational groups and advocacy and communication activities.</li><li>• Financial resources - allocation of funds in existing and future budgets and capital works programmes and to support regional funding applications.</li></ul>
City of Bayswater	
City of Belmont	
City of Swan	
Shire of Kalamunda	<ul style="list-style-type: none"><li>• Nil</li></ul>
Shire of Mundaring	

## **ATTACHMENT**

Swan and Helena Rivers Management Framework Review Report – June 2014 (Ref: D2014/08556)

## **VOTING REQUIREMENT**

Simple Majority

## **RECOMMENDATIONS**

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.

## **CEOAC RECOMMENDATION(S)**

MOVED MS LEFANTE

SECONDED MR FOLEY

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.

**CARRIED UNANIMOUSLY**



Eastern Metropolitan Regional Council

**Swan and Helena Rivers Management  
Framework Review**

Final Report  
June 2014

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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.<sup>1</sup>

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.

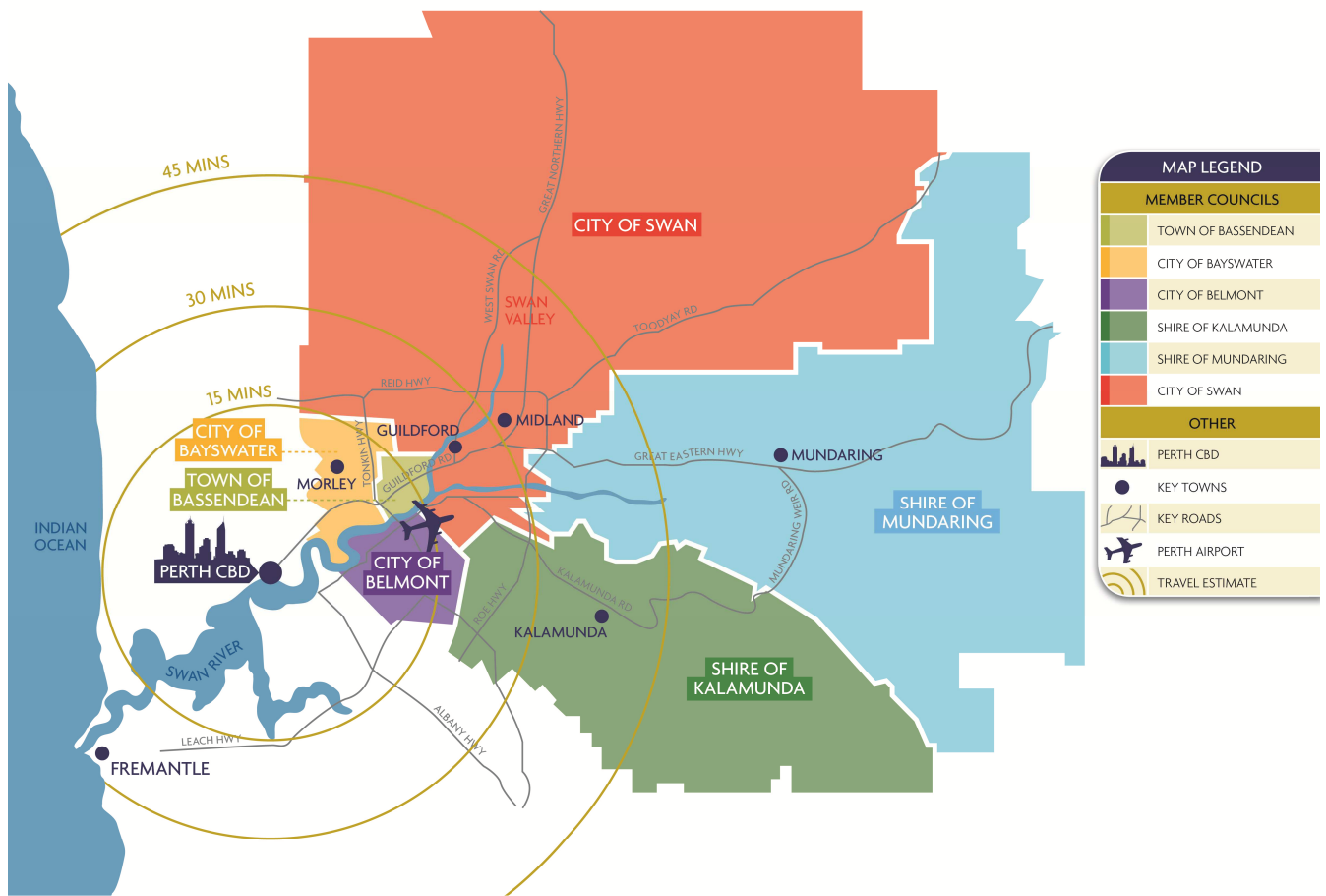
The working group determined that it was necessary to change the name from the Swan River Concept Plan to the Swan and Helena Rivers Management Framework (SHRMF) to reflect the achievable outcomes of the study and to avoid the perception that the concept plan included all of the Swan River. The major 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.

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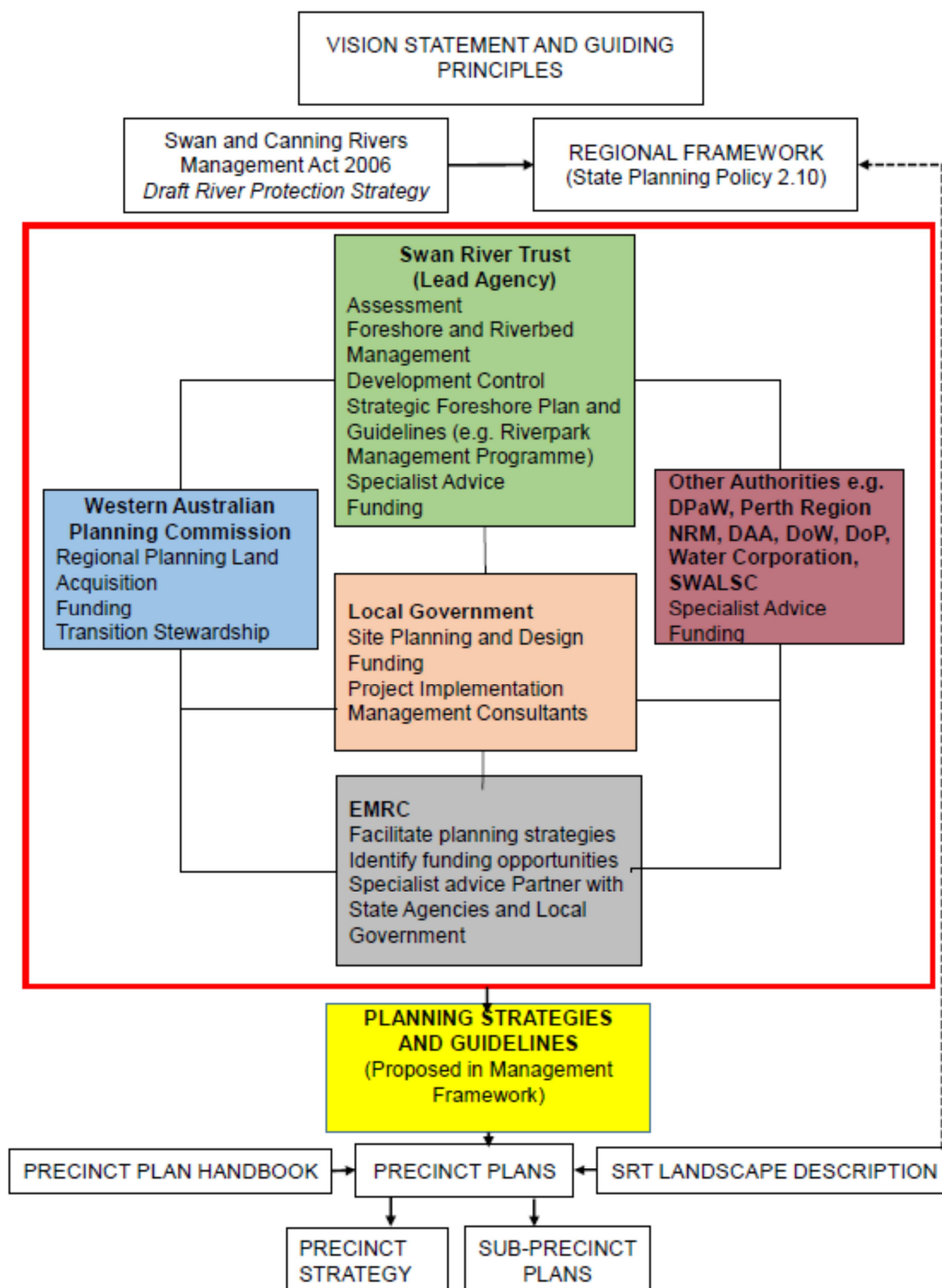
<sup>1</sup> Now Department of Planning.

**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

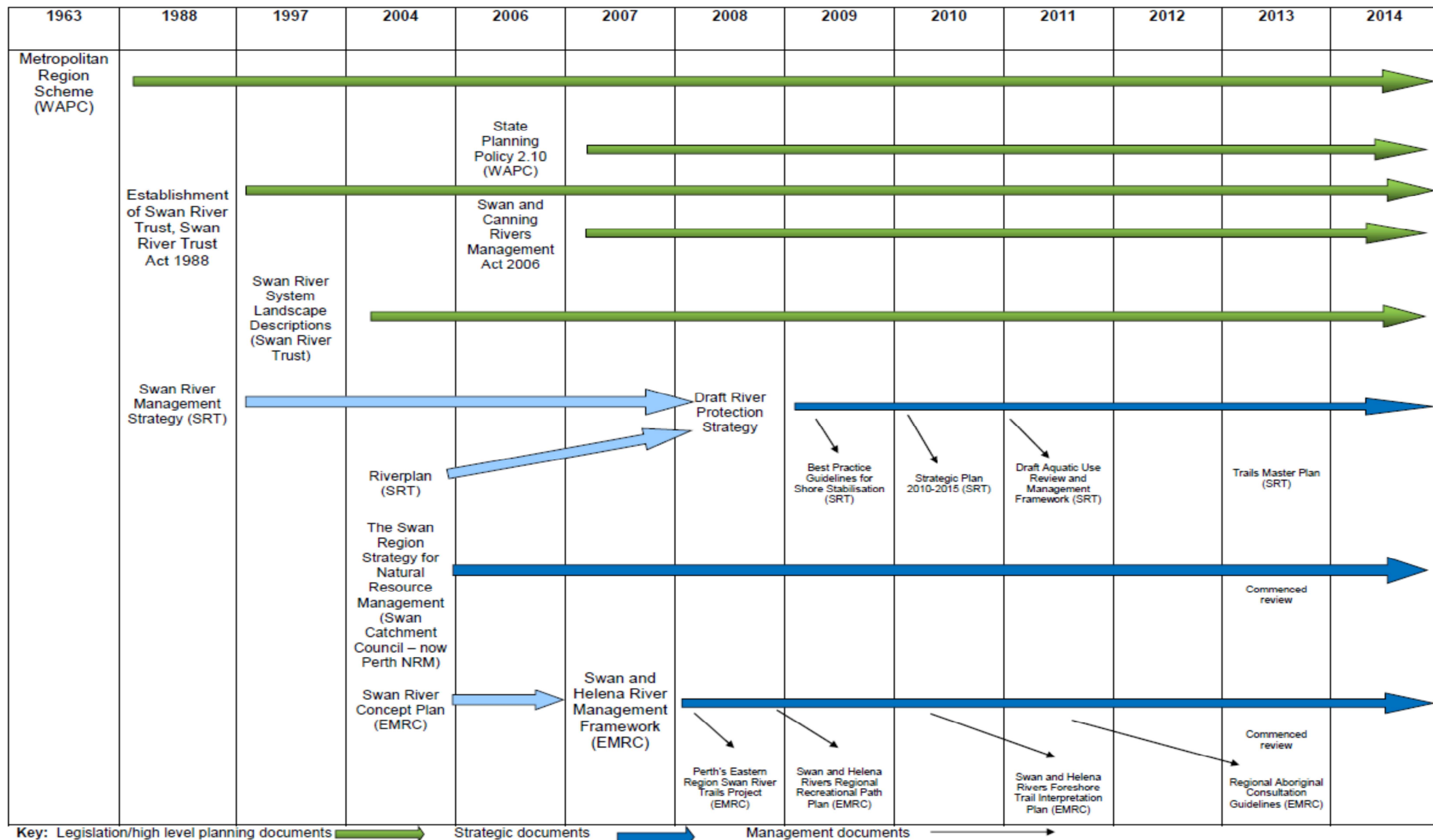
Since the preparation of the SHRMF in 2007, there have been no major contextual shifts in the statutory framework within which the SHRMF is situated. The State Planning Policy (SPP) 2.10 Swan-Canning River System that formed the main basis for the SHRMF remains the key legislative framework for planning 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



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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
<b>Social Benefits</b>					
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					
<b>Environmental Values</b>					
Protect the natural environment					
Protect fringing vegetation					
Minimise dredging and channel disturbance					
Implement responsible stormwater management practices					
Respond to river function, topography and landscape					
<b>Cultural and Natural Heritage</b>					
Conserving the cultural and natural heritage of the river and its setting					
<b>Design and Development</b>					
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					
<b>Planning and Management</b>					
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

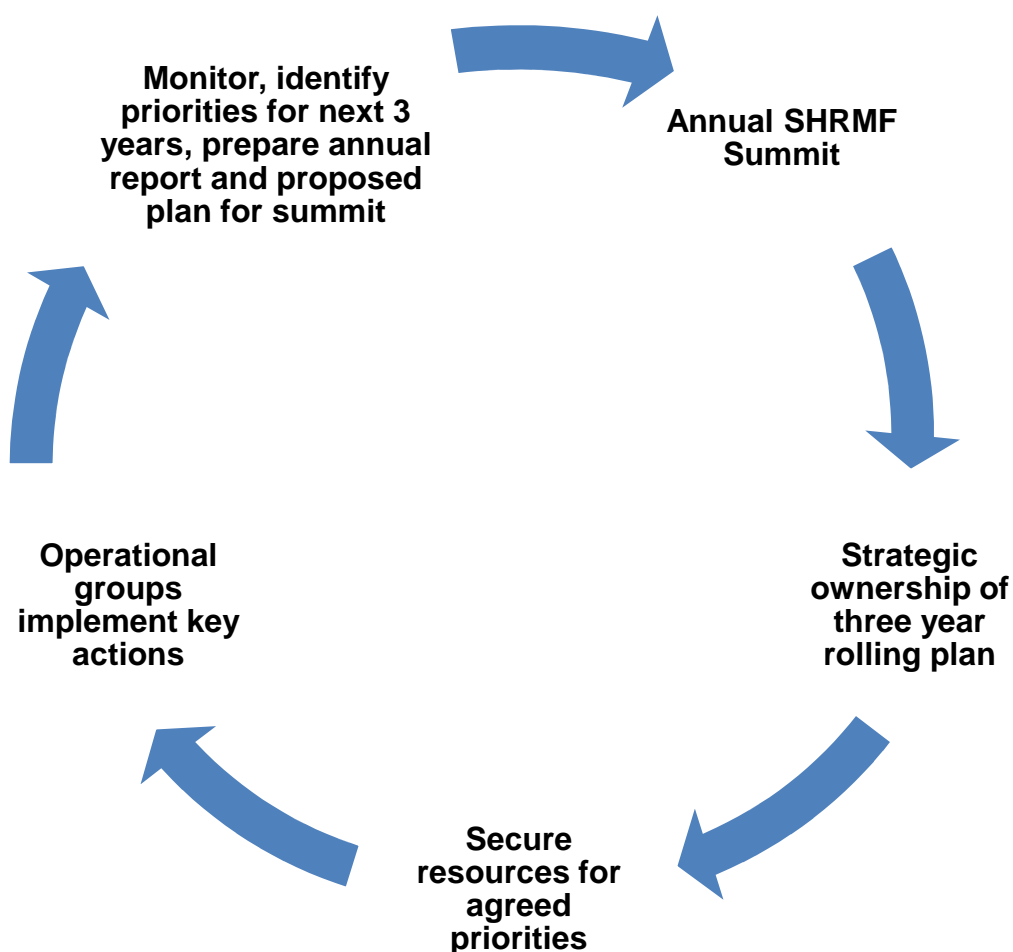
Communication and co-ordination was the key role for EMRC in the SHRMF and this continues to be a recommended approach, however some improvements are recommended. In particular, the mechanisms for communication and co-ordination need to be more responsive to change and inclusive of stakeholders and their 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
<b>Social Benefits</b>								
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
<b>Cultural and Natural Heritage</b>								
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.
<b>Design and Development</b>								
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
<b>Planning and Management</b>								
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"> <li>Formation of an operational team to focus on leveraging resources.</li> </ul>				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"> <li>Preparation of feasibility studies, business cases and other supporting documents to assist member councils to gain resources.</li> </ul>					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.

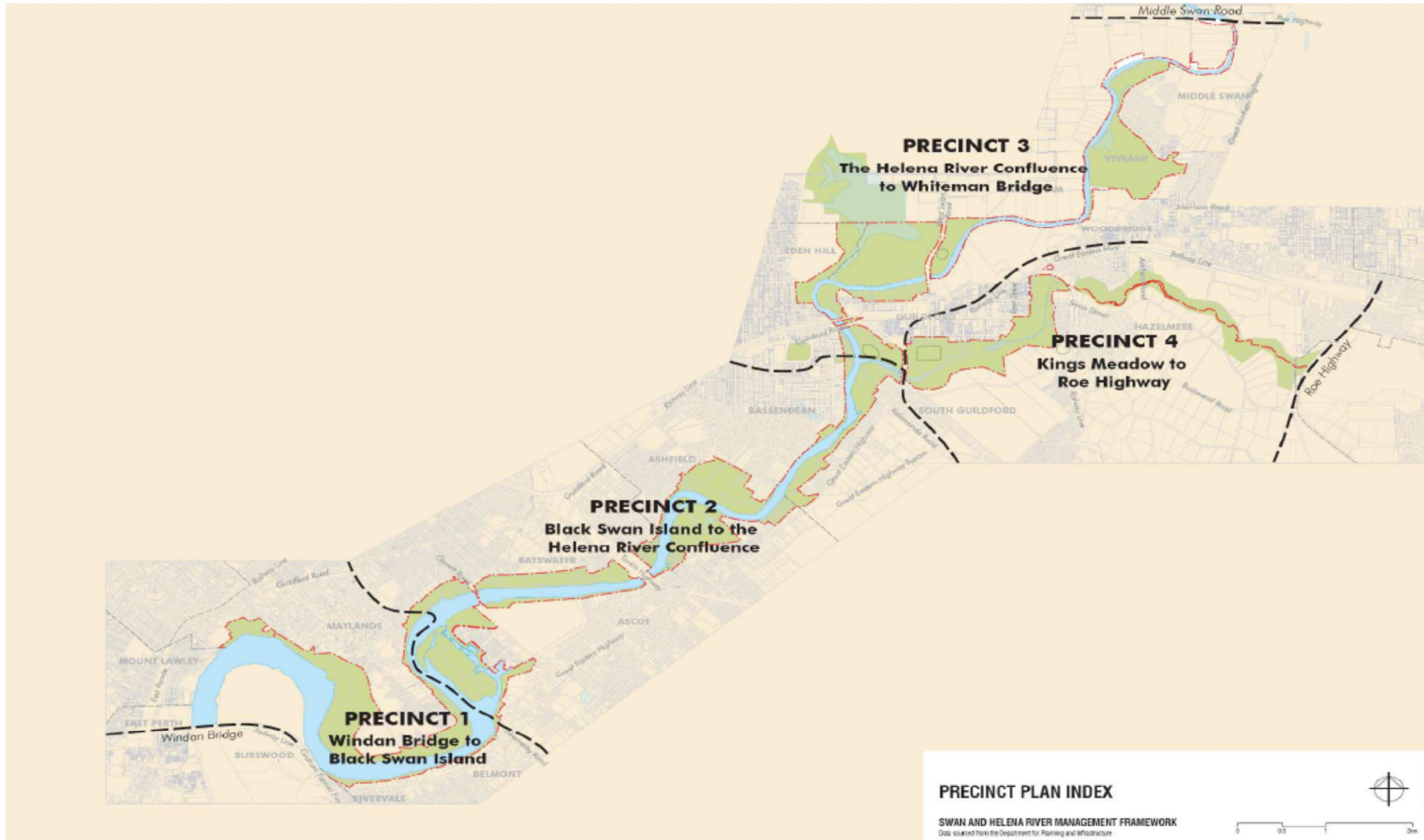
**New implementation mechanism** A new mechanism for implementation of the SHRMF is recommended. This could entail the use of the proposed three year rolling action plan with an annual SHRMF summit to review and update the action plan for the subsequent three years. This proposed mechanism will facilitate 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

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## 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

<b>Stage</b>	<b>Task/s</b>	<b>Deliverable</b>	<b>Deadline</b>
<b>5</b>	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
<b>6</b>	Make recommendations for future actions/direction for the SHRMF and related strategies.	Action Plan	April 2014
<b>7</b>	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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### **11.3 ITEMS CONTAINED IN THE INFORMATION BULLETIN**

#### **REFERENCE: D2014/07898**

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

#### **1. REGIONAL SERVICES**

- 1.1 REGIONAL DEVELOPMENT ACTIVITY REPORT APRIL TO JUNE 2014 (Ref: D2104/08479)
- 1.2 ENVIRONMENTAL SERVICES ACTIVITY REPORT APRIL TO JUNE 2014  
(Ref: D2014/08090)
- 1.3 COOPERATIVE RESEARCH CENTRE FOR WATER SENSITIVE CITIES  
(Ref: D2014/05546)
- 1.4 FUTURE PROOFING PERTH'S EASTERN REGION – KEY ACHIEVEMENTS 2013/2014  
(Ref: D2014/08256)
- 1.5 2014 ECONOMIC AND SOCIAL OUTLOOK CONFERENCE (Ref: D2014/08105)
- 1.6 CURTIN UNIVERSITY RESEARCH: INTEGRATING FUTURE LAND USE TO PROPOSED  
PUBLIC TRANSPORT INFRASTRUCTURE – PHASE ONE AND PHASE TWO  
(Ref: D2014/08481)

#### **RECOMMENDATION**

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

#### **CEOAC RESOLUTION**

MOVED MR FOLEY

SECONDED MR THROSSELL

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**

**13.1 EVENTS IN THE REGION**

4 October 2014	City of Belmont	Mayoral Dinner
18 October 2014	City of Bayswater	Mayoral Dinner
9 May 2015	City of Swan	Mayoral Dinner

**13.2 OTHER GENERAL BUSINESS**

**14 CONFIDENTIAL MATTERS FOR WHICH THE MEETING MAY BE CLOSED TO THE PUBLIC**

Nil

**15 FUTURE MEETINGS OF THE CHIEF EXECUTIVE OFFICERS ADVISORY COMMITTEE**

The next meeting of the Chief Executive Officers Advisory Committee will be held on **2 September 2014 (informal)** at the City of Swan, 2 Midland Square, Midland WA 6056 commencing at 12:30pm with lunch at 12noon.

**Future Meetings 2014**

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

Tuesday	2	September (informal)	at	City of Swan
Tuesday	7	October	at	EMRC Administration Office
Tuesday	18	November	at	EMRC Administration Office

**16 DECLARATION OF CLOSURE OF MEETING**

There being no further business the meeting was closed at 12:50pm.