



BUSINESS PLAN

2025/26 - 2029/30



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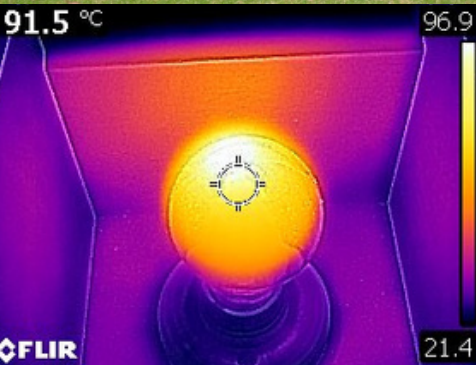


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Abbreviations and acronyms

ARENA	Australian Renewable Energy Agency
CALD	Culturally and linguistically diverse
CEO	Chief Executive Officer
CPI	Consumer price index
EV	Electric vehicle
FTE	Full-time equivalent
FY	Financial year
GHG	Greenhouse gas
GST	Goods and services tax
LG	Local government
NatHERS	National Home Energy Rating Scheme
PAYG	Pay as you go
PV	Photovoltaic
SEREG	South East Regional Energy Group
SJ	Serpentine Jarrahdale
SME	Subject matter expertise
SYT	Switch Your Thinking
TAFE	Tertiary and Further Education
WALGA	Western Australian Local Government Association

Glossary of terms

Carbon accounting	A way of calculating how much greenhouse gas is attributed to an organisation's activities
Carbon offsets	A way to compensate for greenhouse gas emissions by purchasing credits that represent emissions reductions elsewhere
Partner local governments	The City of Armadale, the City of Gosnells and the Shire of Serpentine Jarrahdale - otherwise referred to as SEREG local governments
Subscribing local governments	Non-SEREG local governments which pay a yearly subscription and PAYG fees for a variety of sustainability education services

Introduction

Switch Your Thinking (SYT) supports the community and local government partners to reduce their greenhouse gas (GHG) emissions. This Business Plan outlines actions that will be undertaken between 2025/26 and 2029/30, to support Partner local governments and their communities in achieving greenhouse gas emissions abatement through a variety of energy, water and waste initiatives.

The 2020/21 - 2024/25 business cycle brought with it significant shifts within Switch Your Thinking's three Partner LGs and in their communities. The Covid-19 pandemic influenced the way that community members prefer to receive information, with a shift toward the provision of sustainability education via online mechanisms. Switch Your Thinking also has had better success in engaging with community audiences when provided opportunities to present to already established communities such as seniors groups, church groups and tertiary education programs. Hence, moving forward, SYT will work more directly with community groups and school communities. There will also be a more hands-on approach to supporting small to medium-sized businesses in the SEREG LG areas with the introduction of a sustainable business mentorship program.

Another significant shift to have occurred since 2020/21 has been the incorporation of additional sustainability-focused personnel into two of SYT's three Partner LGs and an overall increase in workload at all three Partner LGs due to the growing need to respond to climate change and other threats to environmental sustainability. All three Partner LGs now have Council-endorsed strategies - a Sustainability in Action Plan and an Emissions Reduction Strategy at the City of Gosnells, the City of Armadale's Corporate Greenhouse Action Plan 2020/21 - 2029/30, and a Climate Change Strategy and Action Plan which was adopted by the Shire of Serpentine Jarrahdale Council in 2024. This means that Switch Your Thinking is no longer primarily responsible for tracking and reporting GHG emissions and can instead assist all three Partner Councils achieve the outcomes outlined in their individual strategy documents. Partner LGs will also continue to benefit from the provision of Switch Your Thinking subject matter expertise, joint initiatives and knowledge sharing through the South East Regional Energy Group (SEREG).

A recently formed partnership between Switch Your Thinking and the WA Government's Department of Energy, Mines, Industry Regulation and Safety has resulted in SYT undertaking a fully funded Energy Efficiency Pilot Program. This has resulted in a significant expansion of Switch Your Thinking's reach and influence across the entirety of Western Australia, resulting in an offsetting of costs to the Partner local governments and a substantial increase in the potential for SYT to affect change. That SYT has been provided the opportunity to partner with the WA Government is a testament to SYT's strong brand reputation, its past achievements and the decades-long support provided to it by its Partner local governments.

Switch Your Thinking's 2025/26 - 2029/30 Business Plan has been crafted in a way that best responds to the factors outlined above and is anticipated to achieve more impactful and quantifiable outcomes for its Partner LGs and the communities they serve. Its structure is based on the availability of 3 FTE staff members with the potential to expand where sufficient external funding exists. The Business Plan will be reviewed every January to assess the direction of the following two years. This will ensure unanticipated changes and opportunities can be responded to, and allows for the introduction of business cases and associated staff resources.

About us

The South East Regional Energy Group (SEREG)

In 1999, the City of Armadale, the City of Gosnells and Shire of Serpentine Jarrahdale resolved to work together as the SEREG to reduce corporate and community greenhouse emissions in their organisations and municipalities.

The SEREG's primary function is to guide the development and implementation of the Switch Your Thinking program to the satisfaction and mutual benefit of the Partner local governments.

The SEREG is a committee comprised of a Councillor delegate and senior officer from each Partner local government. Each Partner local government also provides a deputy Councillor delegate.

Switch Your Thinking

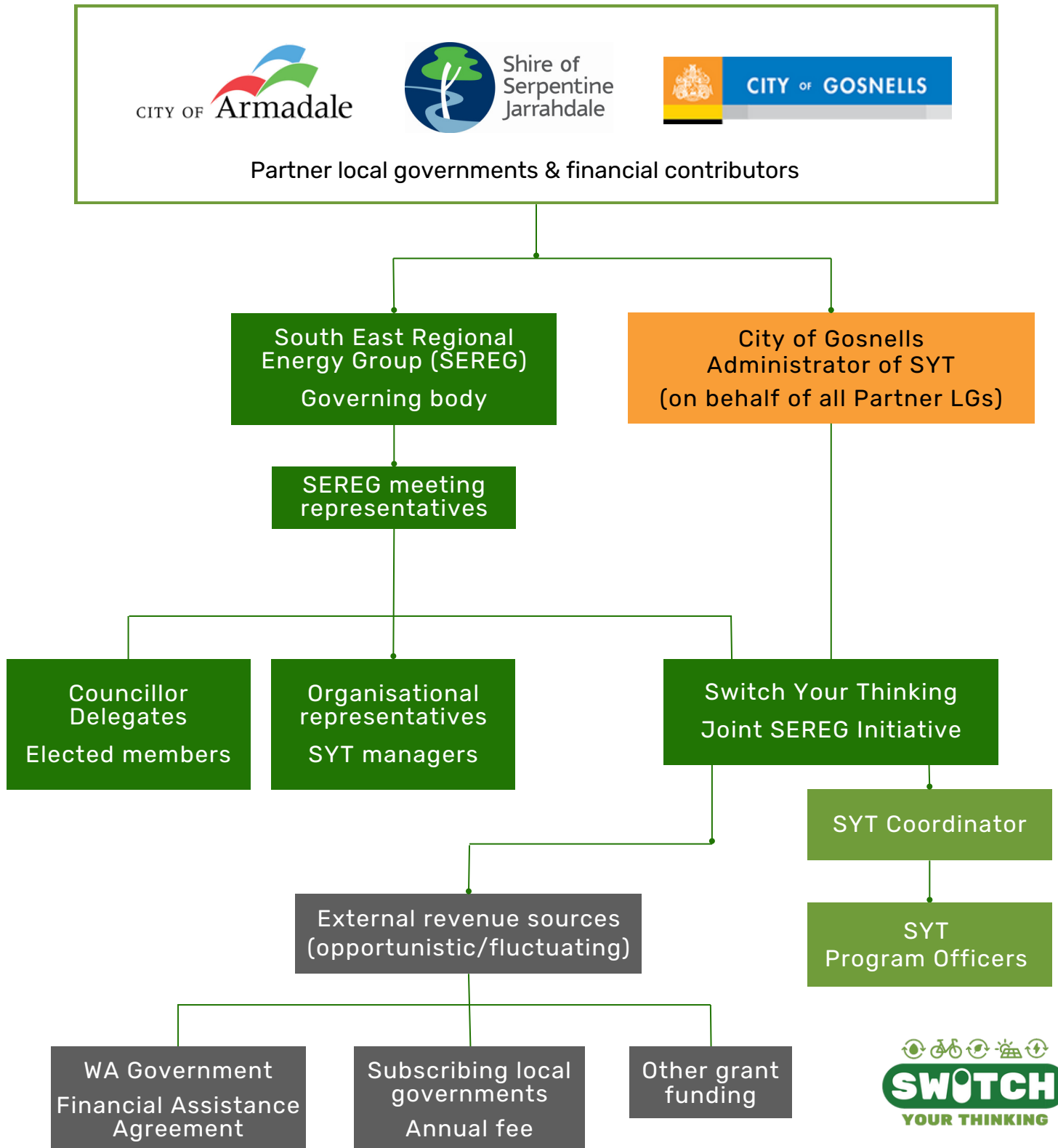


The SEREG developed the Switch Your Thinking program in 2002 as a marketing tool to provide a consistent and recognisable brand under which to deliver innovative greenhouse emissions reduction and resource conservation projects to the community.

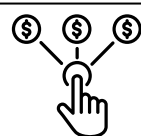
Since then, the scope of the Switch Your Thinking program has expanded - with the endorsement of its Partner councils - to other Western Australian communities through the provision of workshops and licensing of Intellectual Property to other local governments, and more recently through a partnership with the Western Australian Government.

Switch Your Thinking's work for the three Partner local governments is undertaken both in-person and remotely to maximise the team's productivity & efficiency.

Governance structure and program financiers



2020/21 - 2024/25 highlights



Total External Funding

\$963,352.56

- \$ 515,113.00 Government funding
- \$ 437,900.50 Subscribing LGs
- \$ 10,339.06 PAYG income



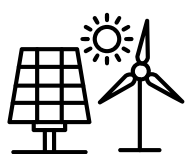
Assisted with business cases/applications for ARENA Fuels Fund and ChargeUp Grant EV charging infrastructure funding, and installation/induction processes
Assisted in development of EV Fleet Transition Strategies for City of Armadale and Shire of Serpentine Jarrahdale



Rewards for Residents & Rewards for Business discount program expanded to include 19 business partners and 16 products & services



Switch Your Thinking assisted in achieving Gold Waterwise Councils endorsement for the City of Gosnells and the City of Armadale



Assisted SEREG local governments in formalising participation in WALGA's Renewable Energy Offset Program (100% renewable energy for high electricity consuming sites)



Switch Your Thinking logo refresh



Switch Your Thinking Program celebrated 20 Years in 2022



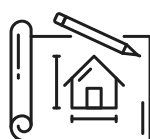
Large-scale energy audits undertaken by consultants for Gosnells Leisureworld, Gosnells Civic Centre, Armadale Landfill & Recycling Facility and Byford Recreation Centre with several of the energy upgrade recommendations adopted



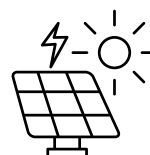
Small-scale energy audits at multiple SEREG LG facilities, resulting in recommendations and ongoing behavioural change engagement with staff and tenants



Developed new SYT website & created new education materials including Home Energy Efficiency Guide, Infographics & Checklists



Facilitated scrutiny of home energy performance certification to identify errors and loopholes in current system, plus knowledge sharing and advocacy for change across SYT's Subscribing LGs' network

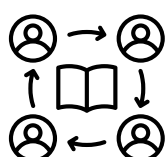


Managed several commercial solar panels and battery storage installations projects, solar panels health checks and monitoring for SEREG LGs



ENERGY EFFICIENCY PILOT PROGRAM

Launched an Energy Efficiency Pilot Program in partnership with the WA Government with 55 local governments across the state participating. SYT has distributed 103 Energy Audit Kits and resources including instructional video, marketing materials and staff training. Includes provision of 30+ workshops and events for community members and small to medium-sized businesses during 2025



Facilitated and funded training and information sessions for LG personnel on electric vehicles & charging and carbon accounting principles. Introduced monthly online Lunch & Learn sessions for SEREG LG staff



Nine Switched on Business Award recipients including Seadragonz Swim School (Armadale) & LI-Ion Energy (Gosnells)



An internal no-gas policy, environmentally sustainable design guidelines and sustainable events guidelines have been developed, for proposed adoption by all Partner local governments

2020/21 - 2024/25 highlights

KEY STATISTICS 2020/21 - 2024/25

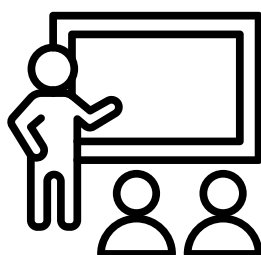
as at March 9 2025

WORKSHOPS & EVENTS

337

Total workshops & events

34	26	25
Gosnells	Armadale	SJ



7,373

Total participants

1,089	985	538
Gosnells	Armadale	SJ

FACEBOOK PAGE



2,569

Page followers

25-65+

Age profile

Most engaged group =
35 - 44 years old

86% of audience

SYT WEBSITE (since new website launch date - April 2023)



23,851

Active users

62,672

Total views

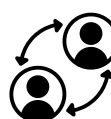
3K

Returning users

Most viewed webpages



Rewards for Residents (12,255)
Homepage (11,470)
About Us (3,488)
Low Energy Building (1,860)
Incentives & Rewards (1,812)



Session engagement

Direct (12,312)
Referral (5,409)
Organic Search (3,773)
Organic Social (2,053)
Email (353)

ENERGYSMART SMS



1,067

Subscribers

E-NEWSLETTERS



3,141

Community subscribers

357

Business subscribers

Open rate (Community)



20.4%	28.4%
2020/21	2021/22

31.5%	32.2%
2022/23	2023/24



SEREG objectives 2025/26 – 2029/30

as outlined in the SEREG's Terms of Reference 2025/26 – 2029/30

Objective 1:

Increase understanding and capacity for energy conservation and greenhouse gas emissions reduction in the community, both directly and through the leadership of Partner local governments and project partners

Objective 2:

Achieve corporate greenhouse gas emissions reductions in Partner local governments

Guiding principles 2025/26 – 2029/30

as agreed upon by all SEREG Partner local governments

- Bring innovation into the operations and projects of Partner local governments as a result of research into global best practice
- Provide SME (subject matter expertise) advice on sustainability initiatives in relation to water, energy & waste
- Reduce corporate Scope 1, 2 and 3 carbon emissions, and drive community greenhouse gas reductions
- Drive behavioral change within corporate and community settings, to enhance sustainability outcomes
- Cross fertilisation of local government learnings to ensure a consistent approach

Roles & responsibilities

SEREG Local Government Supervisors/Managers

The following roles and responsibilities are outlined for designated SEREG local government supervisors/managers to ensure Switch Your Thinking has the best opportunity to deliver the SEREG's objectives in full:

- Operate as line managers for the Switch Your Thinking Program Coordinator.
- Serve as the main contact for two-way sharing of information between SEREG local governments and Switch Your Thinking personnel.
- Keep Switch Your Thinking personnel informed of LG's current and planned activities and/or projects that relate to Switch Your Thinking's focus areas i.e. greenhouse gas emissions reductions, energy, water and waste.
- Facilitate discussions between Switch Your Thinking personnel and SEREG local government staff, particularly when an existing relationship is absent.
- Oversee and guide the preparation of reports, memos and other briefing documents presented to Elected Members and/or Executive Leadership Teams.

Switch Your Thinking Personnel

The Switch Your Thinking team comprises of three FTE staff - a full-time Program Coordinator and two full-time Program Officers. Where budget allows, a third full-time Program Officer may be employed to assist with a wider scope of activities (i.e. Subscribing local governments program and WA Government funded projects) and penetration of target audiences. Key roles and responsibilities of Switch Your Thinking personnel are as follows:

Switch Your Thinking Program Coordinator

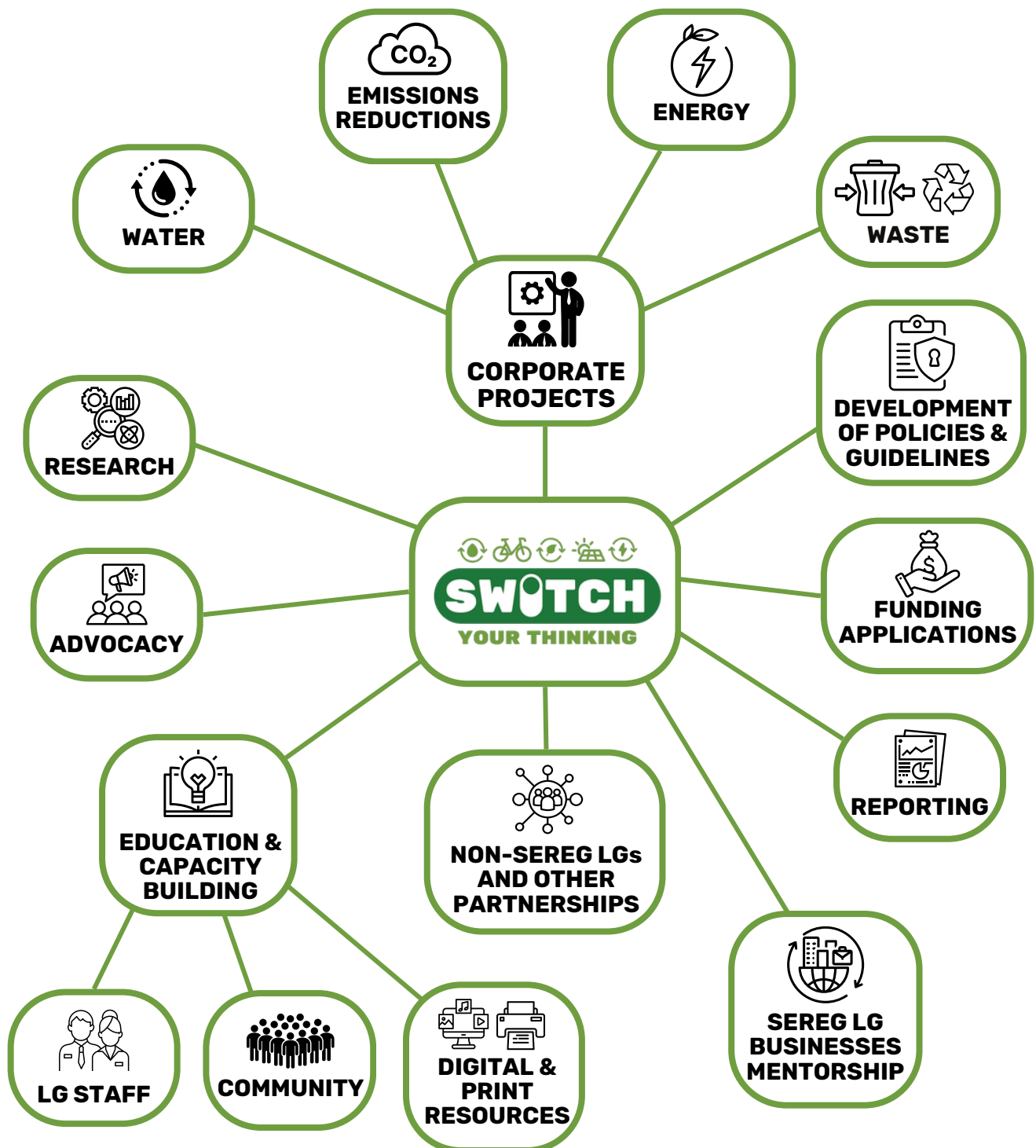
- Primarily responsible for coordinating activities outlined in the SYT Business Plan.
- Delegation of roles and responsibilities to SYT Program Officers.
- Serves as the main point of contact for SEREG local government managers/supervisors, external partners and networks.
- Primarily responsible for reporting to the SEREG and Partner local governments.
- Responsible for ongoing refinement of the SYT program and vetting of un-planned opportunities.

Switch Your Thinking Program Officers

- Undertake corporate projects and activities as instructed by the SYT Program Coordinator.
- Undertake community-based projects and activities as instructed by the SYT Program Coordinator.
- Primarily responsible for the development of education materials and communication & marketing collateral i.e. website maintenance, social media platforms, printed & digital education materials.
- Workshops & events coordination, promotion and presentation.

Summary of activities 2025/26 – 2029/30

Switch Your Thinking operates within SEREG local governments and their communities as well as providing various sustainability related services to residents and businesses located in non-SEREG LGAs. SYT's activities incorporate the following:



Influencing legislation, strategies, plans & declarations

To develop the Switch Your Thinking Business Plan 2025/26 - 2029/30, the following legislation, strategies, plans and declarations have been taken into account:

City of Gosnells

Corporate Business Plan 2024 - 2028
Sustainability in Action Plan
Emissions Reduction Strategy

City of Armadale

Corporate Greenhouse Action Plan 2020/21 - 2029/30
Climate Change Declaration 2025
Climate Emergency Declaration 2025
Air, Water, Soil & Land Strategy 2024/25 - 2028/29
Corporate Business Plan 2024/25 - 2027/28
Strategic Community Plan 2020 - 2030

Shire of Serpentine Jarrahdale

Climate Change Strategy and Action Plan 2023 - 2035
Climate Change Declaration
State of the Environment Report 2019
Corporate Business Plan 1 July 2024 - 30 June 2028
Strategic Community Plan 2020 - 2030

WALGA

Climate Change Action Framework

Western Australian Government

Climate Change Bill 2023 (Western Australian Government)
Western Australian Climate Policy - November 2020
Energy Transformation Strategy - Stage 2 - July 2021
Sectoral emissions reduction strategy for Western Australia - December 2023
State Electric Vehicle Strategy for Western Australia

Australian Government

Climate Change Bill 2022 [and] Climate Change (Consequential Amendments Bill 2022)
Australian Sustainability Reporting Standards
National Construction Code 2022

SWOT analysis

Strengths

- Strong brand reputation
- Knowledge and skills sharing across SEREG local governments
- Subject matter expertise
- Established working relationships with non-SEREG local governments & WA Government
- Strong stakeholder and community support
- Ability to deliver cross-disciplinary programs

Weaknesses

- Underdeveloped awareness of SYT's corporate role in SEREG local governments
- Limited influence in aligning SEREG local government's sustainability priorities
- Limited marketing budget impacts upon effectiveness of some program activities
E.g. Rewards for Residents program
- Limited capacity to manage corporate projects
- Part-time nature of SYT involvement in SEREG LGs can lead to difficulties in establishing working relationships

Opportunities

- Ongoing partnership / financial assistance agreements with the Western Australian Government departments
- Joint grant funding opportunities for SEREG local governments
- Increase in direct engagement with SEREG local governments' schools, businesses and community groups
- Increase in revenue through expanded Subscribing LGs network and PAYG offerings
- Advocacy activities aimed at improving LG, State and Federal government policies & procedures



Threats

- Limited influence in aligning SEREG local government's sustainability priorities, leading to pressure on SYT staff resources
- Organisational silos often prevent information exchange and project delivery
- GHG emissions mitigation objectives constrained by lack of funding in each SEREG LG to fund projects, Level 2 energy audits and feasibility studies
- Confined IT systems access when working remotely, leading to a potential reduction in productivity
- Higher than usual administrative burden caused by working across three LGs

Primary focus areas 2025/26 - 2029/30

To achieve Switch Your Thinking’s core objective of reducing corporate and community GHG emissions attributed to the SEREG local government areas, SYT will concentrate its efforts on achieving quantitative and qualitative results in the SEREG’s primary focus areas of:



Within these four focus areas, there will be three major types of activity :



Activity Stream	KPI	Responsibility	Year	Prog
rich and ation	Number of business cases prepared for new renewable energy installations Number of business cases prepared to expand existing renewable energy installations	SYT to generate and provide data, and engage third party to deliver business cases SYT to monitor feasibility of emerging technology	2 - 5	<ul style="list-style-type: none">Prepared feasibility study on emerging and presented at February 2023 (2024)City of Armadale Initial solar installation and Champion Centre installation to Centre underwayWGL's Energy Sustainability and R for all three SEREG councils: Col and 2024Completed in negotiations about the Ph ArmadaleSeptember 2023 - Commercial has Armadale landfill and recycling facilityNovember 2023 - Provided information to the Shire of Serpentine Jarrahdale development projectNovember 2023 - Provided information regarding renewable energy and one SPLASH aquatic centreMarch 2023 - Seriville Grove Library a essential electrical capacity upgradeMay 2023 - Seriville Grove Library and completed and an embedded power approval by Western PowerMay 2023 - SYT is helping the City of Round One of the ARBOL Community form part of a joint application with attending information sessions held the Western Power network map to 1 CorrallesJuly 2023 - RPO documentation has the Armadale Landfill & Recycling facilityJuly 2023 - Embedded generation as Power and SYT has re-engaged with data (estimated com and installationsThe City of ColRENA community be negotiations at all 35 Round 2 will, initialThe RPO for the athe aon October 2. Site visits wereSeptember 2023 - Seriville Grove Libr documentation - updated and new

Pages 12 - 20 of the Business Plan outline a range of projects and activities which focus on achieving the SEREG’s core objectives in a way that currently complements and accentuates other initiatives being undertaken within each Partner local government. However, as the climate action space continues to evolve rapidly within and external to local government operations, all aspects of the Business Plan will be reviewed annually with a specific focus on the following two years. This will enable a redirecting of priorities and Business Case proposals for the employment of additional personnel to administer externally funded projects such as the WA Government partnership and the Subscribing LG program. This approach will also help ensure that SYT staff are able to focus on projects of significant impact without extending beyond the team’s capacity to achieve quality outcomes.

Corporate activities



Switch Your Thinking's 2025/26 - 2029/30 Business Plan includes a wide range of corporate-facing activities to assist all three Partner local governments in achieving their corporate GHG emissions reduction goals. One of the major challenges faced by Switch Your Thinking throughout the administration of the 2020/21 - 2024/25 was that many of the corporate activities outlined in the Plan required all three Partner LGs to be at the same point in their various projects or strategies. Because of this, servicing of the Partner local governments could be challenging, as Switch Your Thinking were often required to undertake a single objective in three different ways. This led to inefficiencies and strain on the team.

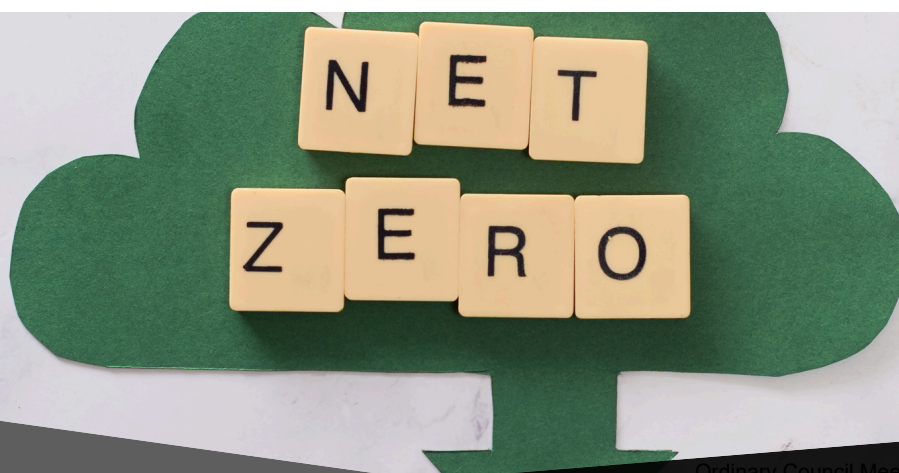
Furthermore, between 2020/21 and 2024/25, the corporate landscape and a need for more resources in the GHG emissions reductions/sustainability space has seen an increase in non-SYT personnel employed internally or tasked to undertake work that Switch Your Thinking were primarily responsible for over the first twenty years of the Program's existence. The introduction of additional sustainability personnel into the SEREG local governments (i.e. a Sustainability & Strategy Officer at the City of Gosnells and a Sustainability Project Manager at the City of Armadale) is reflective of a broader trend across the local government sector to respond to a variety of environmental, social and financial challenges and increase the number of personnel working in this area.

Finally, whereas previous tracking of corporate GHG emissions has been mostly managed by Switch Your Thinking, all three Partner local governments now have strategy documents and internal officers primarily responsible for this. However, there remains a multitude of actions that Switch Your Thinking can provide to all Partner local governments and are those which are expected to be applicable to all three Partner LGs for the duration of the 2025/26 - 2029/30 Business Plan. These are outlined on the following pages under the headings 'greenhouse gas emissions abatement', 'energy', 'water' and 'waste'.

Corporate activities

INITIATIVES, METHOD OF DELIVERY & TIMEFRAMES

FOCUS AREA	ACTION	METHOD	TIMEFRAME
Greenhouse gas emissions abatement	Upskilling of relevant SEREG LG personnel in Scope 1, 2 & 3 GHG emissions reporting, to assist in LG strategy development	Capacity Building	Year 1 intensive & then as required
	Provision of up-to-date information to SEREG LGs and elected Members regarding evolving GHG reporting mechanisms and approaches	Research & Reporting	Ongoing
	Assist with the actioning and monitoring of existing or new climate action strategies or GHG emissions reduction strategies	Policy & Strategy	As required
	Assist in the development of sustainable procurement guidelines and policy in relation to SEREG LG purchasing and suppliers	Policy & Strategy	Years 1 - 2 intensive & then as required
	Assist SEREG LG procurement teams with engagement & education of staff re: evolving sustainable procurement processes	Education	Years 1 - 2 intensive & then as required
	Assist with the development of scope and management of SEREG LG carbon inventories	Project	Ongoing
	Conduct internal waste audits and staff commuter surveys to help inform corporate GHG emissions inventory	Project	Yearly
	Maintain SEREG LG carbon emissions platforms (E.g. Azility, Trellis)	Data Management	Ongoing
	Prepare and/or distribute carbon emissions performance reports and facilitate meetings with relevant LG staff to track and resolve issues	Data Management & Reporting	Quarterly
	Ensure relevant SEREG LG personnel input details of projects, faults or closures into carbon emissions platforms that impact data	Data Management & Reporting	Ongoing



INITIATIVES, METHOD OF DELIVERY & TIMEFRAMES

FOCUS AREA	ACTION	METHOD	TIMEFRAME
Energy	Ensure all existing and new solar PV and battery system data is viewable via online platforms or apps	Project	Ongoing
	Monitor solar PV and batteries system performance	Data Management	Ongoing
	Report and/or resolve solar PV and battery system performance issues at SEREG LG operated and tenanted buildings	Reporting	Ongoing as required
	Assist with the development or commissioning of feasibility studies pertaining to renewable energy and battery storage projects, energy monitoring, building energy efficiency and low emissions fleet	Project	As required
	Assist with the development and/or expansion of real-time energy monitoring capabilities at SEREG LG operated or tenanted buildings	Project	As required
	Upskill SYT staff to enable internal use of Green Star building software and provision of advice to building project managers & designers	Training & SME provision	Training - Year 1, then ongoing SME provision
	Conduct basic energy assessments on SEREG LG operated or tenanted buildings	Project	Multiple facilities per year
	Engage with SEREG LG staff and tenants to discuss energy assessment findings, provide recommendations & ongoing support	Education & Capacity Building	Following energy assessments, then ongoing
	Coordinate 'Level 2' energy audits for large and/or high energy consuming corporate buildings.	Project	Dependent on availability of funds in LG or SYT budgets
	Assist with the development or renewal of low emissions corporate fleet and charging strategies and/or policy	Policy & Strategy	As required
	Analyse and report outcomes associated with the WALGA facilitated Sustainable Energy Project	Monitoring & Reporting	Yearly
	Monitor for and assess viability of funding opportunities that align with SEREG LG renewable energy and energy efficiency objectives	Research & Reporting	Ongoing
	Prepare funding applications and management of acquittal/reporting	Project Development & Reporting	As opportunities arise
	Provide messaging for SEREG LG staff re: energy conservation, particularly during summer and peak periods	Education & Capacity Building	Ongoing
	Provide support to home building approvals branches in relation to vetting of home energy performance reports	Project	Ongoing

Corporate activities

INITIATIVES, METHOD OF DELIVERY & TIMEFRAMES

FOCUS AREA	ACTION	METHOD	TIMEFRAME
Water	Participate in all SEREG LG's Waterwise Council Committees and contribute to action plan development	Strategy and Reporting	Quarterly
	Facilitate and progress City of Armadale Energy & Water Group meetings & objectives	Strategy and Reporting	Quarterly
	Maintain and analyse water data within carbon emissions platform (I.e. Azility, Trellis)	Data Management	Ongoing
	Report water data anomalies to relevant SEREG LG staff for further investigation, and follow up to determine corrective action has been taken	Monitoring & Reporting	Ongoing
	Investigate and encourage viable water savings measures for planned and existing SEREG LG operated and tenanted buildings	Research & SME provision	Ongoing
	Engage with SEREG LG staff & building tenants to provide education in relation to water efficiency in the workplace	Education & Capacity Building	Ongoing

FOCUS AREA	ACTION	METHOD	TIMEFRAME
Waste	Assess existing internal waste & recycling management systems at all SEREG LG operated and tenanted buildings	Project	Yearly
	Implement improvements to waste & recycling management systems at all SEREG LG operated & tenanted buildings	Data Management	Weekly
	Provide waste education & support to SEREG LG staff and LG building tenants	Education & Capacity Building	Year 1 intensive & then ongoing as required
	Assist with the running of special events such as Community Waste Drop-off days	Project	As required
	Initiate discussions about and facilitate improvements to current SEREG LG circular economy practices	Education & Capacity Building	Year 1 onwards



Community activities



The Switch Your Thinking program will continue to include a strong focus on engaging with community members, to build knowledge relating to GHG emissions reductions and increase the capacity for behaviour change in the community.

Some adjustments to the way Switch Your Thinking seeks to work with community members and small to medium-sized businesses have been initiated following its improved understanding of how individuals prefer to engage. This includes a move toward provision of a higher proportion of workshops to established community groups (i.e. cultural groups) and schools, mentoring of business operators, and more online workshop offerings.

Community members

- Continue to engage with Individuals who reside in the SEREG local government areas via SYT presence at local events and provisions of in-person & online workshops.
- Increase in focus on engaging with community groups such as cultural associations and seniors groups.
- Extend reach via SYT's Subscribing Councils network and through WA Government funded education programs.
- Establish and provide ongoing support to a grass-roots sustainability network within SEREG local government region.

School communities

- Participate in the Sustainable Schools WA Alliance - a group of non-school organisations which support the Sustainable Schools initiative, providing networking opportunities.
- Incursions offered to schools within the City of Gosnells, City of Armadale & the Shire of Serpentine Jarrahdale - tied in with topics and themes included in the Western Australian Curriculum.
- Host professional development forums for school personnel (SEREG region only).
- Conduct presentations at tertiary and adult-learning institutions i.e. Thornlie and Armadale TAFEs, Adult Migrant Education Programs.

Small to medium-sized businesses

- Directly mentor a limited number of small to medium-sized businesses in the SEREG local government region, including the provision of sustainability assessments (energy, water and waste focused) and recommendations and workshops provision.

Community activities

GOALS, METHOD OF DELIVERY & TIMEFRAMES

FOCUS AREA	ACTION	METHOD	TIMEFRAME
Education & Capacity Building - SEREG LG Residents	Provide workshops targeted at all SEREG LG residents on topics related to energy and water efficiency, environmentally sensitive home design, home electrification, life-cycle analysis, waste & recycling, solar panels and battery system, and electric vehicles & charging	Mostly online presentations	Plans developed before the beginning of each FY
	Provide workshops targeted in all SEREG LGAs including but not limited to food and garden organics waste management, gardening, decluttering & second-hand shopping, and native verge gardens	In-person workshops	
	Work with SEREG LG communications & marketing teams to promote yearly workshops series and other events on LG websites, social media, and in other printed/digital publications	Communications & Marketing	
	Lead or assist in the delivery of special events focused on educating and supporting SEREG LG residents to improve residential energy efficiency, waste & recycling practices and water efficiency	In-person	Developed on an ad-hoc basis
	Develop and distribute sustainability-related messaging and up-to-date information via SYT's website, social media platforms, community e-newsletter & SMS	Communications & Marketing	As per comms & marketing plan
	Promote and facilitate improvements to community-based circular economy practices	Community engagement Communications & Marketing	In-line with SEREG LG activities
	Develop, update and distribute digital & printed education materials on topics including energy efficiency, home electrification, water efficiency, food & organic waste, urban greening	Education Communications & Marketing	Ongoing
	Create short videos on sustainability related tips and to promote initiatives such as the Rewards for Residents discount program	Education Communications & Marketing	Year 1 intensive & then on ad-hoc basis
	Expand, maintain and promote the Rewards for Residents (and staff) discount program	Project Communications & Marketing	Ongoing
	Undertake a home energy assessment program and prepare case studies based on outcomes (actions taken, cost savings and GHG emissions reductions). Follow up with former participants to gauge long-term outcomes and benefits.	Project	Yearly



Community activities

GOALS, METHOD OF DELIVERY & TIMEFRAMES

FOCUS AREA	ACTION	METHOD	TIMEFRAME
Community Engagement - Special Interest Groups & School Communities	Directly engage with community groups within SEREG LGAs (E.g. seniors, church groups, CALD community groups) to provide sustainability-themed presentations	In-person and online	As opportunities arise
	Create digital, print & video content in multiple languages to extend community reach	Project Communications & Marketing	Year 2 intensive, then as required
	Utilise community engagement teams at all SEREG LGs to identify and engage with community groups	Marketing & Promotions	Ongoing
	Provide lectures on sustainability-related topics through local Adult Migrant English Programs	In-person	As opportunities arise
	Provide schools in all SEREG LGAs student incursions that align with school curriculum sustainability topics	In-person	As opportunities arise
	Seek opportunities to promote SYT initiatives through special interest groups and school communities	Communications & Marketing	As required
	Re-commence publication of bi-monthly educators e-newsletter	Communications & Marketing	Bi-monthly
	Participate in Sustainable Schools Alliance (a network of non-school organisations providing sustainability-education support to schools)	Networking	As per meetings schedule
	Host education sessions and/or forums for teachers and members of school Parents & Citizen Associations	In-person and/or online	Yearly and/or as opportunities arise
NON-SEREG LG COMMUNITIES	Continue with provision of goods and services to non-SEREG (subscribing) local governments. Offering to be reviewed and subscription fee set in February each year	Project	Ongoing
	Undertake funded partnerships with the WA Government and other organisations if/when appropriate opportunities arise - to assist SYT in delivering more impactful outcomes for SEREG residents and businesses	Project	As opportunities arise



Community activities

GOALS, METHOD OF DELIVERY & TIMEFRAMES

FOCUS AREA	ACTION	METHOD	TIMEFRAME
Sustainable Businesses Mentoring Program	Develop a sustainable business mentoring program for small to medium sized businesses located in SEREG LGAs and seek expressions of interest.	Project	First six months of Year 1
	Commence business mentorship process by undertaking assessments of the business' energy & water use, and waste & recycling practices. Provide mentees with findings and recommendations	Project	Commencing in second half of Year 1 & then repeated yearly
	Provide in-person networking & capacity building sessions with mentees focused on topics such as energy and water efficiency, waste management, circular economy and sustainable procurement.	Project Education & Capacity Building	Quarterly
	Conduct regular check-ins with mentees by phone or email and be available to provide phone or email support on ad-hoc basis	Communications	Monthly or as required
	Host end-of-mentorship event for participants to acknowledge participants' achievements and provide awards	In-person	As opportunities arise
	Utilise findings from yearly business mentorship programs to publish case studies which can demonstrate real-world examples for future program participants and small to medium-sized businesses generally	Reporting Education & Capacity Building	Yearly
Rewards for Business	Expand, maintain and promote the Rewards for Business discount program	Project Communications & Marketing	Yearly and/or as opportunities arise
Business E-newsletter	Develop and distribute sustainability-related messaging and up-to-date information via SYT's business e-newsletter	Communications & Marketing	Bi-monthly
LinkedIn	Regularly update SYT's LinkedIn page with event information & sustainability messaging	Communications & Marketing	On ad-hoc basis



Reporting & meetings

MECHANISMS, TARGET AUDIENCES & FREQUENCY

Apart from reporting mechanisms associated with specific community and corporate projects, Switch Your Thinking will undertake the following reporting activities (subject to change as per SEREG local government requirements):

AUDIENCE	REPORTING MECHANISM	FREQUENCY
South East Regional Energy Group (SEREG)	SEREG group meetings	Quarterly (February, May, August & November)
	SYT Business Plan 2025/26 - 2029/30 Progress Report including statistics on digital reach, workshops attendance	Quarterly - to be provided with SEREG meeting Agendas
	Rewards for Residents & Rewards for Business program uptake statistics	Quarterly - to be provided during SEREG meetings
	Project Impact Report & Presentation	Yearly - to align with August SEREG meetings
SEREG Local Governments Elected Members & Leadership	CEO Update - City of Gosnells	Monthly
	Performance Report - Shire of Serpentine Jarrahdale	Quarterly
	Technical Services (Directorate) update - City of Armadale	Monthly
SYT Line Managers - SEREG LGs	1-hour meeting between SYT Coordinator and SEREG LG line managers	Online - Monthly
	Separate 30-minute meetings between line managers and all SYT staff	Online - Weekly
SYT Staff	Program review and planning sessions to track progress, set priorities and allocate tasks	Twice yearly - January and July
	Half-hour SYT team meetings	At commencement of each working week
	Half-hour one-on-one meetings between SYT Coordinator and SYT staff	At commencement of each working week

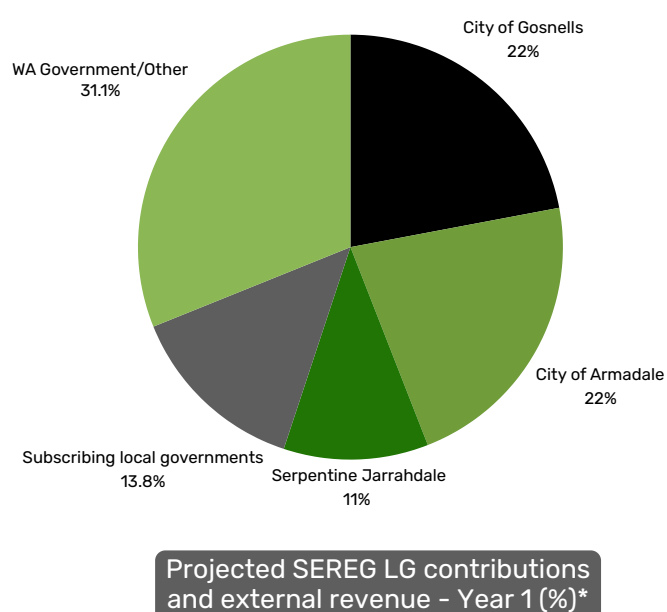
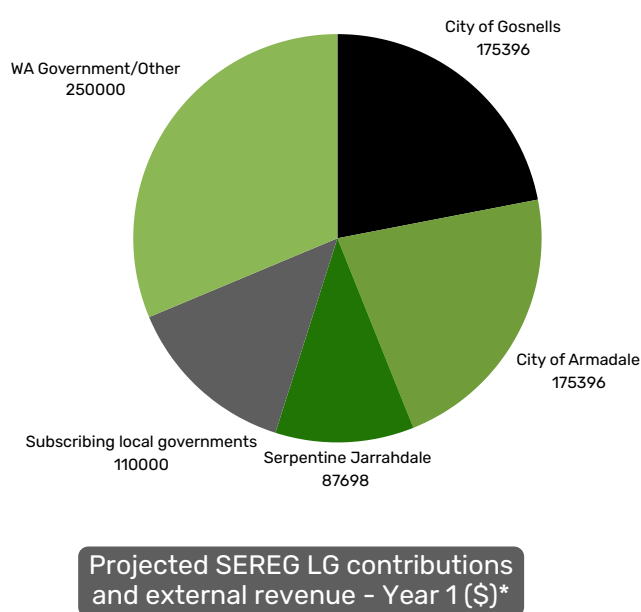
ENERGY cntd

Initiative	Delivery Channel	KPI	Responsibility	Year	Progress
Support SEREG local governments to adopt renewable energy through rooftop solar installations on facilities and conducting feasibility studies on emerging technologies such as:	Research and innovation	Number of business cases prepared for new renewable energy installations Number of business cases prepared to expand existing renewable energy installations	SYT to gather and provide data, and engage third party to deliver business cases SYT to monitor feasibility of emerging technology	2 - 3	<ul style="list-style-type: none"> Prepared feasibility study on emerging technology incl. microgrids and VPPs and presented at February 2021 SEREG. City of Armadale initial solar installations completed: AFAC, Orchard House and Champion Centre. Installation for Seville Grove Library and Visitors Centre underway WALGA's Energy Sustainability and Renewables Project has now commenced for all three SEREG councils. CoA and CoG renewable contestable sites, SJ in 2024. Assisted in negotiations about the Project Symphony VPP at the City of Armadale. September 2022 - Commenced feasibility and process for Armadale landfill and recycling facility, and Bushfire Brigade. November 2022 - Commenced feasibility and process for Serpentine Jarrahdale's Mundijong Industrial Area

Resource allocation

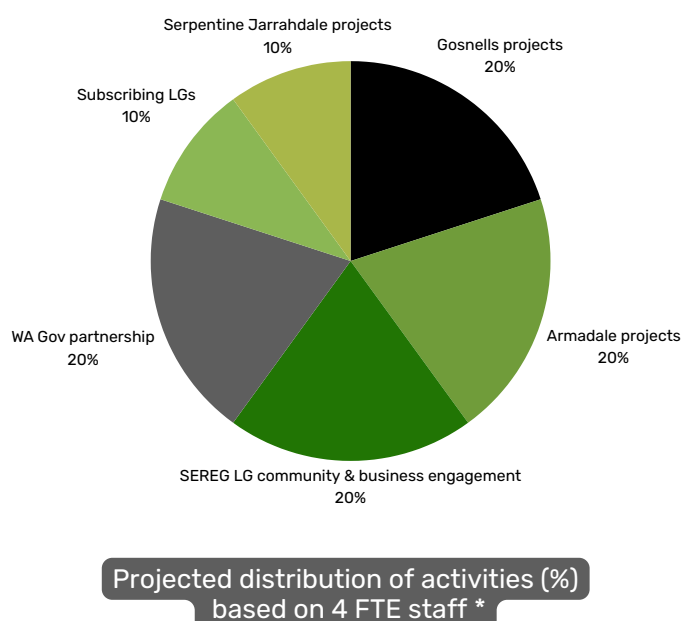
The following charts project how SYT will allocate its time and may be subject to change due to:

- Changes in priorities as specified by SEREG local governments or as a collective
- The presence or absence of opportunities for Switch Your Thinking to undertake projects or activities within each SEREG local government
- The amount of funding provided from external sources i.e. Uptake of subscriptions and revenue received by non-SEREG local governments, WA Government funding and other funding avenues
- The number of the Switch Your Thinking personnel employed in any given time period

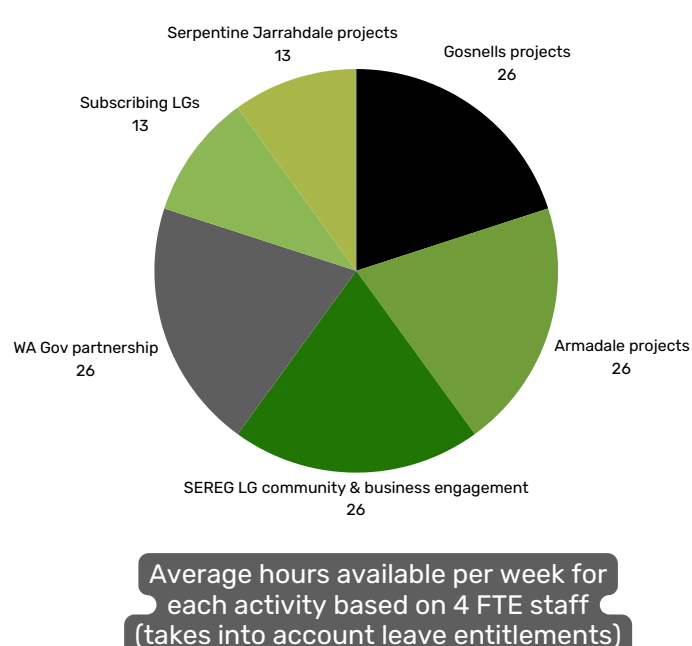


*Figures assume an ongoing SYT - WA Government community engagement partnership and funding arrangement.

Total revenue for Years 2 - 5 projected to increase by 3% per year and are not reflected in charts

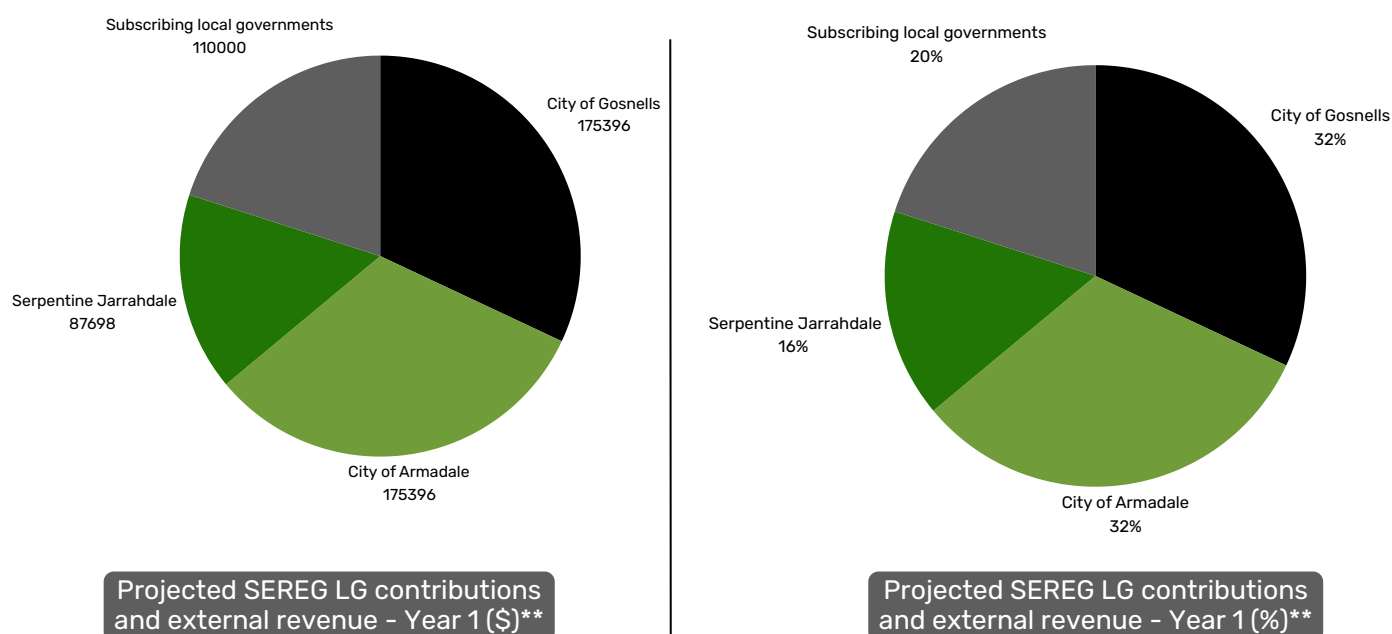


*Including an administrative component for each activity type



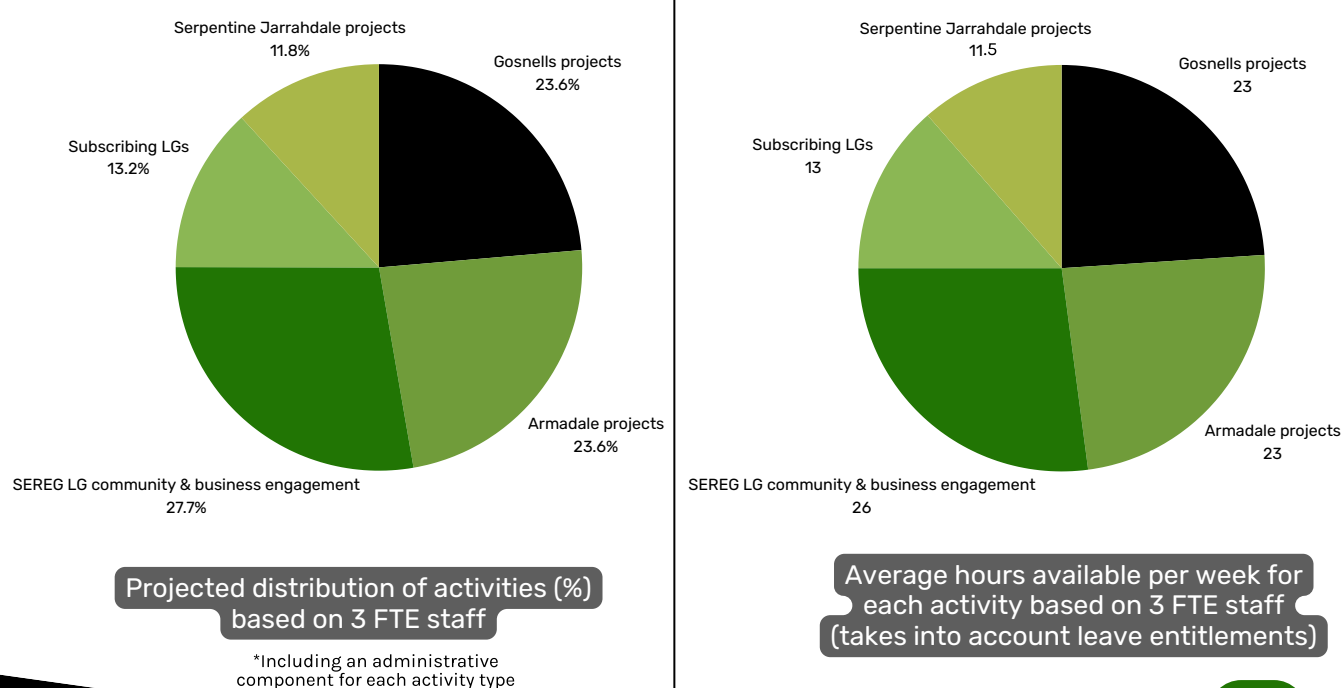
SYT entered into a partnership with the WA Government in July 2024 to conduct an Energy Efficiency Pilot Program during 2025 and anticipates the partnership to continue beyond 2025/26. Whilst Switch Your Thinking continues to receive financial assistance from the WA Government, Switch Your Thinking requires 4 FTE staff.

Should the SYT - WA Government partnership cease at some point between 2026/27 and 2029/30, and SEREG local governments or other sources are unable to fund the program to the same extent, it may be that Switch Your Thinking will need to revert to a team of 3 FTE staff and the distribution of funding and tasks would likely reflect the following:



****Figures assume a discontinuation of the SYT - WA Government community engagement partnership and funding arrangement.**

Total revenue for Years 2 - 5 is projected to increase by 3% per year and are not reflected in charts



Budget forecast - SEREG LGs

2025/26 - 2029/30 Partner LG contributions

Whereas the SEREG LG contributions in the 2020/21 - 2024/25 Business Plan were based on the size of each SEREG LG population, this has not been reflective of the actual value of services received by each Partner LG. To remedy this, the SEREG LG share of program contributions during the 2025/26 - 2029/30 Business cycle is based on the percentage of time to be allocated to each SEREG LG for corporate and community activities, that being the 40% for City of Armadale, 40% for the City of Gosnells and 20% for the Shire of Serpentine Jarrahdale. Switch Your Thinking will also endeavour to maintain a physical presence at each LG based on this 40%-40%-20% allocation.

To determine the financial contributions paid by the three SEREG local governments in the first year of the Business Plan, the salaries and on-costs for three FTE staff (\$408,248.00), SYT vehicle costs (\$10,241.85) and a modest implementation budget (\$20,000.00) have been combined resulting in Year 1 program costs of \$438,489.85 + GST.

This 14.6% increase on 2024/25 has been determined as necessary as the previous Business Plan did not factor in year-on-year wage increases, nor did the Partner local governments cover any portion of Switch Your Thinking's Implementation budget. If these aspects of the Switch Your Thinking funding model are not corrected ahead of the adoption of the 2025/26 - 2029/30 Business Plan and external funding received through the Subscribing LGs or the WA Government partnership ceases, there will be insufficient funding to sustain all three FTEs and no implementation budget at all.

Year-on-year SYT salaries and on-costs have been determined through the use of salary estimates and an on-cost calculator provided by the City of Gosnells. Vehicle costs have been advised by the City of Gosnells fleet management department, and program implementation costs have been determined through the identification of expenses that would continue to be necessary if the SYT program was confined to servicing the three SEREG LGs only.

Switch Your Thinking will provide actual FY income and expenditure every quarter as part of its reporting ahead of each SEREG meeting, and revised estimates in August of each year as part of its Project Impact Report and Presentation to the SEREG.

2024/25 carry-forward funds

Approximately \$100,000 of SYT funds received through SEREG LG contributions and Subscribing LGs will be brought forward into the 2025/26 FY. This is mainly due to SYT program staffing costs being offset by funding received from the WA Government to conduct an Energy Efficiency Pilot Program during 2025.

SEREG group members have agreed for \$40,000 of SYT program carry-forward funds to be reserved as a contingency mechanism, to ensure funding of a fourth FTE staff member for the second half of 2025/26 (costs for the first half of the 2025/26 FY are to be primarily funded through SYT's partnership with the WA Government). It is very probable the partnership with the WA Government will continue at least for the entirety of the 2025/26 FY which will offset the costs for a fourth FTE employee.

Budget forecast – SEREG LGS

The balance of carry forward funds – approximately \$60,000 – will be reserved for SEREG local governments to enable them to commission unbudgeted feasibility studies and to develop business cases. Any carry forward funds made available for this purpose will be distributed as per the new Partner LG contributions agreement, that is the City of Armadale and the City of Gosnells will each be allocated 40%, and the Shire of Serpentine Jarrahdale will be allocated 20% of the available funds. Each Partner local government is able to utilise their portion of funds at any time during the Business Cycle until their portion of the funding is exhausted. Any surplus funds remaining at the end of each FY will be placed in reserve and made available to each SEREG LG as per the 40%-40%-20% split described above.

Forecasted SEREG LG contributions (income) & expenditure 2025/26 – 2029/30

SEREG LG contributions	2025/26	2026/27	2027/28	2028/29	2029/30
City of Gosnells	\$ 175,395.94	\$ 180,617.82	\$ 185,990.31	\$ 191,518.06	\$ 197,049.68
City of Armadale	\$ 175,395.94	\$ 180,617.82	\$ 185,990.31	\$ 191,518.06	\$ 197,049.68
Shire of Serpentine Jarrahdale	\$ 87,697.97	\$ 90,308.91	\$ 92,995.15	\$ 95,759.03	\$ 98,524.85
TOTAL	\$ 438,489.85	\$ 451,544.55	\$ 464,975.77	\$ 478,795.15	\$ 492,624.21

EXPENSES	2025/26	2026/27	2027/28	2028/29	2029/30
Salaries & on-costs (3 FTEs)	\$ 408,248.00	\$ 420,495.45	\$ 433,110.25	\$ 446,103.61	\$ 459,096.92
Vehicle costs	\$ 10,241.85	\$ 10,549.10	\$ 10,865.52	\$ 11,191.54	\$ 11,527.29
Staff training & conferences	\$ 3,000.00	\$ 3,000.00	\$ 3,000.00	\$ 3,000.00	\$ 3,000.00
Travel – other	\$ 200.00	\$ 200.00	\$ 200.00	\$ 200.00	\$ 200.00
Materials and consumables	\$ 1,200.00	\$ 1,450.00	\$ 1,700.00	\$ 1,900.00	\$ 2,200.00
Stationery	\$ 125.00	\$ 150.00	\$ 175.00	\$ 200.00	\$ 225.00
Minor equipment	\$ 1,000.00	\$ 1,050.00	\$ 1,100.00	\$ 1,150.00	\$ 1,200.00
Marketing and promotions	\$ 3,500.00	\$ 3,600.00	\$ 3,700.00	\$ 3,800.00	\$ 3,850.00
Consultancy	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00
Courier expenses	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00
Catering – external provider	\$ 500.00	\$ 550.00	\$ 600.00	\$ 650.00	\$ 700.00
Catering – internal provider	\$ 300.00	\$ 300.00	\$ 300.00	\$ 300.00	\$ 300.00
Photocopying	\$ 200.00	\$ 200.00	\$ 200.00	\$ 200.00	\$ 200.00
Postage	\$ 100.00	\$ 100.00	\$ 100.00	\$ 100.00	\$ 100.00
Subscriptions	\$ 1,200.00	\$ 1,200.00	\$ 1,200.00	\$ 1,250.00	\$ 1,250.00
Maintenance plant & equipment	\$ 250.00	\$ 250.00	\$ 250.00	\$ 250.00	\$ 250.00
External contractor – superannuation	\$ 200.00	\$ 200.00	\$ 200.00	\$ 200.00	\$ 200.00
External contractor	\$ 6,000.00	\$ 6,000.00	\$ 6,000.00	\$ 6,000.00	\$ 6,000.00
Telephones – Mobiles	\$ 1,225.00	\$ 1,250.00	\$ 1,275.00	\$ 1,300.00	\$ 1,325.00
TOTAL	\$ 438,489.85	\$ 451,544.55	\$ 464,975.77	\$ 478,795.15	\$ 492,624.21

Budget forecast - Subscribing LGs

Forecasted income & expenditure - Subscribing LGs 2025/26 - 2029/30

For more than a decade, Switch Your Thinking has provided sustainability education and intellectual property goods and services to non-SEREG LGs. This service is anticipated to continue for the duration of the 2025/26 - 2029/30 Business Plan and fees will be set each year to enable the tailoring of the Subscribing LG offering and to ensure that the offering complements, not competes with other initiatives such as may be provided through the SYT-WA Government partnership.

During the 2024/25 FY, SYT added a popular PAYG mechanism, enabling Subscribing LGs to purchase additional goods and services on top of what is allocated as part of the base subscription. This and the addition of a non-metropolitan LG subscription offering will enhance SYT's ability to attract ongoing income from external sources and in turn, provide SYT additional funds for program implementation.

Subscribing LG contributions	2025/26	2026/27	2027/28	2028/29	2029/30
Base subscription fee	\$ 90,000.00	\$ 92,700.00	\$ 95,481.00	\$ 98,345.43	\$ 101,295.79
PAYG goods & services	\$ 20,000.00	\$ 20,600.00	\$ 21,218.00	\$ 22,854.54	\$ 23,540.18
TOTAL	\$ 110,000.00	\$ 113,600.00	\$ 116,699.00	\$ 121,199.97	\$ 124,835.97

EXPENSE	2025/26	2026/27	2027/28	2028/29	2029/30
Staff training & conferences	\$ 1,000.00	\$ 1,000.00	\$ 1000.00	\$ 1000.00	\$ 1000.00
Travel - other	\$ 300.00	\$ 300.00	\$ 350.00	\$ 400.00	\$ 400.00
Materials and consumables	\$ 9,000.00	\$ 9,500.00	\$ 9,500.00	\$ 9,750.00	\$ 10,000.00
Stationery	\$ 75.00	\$ 75.00	\$ 75.00	\$ 75.00	\$ 75.00
Minor equipment	\$ 1,800.00	\$ 1,800.00	\$ 1,800.00	\$ 1,800.00	\$ 1,800.00
Marketing and promotions	\$ 7,000.00	\$ 7,500.00	\$ 8,000.00	\$ 8,500.00	\$ 8,500.00
Consultancy	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00
Courier expenses	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00
Catering - external provider	\$ 500.00	\$ 550.00	\$ 600.00	\$ 650.00	\$ 700.00
Catering - internal provider	\$ 1,200.00	\$ 1,200.00	\$ 1,250.00	\$ 1,250.00	\$ 1,250.00
Photocopying	\$ 50.00	\$ 50.00	\$ 50.00	\$ 50.00	\$ 50.00
Postage	\$ 750.00	\$ 750.00	\$ 850.00	\$ 900.00	\$ 950.00
Subscriptions	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00
Maintenance of plant & equipment	\$ 250.00	\$ 250.00	\$ 250.00	\$ 250.00	\$ 250.00
External contractor - superannuation	\$ 1,400.00	\$ 1,450.00	\$ 1,500.00	\$ 1,550.00	\$ 1,650.00
External contractor	\$ 30,000.00	\$ 31,000.00	\$ 32,300.00	\$ 33,000.00	\$ 34,500.00
Telephones - Mobiles	\$ 1,475.00	\$ 1,500.00	\$ 1,550.00	\$ 1,600.00	\$ 1,650.00
Administration/service fees	\$ 55,200.00	\$ 56,675.00	\$ 57,624.00	\$ 60,424.97	\$ 62,060.97
TOTAL	\$ 110,000.00	\$ 113,600.00	\$ 116,699.00	\$ 121,199.97	\$ 124,835.97



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