



MINUTES

CERTIFICATION OF CONFIRMATION OF COMMITTEE MEETING MINUTES

2 APRIL 2013

I, Ms Francesca Lefante, hereby certify that the following minutes [pages 1 to 36] of the Meeting of **CHIEF EXECUTIVE OFFICERS ADVISORY COMMITTEE** held on 2 April 2013 were confirmed at a meeting of the Committee held on 4 June 2013.

A handwritten signature in dark ink, appearing to be "F. Lefante", written over a horizontal line.

Signature

Ms Francesca Lefante

Person presiding at the Committee Meeting held on 4 June 2013

CHIEF EXECUTIVE OFFICERS ADVISORY COMMITTEE

MINUTES

2 April 2013

(REF: COMMITTEES-15217)

A meeting of the Chief Executive Officers Advisory Committee was held at the EMRC Administration Office, 1st Floor, 226 Great Eastern Highway, BELMONT WA 6104 on **Tuesday, 2 April 2013**. The meeting commenced at **12:33pm**.

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1 DECLARATION OF OPENING AND ANNOUNCEMENT OF VISITORS

The Chairman opened the meeting at 12:33pm.

2 ATTENDANCE, APOLOGIES AND LEAVE OF ABSENCE PREVIOUSLY APPROVED

Committee Members

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

Apologies

Mr Clayton Higham	Acting Chief Executive Officer	Shire of Kalamunda
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EMRC Officers

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

3 DISCLOSURE OF INTERESTS

Nil

4 ANNOUNCEMENT BY THE CHAIRMAN OR PERSON PRESIDING WITHOUT DISCUSSION

Nil

5 CONFIRMATION OF MINUTES OF PREVIOUS MEETINGS

5.1 MINUTES OF THE CHIEF EXECUTIVE OFFICERS ADVISORY COMMITTEE MEETING HELD ON 5 FEBRUARY 2013

That the minutes of the Chief Executive Officers Advisory Committee meeting held on 5 February 2013, which have been distributed, be confirmed.

CEOAC RESOLUTION(S)

MOVED MR THROSSELL SECONDED MR COLE

THAT THE MINUTES OF THE CHIEF EXECUTIVE OFFICERS ADVISORY COMMITTEE MEETING HELD ON 5 FEBRUARY 2013 WHICH HAVE BEEN DISTRIBUTED, BE CONFIRMED.

CARRIED UNANIMOUSLY

6 PRESENTATIONS

Nil



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

Nil

8 BUSINESS NOT DEALT WITH FROM A PREVIOUS MEETING

Nil



9 REPORTS OF OFFICERS

9.1 REGIONAL ADVOCACY STRATEGY

REFERENCE: COMMITTEES-15370

PURPOSE OF REPORT

To seek Council approval of the Regional Advocacy Strategy 2013-2016 to guide regional advocacy activities for the next three financial years and to provide Council with an update on the progress of the Regional Advocacy Program.

KEY ISSUES AND RECOMMENDATION(S)

- The Regional Advocacy Strategy 2010-2013 provided an overarching framework on which advocacy and leveraging activities could be structured using a standardised approach approved by Council.
- The Regional Advocacy Strategy 2010-2013 outlined nine Key Regional Issues of Priority impacting on all member Councils for the focus for advocacy activity.
- A review has been undertaken of the completed action of the Regional Advocacy Strategy 2010-2013 and an updated Regional Advocacy Strategy has been developed.
- The Regional Advocacy Strategy 2013-2016 builds on the work of the previous strategy and reviews key priority areas to provide currency for future activities.
- The three priority areas are: environmental sustainability, economic growth and diversity and strong communities.
- Areas of focus have been identified for each priority area and advocacy actions will be developed annually using feedback from the Chief Executive Officers Advisory Committee, Regional Integrated Transport Strategy Implementation Advisory Group, Economic Development Officers Group, Regional Environmental Advisory Group, Technical Advisory Committee and Resource Recovery Committee.
- Advocacy actions have been developed for 2013/2014.

Recommendation(s)

That Council:

1. Approves the Regional Advocacy Strategy 2013-2016 forming Attachment 1 of this report.
2. Endorses the advocacy actions identified for 2013/2014 forming Attachment 3 of this report.

SOURCE OF REPORT

Director Regional Services

BACKGROUND

At its meeting held 3 December 2009, Council adopted a Regional Advocacy Strategy (RAS) 2010-2013 (Ref: Committees-10257) to provide an overarching framework from which advocacy and leveraging activities would be guided using a standardised approach. The strategy established principles, standard approaches and guidelines that underpinned and guided strategic advocacy activities and identified regional issues that needed to be addressed.



Item 9.1 continued

The RAS outlined nine key regional issues of priority impacting on all member Councils for the focus for advocacy activity. They were:

1. The health, protection and sustainable use of the Swan and Helena Rivers;
2. An effective and integrated transport system;
3. The establishment of high speed, reliable broadband in the region;
4. The continued and timely delivery of underground power;
5. The facilitation of appropriate and sustainable tourism development;
6. The facilitation of economic development and investment opportunities;
7. The continued improvement of regional waste management activities;
8. A natural environment that is protected, enhanced and maintained for future generations; and
9. Enhanced social inclusion and access to health, education and community services for all residents.

Actions associated with these priority issues are agreed annually by Council and reports on the progress of advocacy actions are provided to Council quarterly through the Regional Development Activity Reports and as an annual progress report.

REPORT

Review of Regional Advocacy Strategy 2010-2013

The RAS 2010-2013 provided a framework which established principles, standard approaches and guidelines to underpin and guide strategic advocacy activities and identified key regional issues to guide advocacy activities. The RAS 2010-2013 has been reviewed to determine activities that have been completed and the revised RAS 2013-2016 is shown as Attachment 1.

The RAS 2013-2016 builds on the work of the previous strategy and reviews key priority areas to provide currency for future activities.

The RAS goals are to:

- Identify and commit to regional long and short term advocacy issues that will be underpinned by sound strategy and targeted action;
- Identify and build ongoing relationships with stakeholders that can influence decision making and provide the desired benefits for the Region;
- Ensure that the Region has the capacity to achieve its advocacy program whilst allowing for flexibility and capability to quickly respond to new emergent issues that may bring great benefit to the Region;
- Develop the resources and collateral needed that best demonstrates the image desired for Perth's Eastern Region member Councils and their communities; and
- Provide advocacy leadership, expertise and guidance for member Councils' and communities' advocacy efforts on issues of regional significance to fully realise the economic, social and environmental potential of Perth's Eastern Region.

In actioning these goals, the RAS 2013-2016 outlines the key components that will be used to develop advocacy campaigns and identifies three areas for focus and the related actions to address advocacy priorities. The priority areas are:

1. Environmental sustainability;
2. Economic growth and diversity; and
3. Strong communities.



Item 9.1 continued

Areas of focus have been identified for each priority area and these will be utilised to develop the Key Advocacy Actions on an annual basis using feedback from the various groups including the Chief Executive Officers Advisory Committee (CEOAC), Regional Integrated Transport Strategy Implementation Advisory Group (RITSIAG), Economic Development Officers Group (EDOG), Regional Environmental Advisory Group (REAG), Technical Advisory Committee (TAC) and Resource Recovery Committee (RRC).

The advocacy framework is flexible enough to respond to emerging issues and opportunities for Perth's Eastern Region whilst providing an agreed agenda for targeted issues facing the Region.

To ensure the currency and relevance of regional advocacy issues, an annual review of the RAS will be undertaken and the results of this, together with revised actions for each year, will be provided to Council.

Strategic Regional Advocacy for 2012/2013

The focus of regional advocacy actions for 2012/2013 was on a range of strategic issues raised by member Councils and outlined in the EMRC strategies such as the Regional Economic Development Strategy (REDS), Regional Integrated Transport Strategy (RITS), the Regional Environmental Strategy (RES) and the Regional Climate Change Adaptation Action Plan (RCCAAP).

An annual review of the regional advocacy issues was endorsed by Council on 19 April 2012 (Ref: Committees-13603). A review of the nine key areas identified in the RAS 2010-2013 has been undertaken and these outcomes are shown in Attachment 2.

Topics raised at meetings with politicians included issues facing the Swan and Helena River systems, the impact of the Carbon Pricing legislation for local governments, rollout for the National Broadband Network, strategic transport and road infrastructure, including Great Eastern Highway Mundaring safety issues, the need for the Perth Airport rail link and the need for a university presence in the Region.

A pre-budget submission outlining five priority areas for Perth's Eastern Region for the Western Australian Government to consider in its deliberations in framing the 2013/2014 State Budget was provided to the Premier, Leader of the Opposition and Leader of the National Party as well as to all eastern metropolitan local members and candidates for the 2013 election. The five priority areas were strategic waste management, road and rail infrastructure, public transport, Swan and Helena River systems and essential infrastructure.

The following submissions were lodged in response to various strategic direction documents:

- Public Transport for Perth in 2031;
- Capital City Planning Framework - A Vision for Central Perth;
- Metropolitan Local Government Review Panel;
- Priority Plan for Investment in the Swan Canning Catchment;
- Swan River Trust Draft River Protection Strategy;
- State Coastal Planning Policy; and
- Pre-Budget Submission to the State Government.

The EMRC provides representation for the Region on numerous peak bodies and committees including:

- Gateway WA Steering Committee and Environmental Reference Group;
- City East Alliance Network Operations Group;
- Perth Region NRM Local Government Reference Group;
- The Swan Canning Policy Forum;
- Swan Canning River Park Iconic Trails Steering Group;



Item 9.1 continued

- Swan River Trust Committees;
- WALGA Greensense Emissions Reporting Platform and Climate Change;
- Cities as Water Supply Catchments;
- Forum of Regional Councils;
- Municipal Waste Advisory Council and committees - Officers Advisory Group, Household Hazardous Waste Committee, Contaminated Sites Committee;
- Australian Landfill Owners Association;
- Waste Management Association of Australia;
- Perth Solar City – Consortium; and
- Regional Development Australia Perth Committee Inc.

Strategic Regional Advocacy for 2013/2014

Recent visits to all member Councils as part of the annual budget project funding presentations have included discussions on major issues. Information from this process has been incorporated into the revision of the RAS 2010-2013 and also into the formulation of actions for 2013/2014.

Regular meetings with state ministers and local members of both Federal and State Parliament will continue throughout 2013/2014. As this is a federal government election year it is proposed to undertake a visit to Canberra. The date for this will be selected upon advice from local Members of Parliament. As with previous visits, this will include the Chairman, the Chief Executive Officer and the Director Regional Services.

A pre-Budget submission to the State Government for the 2014/2015 budget will be developed and presented to the Council meeting on 5 December 2013 for approval.

A summary of the proposed actions for 2013/2014 is shown within Attachment 3.

STRATEGIC/POLICY IMPLICATIONS

Key Result Area 3 – Economic Development

- 3.1 To facilitate increased investment in regional infrastructure

Key Result Area 4 – Good Governance

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

FINANCIAL IMPLICATIONS

The financial cost of advocacy activities will be covered in the 2013/2014 budget.



Item 9.1 continued

SUSTAINABILITY IMPLICATIONS

The future sustainability of Perth's Eastern Region will be largely dependent on the strength and ability of the Region to pool its resources to compete for and attract government and private sector funding into the Region.

Advocacy and relationship building aims to increase awareness of the Perth's Eastern Region and the role of the EMRC, as well as to identify and capitalise on future funding opportunities to support regional scale projects/activities.

MEMBER COUNCIL IMPLICATIONS

Member Council

Implication Details

Town of Bassendean
City of Bayswater
City of Belmont
Shire of Kalamunda
Shire of Mundaring
City of Swan



Member Councils continuing to support and to promote the benefits of a regional approach to advocacy and continuing to endorse the EMRC as their peak advocacy body when dealing with strategic issues for Perth's Eastern Region.

ATTACHMENT(S)

1. Draft Regional Advocacy Strategy 2013-2016 (Ref: Committees-15396)
2. Advocacy Actions Review 2012/2013 (Ref: Committees-15389)
3. Advocacy Actions Framework 2013/2014 (Ref: Committees-15395)

VOTING REQUIREMENT

Simple Majority

RECOMMENDATION(S)

That Council:

1. Approves the Regional Advocacy Strategy 2013-2016 forming Attachment 1 of this report.
2. Endorses the advocacy actions identified for 2013/2014 forming Attachment 3 of this report.

The Chief Executive Officer of the City of Belmont acknowledged the work that had been undertaken to influence state election outcomes that have generated significant benefits and interest in Perth's Eastern Region.

CEOAC RECOMMENDATION(S)

MOVED MR THROSSELL

SECONDED MR JARVIS

That Council:

1. Approves the Regional Advocacy Strategy 2013-2016 forming Attachment 1 of this report.
2. Endorses the advocacy actions identified for 2013/2014 forming Attachment 3 of this report.

CARRIED UNANIMOUSLY

Regional Advocacy Strategy 2013 - 2016



"Advocacy consists of actions designed to draw a community's attention to an issue and to direct policy makers to a solution."

Advocacy initiatives require organisation, strategic thinking, information, communication, outreach and mobilisation."

Human Rights Manual



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Executive Summary

The Eastern Metropolitan Regional Council (EMRC) pursues a vision to be a responsive and innovative leader in assisting Perth's Eastern Region to be a great place to live, work, play and do business.

The EMRC delivers regional services in waste management and resource recovery, transport planning, economic development, natural resource management, sustainability and climate change but most importantly, acts as a conduit for major activities of regional significance and undertakes advocacy on behalf of its members.

In pursuing regional outcomes that benefit all member Councils, EMRC frequently undertakes advocacy activities that engage a variety of individual and institutional stakeholders.

The *EMRC 2022 - 10 Year Strategic Plan* identifies advocacy activities as a means to address issues of priority to all member Councils. Advocacy is viewed as a tool to influence the political, social, environmental and economic outcomes for the benefit of member Councils and their communities.

To give impetus to advocacy activities, EMRC developed the Regional Advocacy Strategy with the stated aim to attract an increased share of investment in Perth's Eastern Region by implementing a framework that facilitates consistent, professional and effective advocacy.

The Regional Advocacy Strategy goals are to:

- Identify and commit to regional long and short term advocacy issues that will be underpinned by sound strategy and targeted action;
- Identify and build ongoing relationships with stakeholders that can influence decision making and provide the desired benefits for the Region;
- Ensure that the Region has the capacity to achieve its advocacy program whilst allowing for flexibility and capability to quickly respond to new emergent issues that may bring great benefit to the Region;
- Develop the resources and collateral needed that best demonstrates the image desired for Perth's Eastern Region member Councils and their communities; and
- Provide advocacy leadership, expertise and guidance for member Councils' and communities' advocacy efforts on issues of regional significance to fully realise the economic, social and environmental potential of Perth's Eastern Region.

In delivering these goals, the Regional Advocacy Strategy 2013-2016 outlines the key components that will be used to develop advocacy campaigns and identifies three areas for focus and the related actions to address advocacy priorities. The Priority Areas are:

1. Environmental Sustainability
2. Economic Growth and Diversity
3. Strong Communities



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1 Introduction

As a regional Local Government, the Eastern Metropolitan Regional Council (EMRC) acts on behalf of its six member Councils and their communities for the benefit and sustainability of Perth's Eastern Region. The EMRC has six member councils: the Town of Bassendean, City of Bayswater, City of Belmont, Shire of Kalamunda, Shire of Mundaring and City of Swan.

The EMRC delivers regional services in waste management and resource recovery, transport planning, economic development, natural resource management, sustainability and climate change but most importantly, acts as a conduit for major activities of regional significance and undertakes advocacy on behalf of its members in the pursuit of specific and desired outcomes for the Region.

The importance placed on this advocacy role is reflected in the *EMRC 2022 – 10 Year Strategic Plan* which identifies undertaking advocacy activities on issues of priority to all member Councils of Perth's Eastern Region as an important strategy of good governance.

The Regional Advocacy Strategy 2010-2013 provided a framework which established principles, standard approaches and guidelines to underpin and guide strategic advocacy activities and identify regional short and long term issues to guide advocacy activities. The Regional Advocacy Strategy 2013-2016 builds on the work of the previous strategy and reviews key priority areas to provide currency for future activities.

The future sustainability of Perth's Eastern Region will be largely dependent on the strength and ability of the Region to pool its resources to compete for and attract government and private sector funding into the Region.

Advocacy and relationship building activities aim to increase awareness of the Perth's Eastern Region and the role of the EMRC, as well as to identify and capitalise on future funding opportunities to support regional scale projects/activities.



2 The Advocacy Approach

2.1 Advocacy Defined

At its simplest, advocacy is the pursuit of influencing outcomes. It is a continuous process of gathering, organising and formulating information into key messages to be communicated to targeted audiences, for a specific purpose such as policy or legislative change; development of programs; allocation of resources; service provision and investment and infrastructure decisions.

Advocacy is not the same as general education or awareness raising. Rather, advocacy aims to directly influence key decision makers for the purpose of a specific outcome. For advocacy to be effective it needs to: identify the key issues and desired outcomes, have clearly articulated messages, target the appropriate people (i.e. the decision makers and those who can influence the outcome) and use appropriate and effective methods to deliver the message.

Advocacy consists of both strategy and action to achieve an objective. The objective of advocacy is the engagement of stakeholders in the decisions affecting them. The actions to achieve the objective typically occur over time, and incrementally. Rarely is success achieved the first time an advocacy strategy is undertaken. Rather, success is achieved step-by-step through a persistent and long-term commitment to the advocacy goal.

2.2 Benefits of Effective Advocacy

Effective advocacy will assist the EMRC and its member Councils:

- Have an early awareness of proposed legislative or policy changes that may impact upon all member Councils and their communities;
- More effectively attempt to influence policy and legislative changes;
- Have their voice heard on matters that will affect Perth's Eastern Region;
- Develop and maintain valuable contacts and networks that can be utilised to support the EMRC's strategic direction and advance the interests of all member Councils and their communities;
- Quickly mobilise an effective and targeted response to opportunities and issues as they arise;
- Provide relevant stakeholders and decision makers with a clear understanding of the issues and outcomes that are priorities for member Councils and communities of Perth's Eastern Region; and
- Ensure Perth's Eastern Region is considered favourably for investment, program and development opportunities.



2.3 Guiding Principles

The aim of the Regional Advocacy Strategy is to attract an increased share of investment in Perth's Eastern Region by building advocacy capabilities within EMRC and its member Councils. This will be achieved by implementing a framework that facilitates consistent, professional and effective advocacy to increase awareness of Perth's Eastern Region and attract benefits and services to all member Councils.

The Guiding Principles have been derived from the shared values and themes of the EMRC and its member Councils (see below).

Common themes for member Councils	Common values for member Councils
<ul style="list-style-type: none">• Sustainability• Improved quality of life• Respect for diversity• Economic prosperity• Organisational capacity and professionalism• Connected and cohesive community• Projecting the natural environment	<ul style="list-style-type: none">• People focus• Customer focus• Excellence• Leadership• Respect• Innovation• Integrity• Partnerships/teamwork• Accountability and governance

Source: Member Councils and EMRC Strategic Plans for the Future.

The Regional Advocacy Strategy Guiding Principles are:

- Advocacy effort is focused on issues that are of regional significance and will create positive benefits and long term sustainability for Perth's Eastern Region.
- Advocacy campaigns will be conducted with integrity, respect and accountability.
- Advocacy campaigns will raise the profile of and promote the opportunities offered by Perth's Eastern Region.
- The advocacy framework will be flexible enough to respond to emerging issues and opportunities for the EMRC member Councils and their communities.
- Advocacy effort will engage and involve stakeholders and people from diverse backgrounds and interests and encourage these people to become excellent advocates for the Region.
- Advocacy effort will seek to mobilise new and non-traditional partners in response to regional issues.

These reflect the beliefs and values that underpin the Regional Advocacy Strategy's objectives and activities and indicate the manner in which the Strategy will be implemented.



2.4 Regional Advocacy Strategy Goals

The Regional Advocacy Strategy goals are to:

- Identify and commit to regional long and short term advocacy issues that will be underpinned by sound strategy and targeted action;
- Identify and build ongoing relationships with stakeholders that can influence decision making and provide the desired benefits for the Region;
- Ensure that the Region has the capacity to achieve its advocacy program whilst allowing for flexibility and capability to quickly respond to new emergent issues that may bring great benefit to the Region;
- Develop the resources and collateral needed that best demonstrates the image desired for Perth's Eastern Region member Councils and their communities; and
- Provide advocacy leadership, expertise and guidance for member Councils' and communities' advocacy efforts on issues of regional significance to fully realise the economic, social and environmental potential of Perth's Eastern Region.



3 Advocacy Development Components

There are four key components for developing targeted and effective advocacy campaigns.



3.1 Priorities and Messages

This action area relates to the '*what*' of advocacy - what are the key issues, what outcomes are we trying to achieve, and what are our core messages.

Regional advocacy undertaken for the benefit of the Region as a whole across a range of prioritised issues and outcomes of interest to all member Councils and their communities rather than advocacy about a singular issue.

A clear understanding core messages and priorities will enable all stakeholders in the Region to deliver and support those priorities and messages.

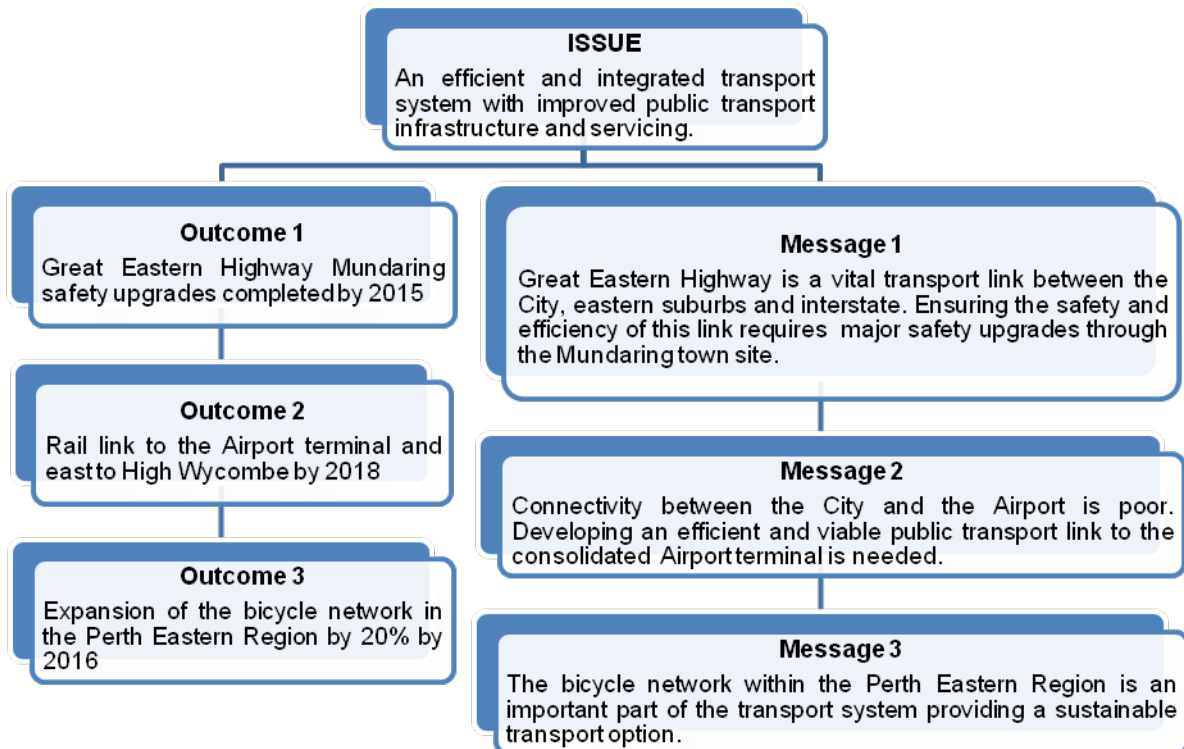
For each issue, there are a number of desired outcomes that the Region as a collective entity will want to achieve. These outcomes need to be identified and prioritised for each issue and should be tangible, achievable, focused, measurable and clearly articulated rather than just a wish list for the Region. The more focused the outcomes, the more effective the advocacy will be. If there are too many desired outcomes, the advocacy effort will be stretched and what the Region is trying to achieve will be unclear.

A timeframe and level of priority need to be determined for each action and should be considered together. High priority actions may require a long timeframe due to the complexity of the action. These identified timeframes and priority levels are indicative only and should not hinder an action of low priority or long term timeframe being undertaken should an unforeseen opportunity arise. A time frame and level of priority guide are included as Appendix 6.2.



A number of core messages can be identified for each issue. These messages are statements designed to persuade others of a position or point of view. It explains what is being proposed, why it is worth doing, and the positive impacts of the proposal.

Figure 1: Relationships between issues, outcomes and messages



3.1.1 Actions

- Review advocacy actions outlined in the Regional Economic Development Strategy, Regional Integrated Transport Strategy, Regional Environmental Strategy and Regional Climate Change Adaptation Action Plan.
- Identify and prioritise key regional issues annually using existing groups such as Chief Executive Officers Committee, Regional Integrated Transport Strategy Implementation Advisory Group, Economic Development Officers Group, Regional Environmental Advisory Group, Technical Advisory Committee and Resource Recovery Committee.
- Develop clearly identified and articulated messages for each issue.
- Updated key regional issues to be presented to Council on an annual basis.
- Advocacy progress reports to be provided to Council through the Regional Development Activity Report.

3.2 Target Audiences

This action area relates to the 'who' of advocacy – who can help the Region to achieve its goals, who do we need to influence and who do we need to interact with.



Advancing the interests of Perth's Eastern Region through proactive representation and effective working relationships, in particular with the Federal and State Governments, is a key enabler for investment and development in the Region.

Advocacy target audiences have the capacity to become advocacy partners, partnering with EMRC to achieve common goals. Primary target audiences are those with the actual formal authority to deliver the outcomes required and secondary audiences are those who have the ability to influence outcomes.

Primary Audience	Secondary Audience
<ul style="list-style-type: none">• Federal Ministers and Members of Parliament• Federal Department Heads and Senior Officers• National Funding Institutions and Agencies• State Ministers and Members of Parliament• State Department Heads and Senior Officers• State Funding agencies (i.e. Lotterywest)	<ul style="list-style-type: none">• The media (to generate awareness, interest and a sense of urgency)• Local political constituencies• Local business and community groups• State Peak agencies (i.e. WALGA, WACOSS, Perth Region NRM, Swan River Trust etc.)

3.2.1 Actions

- Maintain a cooperative and productive relationship with State and Federal Government Ministers and their Departments.
- Maintain a cooperative and productive relationship with State and Federal Government members of parliament representing Perth's Eastern Region.
- Maintain consistent and effective participation in relevant regional organisations and peak bodies for the purpose of influencing outcomes beneficial to Perth's Eastern Region.
- Represent and promote the interests of Perth's Eastern Region at key conferences, meetings and other forums.
- Develop protocols for communication with different stakeholders and target groups.
- Take part in external consultation processes and provide written submission where relevant to the interests of Perth's Eastern Region.



3.3 Tools and Processes

This action area relates to the '*how*' of undertaking advocacy activities and includes actions with processes and tools for delivering advocacy while retaining the flexibility and adaptability to respond to emerging issues and opportunities as they arise.

The primary tool is an Advocacy Implementation Plan (Appendix 1) which provides a corporate framework to plan and guide advocacy effort for specific issues and outcomes.

The Advocacy Implementation Plan identifies:

- Agreed strategic intent and desired outcomes;
- Target groups and stakeholders;
- Opportunities and barriers;
- Economic, environmental and social benefits;
- Advocacy activities to be undertaken; and
- Evaluation and monitoring.

3.3.1 Actions

- Develop Advocacy Implementation Plans for the key issues and outcomes identified as part of the annual review of advocacy priorities.
- Develop briefing papers and fact sheets to support key issues identified as part of the annual review of advocacy priorities.
- Design and develop appropriate processes, methods and materials to support advocacy campaigns.
- Develop internal policy to guide contacts with external organisations.

3.4 Roles and Skilling

This focus area also relates to the '*who*' of advocacy – who will advocate on our behalf, what will their roles be and how the EMRC can support and improve their advocacy efforts.

Elected members are the community's duly elected representatives and their key role is to make decisions, to advocate on behalf of the community and endorse the advocacy activity of the EMRC.

The EMRC Chairman's role is critical to provide legitimacy and status to advocacy campaigns. EMRC Councillors will, by their presence and show of support to advocacy campaigns and activities, demonstrate to target audiences that the Region is serious about what it wants and all members Councils are collaborating to achieve it.



Member Council Mayors, Presidents and Councillors will provide strength to the advocacy effort particularly in relation to issues and outcomes that are important to their local area and community.

All EMRC staff and member Council staff are advocates for the Region and undertake advocacy activities everyday through their interactions with external stakeholders and other levels of government. Officers across the Region need to be aware of the agreed advocacy goals and recognise that their day to day activities contribute to achieving these strategic outcomes.

Key staff within the EMRC and its member Councils such as Chief Executive Officers, Directors, Executive Managers and senior staff; have specific roles to play as part of the Region's advocacy efforts, such as implementing Advocacy Implementation Plans, representing the Region at public events, and attending forums and meetings.

3.4.1 Actions

- Ensure the EMRC Chairman, EMRC Councillors; member Council Mayors; Presidents and Councillors understand their role and actively participate in the advocacy effort.
- Include information on the advocacy campaign as part of the Councillor induction program.
- Ensure all relevant member Council and EMRC staff understand their role and participate in advocacy effort.
- Provide EMRC staff with adequate skills, training and resources to undertake their advocacy roles.
- Conduct periodic briefing presentations on the advocacy program for relevant EMRC and member Council staff.



4 Priority Areas

The regional issues of priority have been grouped under three Priority Areas:

1. Environmental Sustainability
2. Economic Growth and Diversity
3. Strong Communities

Areas of focus have been identified for each priority area and these will be utilised to develop the Key Advocacy Actions on an annual basis using feedback from groups such as Chief Executive Officers Advisory Committee, Regional Integrated Transport Strategy Implementation Advisory Group, Economic Development Officers Group, Regional Environmental Advisory Group, Technical Advisory Committee and Resource Recovery Committee.

Annual advocacy actions will be presented to Chief Executive Officers Advisory Committee before being presented to Council for approval.

4.1 Environmental Sustainability

Perth's Eastern Region will be a Region supporting healthy ecosystems and habitat for flora and fauna, where the air, land and waterways are clean; there is green space, highly efficient buildings and transport systems, renewable energy and minimal waste and emissions.¹

4.1.1 Focus Areas

1. The health, protection and sustainable use of the Swan and Helena Rivers.
2. A natural environment that is protected, enhanced and maintained for future generations.
3. The Region is well placed to adapt to the impacts of climate change.
4. The continued improvement of regional resource recovery and waste management activities.

¹ Regional Environmental Strategy 2011-2016



4.2 Economic Growth and Diversity

The economic growth of Perth's Eastern Region is contingent on building upon existing strengths, capitalising on emerging growth opportunities and maximising opportunities from the significant investment and infrastructure projects already underway in the Region.

4.2.1 Focus Areas

1. An effective and integrated transport system with improved public transport infrastructure and servicing.
2. The establishment and optimum utilisation of high speed, reliable broadband in the Region.
3. The facilitation of economic development and investment opportunities.

4.3 Strong Communities

Improving and promoting the liveability of Perth's Eastern Region will build the capacity in communities to enable them to respond to and take advantage of social, environmental and economic opportunities.

4.3.1 Focus Areas

1. Enhanced social inclusion and access to facilities, health, education and community services for all residents.
2. The provision of infrastructure that ensures quality education outcomes, health, cultural and lifestyle opportunities.



5 Conclusion

Regional advocacy is undertaken for the benefit of the Region as a whole and requires advocacy across a range of prioritised issues and outcomes of interest to all member Councils and their communities.

To ensure the currency and relevance regional advocacy issues, an annual review of the Regional Advocacy Strategy will be undertaken and the results of this, together with revised actions for each year, will be presented to Council.

The advocacy framework is flexible enough to respond to emerging issues and opportunities for the Perth's Eastern Region whilst still providing an agreed agenda for targeted issues facing the Region.



6 Appendix

6.1 Draft Advocacy Implementation Template

ISSUE			
WORKING GROUP MEMBERS			
STATUS	Draft <input type="checkbox"/> Endorsed <input type="checkbox"/> Updated <input type="checkbox"/> _____		
OUTCOME			
OUTCOME MESSAGE			
BACKGROUND			
TARGET GROUPS <i>(Groups, individuals that can influence the outcome)</i>		STAKEHOLDERS <i>(Potential partners, groups that will be affected)</i>	
T1		S1	
T2		S2	
T3		S3	
BENEFITS <i>(economic, environmental, social)</i>			
B1			
B2			
B3			
OPPORTUNITIES <i>(i.e. funding programs, potential partners, media attention)</i>		BARRIERS <i>(i.e. cost, lack of political support, poor understanding of the issue)</i>	
OP1		B1	
OP2		B2	



OP3	B3
<p>ACTION PLAN <i>(Actions needed to achieve outcome i.e. apply for funding, gain media support, write to target audiences etc.)</i></p> <p>A1</p> <p>A2</p> <p>A3</p>	
<p>EVALUATION <i>(mechanisms to evaluate progress towards outcomes)</i></p>	
<p>ATTACHMENTS <i>(relevant materials & further information i.e. position papers, reports)</i></p> <p>A1</p> <p>A2</p> <p>A3</p>	



6.2 Time Frame and Priority Guide

Timeframe	Actions to be completed
Immediate	2014
Short term	2014 - 2015
Medium term	2015 - 2016
Long term	2016 - 2017
Ongoing	To occur throughout the implementation of the Strategy.

Priority	Issue
High	Of high importance, needs a strong proactive approach, opportunities should be created.
Medium	Of medium importance, opportunities should be sought out.
Low	Of low importance, opportunities should be undertaken as they arise ² .

Document History

Regional Advocacy Strategy 2010-2013
Revised March 2013

Adopted by Council 3 December 2009

² Low priorities are priorities that will be monitored and pursued when and where feasible but without detracting resources from issues of higher priority. There will be a constant reshuffling of priorities depending on changes in the social, political and economic environments and shifts in community interests and attitudes.

REGIONAL ADVOCACY STRATEGY ACTIONS REVIEW 2012/2013 APPROVED BY COUNCIL APRIL 2012

Key Regional Priority Issues	Actions for 2012/2013	Outcomes for 2012/2013
The continued improvement of regional waste management activities	<p>Continue to promote the awareness of implications of carbon pricing for Local Government Waste Management.</p> <p>Pursue avenues for funding of waste to energy technologies.</p> <p>Coordinate a response to the review of the Contaminated Sites Act (2003).</p> <p>Continue advocacy for the hypothecation of landfill levy funds to waste management activities.</p>	<p>Advocacy for funding for waste to energy projects including a pre budget submission to state government and as briefing to local members.</p> <p>Response to the review of the Contaminated Sites Act (2003) undertaken in September 2012.</p> <p>Hypothecation of landfill levy funds to waste management activities included in pre budget submission to state government and as briefings to local members.</p> <p>Advocacy undertaken with Federal members Mr Ken Wyatt, Mr Stephen Smith.</p> <p>Application to federal government Clean Technology Innovation Fund for pyrolysing wood waste at Hazelmere site February 2013.</p>
The facilitation of economic development and investment opportunities	<p>Seek involvement with the Department of Planning Directions 2031 and Beyond strategy to develop an economic development and employment strategy to support urban growth and facilitate increased employment self sufficiency in the Region.</p> <p>Promote the Region as an attractive investment destination.</p>	<p>On going</p> <p>Development of materials to increase the awareness of Perth's Eastern Region for use for investment attraction and advocacy.</p> <p>This will be available in hard copy and also as an E booklet on line.</p>
A natural environment that is protected, enhanced and maintained for future generations	<p>Work with member Councils to identify issues associated with declining water allocations, use of recycled water and development pressures.</p> <p>Develop an issues paper for use as an advocacy tool to address identified issues.</p> <p>Undertake advocacy as identified in Regional Climate Change Adaption Plan.</p>	<p>Background research undertaken and issues paper on Swan River Flood modelling and declining water allocations developed.</p> <p>Issues identified as part of member Council Local Climate Change Adaption Plans.</p> <p>Advocacy on Swan River issues included in pre budget submission to state government and as briefings to local members.</p> <p>Advocacy undertaken with Federal members Mr Ken Wyatt, Mr Stephen Smith.</p>

Key Regional Priority Issues	Actions for 2012/2013	Outcomes for 2012/2013
An effective and integrated transport system	<p>Advocate in partnership with Shire of Mundaring for the upgrade of Great Eastern Highway Greenmount Hill to Mundaring Town Site.</p> <p>Undertake advocacy for projects identified as high priority in reviewed Regional Integrated Transport Strategy (RITS).</p> <p>Advocate for increased and effective public transport in Perth's Eastern Region.</p>	<p>Assistance to Mundaring in the development of briefing notes and facts sheets for advocacy purposes.</p> <p>Meeting with Minister for Transport undertaken on site at Mundaring.</p> <p>Great Eastern Highway safety upgrades issues provided to Minister Albanese as post Community Cabinet meeting enquiry.</p> <p>Advocacy on Great Eastern Highway safety and needs for public transport included in pre budget submission to state government and as briefings to local members.</p> <p>Priority Road Projects List reviewed by RITS IAG. Results will be used to align with advocacy priorities 2013/2014.</p> <p>Membership of the Gateway Project Coordination Group.</p>
The health, protection and sustainable use of the Swan and Helena Rivers	<p>Pursue avenues for up to date flood modelling including impacts of sea level rise for Swan River.</p> <p>Undertake advocacy as identified in Regional Climate Change Adaption Plan.</p> <p>Undertake advocacy as identified in Swan Helena Rivers Management Plan.</p>	<p>Issues paper on Swan River Flood modelling and declining water allocations developed for advocacy tool.</p> <p>Monitoring of federal and state flood modelling developments to identify needs for Perth's Eastern Region.</p> <p>Advocacy on Swan River issues included in pre budget submission to state government and as briefings to local members.</p> <p>Advocacy undertaken with Federal members Mr Ken Wyatt, Mr Stephen Smith.</p>
Enhanced social inclusion and access to health, education and community services for all residents	<p>Continued facilitation of the Maximise Opportunities in Midland group. Advocate for establishment of university for Midland.</p> <p>Advocate for increased and effective public transport in Perth's Eastern Region.</p>	<p>Advocacy on needs for public transport included in pre budget submission to state government and as briefings to local members.</p> <p>Advocacy undertaken with Federal members Mr Ken Wyatt, Mr Stephen Smith.</p> <p>Submission to Public Transport for Perth 2031</p> <p>Public Transport service investigation planned for 2013/2014</p> <p>Development of Transport Network Vision for the Region to be undertaken in 2013/2014</p>

Key Regional Priority Issues	Actions for 2012/2013	Outcomes for 2012/2013
The establishment of high-speed, reliable broadband in the Region	Develop a regional digital strategy. Monitor the progress of NBN Co rollout.	Regional Digital Strategy to be completed by June 2013. Workshops undertaken to define the preparedness of the Region for digital technology uptake. NBN optic fibre rollout commencing December 2013 in Bassendean, and southern sections City of Belmont. Meetings local members and NBN Co seeking priority rollout.
The continued and timely delivery of underground power	Monitor outcomes of ERA and SUPP reviews. Seek support for aerial bundling of power supply for the Perth Hills.	Advocacy for trial for Mundaring and Kalamunda underground power in bushfire prone areas included in pre Budget submission. Monitor state government and ERA policy review.
The facilitation of appropriate and sustainable tourism development	Support for strategic regional projects as required.	Undertaken as part of REDS. Meeting held with proponents of Swan Valley theme park.

EMRC-157029

Regional Advocacy Strategy - Actions Framework		
Priority Areas	Areas of Focus	Actions for 2013/14
Environmental Sustainability	1. The health, protection and sustainable use of the Swan and Helena Rivers.	Undertake advocacy as identified in Swan Helena Rivers Management Plan.
	2. A natural environment that is protected, enhanced and maintained for future generations	Undertake advocacy as identified in Regional Climate Change Adaption Plan.
	3. The region is well placed to adapt to the impacts of climate change	Undertake advocacy as identified in Regional Climate Change Adaption Plan. Advocate for the delivery of a reliable power supply with the ability to reduce risks in extreme natural disaster conditions.
	4. The continued improvement of regional resource recovery and waste management activities	Pursue avenues for funding of waste to energy technologies and resource recovery infrastructure. Pursue avenues for funding for assessment of and clean up of contaminated sites owned by member Councils.
Economic Growth and Diversity	1. An effective and integrated transport system with improved public transport infrastructure and servicing.	Undertake advocacy for projects identified in the Priority Roads Project List including upgrade of Great Eastern Highway Greenmount Hill to Mundaring Town Site and Perth to Darwin Highway. Advocate for increased and effective public transport in Perth's Eastern Region. Continued membership of the Gateway Project Coordination Group. Ensure the needs of young people are considered in the planning for an integrated transport system for the Eastern region.
	2. The establishment and optimum utilisation of high speed, reliable broadband in the region.	Implement the Regional Digital Strategy. Monitor the progress of the rollout of broadband.

<p>3. The facilitation of economic development and investment opportunities.</p>	<p>Seek involvement with the Department of Planning Directions 2031 and Beyond strategy to develop an economic development and employment strategy to support urban growth and facilitate increased employment self sufficiency in the Region.</p> <p>Promote the region as an attractive investment destination.</p>
<p>Strong Communities</p>	<p>1. Enhanced social inclusion and access to facilities, health, education and community services for all residents.</p> <p>Advocacy for improved services and regional facility provision for young people.</p> <p>Advocate for increased and effective public transport in Perth's Eastern Region.</p> <p>2. The provision of infrastructure that ensures quality education outcomes, health, cultural and lifestyle opportunities.</p> <p>Advocate for university places to be allocated for Midland.</p>

EMRC- 157098



9.2 REGIONAL INTEGRATED TRANSPORT STRATEGY MAJOR REVIEW

REFERENCE: COMMITTEES-15356

PURPOSE OF REPORT

To provide Council with an overview of the Regional Integrated Transport Strategy Action Plan 2010-2013 major review and seek Council endorsement to develop the Regional Integrated Transport Strategy Action Plan 2013-2016.

KEY ISSUES AND RECOMMENDATION(S)

- Council approved the Regional Integrated Transport Strategy Action Plan 2010-2013 on 2 February 2010.
- The Regional Integrated Transport Strategy (RITS) Action Plan 2010-2013 requires a major review of the Strategy to be undertaken in 2013.
- This major review has been undertaken and focused on the updating of actions and a review of progress towards the Strategy's goals.
- All actions in the Regional Integrated Transport Strategy (RITS) Action Plan 2010-2013 have been progressed.
- Eight actions have been completed in full and two are in progress.
- Recommendations from the major review are:
 - The Regional Integrated Transport Strategy be redeveloped for a new timeframe of 2013-2016;
 - Restructure the layout of the Regional Integrated Transport Strategy;
 - Review the membership of the Regional Integrated Transport Strategy Implementation Advisory Group; and
 - Redevelop the Key Focus Actions contained within the strategy to provide stronger objectives.

Recommendation(s)

That Council endorses the development of the Regional Integrated Transport Strategy Action Plan 2013-2016.

SOURCE OF REPORT

Director Regional Services
Manager Regional Development
Strategic Projects Officer (Planning and Transport)

BACKGROUND

Council endorsed the Regional Integrated Transport Strategy (RITS) Consolidated Report (Ref: Committees-7377) containing the RITS Action Plan on 21 February 2008. The RITS Consolidated Report recommended that the RITS be subject to ongoing monitoring and periodic reviews.



Item 9.2 continued

Council endorsed the Terms of Reference for the RITS Implementation Advisory Group (RITS IAG) on 21 February 2008 (Ref: Committees-7337). The RITS IAG members are drawn from the EMRC member Councils, State Government and key stakeholders in Perth's Eastern Region. The role of the RITS IAG is to provide for the ongoing delivery of the RITS, including providing technical advice and recommendations to the EMRC with the aim of advancing the implementation of the initiatives identified in the RITS.

Council endorsed a review of the RITS Action Plan 2007 on 24 September 2009 (Ref: Committees-9911) which was conducted in accordance with the project plan developed with the RITS Implementation Advisory Group.

Council approved the Regional Integrated Transport Strategy Action Plan 2010-2013 on 18 February 2010 (Ref: Committees-10475). The report outlined the process undertaken to review the RITS Action Plan; outcomes of the review and the implementation, monitoring and review process.

A minor review of the Regional Integrated Transport Strategy Action Plan 2010-2013 was undertaken in March 2012 and changes to the Action Plan were noted by Council on 21 June 2012 (Ref: Committees-14274).

The Regional Integrated Transport Strategy (RITS) Action Plan 2010-2013 states that a major review of the Strategy should be undertaken in 2013. This major review focused on the updating of actions and a review of progress towards the Strategy's goals.

The RITS conveys the shared vision of the member Councils and the many stakeholders involved in its development. It has contributed towards ensuring that transport planning, actions and investment within the Region are integrated and has enabled the cumulative impact of transport issues within the Region to be addressed.

Throughout the lifetime of the RITS, substantial progress has been made with RITS IAG meetings being held on a quarterly basis, which have aided and guided the development of the RITS as a living document.

REPORT

The aim of the Regional Integrated Transport Strategy Action Plan 2010-2013 is to provide a coherent framework for the management and development of the Region's transport system that integrates all transport modes and contributes to making Perth's Eastern Region a great place to live, work, play and do business. The strategy lists actions in the following Key Focus Areas to achieve this aim:

- Integrated Transport and Land Use and Planning;
- Public Transport Service Provision;
- Connectivity and Accessibility of Walking and Cycling;
- Road and Freight Rail Infrastructure; and
- Community Engagement, Education and Behaviour Change.

The major review measures the progress and completion of the listed actions and tracks the progress towards Perth's Eastern Region becoming more sustainable.

The RITS major review included a desktop based study. The review culminated with a presentation of the major review findings and recommendations at the RITS IAG meeting 6 February 2013. This was a workshop style meeting to develop a recommendation for the future of the Regional Integrated Transport Strategy. Open discussion at the RITS IAG aided the finalisation of the major review. The major review findings were sent to the RITS IAG for comments, which were incorporated where necessary.



Item 9.2 continued

The major review identifies that all fifty one actions (100%) in the RITS Action Plan 2010-2013 have been addressed in some capacity, and eight (15.7%) have been completed in full with another two (3.9%) have been partially completed.

Major Review Recommendations

1. Future Regional Integrated Transport Strategy

It is recommended to develop a new Regional Integrated Transport Strategy for Perth's Eastern Region. The redevelopment is necessary to continue advocacy work for the provision of public transport, walking, cycling and road infrastructure.

2. Future Timeframe

A new timeline for the Regional Integrated Transport Strategy is recommended. The new timeline is to be from 2013-2016 and allows the strategy to align with the state election cycles.

The timeframe for the RITS will allow for a major review to be undertaken in 2016. This provides sufficient time for a major review to be completed and the potential for the strategy to be redeveloped and used as an advocacy document prior to the 2017 state elections.

3. Long Term Goals, Regional Actions and Local Actions

It is recommended that long term transportation goals for the Region be developed with underpinning regional and local actions.

4. RITS IAG membership

It is recommended to review the membership of the RITS IAG and consider inviting new key stakeholders with a vested interest in transport in Perth's Eastern Region to become members.

5. Regional Integrated Transport Strategy Key Focus Action Review

It is recommended that a number of key focus actions remain as part of the future strategy. A number are removed as they have been completed or have become irrelevant.

The development of the new RITS will be coordinated by the EMRC Regional Development team in consultation with member Councils. Consultancy support may be required to perform the following tasks:

- Facilitate a workshop with member Council officers and stakeholders to assess and prioritise potential focus actions for the Regional Integrated Transport Strategy; and
- To redevelop the Regional Integrated Transport Strategy for Perth's Eastern Region.

The cost of consultancy support to undertake the above mentioned activities is budgeted for in the EMRC Regional Services Project Funding Summary for 2013/2014-2017/2018.

STRATEGIC/POLICY IMPLICATIONS

Key Result Area 3 – Economic Development

- 3.1 To facilitate increased investment in regional infrastructure
 - 3.1.1 Facilitate implementation of the Regional Integrated Transport Strategy 2010-2015

FINANCIAL IMPLICATIONS

Redevelopment of the Regional Integrated Transport Strategy costs will be covered in the 2013/2014 budget.



Item 9.2 continued

SUSTAINABILITY IMPLICATIONS

This major review enables Regional Development to measure the progress and completion of the listed actions and thus track the progress towards Perth's Eastern Region becoming more sustainable.

MEMBER COUNCIL IMPLICATIONS

Member Council	Implication Details
Town of Bassendean City of Bayswater City of Belmont Shire of Kalamunda Shire of Mundaring City of Swan	<p>Member Councils officer time is required to support the implementation of the RITS Action Plan 2013-2016 and to attend the Implementation Advisory Group meetings, as required.</p> <p>Redevelopment of the Regional Integrated Transport Strategy is proposed in the EMRC Regional Services Project Funding Summary for 2013/2014-2017/2018.</p>

ATTACHMENT(S)

Nil

VOTING REQUIREMENT

Simple majority

RECOMMENDATION(S)

That Council endorses the development of the Regional Integrated Transport Strategy Action Plan 2013-2016.

CEOAC RECOMMENDATION(S)

MOVED MR THROSSELL

SECONDED MR COLE

That Council endorses the development of the Regional Integrated Transport Strategy Action Plan 2013-2016.

CARRIED UNANIMOUSLY



9.3 ITEMS CONTAINED IN THE INFORMATION BULLETIN
REFERENCE: COMMITTEES-15322

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

1. REGIONAL SERVICES

- 1.1 REGIONAL DEVELOPMENT ACTIVITY REPORT JANUARY TO MARCH 2013
(Ref: Committees-15318)
- 1.2 ENVIRONMENTAL SERVICES ACTIVITY REPORT JANUARY TO MARCH 2013
(Ref: Committees-15324)

RECOMMENDATION

That Council notes the items contained in the Information Bulletin.

CEOAC RESOLUTION

MOVED MR THROSSELL SECONDED MR JARVIS

THAT COUNCIL NOTES THE ITEMS CONTAINED IN THE INFORMATION BULLETIN.

CARRIED UNANIMOUSLY



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

Nil

11 GENERAL BUSINESS

11.1 EVENTS IN THE REGION

4 May 2013	City of Swan	Mayoral Dinner
7 June 2013	EMRC	Cocktail Function - 30 th Anniversary Celebration
3 – 4 August 2013	EMRC	Avon Descent Family Fun Days
31 August 2013	City of Bayswater	Mayoral Dinner
5 October 2013	City of Belmont	Mayoral Dinner

11.2 OTHER GENERAL BUSINESS

Nil

12 FUTURE MEETINGS OF THE CHIEF EXECUTIVE OFFICERS ADVISORY COMMITTEE

The next meeting of the Chief Executive Officers Advisory Committee will be held on **7 May 2013 (informal)** at the Town of Bassendean, 35 Old Perth Road, Bassendean WA 6054 commencing at 12:30pm with lunch at 12noon.

Future Meetings 2013

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

Tuesday	7	May (informal)	at	Town of Bassendean
Tuesday	4	June	at	EMRC Administration Office
Tuesday	2	July (informal)	at	City of Bayswater
Tuesday	6	August	at	EMRC Administration Office
Tuesday	3	September	at	EMRC Administration Office
Tuesday	8	October (informal)	at	City of Swan
Tuesday	19	November	at	EMRC Administration Office

13 DECLARATION OF CLOSURE OF MEETING

There being no further business the meeting was closed at 12:58pm.