



# **CONFIRMED MINUTES**

## **PART 4**

Ordinary Meeting of Council

**5 December 2019**



**15.5 CHIEF EXECUTIVE OFFICERS ADVISORY COMMITTEE MEETING HELD 26 NOVEMBER 2019**  
**REFERENCE: D2019/16416 (CEOAC) – D2019/17639**

The minutes of the Chief Executive Officers Advisory Committee meeting held on **26 November 2019** accompany and form part of this agenda – (refer to mauve section of 'Minutes of Committees' for Council accompanying this Agenda).

**QUESTIONS**

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

**RECOMMENDATION(S)**

That with the exception of items ....., which are to be withdrawn and dealt with separately, Council adopts the recommendations in the Chief Executive Officers Advisory Committee report (Section 15.5).

**COUNCIL RESOLUTION(S)**

MOVED CR DAW

SECONDED CR CONGERTON

THAT WITH THE EXCEPTION OF ITEMS 12.3, WHICH ARE TO BE WITHDRAWN AND DEALT WITH SEPARATELY, COUNCIL ADOPTS THE RECOMMENDATIONS IN THE CHIEF EXECUTIVE OFFICERS ADVISORY COMMITTEE REPORTS (SECTION 15.5).

**CARRIED UNANIMOUSLY**

# CHIEF EXECUTIVE OFFICERS ADVISORY COMMITTEE

## MINUTES

26 November 2019

(REF: D2019/16416 (CEOAC) - D2019/17639)

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, 26 November 2019**. The meeting commenced at **12:30pm**.

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## **1 DECLARATION OF OPENING AND ANNOUNCEMENT OF VISITORS**

The Chief Executive Officer opened the meeting at 12:30pm.

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

### **Committee Members**

Mr Jonathan Throssell ( <b>Chairman</b> )	Chief Executive Officer	Shire of Mundaring
Mr Mike Foley ( <b>Deputy Chairman</b> )	Chief Executive Officer	City of Swan
Mr Andrew Brien	Chief Executive Officer	City of Bayswater
Mr John Christie	Chief Executive Officer	City of Belmont
Ms Rhonda Hardy	Chief Executive Officer	City of Kalamunda
Mr Marcus Geisler	Chief Executive Officer	EMRC

### **Apologies**

Ms Peta Mabbs	Chief Executive Officer	Town of Bassendean
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### **EMRC Officers**

Mrs Wendy Harris	Director Regional Services
Ms Theresa Eckstein	Executive Assistant to Chief Executive Officer (Minutes)

## **3 DISCLOSURE OF INTERESTS**

Nil

## **4 ANNOUNCEMENTS BY THE CHAIRMAN OR PRESIDING MEMBER WITHOUT DISCUSSION**

Nil



## **5 ELECTION OF A CHAIRMAN AND DEPUTY CHAIRMAN OF THE CHIEF EXECUTIVE OFFICERS ADVISORY COMMITTEE**

### **5.1 ELECTION OF A CHAIRMAN OF THE CHIEF EXECUTIVE OFFICERS ADVISORY COMMITTEE**

**REFERENCE: D2019/16680 (CEOAC) - D2019/17862**

#### **PURPOSE OF REPORT**

The purpose of this report is to provide for an election to be conducted for the Office of Chairman of the Chief Executive Officers Advisory Committee (CEOAC).

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

- It is a statutory requirement that the Committee elect a Chairman at the first meeting of the Chief Executive Officers Advisory Committee after an ordinary Council elections day.

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

That the members of the Chief Executive Officers Advisory Committee elect a Chairman.

#### **SOURCE OF REPORT**

Director Corporate Services

#### **BACKGROUND**

The following CEO's make up the membership of the CEOAC for the period 2019 - 2021:

Ms Peta Mabbs	Town of Bassendean
Mr Andrew Brien	City of Bayswater
Mr John Christie	City of Belmont
Ms Rhonda Hardy	City of Kalamunda
Mr Jonathan Throssell	Shire of Mundaring
Mr Michael Foley	City of Swan
Mr Marcus Geisler	EMRC

In accordance with section 5.12(1) of the *Local Government Act 1995* (the Act), the members of a committee are to elect a presiding member from amongst themselves in accordance with Schedule 2.3, Division 1.

It is a requirement of Schedule 2.3 of the Act that the election is conducted by the Chief Executive Officer (CEO) and the nominations for the Office are to be given to the CEO in writing before the meeting or during the meeting before the close of nominations. Furthermore, if a member is nominated by another member the CEO is not to accept the nomination unless the nominee has advised the CEO, orally or in writing, that he or she is willing to be nominated for the Office.

The procedure outlined in Schedule 2.3 of the Act will be followed if there is an equality of votes.



*Item 5.1 continued*

**REPORT**

The CEO will preside at the meeting until the Office of Chairman of the CEOAC is filled.

The following material accompanies the agenda for this meeting as a means of assisting members of the Committee to nominate themselves or another member for the Office of Chairman of the CEOAC:

1. Chief Executive Officers Advisory Committee Terms of Reference
2. A blank nomination form for the Office of Chairman of the CEOAC, nominate oneself
3. A blank nomination form for the Office of Chairman of the CEOAC, nominate another
4. A blank ballot paper for Election of Chairman of the CEOAC

Ballot papers will be made available prior to voting.

The completed nomination forms are to be given to the CEO before the meeting or when the CEO calls for them when dealing with this item at the meeting.

**STRATEGIC/POLICY IMPLICATIONS**

Council Policy 2.1 provides for the establishment of the Chief Executive Officers Advisory Committee.

Key Result Area 3 – Good Governance

- 3.3 To provide responsible and accountable governance and management of the EMRC

**FINANCIAL IMPLICATIONS**

Nil

**SUSTAINABILITY IMPLICATIONS**

Nil

**MEMBER COUNCIL IMPLICATIONS**

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



*Item 5.1 continued*

**ATTACHMENT(S)**

1. Chief Executive Officers Advisory Committee Terms of Reference (Ref: D2019/17863)
2. A blank nomination form for the Office of Chairman of the CEOAC, nominate oneself (Ref: D2019/17864)
3. A blank nomination form for the Office of Chairman of the CEOAC, nominate another (Ref: D2019/17864)
4. Ballot Paper – Election of CEOAC Chairman (Ref: D2019/17865)

**VOTING REQUIREMENT**

Secret Ballot

**RECOMMENDATION(S)**

That the members of the Chief Executive Officers Advisory Committee elect a Chairman.

The CEO advised that one (1) nomination for the Office of Chairman of the Chief Executive Officer Advisory Committee had been received from Mr Throssell and called for further nominations.

No further nominations were received and the CEO closed nominations.

**ANNOUNCEMENT: OF THE OFFICE OF CHAIRMAN**

The CEO declared, unopposed, Mr Jonathan Throssell as Chairman of the Chief Executive Officers Advisory Committee for the term commencing 19 November 2019 until the next local government election in 2021.

The CEO congratulated Mr Throssell and vacated the Chair at 12:26pm.

At 12:27pm, Mr Throssell took the Chair.

## **TERMS OF REFERENCE**

### **CHIEF EXECUTIVE OFFICERS ADVISORY COMMITTEE**

#### **1. OBJECTIVES OF COMMITTEE:**

- 1.1 The Chief Executive Officers Advisory Committee (CEOAC) is a formally appointed committee of Council and is responsible to that body. It has been established to consider matters that have an impact on the member Councils and/or EMRC's business activities.

#### **2. RESPONSIBILITIES:**

The Committee's responsibility is to:

- (a) Ensure that the EMRC conducts its operations in accordance with its Establishment Agreement; and
- (b) Give consideration, advice and make recommendations to Council in relation to:
  - Regional strategic and policy development; and
  - Matters of regional relevance.

#### **3. MEMBERSHIP:**

- 3.1 The Chief Officers Advisory Committee comprises of each of EMRC's participant member Council's Chief Executive Officer and the Chief Executive Officer of the Eastern Metropolitan Regional Council or his nominee.
- 3.2 In the event of a vacancy due to the resignation of a Committee member, the person replacing the Chief Executive Officer will automatically fill their position on the Committee.
- 3.3 A deputy member may be appointed to the Committee by each member Council Chief Executive Officer

#### **4. MEETINGS**

- 4.1 The Committee shall hold regular meetings at such times and on such days as the Council may determine by resolution.
- 4.2 Additional meetings will be convened at the discretion of the Chairperson.
- 4.3 The Committee shall also hold regular informal meetings for the purpose of sharing information and discussing matters on any topic whether related to EMRC matters or not in a friendly cooperative and confidential environment.



## **5. OPERATING PROCEDURES**

- 5.1 All meetings of the CEOAC are to be conducted in accordance with the Local Government Act 1995, associated Regulations and the *EMRC Standing Orders Local Law 2013*.
- 5.2 A quorum for a meeting of the Committee shall be at least 50% of the number of offices (whether vacant or not) of members of the Committee.
- 5.3 Voting
- (a) All decisions of the Committee shall be made on the basis of a simple majority decision of the members present or, if another kind of majority has been prescribed by regulations for the particular kind of decision, by that kind of majority.
  - (b) If the decision results in a tied vote, the person presiding is to cast a second vote.
  - (c) Persons other than Committee members are not entitled to cast a vote.
  - (d) All other aspects related to voting procedure shall be consistent with relevant sections of the *EMRC Standing Orders Local Law 2013*
- 5.4 Other EMRC staff or member Council staff may attend meetings, at the discretion of the Chief Executive Officer and/or the Committee Chairperson, to provide advice and information when required.
- 5.5 Where officers from member Councils attend the meeting, they are to have the status of 'observer'.

## **6. REPORTING**

- 6.1 The Committee shall after every meeting forward the minutes of that meeting to the next Ordinary Meeting of Council, including a report explaining any specific recommendations and key outcomes.

## **7. DELEGATED POWER**

- 7.1 The Chief Executive Officers Advisory Committee has no delegated powers and no authority to implement its recommendations.

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**Related Documentation:**

Policy 2.1      Committees of Council

EMRC Standing Orders Local Law 2013

EMRC Code of Conduct

**Administration:**

Adopted / Reviewed by Council:	23 September 2010
	18 September 2014
	06 December 2018

Next Review:	Following the Ordinary Elections in 2021
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Responsible Directorate	Office of the Chief Executive Officer
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## **Nomination for Chairman**

**To the Chief Executive Officer**

**I hereby nominate myself, \_\_\_\_\_ for the position of Chairman of the Eastern Metropolitan Regional Council Chief Executive Officers Advisory Committee for the term of Office commencing on the date of the election until the next ordinary elections days and/or other circumstances occur in accordance with section 5.11 of the *Local Government Act 1995*.**

**Signed: \_\_\_\_\_**

**Date: \_\_\_\_\_**



## Nomination for Chairman

To the Chief Executive Officer

I hereby nominate \_\_\_\_\_ for the position of Chairman of the Eastern Metropolitan Regional Council Chief Executive Officers Advisory Committee for the term of Office commencing on the date of the election and continuing until the next ordinary elections days and/or other circumstances occur in accordance with section 5.11 of the *Local Government Act 1995*.

Signed: \_\_\_\_\_

Date: \_\_\_\_\_

\*I \_\_\_\_\_ hereby certify that I accept the above nomination to the position of Chairman of the Eastern Metropolitan Regional Council Chief Executive Officers Advisory Committee.

Signed: \_\_\_\_\_

Date: \_\_\_\_\_

\*This certificate is to be completed when a Representative is nominated by another Representative.



**Eastern Metropolitan Regional Council  
CEOAC Tuesday 19 November 2019**

**BALLOT PAPER FOR THE  
ELECTION OF THE CEOAC CHAIRMAN**

***HOW TO VOTE***

**Place a tick ☒ in the box next to the candidate you want  
to elect.**

**Do not make any other marks on the ballot paper.**

**Lastname, Firstname**

☐

**Lastname, Firstname**

☐

**Lastname, Firstname**

☐



## 5.2 ELECTION OF A DEPUTY CHAIRMAN OF THE CHIEF EXECUTIVE OFFICERS ADVISORY COMMITTEE

REFERENCE: D2019/16681 (CEOAC) - D2019/17866

### PURPOSE OF REPORT

The purpose of the report is to provide for an election to be conducted for the Office of Deputy Chairman of the Chief Executive Officers Advisory Committee (CEOAC).

### KEY POINTS AND RECOMMENDATION(S)

- In accordance with section 5.12(2) of the *Local Government Act 1995*, the members of a committee may elect a deputy presiding member from amongst themselves.

#### Recommendation(s)

That the members of the Chief Executive Officers Advisory Committee elect a Deputy Chairman.

### SOURCE OF REPORT

Director Corporate Services

### BACKGROUND

The following CEO's make up the membership of the CEOAC for the period 2017 - 2019:

Ms Peta Mabbs	Town of Bassendean
Ms Andrew Brien	City of Bayswater
Mr John Christie	City of Belmont
Ms Rhonda Hardy	City of Kalamunda
Mr Jonathan Throssell	Shire of Mundaring
Mr Michael Foley	City of Swan
Mr Marcus Geisler	EMRC

In accordance with section 5.12(2) of the *Local Government Act 1995* (the Act), the members of a committee may elect a deputy presiding member from amongst themselves.

It is a requirement of Schedule 2.3 of the Act that the election is conducted by the Chairman and the nominations for the Office are to be given to the Chief Executive Officer (CEO) in writing before the meeting or the Chairman during the meeting before the close of nominations. Furthermore, if a member is nominated by another member, the Chairman is not to accept the nomination unless the nominee has advised the Chairman, orally or in writing, that he or she is willing to be nominated for the Office.

The procedure outlined in Schedule 2.3 of the Act will be followed if there is an equality of votes.



*Item 5.2 continued*

## REPORT

The following material accompanies the agenda for this meeting as a means of assisting members of the Committee to nominate themselves or another member for the Office of Deputy Chairman of the CEOAC.

1. A blank nomination form for the Office of Deputy Chairman of the CEOAC, nominate oneself
2. A blank nomination form for the Office of Deputy Chairman of the CEOAC, nominate another
3. A blank ballot paper for Election of Deputy Chairman of the CEOAC

Ballot papers will be made available prior to voting.

The completed nomination forms are to be given to the CEO before the meeting or to the Chairman when the Chairman calls for them when dealing with this item at the meeting.

## STRATEGIC/POLICY IMPLICATIONS

Council Policy 2.1 provides for the establishment of the Chief Executive Officers Advisory Committee.

Key Result Area 3 – Good Governance

- 3.3 To provide responsible and accountable governance and management of the EMRC

## FINANCIAL IMPLICATIONS

Nil

## SUSTAINABILITY IMPLICATIONS

Nil

## MEMBER COUNCIL IMPLICATIONS

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

## ATTACHMENT(S)

1. A blank nomination form for the Office of Deputy Chairman of the CEOAC, nominate oneself (Ref: D2019/17867)
2. A blank nomination form for the Office of Deputy Chairman of the CEOAC, nominate another (Ref: D2019/17867)
3. Ballot Paper – Election of CEOAC Deputy Chairman (Ref: D2019/17868)



*Item 5.2 continued*

#### VOTING REQUIREMENT

Secret Ballot

#### **RECOMMENDATION(S)**

That the members of the Chief Executive Officers Advisory Committee elect a Deputy Chairman.

The Chairman advised that one (1) nomination for the Office of Deputy Chairman of the Chief Executive Officers Advisory Committee had been received from Mr Mike Foley, and called for further nominations.

No further nominations were received and the Chairman closed nominations.

#### **ANNOUNCEMENT: OF THE OFFICE OF DEPUTY CHAIRMAN**

The Chairman declared, unopposed, Mr Foley as Deputy Chairman of the Chief Executive Officers Advisory Committee for the term commencing 19 November 2019 until the next local government election in 2021.





## **Nomination for Deputy Chairman**

**To the Chief Executive Officer**

**I hereby nominate myself, \_\_\_\_\_ for the position of Deputy Chairman of the Eastern Metropolitan Regional Council Chief Executive Officers Advisory Committee for the term of Office commencing on the date of the election until the next ordinary elections days and/or other circumstances occur in accordance with section 5.11 of the *Local Government Act 1995*.**

**Signed: \_\_\_\_\_**

**Date: \_\_\_\_\_**



## Nomination for Deputy Chairman

To the Chief Executive Officer

I hereby nominate \_\_\_\_\_ for the position of Deputy Chairman of the Eastern Metropolitan Regional Council Chief Executive Officers Advisory Committee for the term of Office commencing on the date of the election until the next ordinary elections days and/or other circumstances occur in accordance with section 5.11 of the *Local Government Act 1995*.

Signed: \_\_\_\_\_

Date: \_\_\_\_\_

\*I \_\_\_\_\_ hereby certify that I accept the above nomination to the position of Deputy Chairman of the Eastern Metropolitan Regional Council Chief Executive Officers Advisory Committee.

Signed: \_\_\_\_\_

Date: \_\_\_\_\_

**\*This certificate is to be completed when a Representative is nominated by another Representative.**



**Eastern Metropolitan Regional Council  
CEOAC Tuesday 19 November 2019**

**BALLOT PAPER FOR THE  
ELECTION OF THE CEOAC DEPUTY CHAIRMAN**

***HOW TO VOTE***

**Place a tick ☑ in the box next to the candidate you want  
to elect.**

**Do not make any other marks on the ballot paper.**

**Lastname, Firstname**

☐

**Lastname, Firstname**

☐

**Lastname, Firstname**

☐



**6 PETITIONS, DEPUTATIONS AND PRESENTATIONS**

Nil

**7 CONFIRMATION OF MINUTES OF PREVIOUS MEETINGS**

Nil

**8 QUESTIONS BY MEMBERS OF WHICH DUE NOTICE HAS BEEN GIVEN**

Nil

**9 QUESTIONS BY MEMBERS WITHOUT NOTICE**

Nil

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

Nil

**11 BUSINESS NOT DEALT WITH FROM A PREVIOUS MEETING**

Nil



## **12 REPORTS OF EMPLOYEES**

### **12.1 REGIONAL SERVICES PROJECT FUNDING SUMMARY 2020/2021**

**REFERENCE: D2019/16418 (CEOAC) - D2019/17869**

#### **PURPOSE OF REPORT**

The purpose of this report is to provide Council with the Regional Services Project Funding Summary for the 2020/2021 financial year for noting.

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

- The Regional Services Project Funding Summary for 2020/2021 has been developed and is attached for Council's consideration.
- Regional strategies around advocacy, economic development, integrated transport and the environment assist in guiding delivery of Regional Services to participating member Councils.
- The programs/projects and associated financial commitments have been prepared for member Councils' consideration.
- It is proposed that for the period 2020/2021 the following programs/projects will continue:
  - Regional Development:
    1. Regional transport strategy related projects;
    2. Regional economic development related projects;
    3. Regional events program; and
    4. Regional advocacy.
  - Environmental Services:
    1. Regional Environment Strategy related projects;
    2. Eastern Region Catchment Management Program;
    3. Sustainability programs;
    4. Regional Benchmarking Building Efficiency Project; and
    5. Understanding and Managing Flood Risk Project.
- It is also proposed that the actual funding formula will remain unchanged for the 2020/2021 financial year, with just a CPI increase of 1.6%, for programs that member Councils are participating in. The funding formula will form part of the strategic review of the EMRC operations during 2020.

#### **Recommendation**

That Council notes the programs/projects and funding commitments outlined in the Regional Services Project Funding Summary for 2020/2021, forming the attachment to this report, which establishes the basis of discussion with member Council CEOs.

#### **SOURCE OF REPORT**

Director Regional Services



*Item 12.1 continued*

## **BACKGROUND**

The Regional Services Directorate delivers regionally focused projects to member Councils in the areas of environment and sustainability, economic development (including event related programs) and integrated transport. The programs/projects have varied over the years in response to the changing needs of member Councils and emerging regional issues that are deemed appropriate to be dealt with on a regional scale.

Delivery of services are driven through an annual process aligned to the business planning and budget processes of all member Councils. This annual process provides for the EMRC to deliver programs/projects in accordance with the financial contributions received from member Councils and other financial contributions, including grant funding.

The programs/projects currently being delivered in 2019/2020 include:

### **Regional Development**

- Regional Integrated Transport Strategy related projects (RITS);
- Regional Economic Development Strategy (REDS) related projects; and
- Regional Events program.

### **Environmental Services**

- Regional Environment Strategy related projects;
- Eastern Region Catchment Management Program; and
- Sustainability programs.

### **Regional Advocacy**

The Regional Advocacy Strategy (RAS) outlines areas for advocacy at a local, state and federal level across the EMRC areas of waste, environment, transport and economic development. A new strategic Regional Advocacy document, encompassing priority projects across all six member Council municipalities, is being developed to provide a united front to state and federal government on the priority needs of the region.

The Regional Services Directorate coordinates, facilitates and jointly funds regionally significant projects that improve social, economic and environmental outcomes for Perth's Eastern Region. The Regional Development and Environmental Services projects are consistent with the EMRC's 10 Year Strategic Plan 2017 to 2027 adopted by Council at its meeting of 18 August 2016 (Ref: D2016/10193) and which took effect from 1 July 2017.

The following strategies assist in guiding project delivery across the region:

- Regional Advocacy Strategy 2016 – 2020;
- Regional Environment Strategy 2016 – 2020;
- Regional Economic Development Strategy 2017 – 2021; and
- Regional Integrated Transport Strategy 2017 – 2021.

## **REPORT**

The Regional Services Project Funding Summary 2020/2021 demonstrates continued delivery of Regional Development and Environmental Services programs/projects and includes the proposed financial contributions of participating member Councils. Program/project delivery is managed by the EMRC in collaboration with participating member Councils.



*Item 12.1 continued*

In terms of the financial contributions from member Councils, this has been increased by CPI (1.6%) to account for rising costs, however the actual funding formula will remain unchanged, for delivery of EMRC programs and projects for 2020/2021, whilst we await the outcomes from the strategic review of the EMRC.

A copy of the Regional Services Project Funding Summary 2020/2021 is attached.

Member Councils indicative support is requested for the programs/projects and associated financial contributions as outlined in the Regional Services Project Funding Summary for the 2020/2021 financial year.

## **STRATEGIC/POLICY IMPLICATIONS**

### **Key Result Area 1 – Environmental Sustainability**

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

### **Key Result Area 2 – Economic Development**

- 2.1 To facilitate and advocate for increased investment in regional infrastructure
- 2.2 To facilitate and advocate for regional economic development activities
- 2.3 To facilitate regional cultural and recreational activities

### **Key Result Area 3 – Good Governance**

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


## **FINANCIAL IMPLICATIONS**

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

## **SUSTAINABILITY IMPLICATIONS**

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

## **MEMBER COUNCIL IMPLICATIONS**

<b>Member Council</b>	<b>Implication Details</b>
Town of Bassendean	 Participating member Councils officers' time may be required when liaising with the EMRC on specific projects within the Regional Services directorate.
City of Bayswater	
City of Belmont	
City of Kalamunda	
Shire of Mundaring	
City of Swan	



*Item 12.1 continued*

**ATTACHMENT(S)**

Regional Services Project Funding Summary 2020/2021 (Ref: D2019/17870)

**VOTING REQUIREMENT**

Simple Majority

**RECOMMENDATION(S)**

That Council notes the programs/projects and funding commitments outlined in the Regional Services Project Funding Summary for 2020/2021, forming the attachment to this report, which will form the basis of discussion with member Council CEOs.

The Director Regional Services gave an overview of the Regional Services Project Funding Summary report and discussion ensued regarding the proposed new Mapping project for Region, plans to progress Stage 4 of the Flood Study and with other Regional Services programs remaining unchanged apart from a 1.6% CPI increase in member Council's funding contributions. It was also noted that Stage 4 of the Flood Study would not require additional contribution from member Councils, as these contributions had been received the previous year.

The City of Swan CEO, Mr Mike Foley advised the CEOAC members that an item was going to the City's 11 December 2019 Council meeting regarding the City remaining as a member of the EMRC.

**CEOAC RECOMMENDATION(S)**

MOVED MR FOLEY

SECONDED MS HARDY

That Council notes the programs/projects and funding commitments outlined in the Regional Services Project Funding Summary for 2020/2021, forming the attachment to this report, which will form the basis of discussion with member Council CEOs.

**CARRIED UNANIMOUSLY**

**COUNCIL RESOLUTION(S)**

MOVED CR DAW

SECONDED CR CONGERTON

THAT COUNCIL NOTES THE PROGRAMS/PROJECTS AND FUNDING COMMITMENTS OUTLINED IN THE REGIONAL SERVICES PROJECT FUNDING SUMMARY FOR 2020/2021, FORMING THE ATTACHMENT TO THIS REPORT, WHICH WILL FORM THE BASIS OF DISCUSSION WITH MEMBER COUNCIL CEOS.

**CARRIED UNANIMOUSLY**





Advancing Perth's Eastern Region 

## **REGIONAL SERVICES**

### **PROJECT FUNDING SUMMARY 2020/2021**

**November 2019**

## EXECUTIVE SUMMARY

The Regional Services Project Funding Summary outlines the proposed projects for delivery in 2020/2021.

The Regional Services Directorate currently comprises the two positions of Director Regional Services and Regional Services Administration Officer. The remainder of staff in the Regional Services Directorate work in the Regional Development and Environmental Services business units. Regional Development is comprised of two strategic project officers and Environmental Services includes the Sustainability and Natural Resource Management Teams. These Business Units support the overall directorate and work under the four strategies:

- Regional Advocacy Strategy 2016 - 2020;
- Regional Environment Strategy 2016 - 2020;
- Regional Integrated Transport Strategy 2017 - 2021; and
- Regional Economic Development Strategy 2017 - 2021.

These strategies are underpinned by the United Nations Sustainable Development Goals Framework including targets and indicators for achieving excellence in sustainable development. The EMRC has embedded these goals within our strategies to drive innovation within actions on behalf of our member Councils.

The Regional Services Project Funding Summary 2020/2021 comprises regional development and environmental services projects and also notes participation in regional advocacy campaigns. The participating member Council contributions for the delivery of each program has been increased by CPI, which equates to a 1.6% increase for 2020/2021.

The existing Regional Services funding model has been used in the development of this funding summary for 2020/2021 as a result of the decision by Council, at its meeting of 18 October 2018, whereby it resolved as follows:

*“THAT COUNCIL SUPPORTS THE CONTINUATION OF THE EXISTING REGIONAL DEVELOPMENT FUNDING MODEL TO DELIVER REGIONAL DEVELOPMENT PROGRAMS TO MEMBER COUNCILS FOR THE PERIOD 1 JULY 2019 TO 30 JUNE 2020.”*

Given the pending strategic review of the EMRC, its future direction, future programs and service delivery it is considered prudent to extend the existing Regional Services offering to include the 2020/2021 financial year and to operate under the existing funding formula.

Under the EMRC's Establishment Agreement, notice of withdrawal by a member Council under clause 9.6 is required to be given at any time between 1 July and 31 December in any year, becoming effective from 1 July in the following year (e.g. 1 July 2020).

To date, no notices of intention to withdraw from any programs for 2020/2021 have been received from any of the EMRC's member Councils, however such notice is not required until the end of the 2019 calendar year.

## **REGIONAL ADVOCACY PROGRAM**

### **OVERVIEW**

The Regional Advocacy Strategy 2016 - 2020 outlines key components that will be used to develop advocacy campaigns, and identifies the focus areas to address advocacy priorities. The priority areas and corresponding areas of focus are shown in the table below:

<b>Advocacy priorities</b>	<b>Areas of focus</b>
Regional Waste Management Priorities	<ul style="list-style-type: none"><li>• Waste reduction and resource recovery</li><li>• Environmentally sustainable solutions</li><li>• Capacity for the future</li></ul>
Regional Environmental Priorities	<ul style="list-style-type: none"><li>• Swan and Helena Rivers</li><li>• Natural resource management</li><li>• Environmentally sustainable solutions</li><li>• Climate change</li></ul>
Regional Economic Development Priorities	<ul style="list-style-type: none"><li>• Business growth, investment and innovation</li><li>• Infrastructure to support strategic centres and population growth</li><li>• Maximise infrastructure benefits</li></ul>
Regional Integrated Transport Priorities	<ul style="list-style-type: none"><li>• Increase and maximise benefits of infrastructure and services</li><li>• Behaviour change</li><li>• Safety</li></ul>

The Regional Advocacy Program seeks to build capacity within the EMRC and its member Councils to attract an increased share of benefits and services to Perth's Eastern Region through a framework that delivers effective regional advocacy campaigns. The major advocacy campaign for 2019/2020, in particular the unfunded projects outlined in the "Connect Perth's East" City Deal proposal, remained a focus. The remaining unfunded project from this campaign will continue to be an advocacy focus for the EMRC during 2020/2021 along with a new advocacy initiative for 2020/2021 and beyond that includes member Council's priorities. This new advocacy effort "Grow, Connect, Protect" will include, but not necessarily be limited to; infrastructure projects, environmental and waste initiatives and community initiatives.

### **How will member Councils benefit?**

Advocacy and relationship building is aimed at increasing awareness of Perth's Eastern Region and identifying future funding and/or sponsorship opportunities to support regional scale projects and activities.

### **What impact/support will advocacy have on member Councils?**

Member Councils will be invited to participate in regional advocacy campaigns. This may require providing information or making officers available to attend meetings, events or other advocacy activities. Elected members will also have a critical role to play in regional advocacy which may require them to attend events and delegations and to advocate on key regional issues needing to be addressed.

## **REGIONAL DEVELOPMENT BUSINESS UNIT**

### **OVERVIEW**

The Regional Development Business Unit works to achieve the following objectives of the EMRC's 10 Year Strategic Plan 2017 to 2027:

- To facilitate and advocate for increased investment in regional infrastructure;
- To facilitate and advocate for regional economic development activities;
- To facilitate regional cultural and recreational activities;
- To provide advice and advocacy on issues affecting the region;
- To address climate change issues within the region, and
- To manage partnerships and relationships with stakeholders.

The Regional Development team also delivers on the objectives arising from the actions:

- Regional Advocacy Strategy 2016 - 2020,
- Regional Economic Development Strategy 2017 - 2021
- Regional Integrated Transport Strategy 2017 – 2021

The Regional Services Team also provides regional coordination of projects to member Councils through the Economic Development Officers Group (EDOG) and the Regional Integrated Transport Strategy Implementation Advisory Group (RITS IAG).

The team works collaboratively with the EMRC's six member Councils, key regional stakeholders and government partners to:

- Encourage sustainable economic development in the region;
- Support regional cultural and recreational activities;
- Encourage integrated transport planning initiatives to provide an efficient, safe and integrated regional transport network;
- Address potential climate change issues within the region, and
- Advocate on regional issues and opportunities to maximise benefits for member Councils and their communities and make the region a better place to live, work, play and do business.

Delivery of Regional Development is undertaken by the Regional Services directorate, which includes the Regional Services Director and two Strategic Projects Officers. The Officers assist with planning, developing and implementing key strategic projects to be delivered by the EMRC, in consultation with member Councils and key stakeholders.

Member Council officers provide input to the EMRC on the development and delivery of strategic projects and relevant strategies through participation on advisory groups as follows:

<b>Programs/Projects</b>	<b>Regional Advisory Groups</b>
Regional integrated transport and land use development	<p>Regional Integrated Transport Strategy Implementation Advisory Group (RITS IAG).</p> <p><i>Comprising Directors/Officers from participating member Councils, Department of Transport, Department of Planning, Lands and Heritage, Road Safety Commission, Main Roads WA, Public Transport Authority, Western Roads Federation, WALGA, RAC, Westcycle, Perth Airport Pty Ltd, and the Freight and Logistics Council.</i></p>
TravelSmart (including Active and Public Transport) initiatives	Regional TravelSmart Working Group, as required.
Regional Economic Development	<p>Economic Development Officers Group (EDOG)</p> <p><i>Comprising Economic Development Managers/Officers from participating member Councils.</i></p>
Regional Events Program	<p>Avon Descent Family Fun Days Project Team</p> <p><i>Comprising Events, Recreation and Marketing Officers from participating member Councils, non-member Councils and participating organisations.</i></p> <p><i>Online portal that promotes events, themed under the 'seasons' e.g. Hello Spring.</i></p>

## **REGIONAL INTEGRATED TRANSPORT**

The EMRC and its six member Councils are committed to working with government and commercial partners to *“advocate and support the development of a safe, efficient and effective transport system that supports and enhances the region's economic, social and environmental wellbeing.”*

### **BACKGROUND**

The Regional Integrated Transport Strategy 2017 - 2021 (RITS) examines transport and access issues affecting economic growth, liveability of the region and the wellbeing of the community. The RITS identifies objectives to address integrated transport issues and opportunities in Perth's Eastern Region and for the EMRC to advocate to key stakeholders and government. The Regional Integrated Transport Strategy Implementation Advisory Group provides an important source of information and advice to the EMRC to ensure advocacy activities are well aligned with the requirements of the region. The EMRC also provides advocacy for key state road projects in the region through participation on state advisory groups such as NorthLinkWA, and the Westport Reference Group.

### **Regional Integrated Transport Strategy Actions 2020/2021**

The EMRC will continue to initiate projects aligned with the Regional Integrated Transport Strategy, the Regional Road Safety Plan and the Regional Congestion Action Management Plan. Projects proposed for 2020/2021 include:

- **Regional Integrated Transport Strategy 2017 - 2021 (RITS)** – The objectives and priority actions from the RITS will be implemented over the life of the strategy.
- **Regional Integrated Transport Strategy Implementation Advisory Group** – The group will continue to provide input and guidance to the EMRC on all integrated transport and land use matters. The group membership comprises technical officers from member Councils and representatives from the Department of Transport, Department of Lands, Planning and Heritage, Public Transport Authority, Main Roads WA, WALGA, Road Safety Commission, RAC, Western Roads Federation, Westcycle, Perth Airport Pty Ltd and the Freight and Logistics Council.
- **Regional Transport Advocacy Priorities** – Transport advocacy priorities identified in the “Connect Perth's East” City Deal proposal, including active and public transport will continue to be promoted and communicated across all levels of government and with key stakeholders. Such advocacy includes, but is not limited to, the Perth – Adelaide National Highway, upgrades to major freight networks in the region, active and public transport (including METRONET), public transport education initiative, “Your Move” and the Station Access Strategies. A new advocacy document ‘Grow, Connect, Protect’ will be developed to continue this advocacy work.
- **Regional TravelSmart Working Group** – This group only meets on an as-needs basis and was largely inactive during 2019/2020. Projects this group historically gets involved with include Regional Active/Public Transport projects and campaigns and/or development of key regional projects as determined by the group.
- **Regional Congestion Management Action Plan** – The Action Plan will be promoted and implemented in conjunction with the RITS and will guide the implementation of identified actions to reduce traffic congestion and improve efficiency on the Region's roads.
- **Active/Public Transport Campaigns** – Campaigns will be developed to promote awareness of walking, cycling and public transport to encourage smarter and more sustainable travel options and practices throughout the Region. This may include encouraging more sustainable transport options at community events and exploring opportunities in line with the State-wide Bike Week promotion.
- **Regional Road Safety Plan** – A new Plan has recently been developed and the actions will be implemented based on the safe systems approach.

- **Regional Road Safety Awareness Campaign** – Regional awareness campaigns relating to the regional road safety issues identified in the Regional Road Safety Plan will be undertaken in consultation with member Councils and external organisations such as WALGA. This promotion may include driver safety, reducing speeds, safe road use and an opportunity for local governments to highlight key successes and advocacy to state government and other relevant stakeholders for better road and roadsides to improve road safety.

Participating member Councils will benefit through the provision of an efficient and safe transport network in Perth's Eastern Region, which is a critical issue for both local and state government particularly with the predicted population and transport growth for Perth in the medium to longer term. The EMRC will continue to advocate on behalf of the Region to secure ongoing transport investment and awareness in the Region.

#### **What impact/support will this project have on participating member Councils?**

In-kind support will be required from participating member Councils in 2020/2021 in the form of officer time as members of the RITS IAG as well as a financial contribution from member Councils.

Member Council support for 2020/2021 Regional Integrated Transport projects is presented as follows:

## SUMMARY OF PROPOSED TRANSPORT RELATED PROJECTS 2020/2021

Member Council financial support is sought for the following projects:

Regional Integrated Transport Actions	Member Council contribution required
<ul style="list-style-type: none"> <li>Regional Integrated Transport Strategy 2017 – 2021, delivery of priority actions and initiatives</li> <li>Regional Integrated Transport Strategy Implementation Advisory Group meeting/forums</li> <li>Regional Advocacy Strategy 2016 – 2020, delivery of transport advocacy priorities</li> <li>“Connect Perth’s East” City Deal advocacy and the new advocacy proposal “Grow Connect Protect (currently under development)</li> <li>TravelSmart Working Group, meetings and information sharing</li> <li>Regional Congestion Management Action Plan, promotion of plan and implementation of actions</li> <li>Active/Public Transport Promotion (including Bike Week)</li> <li>Regional Road Safety Plan actions</li> <li>Regional Road Safety Awareness Campaign, to be developed for 2020/2021</li> <li>Regional Road Safety Report Card, to be updated</li> </ul>	74,326
<b>Total Member Council Financial Support Required for Transport Related Projects 2020/2021</b>	<b>\$74,326</b>

## REGIONAL INTEGRATED TRANSPORT

### PROPOSED 2020/2021 PROJECTS BUDGET – INDIVIDUAL COUNCIL BASIS

Regional Integrated Transport Strategy Actions		
Adopted Budget 2019/2020 (\$)	Operating Income	Proposed Budget 2020/2021 (\$)
	<b>Member Council (MC) Contribution: RITS Projects</b>	
6,259	Town of Bassendean	6,359
12,599	City of Bayswater	12,800
10,648	City of Belmont	10,818
11,379	City of Kalamunda	11,561
9,917	Shire of Mundaring	10,076
22,354	City of Swan	22,712
<b>\$73,156</b>	<b>Total MC Contributions: RITS Projects</b>	<b>\$74,326</b>
	<b>Operating Expenditure</b>	
123,757	<b>Cost of delivering transport related projects</b>	133,957
<b>\$123,757</b>	<b>Total Expenditure</b>	<b>\$133,957</b>
<b>\$50,601</b>	<b>Net EMRC Contribution (delivery cost less MC contributions)</b>	<b>\$59,631</b>



## **REGIONAL ECONOMIC DEVELOPMENT**

The EMRC and its participating member Councils are working to achieve and maintain a prosperous future for the region and its residents. A range of activities that enable infrastructure and investment to meet the needs of industry are delivered to support economic growth.

### **BACKGROUND**

The EMRC has supported member Councils and industry stakeholders to achieve regional economic development outcomes since 1998. Through the establishment of the Economic Development Officers Group (EDOG) in 2007, regional economic development activities undertaken by the EMRC are those that are considered by the member Councils as important to address barriers to business, industry growth, investment attraction and capitalising on opportunities.

The Regional Economic Development Strategy 2017 - 2021 (REDS) sets in place a structured framework for the delivery of regional economic development activities. The basis for 2020/2021 activities relies on continuation of the most successful projects and additional activities developed in consultation with EDOG.

### **REGIONAL ECONOMIC DEVELOPMENT STRATEGY ACTIONS 2020/2021**

The EMRC will continue to undertake projects aligned with the Regional Economic Development Strategy (REDS) 2017-2021 as approved by EDOG members and will include:

- **Regional Economic Development Strategy 2017-2021 (REDS)** – The objectives and actions from the REDS will be implemented over the life of the strategy to help guide economic development projects and outcomes.
- **Economic Development Officers Group (EDOG)** – EDOG meetings will continue to be facilitated on a bi-monthly basis, providing a forum for relevant guest speakers to address the group and for discussion of current/future projects and issues/opportunities for the Region. The EMRC will deliver projects deemed relevant to participating member Councils and the EMRC.
- **Provision of Regional Profiling Tools** – Subscriptions to REMPLAN and id. profile, area-specific data and modelling software programs, for use in economic development and planning. THE EMRC subscription with REMPLAN affords member Councils' significant discounts if they choose to subscribe. Ongoing software training will continue to be coordinated by the EMRC to provide member Councils access to economic and socio-demographic profiling data relating to Perth's Eastern Region.
- **Advancing Perth's Eastern Region Events** – Tours, events and forums will continue to be provided, including access to examples of best practice, to aid in the development and/or awareness of future local and regional projects.
- **Business Exemplar Project** – Promoting the winners of local business awards in the Region, in consultation with EDOG and the Region's Business Support Service Organisations, Chambers of Commerce and Business Associations will continue. The promotion includes assisting business winners in profiling their businesses through development of professional media releases.
- **Business and Investment Attraction** – The EMRC's Business and Investment Attraction booklet is being reproduced in consultation with EDOG. In addition to this, various forums, workshops, research and advocacy will be undertaken to identify and attract appropriate businesses and investment to the Region with a focus on job creation.
- **Digital Technology and Innovation** – Hosting future forums that highlight opportunities to enhance digital capacity and identify emerging trends and innovation will be explored.
- **Regional Youth Advocacy Priorities** – Continue to advocate for regional youth priorities and actions identified by EDOG, RITS IAG, and/or Youth Officers that will build on the direction and initiatives outlined in the Regional Economic Development Strategy and the Regional Integrated Transport Strategy.

- **The Perth's Eastern Region website** ([perthseasternregion.com.au](http://perthseasternregion.com.au)) – This online portal provides a valuable point of presence and a call to action for community events. At any time during the year participating member Councils and community groups can register their events on the [perthseasternregion.com.au](http://perthseasternregion.com.au) website.
- **Recreational Walking and Cycling Campaigns** – Continue to develop regional campaigns promoting recreational walking and cycling trails in the region. Promotion will focus on promoting the Region as a great place to live, work and play and complements the regional events campaign. This will also include maintaining, reviewing and expanding the outcomes of the Swan River Ramble project.

## REGIONAL EVENTS

The EMRC supports regional events by pooling resources to provide collaborative promotion and through securing and administering regional event funding. The EMRC will continue promotion of regional events and co-ordination of regional funding in partnership with the Avon Descent Family Fun Days Project Team.

**Avon Descent Family Fun Days** - Funding has been sought from Lotterywest for the 2020 Avon Descent Family Fun Days to assist Councils meet the costs of staging family fun day events including infrastructure, services and entertainment. The collaborative regional marketing campaign is coordinated by the EMRC. The EMRC receives grant funding from Lotterywest on behalf of the member Councils and the Shires of Toodyay and Northam and coordinates the regional marketing campaign, achieving a high level return on investment for participating councils. A fee for service arrangement is in place with the Shire of Toodyay and Shire of Northam and the EMRC co-ordinates the debrief, grant review and acquittal, pre-planning and planning meetings with relevant parties.

**Perth's Autumn Festival** - Participation in Perth's Autumn Festival (Hello Autumn) has moved to an online option at no cost to member Councils. Councils will be able to nominate core events held within the Region for promotion via the EMRC's [perthseasternregion.com.au](http://perthseasternregion.com.au) website. Additional fringe events held in the Region will also be promoted to expand the scope of the Autumn Festival.

**Hello Spring Campaign** –Hello Spring is a regional campaign promoting community, culture and active lifestyle events held in the Region during spring/summer. This promotion focuses on promoting the Region as a great place to live, work and play in the warmer months and builds on the current winter and autumn promotions to achieve all-year-round promotion of the Region. This campaign is at no cost to Councils.

### How will participating member Councils benefit?

Participating member Councils will benefit through the alignment of regional priorities and local area priorities to deliver outcomes that support industry investment, advocate for regional priorities and promote the Region as a whole. The EMRC strategies complement local priorities of member Councils in order to maximise, leverage and make effective use of collective resources.

### What impact/support will this project have on participating member Councils?

Continuing in-kind support is required from member Councils in the form of officer time to participate in the relevant advisory groups or committees. Financial support is also required from participating Councils.

## SUMMARY OF REGIONAL DEVELOPMENT BUSINESS UNIT PROJECTS 2018/2019

Member Council financial support is sought for the following projects:

<b>Regional Economic Development</b>	<b>Member Council contribution required (\$)</b>
Regional Economic Development Strategy 2017 – 2021 actions Regional Advocacy Strategy 2016 – 2020 actions Economic Development Officers Group REMPLAN profiling tool Advancing Perth Eastern Region Tours Business Exemplar Project Business and Investment Attraction Project Digital Technology and Innovation Precinct Activation advocacy and/or research Regional Youth Advocacy Priorities Recreational Walking and Cycling Campaigns	<b>\$66,644</b>
<b>Regional Events</b>	<b>Member Council contribution required</b>
Avon Descent Family Fun Days, Perth's Autumn Festival and Hello Spring Campaigns; and Management of Perth's Eastern Region Website – perthseasternregion.com.au.	<b>\$18,168</b>
<b>Total member Council financial support requested for above-mentioned projects for 2020/2021</b>	<b>\$84,812</b>

## REGIONAL ECONOMIC DEVELOPMENT – 2020/2021

### PROPOSED 2020/2021 PROJECTS BUDGET– INDIVIDUAL COUNCIL BASIS

Adopted Budget 2019/2020	Project Summary	Proposed Budget 2020/2021
\$	Operating Income	\$
<b>Member Council Contributions: Regional Economic Development (REDS)</b>		
8,959	Town of Bassendean	9,102
15,983	City of Bayswater	16,239
13,821	City of Belmont	14,042
13,821	City of Kalamunda	14,042
13,011	Shire of Mundaring	13,219
0	City of Swan	
<b>\$65,595</b>	<b>Total Member Council Contributions: REDS</b>	<b>\$66,644</b>
<b>Member Council Contributions: Regional Events</b>		
2,169	Town of Bassendean	2,204
4,378	City of Bayswater	4,448
3,723	City of Belmont	3,782
0	City of Kalamunda	
0	Shire of Mundaring	
7,612	City of Swan	7,734
<b>\$17,882</b>	<b>Total Member Council Contributions: Regional Events</b>	<b>\$18,168</b>
<b>\$83,477</b>	<b>Combined Contributions: REDS &amp; Regional Events</b>	<b>\$84,812</b>
<b>Grants/Other Contributions</b>		
179,500	Avon Descent Family Fun Days grant (Lotterywest)	180,000
0	Perth's Autumn Festival grant (Lotterywest)	
10,000	Non-member Councils	10,000
<b>\$189,500</b>	<b>Total Grants/Other Contributions: Regional Events</b>	<b>190,000</b>
<b>\$272,977</b>	<b>Total Income</b>	<b>\$274,812</b>
<b>Operating Expenditure</b>		
333,553	Cost of REDS Projects and Regional Events program	313,468
30,000	Regional Economic Profile Tools (REMPPLAN and id.profile)	30,000
9,000	Regional Youth Program	9,000
<b>\$372,553</b>	<b>Total Expenditure</b>	<b>352,468</b>
<b>\$99,576</b>	<b>Net EMRC contribution</b>	<b>77,656</b>

## REGIONAL DEVELOPMENT

### SUMMARY OF INDIVIDUAL MEMBER COUNCILS PROPOSED COMMITMENTS - 2020/2021

Individual Member Councils Contributions 2020/2021	Integrated Transport	Economic Development	Events	Total Commitment
	\$	\$	\$	\$
Town of Bassendean	6,359	9,102	2,204	17,665
City of Bayswater	12,800	16,239	4,448	33,487
City of Belmont	10,818	14,042	3,782	28,642
City of Kalamunda	11,561	14,042	0	25,603
Shire of Mundaring	10,076	13,219	0	23,295
City of Swan	22,712	0	7,734	30,446
<b>TOTAL</b>	<b>74,326</b>	<b>66,644</b>	<b>18,168</b>	<b>159,138</b>

## **ENVIRONMENTAL SERVICES BUSINESS UNIT**

### **OVERVIEW**

The Environmental Services Business Unit works to achieve the following objectives of the EMRC's 10 Year Strategic Plan 2017 to 2027:

- To contribute towards improved regional air, water and land quality and regional biodiversity conservation and to address climate change issues within the Region;
- To provide advice and advocacy on issues affecting the Region; and
- To manage partnerships and relationships with stakeholders.

The EMRC's Regional Environment Strategy 2016-2020 guides the Environmental Services team in its facilitation of a range of environmental services that enable the EMRC and its member Councils to meet their responsibilities and community expectations for sustainable and adaptive environmental initiatives, and to maintain and enhance the natural assets of the eastern region. Under the Regional Environment Strategy, the EMRC and its member Councils are collaboratively progressing regional environmental management using the global Sustainable Development Goals (SDGs) as a framework.

### **REGIONAL ENVIRONMENTAL STRATEGY ACTIONS 2020/2021**

The EMRC will continue to deliver actions within the Regional Environmental Strategy (RES) 2016-2020 as approved by member councils and will include:

***Strategic Objective 1: Our region has sufficient and sustainably managed water resources and good water quality in rivers, wetlands and groundwater (SDG 6 - Clean Water and Sanitation).***

*1.1 Continue to provide a regional water management program including data management and information sharing (Water Conservation Project)*

*1.9. Facilitate water quality monitoring and improvement activities under a cross-regional catchment management program (ERMCP Project).*

***Strategic Objective 2: Our region adopts sustainable, affordable and modern energy sources and promotes energy efficiency (SDG 7 – Affordable clean energy)***

*2.6 Coordinate local government areas, business and community education programs on energy efficiency and renewable energy (Home energy audit project)*

***Strategic Objective 3: Our region safe resilient, resource efficient and environmentally sustainable urban areas (SDG 11 – Sustainable cities & communities)***

*3.5 Provide member Councils and industry with ongoing information related to green growth to facilitate it becoming an approach to economic development (ACER project)*

*3.6 Advocate to State government on behalf of member Councils to mandate inclusion of environmental considerations in planning instruments (Understanding and managing flood risk project).*

***Strategic Objective 4: Our region fosters sustainable production and consumption patterns and promotes environmentally responsible lifestyles (SDG 12 – Sustainable cities & communities)***

*3.5 Provide member Councils and industry with ongoing information related to green growth to facilitate it becoming an approach to economic development (ACER project, Water Conservation project, Building Benchmarking & Efficiency project).*

**Strategic Objective 5: Our region addresses climate change and its impacts through mitigation and adaptation (SDG 13 – Climate action)**

*5.1. Provide education and information to member Councils and community members on how to reduce their greenhouse gas emissions and adapt to specific climate change impacts (ACER Project, Home Energy Kit Project, Future Proofing).*

*6.4. Coordinate cross-regional catchment management program to support priorities identified by member Councils (Eastern Region Catchment Management Program).*

**Strategic Objective 6: Our region protects restores and enhances terrestrial ecosystems, addresses land degradation and prevents biodiversity loss (SDG 15 - Life on Land).**

*6.1. Continue to build partnerships and provide technical support, research and information relating to pest, weed, and pathogen control (Eastern Region Catchment Management Program).*

*6.4. Coordinate cross-regional catchment management program to support priorities identified by member councils (Eastern Region Catchment Management Program).*

*6.6. Continue to facilitate community, particularly youth involvement in biodiversity conservation and stewardship (, Bush Skills for Youth project).*

**The Environmental Services programs proposed for 2020/2021 include:**

- Eastern Region Catchment Management Program (natural resource management) including Community Capability grant (subject to grant funding);
- Farm dams as refuges for freshwater biodiversity in a drying climate: new tools to enhance biodiversity capacity (subject to grant funding);
- Rehabilitation of Wangalla Brook project (subject to grant funding);
- Cultural Walking Trail (subject to grant funding);
- Sustainability Programs (energy, water and climate change) including Achieving Carbon Emissions Reduction (ACER), Water Quality and Conservation and Future Proofing;
- Regional Benchmarking Building Efficiency Project;
- Stage 4 - Understanding and Managing Flood Risk Stage Four Project, and
- Proposed Stage 1 Regional Mapping Project (new initiative).

The team also works to deliver on the objectives of the Regional Advocacy Strategy 2016-2020, to provide a collective voice for the Region and to be a conduit for collaboration and advocacy on issues of regional significance.

**How will participating member Councils benefit?**

Member Councils assist in the alignment of regional priorities with local area priorities to deliver outcomes that support improved regional air, water and land quality and regional biodiversity conservation and address climate change issues. The support provided by Environmental Services programs will not duplicate existing activities but act as “enablers” that will add value to member Councils’ own initiatives. The EMRC’s strategies complement local priorities of member Councils in order to maximise, leverage and make effective use of collective resources.

The EMRC acknowledges that member Councils have built considerable environmental knowledge and skills over the last decade and understands that its role is changing and diversifying from mainly delivering programs and projects to offering more coordination and technical support; providing knowledge and innovation; and adding value to the skills that already exist within member Councils, the community and other key stakeholders.

**What impact/support will this project have on participating member Councils?**

Continuing in-kind support is required from member Councils in the form of officer time to participate in meetings, provide information, or to provide program oversight and input. Financial support is also required from participating Councils to implement specific programs and initiatives.



## **EASTERN REGION CATCHMENT MANAGEMENT PROGRAM (ERCMP)**

The EMRC has supported member Councils and industry stakeholders to achieve sustainable land management goals for over 20 years. Through the establishment of the Eastern Region Catchment Management Program, Bush Skills 4 Youth, Community Capability, and the Farm Dams Project member Councils and their communities benefit from improved environmental outcomes.

The Regional Environmental Strategy 2016 - 2020 (RES) sets in place a structured framework for the delivery of regional environmental activities. The basis for 2019/2020 activities relies on continuation of the most successful projects and additional activities developed in consultation with member Councils.

The EMRC are committed to delivering the following projects aligned with the RES in the 2020/21 period:

- **The Eastern Region Catchment Management Program (ERCMP)** has been delivering natural resource management (NRM) services to Perth's Eastern Region for over 20 years through the ERCMP. This is a cross-regional catchment management program delivered by the EMRC to support priorities identified by member councils. It is currently resourced by 3 FTE's and 0.6 FTE (NRM Coordinator, 2 Environmental Projects Officers and a part time Bush Skills 4 Youth Officer) and is highly regarded as a very successful initiative in delivering NRM outcomes at local government and community levels. This program delivers:
  - Regular updates regarding activities to the community and stakeholders via the Greenpage newsletter,
  - Provides support to catchment groups and volunteers through project officer attendance to Catchment Group meetings across the region, Catchment Group or community events, access to technical advice and advocacy via grant funding applications.
  - Provides education opportunities for the community through the Bush Skills for the Hills program comprised of up to 10 workshops across schools and community within the region,
  - Supports member Councils across the region through access to technical advice and advocacy via grant funding applications on behalf of the member Councils and associated Friends of Groups.
  - Bush Skills 4 Youth Program delivers specifically designed workshops to schools, groups and organisations based on needs and interest, spread across the region. Support and collaboration with Youth Centres and activities across the region.
- **Community Capability Program** (subject to grant funding) is a program within the overall ERCMP which aims to increase community awareness of the environmental issues facing the Wooroloo Brook Catchment. Through this program the community participate in on ground rehabilitation activities to empower the community across this catchment to address ongoing environmental issues for improved environmental outcomes. Deliverables include participation in community events, organisation of workshops and rehabilitation activities and support for community Friends of Groups.
- **Farm dams as refuges for freshwater biodiversity in a drying climate: new tools to enhance biodiversity capacity** (subject to funding) Is a project to develop and trial three potential biodiversity management tools designed specifically for farm dams and monitor the biodiversity response; improve knowledge of the role that farm dams play in regional patterns of biodiversity through time; and produce and disseminate an on-line guide for landholders and an on-line guide for local government on managing dams for biodiversity in Western Australia.

NRM has been a key feature of the EMRC's partnerships with participating member Councils, regional stakeholders and researchers and the ERCMP team supports participating member Councils, their residents and their community groups in protecting and managing the biodiversity, waterways and catchments of the relevant member Councils.

## **PROPOSED NEW PROJECT - REGIONAL MAPPING**

(subject to grant funding and member council participation)

This proposed new project aims to address potential gaps with regards to regional scale mapping and analysis of environmental attributes to support NRM approaches across the region. The project aims to identify and manage gaps in existing mapping and provide a regional scale mapping tool to assist the member Councils to strategically plan their NRM activities to address whole of catchment health, bushfire, die back, urban planning and climate change preparedness management approaches across the region. The project will provide guidelines to support ongoing analysis and development of a set of standards for regional mapping to provide indicators for strategic planning and track progress against actions as well as report on the environmental outcomes of our member Council activities.

**Stage 1** of the project will be undertaken as a trial to ascertain the 'fit for purpose' approach to mapping environmental indicators such as vegetation condition, density, vegetation complexes, weed species and coverage, bushfire fuel loading, soil types and terrain. This trial will initially utilise existing infrared, aerial photography and digital elevation model samples from Landgate with recommendations of how to cost effectively expand the available knowledge through other mapping approaches. This approach considers the land area occupied by our member Councils and the application of environmental indicators in both rural and urban environments. The deliverable of Stage 1 is a document that outlines the 'fit for purpose' and cost-effective mapping approach for different environmental indicators, a set of standards for regional mapping, recommendations for alternative approaches and further research trials if required. This document will provide all our member Councils excellent guidance into the next stage of the project or to undertake additional mapping activities at their own cost. **To complete Stage 1 the overall cost is approximately \$15,000. This cost could be covered by a contribution from participating member Councils of around \$2,000 each plus a contribution from the EMRC to make up the shortfall.**

**Stage 2** of the project would include undertaking whole of Council mapping for participating Councils with a view to planning a phased approach over a number of years, utilise existing mapping available and then prioritising target areas for alternative mapping approaches such as light detecting and ranging (LIDAR). This stage would also include analysis of the mapping data to provide indicators identified through Stage 1. **To complete Stage 2, further work to understand the costs would need to be undertaken, the overall cost would be more significant and may result in a contribution from participating member Councils of approximately \$10,000, a contribution from the EMRC and grant funding to cover the shortfall.**

**Stage 3** of this project would include development of a regionally centralised mapping tool to enable all participating Councils to view data collated for the region. This stage of the project would run concurrently with Stage 2 to ensure there is a way to view the captured data. It is anticipated that a subscription cost for the centralised mapping tool, training and administration fee to enable EMRC to manage this may apply and this will be addressed in the planning and budgeting for the project once Stage 1 is completed. The EMRC in conjunction with member Councils will identify the appropriate tool and potential existing apps to enable our volunteers and staff to collate data for verification and addition to the regional mapping platform. This would likely translate to a 'citizen science' opportunity for volunteers.

### **What will the EMRC provide?**

The EMRC will project manage the proposed project; facilitation of workshops, undertake contractor management, review all reports and provide advice around strategic opportunities. In addition, the EMRC would apply for any available grant funding to make it more cost effective for Councils, administrate and co-ordinate the collation and analysis of the mapping data and source and administrate the regional mapping tool.

**What are the benefits for our member Councils?**

This project will provide our member Councils with the ability to review environmental attributes at the regional scale, plan strategically based on risk for existing programs such as bushfire management, weed control, revegetation activities and feral animal control, which go across Council boundaries. The project will also provide environmental indicators and collate data to report on activities, strategic objectives and track bushfire readiness and climate change adaptation targets. Completing the mapping project regionally will also enable larger areas of mapping and analysis to be completed and generate economies of scale and a standardise set of mapping which will greatly benefit member Councils.

**Where to from here?**

An indication of member Council interest in taking part in this project will be required in the first instance. If there is sufficient interest (3 or more Councils) then the EMRC will prepare a project plan in consultation with those Councils and progress the project in a Staged approach, having regard for budget constraints and the availability of external grant funding. Should the interest be minimal the option to undertake stage one as a trial or pilot project may be possible, with the benefits and lessons learnt then shared with other local governments.

## EASTERN REGION CATCHMENT MANAGEMENT PROGRAM (ERCMP)

### PROPOSED 2020/2021 MEMBER COUNCIL CONTRIBUTIONS

2019/2020 Adopted Budget per council: Kalamunda; Mundaring; Swan	Eastern Region Catchment Management Program (ERCMP)	2020/2021 Proposed contribution per council: Kalamunda; Mundaring; Swan
\$		\$
44,514 (includes Bush Skills 4 Youth contribution)	EMRC officer located 1 day a week in member Council offices (Kalamunda, Mundaring and Swan)	45,226
	Landholder enquiries	
	Private landowner visits	
	Support and attendance at Catchment Group meetings and planting days	
	End of Year Volunteer Event (1 p.a.)	
	Bush Skills for the Hills (8-10 workshops p.a.)	
	ERCMP meetings (4 meetings p.a.)	
	Greenpage Newsletter (6 editions p.a.)	
	Assist with local and regional grant applications (e.g. SALP, Rivercare)	
	Bush skills 4 Youth Program (40 workshops across the region)	
Value add	Coordination of local NRM initiatives (e.g. Booklet reprints, Steam Wand, alternative weed management, information forums)	Value add
Value add	Coordination and implementation of Regional Grant Funded Projects (see below)	Value add
0		
44,514	<b>Total contribution per participating member Council including Bush Skills 4 Youth</b>	<b>45,226</b>

	Non-ERCMP member Councils supporting Bush Skills 4 Youth	
3,500*	Bush Skills 4 Youth	7,000
3,500*	<b>Total contribution per non-ERCMP member Council supporting Bush Skills 4 Youth</b>	

Figures exclude GST

**\* NOTE: Bush Skills 4 Youth contribution will be \$7,000 as State NRM Program funding was not successful. The EMRC contributed the shortfall in 2019/2020.**

## **SUSTAINABILITY PROGRAMS – ENERGY, WATER AND CLIMATE CHANGE**

Member Councils and the EMRC have worked together on environmental sustainability for over 16 years through initiatives and programs such as the former ICLEI's Cities for Climate Protection and Water Campaign, Future Proofing, ACER: Achieving Carbon Emissions Reduction, Community Energy Efficiency Program and the former Perth Solar Cities. As funding sources change and specific programs end, innovative approaches need to be developed and existing programs adapted and improved to deliver the most benefit to the Region and maximise benefit to member Councils.

The Regional Environmental Strategy 2016 - 2020 (RES) sets in place a structured framework for the delivery of regional sustainability activities. The basis for 2020/2021 activities relies on continuation of the most successful projects and additional activities developed in consultation with member Councils.

In response to member Councils' changing priorities and progress in achieving sustainability outcomes across emissions, energy, water and climate change, for 2020/2021 a 'modular approach' has been taken to the ongoing Sustainability Program to allow more flexibility for participation and ensure ongoing value for each Council.

Contributions for the ongoing Sustainability Programs have been based on the agreed "business as usual" funding model split into different modules, with the addition of proposed regional-scale fixed-length fee for service projects to add value to existing services and meet identified priorities.

The EMRC acknowledges that some member Councils may have the need of some services but not others. Where possible, the EMRC aims to tailor services to the individual needs of a member Council, either through an ongoing program or as a fee for service project. Specific tasks and deliverables will be negotiated and agreed within a program plan, and a new cost allocation can be determined.

The EMRC are committed to delivering the following projects aligned with the RES in the 2020/21 period:

- **Achieving Carbon Emissions Reduction Project (ACER)** supports member Councils to manage, monitor and reduce corporate carbon emissions, improve energy efficiency and adopt renewable energies through two modules, Energy and Emissions Action and Energy and Water Data.
  - Energy and Emissions Action provides technical support to progress strategies, plans and actions to meet emissions reduction targets as well as supporting participation in the Cities Power Partnership. Energy and Water Data provides management of the Azility platform, data analysis and reporting.
- **Water Quality and Conservation Project (WQCP)** enables member Councils to continually improve water efficiency and water quality, ensuring a water sensitive future as well as providing cost savings through two modules, Water Action and Waterwise Council.
  - Water Action provides technical support to progress strategies, plans and actions to meet water conservation goals as well as supporting integration of the Water Sensitive Cities Index framework into strategies and plans. Waterwise Council supports participation, reporting and recognition in Water Corporation's Waterwise Council Program.
- **Future Proofing** complements climate change mitigation actions and builds on the adaptation work ready undertaken by member Councils through two modules, Climate Action and Heat Havens.
  - Climate Action provides technical support to progress strategies, plans and actions to meet adaptation and risk management objectives as well as support urban canopy improvement.

- **Building Benchmarking Efficiency Project (BBE)** builds on the work completed under the ACER program, as member Councils have been proactive in undertaking energy and water efficiency retrofits and upgrades, supported by the EMRC's Sustainability Programs and external grants. For many Council facilities, the most easily identified actions have now been completed - lighting retrofit, air conditioning upgrade and solar PV installation. The next steps to achieve long term sustainability require a deeper understanding of facility performance.
  - The Regional Benchmarking Building Efficiency Project is being undertaken over two years and involves assessing a sufficient number of buildings/facilities of various types across the Region to be able to identify areas of success and highlight areas for potential improvement. It is important to establish a robust database to better understand Key Performance Indicators for each facility type; quantify benefits and financial savings potential; and identify the most cost-effective retrofits and upgrades. Year 2 of the project will be undertaken in 2020/2021.

## SUSTAINABILITY PROGRAMS - PROPOSED 2020/2021 CONTRIBUTIONS

Sustainability Programs – energy, water and climate change	Bassendean Contribution 2020/2021	Belmont Contribution 2020/2021	Mundaring Contribution 2020/2021	Swan Contribution 2020/2021	Bayswater Contribution 2020/2021
ACER: ACHIEVING CARBON EMISSIONS REDUCTION					
ENERGY AND EMISSIONS ACTION	\$	\$	\$	\$	\$
Energy and emissions actions support including: - Monitoring of progress towards Emissions Reduction Target, action tracking - Technical support - Community awareness and promotion material	7,989	7,851	6,411	0	0
Cities Power Partnership (CPP) support including: - Assistance with CPP participation and reporting - Technical support for knowledge hub, tools and resources					
Home Energy Audit Kit maintenance and support					
ENERGY AND WATER DATA	\$	\$	\$	\$	\$
Management of Azility platform including: - Energy and water data verification and manual data upload (fleet, streetlighting, measures) - Anomaly detection and monitoring, ad hoc data analysis - Facilitation of quarterly Performance Reviews	8,179	8,179	8,179	0	
Annual data analysis and reporting including snapshots for water and emissions					
WATER QUALITY AND CONSERVATION					
WATER ACTION	\$	\$	\$	\$	\$
Water actions support including: - Monitoring of progress towards water targets, action tracking - Technical support for action development and implementation - Facilitation of Water Team Meetings - Community	6,798	7,371	7,216	9,125	

<b>Sustainability Programs – energy, water and climate change</b>	<b>Bassendean Contribution 2020/2021</b>	<b>Belmont Contribution 2020/2021</b>	<b>Mundaring Contribution 2020/2021</b>	<b>Swan Contribution 2020/2021</b>	<b>Bayswater Contribution 2020/2021</b>
awareness and promotion material					
Recommendations for integrating Water Sensitive Cities Index framework into strategies and plans					
<b>WATERWISE COUNCIL</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>
Assistance with Waterwise Council program participation including: - Data analysis and technical support for reporting - Completed Waterwise Council reporting for re-endorsement - Assistance with Waterwise Council program initiatives, such as Water Sensitive Cities Benchmarking Workshop	7,010	7,010	7,010	8179	
<b>CRC FOR WATER SENSITIVE CITIES</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>
Industry partnership with CRC for Water Sensitive Cities providing: - Representation on Regional Advisory Panel - Access to research outputs, tools and products - Subsidised workshops, seminars and conference	Value add	Value add	Value add	Value add	Value add
<b>FUTURE PROOFING</b>					
<b>CLIMATE ACTION</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>
Climate change actions support including: - Monitoring of progress towards adaptation and risk management objectives, action tracking - Technical support - Community	5,924	8,974	0	0	



<b>Sustainability Programs – energy, water and climate change</b>	<b>Bassendean Contribution 2020/2021</b>	<b>Belmont Contribution 2020/2021</b>	<b>Mundaring Contribution 2020/2021</b>	<b>Swan Contribution 2020/2021</b>	<b>Bayswater Contribution 2020/2021</b>
awareness and promotion material					
Technical advice regarding climate change predictions, risks, global and national agreements, and local impacts					
Support for urban canopy improvement and other urban heat island mitigation priorities					
<b>2020/2021 VISION PARTNERSHIP</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>
Partnership including support for urban forest events	Value add	Value add	Value add	Value add	Value add
<b>Sub Total</b>	<b>35,900</b>	<b>39,385</b>	<b>28,816</b>	<b>17,304</b>	<b>0</b>
<b>Building Benchmarking Efficiency</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>
Support for the completion of the BBE audits.*	11,700	12,440	12,440	14,560	13,720
<b>Total contribution per council</b>	<b>47,600</b>	<b>51,825</b>	<b>41,256</b>	<b>31,864</b>	<b>13,720</b>

Figures exclude GST

\* Figures **exclude** the Azility annual subscription renewal fee

**NOTE:** Should any non-participating member Council wish to rejoin a program, a cost allocation can be determined.

<b>Azility Subscription Renewal Fees (paid directly to Planet Footprint)</b>	<b>Bassendean Contribution 2020/2021</b>	<b>Belmont Contribution 2020/2021</b>	<b>Mundaring Contribution 2020/2021</b>	<b>Swan Contribution 2020/2021</b>
	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>
Azility Core Scorekeeping Service plus Emissions Module Plus Measures Module	<b>8,077</b>	<b>12,629</b>	<b>12,629</b>	<b>0</b>

**Please note** that renewals occur in February of each year and the above is an **indicative cost only** – the 2020/2021 cost represents an estimated 1.6% increase in February 2021. Please note that if renewals are paid to Azility for a 3 year term, then the annual renewal cost will remain at the 2018 price

Figures exclude GST.

## ENVIRONMENTAL SERVICES

### SUMMARY OF INDIVIDUAL MEMBER COUNCIL PROPOSED COMMITMENTS - 2020/2021

Individual Member Council Contributions 2020/2021	ERCMP (incl. Bush Skills 4 Youth \$7000)	Sustainability Programs	Regional Benchmarking	Flood Risk	Total Commitment
	\$	\$	\$	\$	\$
Town of Bassendean	0	35,900	11,700	0	\$47,600
City of Bayswater	0	0	13,720	0	\$13,720
City of Belmont	7,000	39,385	12,440	0	\$58,825
City of Kalamunda	45,226	0	0	0	45,226
Shire of Mundaring	45,226	28,816	12,440	0	\$86,482
City of Swan	45,226	17,304	14,560	0	\$77,090
<b>TOTAL</b>	<b>\$142,678</b>	<b>\$121,405</b>	<b>\$64,860</b>	<b>*\$0</b>	<b>\$328,943</b>

\* Note – Contribution by participating Councils have already been paid in 2018/19

### **SECTION 3: MEMBER COUNCIL INDIVIDUAL FINANCIAL CONTRIBUTIONS**

#### **Town of Bassendean**

<b>2019/2020</b>	<b>Regional Services Project Summary</b>	<b>2020/2021</b>
<b>\$</b>	<b>Regional Development</b>	<b>\$</b>
6,259	Regional Integrated Transport Projects	6,359
8,959	Regional Economic Development	9,102
2,169	Regional Events Program	2,204
<b>17,387</b>	<b>Regional Development Sub Total</b>	<b>17,665</b>
<b>\$</b>	<b>Environmental Services</b>	
0	Eastern Region Catchment Management Program - Natural Resource Management ( <i>including Bush Skills 4 Youth</i> )	0
35,335	Sustainability Programs - Energy, Water and Climate Change ( <i>excluding Azility subscription renewal</i> )	35,900
16,100	Regional Benchmarking Building Efficiency Project ( <i>maximum cost</i> )	11,700
0	Understanding and Managing Flood Risk Stage Four/Five ( <i>subject to funding</i> )	0
<b>51,435</b>	<b>Environmental Services Sub Total</b>	<b>47,600</b>
<b>68,822</b>	<b>Total Funding Being Sought</b>	<b>65,265</b>

*(Figures exclude GST )*

#### **City of Bayswater**

<b>2019/2020</b>	<b>Regional Services Project Summary</b>	<b>2020/2021</b>
<b>\$</b>	<b>Regional Development</b>	<b>\$</b>
12,599	Regional Integrated Transport Projects	12,800
15,983	Regional Economic Development	16,239
4,378	Regional Events Program	4,448
<b>32,960</b>	<b>Regional Development Sub Total</b>	<b>33,487</b>
<b>\$</b>	<b>Environmental Services</b>	
0	Eastern Region Catchment Management Program - Natural Resource Management ( <i>including Bush Skills 4 Youth</i> )	0
0	Sustainability Programs - Energy, Water and Climate Change ( <i>excluding Azility subscription renewal</i> )	0
23,160	Regional Benchmarking Building Efficiency Project ( <i>maximum cost</i> )	13,720
0	Understanding and Managing Flood Risk Stage Four/Five ( <i>subject to funding</i> )	
<b>23,160</b>	<b>Environmental Services Sub Total</b>	<b>13,720</b>
<b>56,120</b>	<b>Total Funding Being Sought</b>	<b>47,207</b>

*(Figures exclude GST)*

### City of Belmont

2019/2020	Regional Services Project Summary	2020/2021
\$	Regional Development	\$
10,648	Regional Integrated Transport Projects	10,818
13,821	Regional Economic Development	14,042
3,723	Regional Events Program	3,782
<b>28,192</b>	<b>Regional Development Sub Total</b>	<b>28,642</b>
\$	Environmental Services	
3,500	Eastern Region Catchment Management Program - Natural Resource Management ( <i>including Bush Skills 4 Youth</i> )	7,000
38,765	Sustainability Programs - Energy, Water and Climate Change ( <i>excluding Azility subscription renewal</i> )	39,385
18,320	Regional Benchmarking Building Efficiency Project ( <i>maximum cost</i> )	12,440
0	Understanding and Managing Flood Risk Stage Four/Five ( <i>subject to funding</i> )	0
<b>60,585</b>	<b>Environmental Services Sub Total</b>	<b>58,825</b>
<b>88,777</b>	<b>Total Funding Being Sought</b>	<b>87,467</b>

(Figures exclude GST)

### City of Kalamunda

2019/2020	Regional Services Project Summary	2020/2021
\$	Regional Development	\$
11,379	Regional Integrated Transport Projects	11,561
13,821	Regional Economic Development	14,042
0	Regional Events Program	0
<b>25,200</b>	<b>Regional Development Sub Total</b>	<b>25,603</b>
\$	Environmental Services	
44,514	Eastern Region Catchment Management Program - Natural Resource Management ( <i>including Bush Skills 4 Youth</i> )	45,226
0	Sustainability Programs - Energy, Water and Climate Change ( <i>excluding Azility subscription renewal</i> )	0
0	Regional Benchmarking Building Efficiency Project ( <i>maximum cost</i> )	0
0	Understanding and Managing Flood Risk Stage Four/Five ( <i>subject to funding</i> )	
<b>44,514</b>	<b>Environmental Services Sub Total</b>	<b>45,226</b>
<b>69,714</b>	<b>Total Funding Being Sought</b>	<b>70,829</b>

(Figures exclude GST)

## Shire of Mundaring

2019/2020	Regional Services Project Summary	2020/2021
\$	Regional Development	\$
9,917	Regional Integrated Transport Projects	10,076
13,011	Regional Economic Development	13,219
0	Regional Events Program	
<b>22,928</b>	<b>Regional Development Sub Total</b>	<b>23,295</b>
\$	Environmental Services	
44,514	Eastern Region Catchment Management Program - Natural Resource Management ( <i>including Bush Skills 4 Youth</i> )	45,226
28,362	Sustainability Programs - Energy, Water and Climate Change ( <i>excluding Azility subscription renewal</i> )**	28,816
18,320	Regional Benchmarking Building Efficiency Project ( <i>maximum cost</i> )	12,440
0	Understanding and Managing Flood Risk Stage Four/Five ( <i>subject to funding</i> )	
<b>91,196</b>	<b>Environmental Services Sub Total</b>	<b>86,482</b>
<b>114,124</b>	<b>Total Funding Being Sought</b>	<b>109,777</b>

(Figures exclude GST) \*\* Please Note: Energy and Water only

## City of Swan

2019/2020	Regional Services Project Summary	2020/2021
\$	Regional Development	\$
22,354	Regional Integrated Transport Projects	22,712
0	Regional Economic Development	
7,612	Regional Events Program	7,734
<b>29,966</b>	<b>Regional Development Sub Total</b>	<b>30,446</b>
\$	Environmental Services	
44,514	Eastern Region Catchment Management Program - Natural Resource Management ( <i>including Bush Skills 4 Youth</i> )	45,226
17,031	Sustainability Programs - Energy, Water and Climate Change ( <i>excluding Azility subscription renewal</i> )**	17,304
27,680	Regional Benchmarking Building Efficiency Project ( <i>maximum cost</i> )	14,560
0	Understanding and Managing Flood Risk Stage Four/Five ( <i>subject to funding</i> )	
<b>89,225</b>	<b>Environmental Services Sub Total</b>	<b>77,090</b>
<b>119,191</b>	<b>Total Funding Being Sought</b>	<b>107,536</b>

(Figures exclude GST) - \*\* Please note: Water only



## 12.2 REGIONAL ROAD SAFETY PLAN

**REFERENCE: D2019/16419 (CEOAC) - D2019/17871**

### PURPOSE OF REPORT

The purpose of this report is to present the final draft of the *Regional Road Safety Plan* for Council endorsement.

### KEY POINTS AND RECOMMENDATIONS

- The EMRC, in consultation with member Councils and the consultant, has developed the draft *Regional Road Safety Plan* for Perth's Eastern Region.
- The Regional Integrated Transport Strategy Implementation Advisory Group (RTIS IAG) has been consulted and had input into content of the Plan.
- The Plan includes the following key sections:
  - Background and Literature Review
  - Mapping and Analysis of crash hotspots in the region
  - Recommendations
  - The recommendations have regard for the State Government's Safe Systems approach.
- The Plan will be utilised by the EMRC to advocate and provide support to member Councils for developing a safe road network through safe systems for all users.
- The Plan can also be utilised by member Council's when advocating for road infrastructure funding.

#### RECOMMENDATION(S)

That Council endorse the draft EMRC Regional Road Safety Plan.

### SOURCE OF REPORT

Director Regional Services

### BACKGROUND

The development of the *Regional Road Safety Plan* (The Plan) was identified as an action aligned with Priority Area 1 'Safety' of the *Regional Integrated Transport Strategy 2017-2021*. The development of the *Regional Road Safety Plan* included consultation and input from RITS IAG members. The input was provided through RITS IAG meetings, a road safety workshop and via email exchanges. The Plan was also included as part of the *Regional Services Project Funding Summary 2019-2020*.

### REPORT

The draft Plan commenced development during the 2018/2019 financial year, in consultation with GTA Consultants, and has now been concluded. Research of relevant strategic documents at Federal, State and Local Government levels was carried out and was followed by a mapping of the crash locations and the type of crashes for individual member Councils. The basis of the plan has been the four cornerstones of the safe systems approach and the 7Ps of road safety developed by the Department of Transport. Following analysis of the Main Roads WA's crash data from the years 2013 – 2017; maps were produced for the individual member Councils that highlighted the high risk areas. Maps produced in the final documents are based on the overall crash occurrence, different types of vehicles and the severity of the crash.



*Item 12.2 continued*

The draft Plan comprises of detailed review of the individual member Council's area including the literature review and mapping of the Main Roads WA's crash data. Detailed analysis of the Safe Systems approach and 7Ps Systems approach was incorporated in the recommendations for the transition into a safer road network. The key sections in the plan include background study, literature review, mapping and recommendations.

The draft Plan has been developed with input from the RITS IAG representatives, including officers from the EMRC's six member Councils and other agencies.

The draft Plan will support member Councils and key stakeholders in regards to improving road safety within the Region, with an overarching aim of supporting safe roads and reducing the number of people killed or seriously injured.

The EMRC will also utilize the draft Plan as a supporting document when advocating to the State and Federal government on required road efficiency improvements throughout the Region and as supporting documentation when seeking funding to implement actions identified in the draft Regional Road Safety Plan.

## **STRATEGIC/POLICY IMPLICATIONS**

The development of the draft Plan aligns with the EMRC's 10 – Year Strategic Plan 2017 – 2027 and aligns with two Key Result Areas and addresses one of the objectives of the priority area identified in the Regional Integrated Transport Strategy 2017-2021.

### *The EMRC's 10 - Year Strategic Plan 2017 - 2027*

#### **Key Result Area 2 – Economic Development**

- 2.1 To facilitate and advocate for increased investment in regional infrastructure

#### **Key Result Area 3 – Good Governance**

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

### *The Regional Integrated Transport Strategy 2017 - 2021*

#### **Priority Area 1 - Safety**

**Goal** That the region's transport network is safe and transport users are not exposed to harm or perceived safety risks when utilizing or interacting with the network.

**Objective 1.1** Identify and advocate for the removal or treatment of road safety black spots including the removal or grade separation of high-risk level crossings and intersections.

**Objective 1.2** Identify and support information, communication and education initiatives that encourage safe transport behaviours and inform of potential risk factors.

**Objective 1.3** Advocate for roads and roadsides to be well maintained and continuously improved to reduce crash risk.

**Objective 1.4** Identify areas of the transport network where enforcement and surveillance activities will improve the safe use of the transport network and advocate for their implementation.

**Objective 1.5** Advocate for transport infrastructure that uses 'designing out crime' principles to improve safety and amenity of transport-related public spaces.



*Item 12.2 continued*


## **FINANCIAL IMPLICATIONS**

The cost associated with the development of the *Regional Road Safety Plan* was included in the adopted 2019/2020 EMRC operating budget.

## **SUSTAINABILITY IMPLICATIONS**

The draft *Regional Road Safety Plan* aims to contribute to the sustainability of the Region through advocating, supporting and implementing projects that help facilitate a greater level of road efficiency for the Regions' residents, workers and visitors.

## **MEMBER COUNCIL IMPLICATIONS**

<b>Member Council</b>	<b>Implication Details</b>
Town of Bassendean	 The draft Plan will act as a supporting document for member Councils when working towards improving road safety within Perth's Eastern Region.
City of Bayswater	
City of Belmont	
City of Kalamunda	
Shire of Mundaring	
City of Swan	

## **ATTACHMENT(S)**

Draft Regional Road Safety Plan (Ref: D2019/18648)

## **VOTING REQUIREMENT**

Simple Majority

## **RECOMMENDATION(S)**

That Council endorses the draft EMRC Regional Road Safety Plan

CEOAC discussed the report and the committee members noted minor corrections are required and moved an alternative motion.

## **Amended Recommendation**

That Council endorses the recommendation subject to the changes identified in the draft EMRC Regional Road Safety Plan.





*Item 12.2 continued*

**CEOAC RECOMMENDATION(S)**

MOVED MR BRIEN

SECONDED MR FOLEY

That Council endorses the recommendation subject to the changes identified in the draft EMRC Regional Road Safety Plan.

**CARRIED UNANIMOUSLY**

**COUNCIL RESOLUTION(S)**

MOVED CR DAW

SECONDED CR CONGERTON

THAT COUNCIL ENDORSES THE RECOMMENDATION SUBJECT TO THE CHANGES IDENTIFIED IN THE DRAFT EMRC REGIONAL ROAD SAFETY PLAN.

**CARRIED UNANIMOUSLY**



## **12.3 STRATEGIC REVIEW REQUEST FOR TENDER ENDORSEMENT**

**REFERENCE: D2019/16872 (CEOAC) - D2019/17873**

### **PURPOSE OF REPORT**

The purpose of this report is to seek Council endorsement of Request for Tender (RFT) strategic review of the EMRC's services.

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

- Council at its 22 August 2019 meeting endorsed a strategic review of the EMRC.
- Since the adoption of the 10 year Strategic Plan - 2017 to 2027 in 2016, there has been significant progress on various projects and changes in the landscape of the waste industry.
- With the upcoming structural changes due to the Resource Recovery Facility (RRF) Project as well as new opportunities such as FOGO as a result of the Western Australian Waste Avoidance and Resource Recovery Strategy 2030 and Action Plan, it is imperative that the EMRC take this opportunity to seek and review its position.
- The Terms of Reference for the strategic review have been developed in consultation with the CEOAC which is made up of member Council CEOs, member Council staff and Councillors and are included as an attached RFT document to this report.
- It is proposed that the EMRC hire an external consultant through an RFT process to jointly explore strategic options, timing and scenario modelling for both Waste and Regional Services. The purpose of this review is to work on the way forward for the EMRC, including evaluating all strategic options to ensure it continues to deliver on its objectives for the benefit of its member Councils.

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

That Council endorses the RFT2019-005 – EMRC Strategic Review, forming the attachment to this report.

### **SOURCE OF REPORT**

Chief Executive Officer

### **BACKGROUND**

On 18 August 2016, Council adopted the 10 Year Strategic Plan – 2017 to 2027 which took effect from 1 July 2017 (Ref: D2016/10193). The 10 Year Strategic Plan is an element of an Integrated Planning Framework which has been developed to ensure that strategic priorities drive operational activities. The framework is based on the guidelines developed by the Department of Local Government and Communities (DLC) and is used to implement regional projects that will benefit the community that lives, works, plays and does business within Perth's Eastern Region.

Since the adoption of the 10 Year Strategic Plan in 2016, there has been significant progress on various projects and changes in the waste industry.

At the Special Meeting of Council on 7 September 2017 Council confirmed the preferred tenderer for the Request for Tender as the HZI Consortium at its East Rockingham facility (Ref: D2017/12794).



*Item 12.3 continued*

The State Government released the Western Australian Waste Avoidance and Resource Recovery Strategy 2030 and Action Plan in February 2019. At its 21 March 2019 meeting, Council resolved (D2019/04210):

*"THAT COUNCIL NOTES THE RELEASE OF THE WESTERN AUSTRALIAN WASTE AVOIDANCE AND RESOURCE RECOVERY STRATEGY 2030 AND ACTION PLAN AND COMMITS TO ALIGNING THE EMRC WASTE PRACTICES WHERE POSSIBLE."*

At the same meeting, Council resolved:

1. *THE EMRC BEGIN THE PROCESS OF DEVELOPING A LONG-TERM FOOD ORGANIC & GARDEN ORGANIC (FOGO) STRATEGY INCLUDING, IF REQUIRED, SEEKING EXPRESSIONS OF INTEREST FOR THE APPROPRIATE TECHNOLOGY TO IMPLEMENT LONG-TERM FOGO PROCESSING SOLUTIONS TO CATER FOR ALL MEMBER COUNCIL WASTE STREAMS.*
2. *IN THE INTERIM, THE EMRC PROCEEDS WITH THE PROCUREMENT PROCESS AND LICENCE APPROVAL FOR THE ADDITION OF A TRIAL MOBILE AERATOR FLOOR (MAF) COMPOSTING SYSTEM FOR THE PROCESSING OF UP TO 10,000 TPA OF FOGO WASTE AT THE RED HILL WASTE MANAGEMENT FACILITY.*

As part of the State Government's commitment to implement a Container Deposit Scheme (CDS), the Department of Water and Environmental Regulation (DWER) sought feedback on the CDS with submissions to be analysed and recommendations made to the Minister for Environment. The introduction of the Container Deposit Scheme (CDS) in early 2020 will bring a range of benefits to Western Australia. There is the opportunity for Local Governments and MRF operators to agree how the benefits of the Scheme will be shared prior to its implementation, by considering likely costs and revenue.

At the 22 August meeting, Council resolved:

1. *COUNCIL ENDORSES A STRATEGIC REVIEW OF THE EMRC.*
2. *THE TERMS OF REFERENCE FOR THE STRATEGIC REVIEW IS TO INCLUDE, BUT NOT NECESSARILY BE LIMITED TO, SERVICE PROVISION, FACILITIES, INFRASTRUCTURE, PROJECTS, ACTIVITIES, FUNDING AND CONTRACTS.*
3. *THE TERMS OF REFERENCE AND THE REVIEW BE DEVELOPED IN CONSULTATION WITH THE CEOAC, MEMBER COUNCIL STAFF AND COUNCILLORS.*
4. *COUNCIL BY ABSOLUTE MAJORITY, IN ACCORDANCE WITH SECTION 6.8(1)(B) OF THE LOCAL GOVERNMENT ACT 1995, AUTHORISES EXPENDITURE UP TO THE AMOUNT SPECIFIED IN THE REPORT FOR A STRATEGIC REVIEW.*
5. *THE REPORT REMAINS CONFIDENTIAL AND TO BE CERTIFIED BY THE CHAIRMAN AND CEO.*

## **REPORT**

Following Council's endorsement to proceed with a strategic review of the EMRC at its ordinary Council meeting on 22 August 2019, the terms of reference forming the specifications for the RFT have been developed in consultation with the CEOAC made up of member Council CEOs, member Council staff and Councillors. The Terms of Reference are incorporated into the RFT document.

The purpose of this review is to make an informed assessment regarding the way forward for the EMRC, including evaluating all strategic options and consider scenarios to ensure it continues to deliver on the objectives for the benefit of our member Councils.

It is proposed that the public notice of the RFT be given in December 2019 following Council endorsement for a minimum period of 16 days to invite submissions from consultants to independently and jointly explore strategic options in consultation with the EMRC.



*Item 12.3 continued*

The RFT document forming an attachment is tabled for Council endorsement.

**STRATEGIC/POLICY IMPLICATIONS**

Key Result Area 3 – Good Governance

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


**FINANCIAL IMPLICATIONS**

Unbudgeted provisional sum has been previously approved by Council to be funded from the municipal fund.

**SUSTAINABILITY IMPLICATIONS**

Nil

**MEMBER COUNCIL IMPLICATIONS**

Member Council	Implication Details
Town of Bassendean	 The outcome of the review may impact on the future services of the EMRC provides to its member Councils.
City of Bayswater	
City of Belmont	
City of Kalamunda	
Shire of Mundaring	
City of Swan	

ATTACHMENT(S)

- 1. EMRC Strategic Review - RFT2019-005 (Ref: D2019/17874)
- 2. Project Price Schedule (Ref: D2019/17875)

VOTING REQUIREMENT

Simple Majority

**RECOMMENDATION(S)**

That Council endorses the RFT2019-005 – EMRC Strategic Review, forming the attachment to this report.



*Item 12.3 continued*

CEOAC discussed the report at great length and the committee members and proposed the report be referred back to the individual member Councils and moved an alternative motion.

**Amended Recommendation(s)**

That

1. CEOAC endorses the RFT2019-005 – EMRC Strategic Review as amended to allow it to be referred back to each member Council.
2. The final version be referred to each member Council for endorsement as per the Council resolution of the meeting of Ordinary Council 22 August 2019.

**CEOAC RECOMMENDATION(S)**

MOVED MR BRIEN

SECONDED MR THROSSELL

That

1. CEOAC endorses the RFT2019-005 – EMRC Strategic Review as amended to allow it to be referred back to each member Council.
2. The final version be referred to each member Council for endorsement as per the Council resolution of the meeting of Ordinary Council 22 August 2019.

**CARRIED 5/1**

In accordance with clause 9.1 of the *EMRC Standing Orders Local Law 2013*, an alternate recommendation was received from Cr John Daw in reference to the CEOAC Report Item 12.3 which is before Council for endorsement:

***Proposed Alternate Recommendation(s)***

That Council:

1. Endorses the RFT2019-005 – EMRC Strategic Review as amended.
2. Authorises the CEO to progress the RFT2019-005 – EMRC Strategic Review and invite tenders on its behalf.
3. Instructs the CEO to manage the strategic review and consult with Council during this process.



*Item 12.3 continued*

**Rationale provided by Cr Daw**

The first CEOAC recommendation acknowledges the committee's endorsement and support of the RFT2019-008 – EMRC Strategic Review as amended.

However, the second recommendation by the CEOAC goes beyond the Council's resolution at its 22 August 2019 meeting that:

**3. THE TERMS OF REFERENCE AND THE REVIEW BE DEVELOPED IN CONSULTATION WITH THE CEOAC, MEMBER COUNCIL STAFF AND COUNCILLORS.**

The second CEOAC recommendation fails to recognise the significance of Council and its role and objectives as defined by the Establishment Agreement in undertaking its own strategic review, for the benefit of the Region as a whole. By recommending separate member Councils' endorsement, it not only deflects Council's responsibility, it also defers the process and adds additional delays to an important review process.

The EMRC is established for the Region. Its regional purposes and objectives are set out by the Establishment Agreement. The EMRC Council is established and made up of 12 Councillors, representing the six (6) participant member Councils. Similarly, The CEOAC as a committee of the EMRC is made up of CEOs from the member Councils and EMRC CEO.

This process is for a review of the strategic direction of the EMRC and not the individual six (6) member Councils. It is appropriate that the EMRC endorses this Strategic Review document as amended having consulted with the CEOAC, member Council staff and EMRC Councillors.

The next step is to authorise the CEO to now proceed to a tender process so that the consultant can independently assess the strategic options and opportunities for the EMRC. Once the independent outcome of the review has been undertaken and endorsed by Council, it may then be appropriate that the report be made available to the individual member Councils.

Council should encourage the CEO to progress this immediately and manage the process on behalf of the EMRC Council with a view to submitting the outcomes of the review back to Council for its review and adoption.

As a result I move the following alternate recommendation:

That Council:

1. Endorses the RFT2019-005 – EMRC Strategic Review as amended.
2. Authorises the CEO to progress the RFT2019-005 – EMRC Strategic Review and invite tenders on its behalf.
3. Instructs the CEO to manage the strategic review and consult with Council during this process.

**Officer Comments**

EMRC Officers are supportive of the alternate recommendation to progress the Strategic Review.

Cr Clarke seconded the alternate recommendation and spoke for the recommendation.

Cr Congerton asked if the EMRC Establishment Agreement was being reviewed.

The CEO clarified that the intention is to look at strategic options for the EMRC but not to review the Establishment Agreement specifically.

Cr Congerton requested that it be minuted that this review does not include a review of the Establishment Agreement.



*Item 12.3 continued*

Cr Congerton requested an amendment to point 3 to delete the words “*consult with*” after the word “*and*” and to replace with “*provide an update bimonthly to.*”

Both the mover and seconder agreed to the change.

Cr O'Connor requested that the CEO outline 3.4.6a, Governance Model, “Review the current governance model of the Principal” of the attachment to Item 12.3 Strategic Review Request For Tender Endorsement and questioned if this was a review of the EMRC Establishment Agreement.

The CEO explained that 3.4.6a was more to do with managing and identifying the risk for the EMRC and its ventures and that it was not a review of the Establishment Agreement.

The following amended recommendation was put to the vote.

**Alternative Amended Recommendation(s)**

That Council:

1. Endorses the RFT2019-005 – EMRC Strategic Review as amended.
2. Authorises the CEO to progress the RFT2019-005 – EMRC Strategic Review and invite tenders on its behalf.
3. Instructs the CEO to manage the strategic review and provide an update bimonthly to Council during this process.

**COUNCIL RESOLUTION(S)**

MOVED CR DAW

SECONDED CR CLARKE

THAT COUNCIL:

1. ENDORSES THE RFT2019-005 – EMRC STRATEGIC REVIEW AS AMENDED.
2. AUTHORISES THE CEO TO PROGRESS THE RFT2019-005 – EMRC STRATEGIC REVIEW AND INVITE TENDERS ON ITS BEHALF.
3. INSTRUCTS THE CEO TO MANAGE THE STRATEGIC REVIEW AND PROVIDE AN UPDATE BIMONTHLY TO COUNCIL DURING THIS PROCESS.

**CARRIED UNANIMOUSLY**



# REQUEST FOR TENDER

<b>Request for Tender Project Title (RFT)</b>	EMRC Strategic Review
<b>Contract Description</b>	Provision of a strategic review to assist EMRC to define, develop and implement a vision delivering sustainable, ecologically responsible and quality services to the community.
<b>Request Number</b>	<a href="#">RFT2019-005</a>
<b>Closing Date</b>	<a href="#">31 January 2020</a>
<b>Non-Mandatory Briefing / Site Inspection</b>	Not Applicable
<b>Tender Submission</b>	<p>Online via:  <a href="http://www.tenderlink.com/emrc">www.tenderlink.com/emrc</a></p> <p><i>Tenders will not be accepted by email, facsimile, hand delivery, Australia Post or courier.</i></p>



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# 1 PRINCIPAL'S REQUEST

## 1.1 CONTRACT REQUIREMENTS IN BRIEF

The Eastern Metropolitan Regional Council (EMRC) intends to procure consultancy services to conduct a Strategic Review of the EMRC to consider, given the changing operating environment, how the EMRC can continue to deliver on its mission over the medium and long term in delivering waste avoidance, resource recovery, landfill and other services to its member councils and their communities.

The objective of this assignment is to complete a strategic and organisational review of the EMRC and the development of a framework for improved effectiveness and efficiency in delivering the EMRC core services to the community.

Total duration of the project is approximately 6-8 months excluding actual delivery of the stakeholder engagement plan.

The EMRC now invites Consultants with the relevant experience and expertise to submit a response to this Request for Tender indicating qualifications and experience required to provide this consultancy service.

A full statement of the goods/services required under the proposed contract appears in the Scope of Supply - Part 3.

## 1.2 TENDER DOCUMENTS

This Request for Tender is comprised of the following parts:

- (a) Part 1 - Principal's Request (read and keep this part);
- (b) Part 2 - Conditions of Tender (read and keep this part);
- (c) Part 3 - Specification and Scope of Supply (read and keep this part);
- (d) Part 4 - Tenderer's Offer (complete and return this part); and
- (e) Part 5 - General Conditions of Contract and Contract Departures (if required complete and return this section)

## 1.3 DEFINITIONS

<b>Attachments:</b>	The documents you attach as part of your Tender.
<b>Deadline:</b>	The deadline for lodgement of your Tender is the Closing Date stipulated at the front page of this RFT document.
<b>General Conditions of Contract:</b>	Means the General Conditions of Contract nominated in section 2.9 Part 2 of this RFT.
<b>Offer:</b>	Your offer to be selected to supply the Requirements.
<b>Principal:</b>	EMRC.
<b>Request:</b>	This RFT document.

<b>Requirements:</b>	The goods/services requested by the Principal as detailed in Part 3 of this RFT.
<b>RFT</b>	Request for Tender.
<b>Selection Criteria:</b>	The criteria outlined in section 1.9 used by the Principal in evaluating your Tender.
<b>Specification:</b>	The statement of Requirements the Principal request you to provide if selected.
<b>Tender:</b>	Your completed Offer form, response to the Selection Criteria and Attachments as detailed in Part 4 of this RFT.
<b>Tenderer:</b>	Someone who has or intends to submit an Offer to the Principal.

## 1.4 HOW TO PREPARE YOUR TENDER

- (a) Carefully read all parts of this document.
- (b) Attendance at the Mandatory or Non Mandatory site inspection (if applicable).
- (c) Ensure you understand the Requirements (see Part 3).
- (d) Complete the Offer (Part 4) in all respects and attach all your Attachments.

**It is mandatory to provide responses to all the requirements stated in the Qualitative Criteria in section 4.3.2 to ensure your Offer is evaluated accordingly.**

- (e) Make sure you have signed the Offer form and responded to all of the Selection Criteria.
- (f) Lodge your Tender before the Deadline.

## 1.5 INFORMATION AND COMMUNICATION

Tenderers should not rely on any information provided by any source other than those listed below:

- Within this Request for Tender and associated attachments;
- Clarifications through the online portal at [www.tenderlink.com/emrc](http://www.tenderlink.com/emrc).

Tenderers are to request clarifications through the online portal. If a clarification is considered to be commercially sensitive TenderLink provides the opportunity for Tenderers to mark a question(s) as sensitive/private which will ensure delivery of the question only to the Principal. The Principal will assess the nature of the question and determine its sensitivity and if deemed sensitive in nature will provide a confidential response otherwise will provide the Tenderer the opportunity to withdraw their question or accept a response released to all Tenderers.

## 1.6 PRE QUALIFICATION REQUIREMENTS

(This section is not applicable for this tender.)

## 1.7 TENDER BRIEFING / SITE INSPECTION

(This section is not applicable for this tender.)

## 1.8 EVALUATION PROCESS

This is a Request for Tender (RFT).

Your Tender will be evaluated using information provided in your Tender.

The following evaluation methodology will be used in respect of this Request:

- (a) Tenders are checked for completeness and compliance. Tenders that do not contain all information requested (e.g. completed Offer form and Attachments) may be excluded from evaluation.
- (b) The Selection Criteria are considered in assessing the Tenders received to determine an overall assessment of the tender that will provide the most advantageous outcome to the Principal.
- (c) One or more Tenderers may be short listed and may also be required to clarify the Tender, make a presentation, demonstrate the product/solution offered and/or open premises for inspection. Referees may be contacted prior to the selection of a preferred Tenderer or Tenderers.
- (d) Negotiations may be undertaken with the preferred Tenderer/s regarding any aspect of the Request, the Tender, and/or the Contract.

The Tender may then be awarded to the Tenderer that in the Principal's view represents the most advantageous outcome to the Principal.

The successful Tenderer will be issued with a Letter of Award, which will form the contract, on completion of the evaluation process.

## 1.9 SELECTION CRITERIA

The Principal has adopted a most advantageous to the Principal approach to this Tender.

The Contract may be awarded to a Tenderer who demonstrates the ability to provide quality products or services at a competitive price and provide the most advantageous outcome to the Principal.

The tendered prices will be assessed together with an evaluation of the following qualitative and compliance criteria to assist in determining the Tender that will provide the most advantageous outcome to the Principal.

This means that, although price is considered, the Tender containing the lowest price will not necessarily be accepted, nor will the Tender ranked the highest on the qualitative criteria, nor will the Tender ranked with the highest overall score from the evaluation.

In assessing Tenders all information requested in this Request, and any additional information available to the Principal or provided by a Tenderer, in response to this Request, will be taken into account. However, it remains solely up to the Principal to determine suitability and fit of the proponent.

When assessing the most advantageous outcome the Principal will take into account the evaluation of the specific qualitative criteria and may in addition to the evaluation of the specific qualitative criteria consider other operational factors, including the possible effect on competition of awarding the Contract to a particular Tenderer, the lifetime operating costs of goods or services to be supplied, the Principal's contract management costs, and the Principal's requirements to maintain commercial confidentiality of its processes and procedures.

### 1.9.1 COMPLIANCE CRITERIA

These criteria will not be point scored. Each Tender will be assessed on a Yes/No basis as to whether the criterion is satisfactorily met. An assessment of "No" against any criterion may eliminate the Tender from consideration.

Description of Compliance Criteria	Yes/No
(a) Compliance and completeness in completing Part 4, in particular the Offer Form in section 4.1 and Qualitative Criteria in section 4.3.2 -, contained in this RFT.	Yes/No
(b) Compliance with the Conditions of Tendering for this Request.	Yes/No
(c) Compliance with the RFT closing date.	Yes/No
(d) Compliance with and completion of the Price Schedule	Yes/No

### 1.9.2 QUALITATIVE CRITERIA

In assessing the Tenders as to how advantageous or otherwise that they may be to the Principal, the Principal will assess each Tenderer against the qualitative criteria.

It is essential that Tenderers address each qualitative criterion. The Tenders will be used to select the chosen Tenderer, and failure to provide the specified information may result in elimination from the Tender evaluation process.

The qualitative criteria for this Request are as follows:

Description of Qualitative Criteria	Weighting
(a) Previous experience in providing similar services within the waste avoidance and resource recovery and waste management industry	20%
(b) Proposed Methodology and Implementation Plan	25%
(c) Scenario modelling and forecasting	25%
(d) Relevant Experience and Qualification of Personnel	10%

### 1.9.3 PRICE CONSIDERATIONS

Criteria	Weighting
Tendered prices	20%

**1.10 LOCAL GOVERNMENT POLICIES THAT MAY AFFECT SELECTION**

(This section is not applicable for this tender.)

**1.11 PRICE BASIS**

All prices for goods/services offered under this Request shall be fixed for the term of the Contract.

Any charge not stated in the Tender, as being additional will not be allowed as a charge for any transaction under any resultant Contract.

## 2 CONDITIONS OF TENDERING

### 2.1 DELIVERY METHOD ELECTRONIC

Submissions are lodged in the Electronic Tender Boxes at [www.tenderlink.com/emrc](http://www.tenderlink.com/emrc) by the time and date nominated on the front cover of this Request.

Tender submissions will not be accepted by email, facsimile, hand delivery, Australia Post or courier.

### 2.2 LODGEMENT OF TENDERS

The Tender must be lodged by the Deadline. The Deadline for this Request is the closing date and time shown on the front cover of this Request.

The Tender must be submitted on line via [www.tenderlink.com/emrc](http://www.tenderlink.com/emrc)

### 2.3 REJECTION OF TENDERS

A Tender shall be rejected without consideration of its merits in the event that it is not submitted before the Deadline and at the place specified in the Request and may be rejected if it fails to comply with any other requirements of the Request.

### 2.4 LATE TENDERS

Tenders received after the Deadline will not be accepted for evaluation.

### 2.5 ACCEPTANCE OF TENDERS

Unless otherwise stated in this Request, Tenders may be for all or part of the Requirements and may be accepted by the Principal either wholly or in part. The Principal is not bound to accept the lowest Tender and may reject any or all Tenders submitted.

### 2.6 DISCLOSURE OF CONTRACT INFORMATION

Documents and other information relevant to the contract may be disclosed when required by law under the *Freedom of Information Act 1992* or under a Court order.

All Tenderers will be given particulars of the successful Tenderer (s) or advising that no Tender was accepted.

### 2.7 ALTERNATIVE TENDERS

**All Alternative Tenders must be accompanied by a conforming Tender.**

Tenders submitted as Alternative Tenders or made subject to conditions other than the General and Special Conditions of Contract and must in all cases arising be clearly marked "ALTERNATIVE TENDER".

The Principal may in its absolute discretion reject any Alternative Tender as invalid.



Any Contractor's "General Conditions of Contract" or Terms and Conditions of Sales included in the Tenderer's letter or quotation or Tender submission will not be binding on the Principal in the event of a Contract being awarded.

## **2.8 TENDER VALIDITY PERIOD**

All Tenders shall remain valid and open for acceptance for a minimum period of three (3) months from the Deadline or forty-five (45) days from the Council's resolution for determining the tender whichever is the later unless extended on mutual agreement between the Principal and the Tenderer in writing.

## **2.9 GENERAL CONDITIONS OF CONTRACT**

Tenders shall be deemed to have been made on the basis of and to incorporate general conditions of contract substantially in the form of the General Services Consultant Contract enclosed with this Request.

## **2.10 PRECEDENCE OF DOCUMENTS**

In the event of any conflict or inconsistency between the terms and conditions in this Request and those in the General Conditions of Contract, the terms and conditions appearing in this Request shall have precedence.

## **2.11 TENDERERS TO INFORM THEMSELVES**

Tenderers shall be deemed to have:

- (a) examined the Request and any other information available in writing to Tenderers for the purpose of Tendering;
- (b) examined all further information relevant to the risks, contingencies, and other circumstances having an effect on their Tender which is obtainable by the making of reasonable enquires;
- (c) satisfied themselves as to the correctness and sufficiency of their Tenders including Tendered prices which shall be deemed to cover the cost of complying with all the Conditions of Tendering and of all matters and things necessary for the due and proper performance and completion of the work described therein;
- (d) acknowledged the Principal will not be liable for payment to Tenderer for any costs, losses or expenses incurred by the Tenderer in preparing this Offer.; and
- (e) acknowledged that the Principal may enter into negotiations with a chosen Tenderer. Negotiations shall be carried out in good faith.

## **2.12 ALTERATIONS**

The Tenderer shall not alter or add to the Request documents unless required by these Conditions of Tendering.

The Principal shall issue an addendum to all Tenderers where matters of significance make it necessary to amend the issued Request documents before the Deadline.

**2.13 RISK ASSESSMENT**

The Principal reserves the right to engage (at its own cost) an independent financial assessor as a nominated agent to conduct financial assessments under conditions of strict confidentiality. For this assessment to be completed, a representative from the nominated agent may contact you concerning the financial information that you are required to provide.

The financial assessment is specifically for use by the Principal for the purpose of assessing this tender and will be treated as strictly confidential. We require your agreement to assist in the assessment process.

The Tenderer agrees that it will co-operate with an independent financial assessor during the financial assessments process.

**2.14 ENVIRONMENTAL PROTECTION**

(This section is not applicable for this tender).

**2.15 OWNERSHIP OF TENDERS**

All documents, materials, articles and information submitted by the Tenderer as part of or in support of a Tender shall become upon submission the absolute property of the Principal and will not be returned to the Tenderer at the conclusion of the Tender process PROVIDED that the Tenderer shall be entitled to retain copyright and other intellectual property rights therein, unless otherwise provided by the Contract.

**2.16 CANVASSING OF EMPLOYEES AND COUNCILLORS**

If a Tenderer, whether personally or by an agent, canvasses any of the Principal's employees, commissioners or councillors (as the case may be) with a view to influencing the acceptance of any Tender made by it or any other Tender, then regardless of such canvassing having any influence on the acceptance of such Tender, the Principal may at its discretion omit the Tender from consideration.

**2.17 IDENTITY OF THE TENDERER**

The identity of the Tenderer and the Contractor is fundamental to the Principal. The Tenderer shall be the person, persons, corporation or corporations named as the Tenderer in Part 4 and whose execution appears on the Offer Form in Part 4 of this Request. Upon acceptance of the Tender, the Tenderer shall become the Contractor.

**2.18 TENDER OPENING**

All Tenderers and members of the public may attend or be represented at the opening of Tenders.

All Tenders will be opened in the Principal's offices, following the advertised Deadline. No discussions will be entered into between Tenderers' and the Principal's officers.

### 3 SCOPE OF SUPPLY

#### 3.1 Introduction

- 3.1.1 The Eastern Metropolitan Regional Council (EMRC), located at 226 Great Eastern Highway, Belmont 6104, is a progressive and innovative regional local government working on behalf of six member Councils located in Perth's eastern suburbs - Town of Bassendean, City of Bayswater, City of Belmont, City of Kalamunda, Shire of Mundaring and City of Swan.
- 3.1.2 The EMRC provides services in waste management, environmental management and regional development, EMRC is a model of successful collaboration that has initiated projects delivering real benefits to the region.
- 3.1.3 The EMRC operates out of 3 Sites namely; The Ascot Place Administration Centre, the Red Hill Waste Management Facility and the Hazelmere Resource Recovery Park and two remote transfer stations.
- 3.1.4 The intent of this document is to define the Scope of Supply to be performed by the Consultant.
- 3.1.5 The Chief Executive Officer or delegate is the EMRC's Principal Representative responsible for ensuring the Consultant delivery of the agreed expected outcomes.

#### 3.2 Principal's Requirements

The Principal requires the service of a Consultant to provide labour, processes, expertise, experience, market knowledge and quality leadership to conduct a strategic review of EMRC business to define, develop and implement a vision delivering sustainable, ecological responsible and quality services to the community ("**Service**").

#### 3.3 Definition

Term and Acronym	Definition
C&D	Construction and Demolition
C&I	Commercial and Industrial
Principal	Eastern Metropolitan Regional Council
MFA	Material Flow Analysis
MSW	Municipal Solid Waste
Site	<p>Comprises of the following locations:</p> <ul style="list-style-type: none"> <li>• Ascot Place Administration Centre, 226 Great Eastern Highway, Belmont 6104.</li> <li>• Red Hill Waste Management Facility, 1094 Toodyay Road, Red Hill 6056</li> <li>• Hazelmere Resource Recovery Park, 77 Lakes Road, Hazelmere 6055</li> <li>• Coppin Road Transfer Station, Coppin Road, Mundaring 6073</li> <li>• Mathieson Road Transfer Station, Mathieson Road, Chidlow 6556</li> <li>• Other EMRC operated sites as they may arise.</li> </ul>

#### 3.4 Scope of Work

The Consultant shall provide suitably competent, qualified and experienced personnel to undertake the following activities:

**3.4.1 Regional Market Assessment**

Conduct a desktop research exercise to understand the following:

- a. The Principal's current Establishment Agreement and previous strategic plans and actions achieved to synthesise all the relevant information, in particular progress of WA alignment to the Waste Avoidance and Resource Recovery Strategy 2030 Action Plan and industry/community response to the strategy.
- b. Develop a scoping document of the current and future policy landscape with an explanation of current and future regulations to support projects.
- c. An estimated future growth forecast (20 year) by volume and composition of different feedstocks.
- d. MFA for MSW, but where possible, C&I and C&D waste to understand source, process and destination material flows.
- e. Identify and provide details of known opportunities of material offtake and timing within the region.
- f. Number, location, size, ownership, estimated volumes, age of plant / start year of facilities within the region.
- g. Document and describe key market drivers and broad economic principles.
- h. Succinct summary of offtake markets e.g. typical prices and terms, various offtake contracting structures with examples of operating projects.
- i. Articulate the principle risks to the sector and discuss future scenarios. For example, including but not limited to, key risk summary of feedstock reliability, terms and conditions of feedstock supply (incl. typical years), typical order of cost, community acceptance etc.
- j. Assessment of competitors of the waste in respective segments, asset register, market share, volume, tenure if known and ownership structure.

**3.4.2 Circular economy horizon scan and Opportunities Analysis**

- a. Based on outcomes of the regional market assessment, identify and categorise the feasibility of opportunities to become more circular. Things to consider for example are different business models, approaches to procurement and applications of different circular economy principles. This is expected to take the form of:
  - i. Initial stakeholder workshop(s);
  - ii. A high-level identification of different opportunities in waste, water, energy and transport;
  - iii. An outline of only the concepts the Principal can directly control or influence; and
  - iv. A high-level assessment on the viability and impact for each of these concepts.
- b. Engage with internal stakeholders across the Principal, member Councils, other Local Government and State Government departments to communicate the opportunities of a circular economy.
- c. Identification of the sectors or departments to focus upon.
- d. Provide an initial estimate of the economic benefits and opportunities in relation to a circular economy within the region.

**3.4.3 Scenario Modelling and Options Analysis**

- a. Develop a resource flow and cost model to understand the current baseline position and the interface between current live projects.
- b. Identify and model an agreed number of alternative scenarios for the remaining available material.
- c. Longlisting of options. This will be a broad review describing the option, technology or solution and associated advantages and risks, setting out examples of where it has been successful within other jurisdictions within a

similar regulatory environment. The output of the longlisting exercise should be a high-level briefing note presented in the form of a multi criteria analysis.

- d. A shortlisting exercise from choices selected from the longlisting. This phase will require a more detailed review including identification of demonstrated examples of projects using similar feedstocks and at similar scales and should also include provision of high-level financial assessment of the options.
- e. For each option there will need to be consideration of feedstock availability and composition, reference projects/facilities or case studies, performance, a financial summary, indication of typical programmes and development of risk and opportunity matrix.

#### **3.4.4 Vision Setting, Strategy and Implementation Plan**

Working with the Principal, the Consultant will be required to:

- a. Facilitate workshop(s) with key stakeholders to define a clear vision and future focus areas.
- b. Prepare a clear and concise regional resource and education strategy document which sets out where we are now, where we want to go and how we are going to get there.
- c. Prepare a detailed implementation plan that clearly sets out as a minimum key actions and initiatives, roles and responsibilities, programmes, gateways and milestones and the approach to monitoring success and performance.
- d. Optimisation plan for existing sites.

#### **3.4.5 Stakeholder Engagement**

Working with the Principal, the Consultant will be required to:

- a. Undertake a stakeholder mapping exercise and characterise stakeholders.
- b. Develop a stakeholder engagement plan and propose a cross-organisational approach to stakeholder consultation in conjunction with the Principal leadership team.
- c. Deliver the proposed stakeholder engagement plan (probably separate commission).

#### **3.4.6 Governance Model**

Working with the Principal, the Consultant will be required to:

- a. Review the current governance model of the Principal.
- b. Develop an overview of relevant alternative governance models.

#### **3.4.7 Service Provision.**

Working with the Principal, the Consultant will be required to:

- a. Review the current service provision model and funding model of the Principal.
- b. Develop an overview of existing services and options to expand or withdraw a service.

### **3.5 Key Deliverables**

The Consultant must provide the following key deliverables within a timeframe to be agreed prior to commencement of the Service:

- a. Project inception report;
- b. Resource flow visualisations;
- c. Circular economy horizon scan report;
- d. Waste (Resource) and education strategy;
- e. Implementation plan;
- f. Workshop report;
- g. Stakeholder engagement plan;
- h. Governance options; and

- i. Service provision report.

### **3.6 Accountability and Management**

The Consultant will be expected to:

- a. Maintain regular contact with the Principal, responding to communications in a timely manner.
- b. Be flexible and responsive to the needs of the Principal as they arise.
- c. Be proactive in seeking clarification, information or guidance as required.

### **3.7 Programme**

The total duration of this project is approximately 6-8 months excluding actual delivery of the stakeholder engagement plan.

### **3.8 Intellectual Property Ownership**

All Intellectual Property Rights (other than the Consultant's Background Intellectual Property Rights) in the designs, documents, materials, equipment or methods of working provided by the Consultant under the Contract will vest with the Principal. The Consultant must do everything necessary to perfect such vesting at the Consultant's cost or as otherwise agreed by the Parties.

## 4 TENDERER'S OFFER

### 4.1 OFFER FORM

The Chief Executive Officer  
EMRC  
1<sup>st</sup> Floor  
226 Great Eastern Highway  
Belmont WA 6104

I/We (block letters) \_\_\_\_\_

ADDRESS: \_\_\_\_\_

ABN / GST Status: \_\_\_\_\_

Telephone Number: \_\_\_\_\_ Fax: \_\_\_\_\_

Email (if any): \_\_\_\_\_

**In response to RFT 2019- 005 EMRC Strategic Review:**

I/We agree that I am/We are bound by, and will comply with this Request and its associated schedules, attachments, all in accordance with the Conditions of Tendering contained in this Request signed and completed.

The tendered price is valid up to three (3) months from the date of the tender closing or forty-five (45) days from the Council's resolution for determining the tender whichever is the later unless extended on mutual agreement between the Principal and the Tenderer in writing.

I/We agree that there shall be no cost payable by the Principal towards the preparation or submission of this Tender irrespective of its outcome.

The tendered consideration is as provided under the schedule of rates of prices in the prescribed format and submitted with this Tender.

Dated this: \_\_\_\_\_ day of \_\_\_\_\_ 20 \_\_\_\_\_

Signature of authorised Tenderer: \_\_\_\_\_

Name of authorised signatory (BLOCK LETTERS): \_\_\_\_\_

Position: \_\_\_\_\_

Address: \_\_\_\_\_

Witness Signature: \_\_\_\_\_

Name of witness (BLOCK LETTERS): \_\_\_\_\_

Position: \_\_\_\_\_

Address: \_\_\_\_\_

## 4.2 GENERAL AND CORPORATE INFORMATION

### 4.2.1 ORGANISATION PROFILE AND REFEREES

Attach your organisation profile and label it "Attachment 1".	<b>Attachment 1</b> <input type="checkbox"/> Tick✓if attached
If companies are involved, attach their current ASIC company extracts search including latest annual return and label it "Attachment 2".	<b>Attachment 2</b> <input type="checkbox"/> Tick✓if attached
Attach details of your referees, and label it "Attachment 3". You should give examples of work provided for your referees where possible.	<b>Attachment 3</b> <input type="checkbox"/> Tick✓if attached

### 4.2.2 AGENTS

Are you acting as an agent for another party?	Yes <input type="checkbox"/> No <input type="checkbox"/>
If Yes, attach details (including name and address) of your principal and label it "Attachment 4".	<b>Attachment 4</b> <input type="checkbox"/> Tick✓if attached

### 4.2.3 TRUSTS

Are you acting as a trustee of a trust?	Yes <input type="checkbox"/> No <input type="checkbox"/>
If Yes, in an attachment labelled "Attachment 5": (a) give the name of the trust and include a copy of the trust deed (and any related documents); and (b) if there is no trust deed, provide the names and addresses of beneficiaries.	<b>Attachment 5</b> <input type="checkbox"/> Tick✓if attached

### 4.2.4 SUB-CONTRACTORS

Do you intend to subcontract any of the Requirements?	Yes <input type="checkbox"/> No <input type="checkbox"/>
If Yes, attach details of the subcontractor(s) including the name, address, location of premise and the number of people employed and label it "Attachment 6".	<b>Attachment 6</b> <input type="checkbox"/> Tick✓if attached



**4.2.5 CONFLICTS OF INTEREST AND BUSINESS ETHICS**

Will any actual or potential conflict of interest in the performance of your obligations under the Contract exist if you are awarded the Contract, or is any such conflict of interest likely to arise during the Contract?	Yes / No
Has your company or any of its affiliates, or any current director, officer, or key employee has ever been debarred/suspended from doing business in any capacity, or convicted of charges of fraud, misrepresentation, corruption, bribery, money laundering or other related activities. If Yes please provide detail.	Yes / No
Does your organisation have a code of conduct or similar compliance and ethics related policy in place?	Yes / No
If Yes to the above questions, please supply in an attachment details of the above responses and label it "Attachment 7".	<b>Attachment 7</b> <input type="checkbox"/> Tick✓if attached

**4.2.6 FINANCIAL POSITION**

Are you presently able to pay all your debts in full as and when they fall due?	Yes <input type="checkbox"/> No <input type="checkbox"/>
Are you currently engaged in litigation as a result of which you may be liable for \$50,000 or more?	Yes <input type="checkbox"/> No <input type="checkbox"/>
If you are awarded the Contract, will you be able to fulfil the Requirements from your own resources or from resources readily available to you and remain able to pay all of your debts in full as and when they fall due?	Yes <input type="checkbox"/> No <input type="checkbox"/>
Attach a financial profile for you and each of the other proposed contracting entities together with a list of financial referees and label it "Attachment 8".	<b>Attachment 8</b> <input type="checkbox"/> Tick✓if attached

**4.2.7 CONTRACT CONDITIONS**

Do you agree to the proposed General Conditions of the General Services Consultant Contract attached in Part 5 Appendix A. If No, please complete Contract Departures in Part 5 Appendix B, of any proposed changes/amendments.	Yes / No
Attach the Contract Departures Form of any proposed changes/amendments and label it "Attachment 9".	<b>Attachment 9</b> <input type="checkbox"/> Tick✓if attached

**4.2.8 QUALITY ASSURANCE**

The quality assurance for this Tender is: ISO9001. Does your organisation have this or any quality assurance or quality	Yes <input type="checkbox"/>
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assurance systems?	No <input type="checkbox"/>
Please provide your Quality Assurance Plan (QAP and supply details of your QAP and where relevant of your subcontractors, in an attachment labelled "Attachment 10".	<b>Attachment 10</b> <input type="checkbox"/> Tick✓if attached

#### 4.2.9 ENVIRONMENTAL PROTECTION

Not applicable for this RFT	Yes <input type="checkbox"/> No <input type="checkbox"/>
Not applicable for this RFT	<b>Attachment 11</b> <input type="checkbox"/> Tick✓if attached

#### 4.2.10 INSURANCE COVERAGE

The insurance requirements for this Request are stipulated in the General Conditions of Contract for Minor Service Contract. The Tenderer is required to supply evidence of their insurance coverage in a format as outlined below in "Attachment 12". A copy of the Certificate of Currency must be provided to the Principal within 12 days of acceptance.	<b>Attachment 12</b> <input type="checkbox"/> Tick✓if attached
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Type	Insurer – Broker	Policy Number	Value (\$)	Expiry Date
Public Liability Insurance				
Professional Indemnity Insurance				
Workers Compensation Insurance				

### 4.3 RESPONSE TO SELECTION CRITERIA

#### 4.3.1 COMPLIANCE CRITERIA

Have you complied with the Offer Form in section 4.1 and section 4.3.2 Qualitative Criteria contained in the Request?	Yes <input type="checkbox"/> No <input type="checkbox"/>
Have you complied with the Conditions of Tendering contained in this Request?	Yes <input type="checkbox"/> No <input type="checkbox"/>
Are you complying with the RFT closing date?	Yes <input type="checkbox"/> No <input type="checkbox"/>

Have you complied with and completed the price schedule? <b>Please note Tenderer is required to complete the price schedule as per the format provided in this RFT. Please <u>do not</u> provide this in pdf format.</b>	Yes <input type="checkbox"/> No <input type="checkbox"/>
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### 4.3.2 QUALITATIVE CRITERIA

Before answering the qualitative criteria, Tenderers shall note the following:

- (a) **It is mandatory to provide responses to all the requirements stated in this section to ensure your Offer is evaluated accordingly. Please label each of your responses corresponding to the criteria requirements.**
- (b) All information relevant to your answers should be contained within your Tender to each criterion;
- (c) Tenderers shall assume that the Evaluation Panel has **no** previous knowledge of your organisation, its activities or experience;
- (d) Tenderers shall provide full details for any claims, statements or examples used to address the qualitative criteria; and
- (e) Tenderers shall address each issue outlined within a qualitative criterion.

<p><b>A. Previous experience in providing similar services within the waste industry</b></p> <p>The Tenderer must provide details as applicable on their experience in conducting a strategic review for organisations of a similar size and industry and shall as a minimum address the following information and label it "Attachment 13":</p> <ol style="list-style-type: none"> <li>(a) Provide an example of a strategic review programme provided to an organisation within the waste and resource recovery industry and it must include the following details:             <ul style="list-style-type: none"> <li>- scope of supply</li> <li>- resourcing</li> <li>- project plan</li> <li>- timeline of the activities</li> <li>- completion period in weeks for the project</li> <li>- deliverables</li> <li>- stakeholder engagement</li> <li>- the final outcome from the project.</li> </ul> <p>Due to confidentiality reasons the Tenderer is not required to disclose the name of the company.</p> </li> <li>(b) Provide details of challenges that arose for the project above, lessons learnt and how these were managed including if there was anything that the Tenderer could have done differently and why.</li> <li>(c) Provide details of data sources to support the strategy development and how the data was utilised.</li> <li>(d) Provide an example of the Tenderer's experience in identifying and facilitating the implementation of circular economy principles.</li> </ol> <p>Supply details in an attachment and label it "Attachment 13":</p>	<p><b>Attachment 13</b> <input type="checkbox"/></p> <p>Tick✓if attached</p>
<p><b>B. Proposed Methodology and Implementation Plan</b></p>	<p><b>Attachment 14</b> <input type="checkbox"/></p>

<p>The Tenderer must detail the process utilised to achieve the Requirements of the Scope of Supply. This shall as a minimum include the following information:</p> <ul style="list-style-type: none"> <li>(a) The methodology employed and the reference documentation and research material/information supporting the process.</li> <li>(b) A detailed implementation plan and process to deliver this project which must include the capability and capacity, man hours and identify the personnel required for each phase of the project.</li> <li>(c) A project timeline for each phases of the project.</li> <li>(d) The proposed team for this project</li> </ul> <p>Supply details in an attachment and label it "Attachment 14":</p>	<p>Tick✓if attached</p>
<p><b>C. Scenario modelling and forecasting</b></p> <p>Tenderer must provide details of the scenario modelling and forecasting process and methodology the Tenderer anticipates utilising for this project. Details provided must include the following:</p> <ul style="list-style-type: none"> <li>(a) Source or reference points</li> <li>(b) Data source</li> <li>(c) Applicable tools and resources</li> <li>(d) Rules applicable</li> <li>(e) Provide the list of major dependency to ensure a higher level of success</li> </ul> <p>Supply details in an attachment and label it "Attachment 15":</p>	<p><b>Attachment 15</b> <input type="checkbox"/></p> <p>Tick✓if attached</p>
<p><b>D. Relevant Experience and Qualification of Personnel</b></p> <p>Tenderers must provide as a minimum, information of proposed personnel to be allocated to this project, such as:</p> <ul style="list-style-type: none"> <li>(a) Demonstrating a proven track record of inclusive strategic review and planning;</li> <li>(b) Tenderer must demonstrate that they have access to personnel trained locally who possess relevant local knowledge and experience to support the project and supply the key deliverables.</li> <li>(c) Their ability to synthesise a large range of information methodically but also have a flexible approach in a strategic review consultation environment;</li> <li>(d) Their role in the performance of the Contract;</li> <li>(e) Curriculum vitae;</li> <li>(f) Membership to any professional or business association;</li> <li>(g) Qualifications, with particular emphasis on experience of personnel in projects of a similar requirement; and</li> <li>(h) Any additional information.</li> </ul> <p>Supply details in an attachment and label it "Attachment 16":</p>	<p><b>Attachment 16</b> <input type="checkbox"/></p> <p>Tick✓if attached</p>

## 4.4 PRICE INFORMATION

Tenderers **must** complete the following Price Schedule below and provide the Price Schedule in an attachment labelled "Attachment 17". Before completing the Price Schedule, Tenderers should read the entire Request.

### 4.4.1 PRICE SCHEDULE

Tenderer shall provide pricing schedule detailed below:

Provide price schedule as per the RFT2019-005 Project Price Schedule.xls in an attachment labelled "Attachment 17."	<b>Attachment 17</b> <input type="checkbox"/> Tick✓if attached
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#### Important Note

The Principle reserves the right to accept all or part of the Service (activities as defined in the Scope of Supply in Section 3 of this RFT) offered in the Project Price Schedule.

### 4.4.2 SCHEDULE OF RATES FOR ADDITIONAL WORK

The Tenderer shall list below the hourly rates payable for provision of additional Service and provide the Disbursement Percentage in an attachment labelled "Attachment 17".

Provide Schedule of Rates for Additional Work as per the RFT2019-005 Project Price Schedule.xls in an attachment labelled "Attachment 17".	<b>Attachment 17</b> <input type="checkbox"/> Tick✓if attached
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### 4.4.3 DISBURSEMENTS FOR ADDITIONAL WORK

Provide proposed profit and administration percentage mark-up (please note this is mark-up and not margin) for Third Party supplied Goods and Services for any additional work. Please provide percentage mark-up as per the table provided below and provide the Disbursement Percentage in an attachment labelled "Attachment 17".

Provide Disbursement for Additional Work as per the RFT2019-005 Project Price Schedule.xls in an attachment labelled "Attachment 17".	<b>Attachment 17</b> <input type="checkbox"/> Tick✓if attached
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## **5 GENERAL CONDITIONS OF CONTRACT AND SPECIAL CONDITIONS OF CONTRACT**

### **APPENDIX A - GENERAL CONDITIONS OF CONTRACT**

Please refer to General Services Consultant Contract enclosed with this Tender

### **APPENDIX B – CONTRACT DEPARTURES**

Please refer to Contract Departures enclosed with this Tender

Lump Sum Price Schedule				
RFT Document Reference	Description of Services/Tasks	Total Hours Required	Hourly Rate ex GST	Total Cost ex GST
3.4.1	Regional Market Assessment			
3.4.2	Circular economy horizon scan and Opportunities Analysis			
3.4.3	Scenario Modelling and Options Analysis			
3.4.4	Vision Setting, Strategy and Implementation Plan			
3.4.5	Stakeholder Engagement			
3.4.6	Governance Model			
3.4.7	Service Provision			
	Report preparation and finalisation			
	<b>Total Cost of Project</b>			

**Note:**

Prices for each of the services/tasks must include the following:

- a) meetings held at Principal Site or Consultant office
- b) all administration costs which includes photocopying, documentation preparation/collation etc
- c) all other costs in delivering the project which includes travel costs, time, fuel etc
- d) the Principal reserves the right to accept all or part of the services/tasks listed above.

Personnel Rate Schedule	
Position	Hourly Rate ex GST
eg Consultant	\$150.00

Disbursements	
Disbursement Description	% Markup on actual cost
Third party supplied Goods	
Third Party supplied services	
Third Party supplied equipment	

**Note:**

Please note this is mark-up and not margin to cover profit and administration cost



## **12.4 ITEMS CONTAINED IN THE INFORMATION BULLETIN**

**REFERENCE: D2019/16417**

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

### **1. REGIONAL SERVICES**

- 1.1 REGIONAL SERVICES ACTIVITY REPORT - JULY TO SEPTEMBER 2019  
(Ref: D2019/16734)
- 1.2 CORPORATE BUSINESS PLAN 2019/2020 - 2023/2024 PROGRESS REPORT JULY TO  
SEPTEMBER 2019 (Ref: D2019/16420)

### **RECOMMENDATION**

That the Chief Executive Officers Advisory Committee notes the items contained in the Information Bulletin accompanying the 19 November 2019 Chief Executive Officers Advisory Committee Agenda.

### **CEOAC RESOLUTION**

MOVED MR CHRISTIE

SECONDED MR FOLEY

THAT THE CHIEF EXECUTIVE OFFICERS ADVISORY COMMITTEE NOTES THE ITEMS CONTAINED IN THE INFORMATION BULLETIN ACCOMPANYING THE 19 NOVEMBER 2019 CHIEF EXECUTIVE OFFICERS ADVISORY COMMITTEE AGENDA.

**CARRIED UNANIMOUSLY**





### 13 REPORTS OF DELEGATES

Nil

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

Nil

### 15 GENERAL BUSINESS

#### 15.1 EVENTS IN THE REGION

2 May 2020 City of Swan Mayoral Dinner

#### 15.2 OTHER GENERAL BUSINESS

Nil

### 16 CONFIDENTIAL MATTERS FOR WHICH THE MEETING MAY BE CLOSED TO THE PUBLIC

Nil

### 17 FUTURE MEETINGS OF THE CHIEF EXECUTIVE OFFICERS ADVISORY COMMITTEE

The next meeting of the Chief Executive Officers Advisory Committee will be held on **4 February 2020** at the EMRC Administration Office, 1<sup>st</sup> Floor, 226 Great Eastern Highway, Belmont WA 6104 commencing at 12:30pm with lunch at 12noon.

#### Future Meetings 2020

Tuesday	4 February		at	EMRC Administration Office
Tuesday	3 March *	(informal)	at	City of Belmont
Tuesday	7 April		at	EMRC Administration Office
Tuesday	5 May	(informal)	at	Shire of Mundaring
Tuesday	2 June *		at	EMRC Administration Office
Tuesday	7 July	(informal)	at	City of Kalamunda
Tuesday	4 August		at	EMRC Administration Office
Tuesday	1 September	(informal)	at	City of Bayswater
Tuesday	6 October	(if required)	at	EMRC Administration Office
Tuesday	10 November		at	EMRC Administration Office

**\* Please note the Monday prior to the March (informal) and June meetings are a Public Holiday.**

### 18 DECLARATION OF CLOSURE OF MEETING

There being no further business the meeting was closed at 1:47pm.