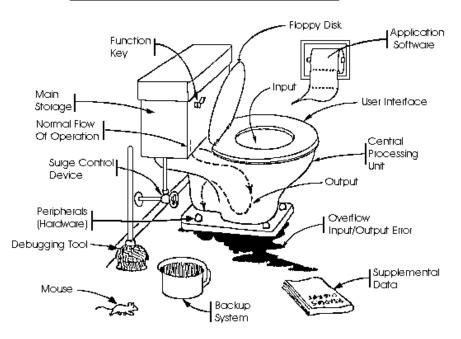


G'day

By the way, where are the loos?



<u>Understanding The Technology</u>





Who are we?



The **National Report Card Network** is an informal forum where representatives from waterway report card initiatives meet to:

- Raise awareness of the various initiatives
- Exchange knowledge and ideas
- Learn from each other
- Explore opportunities for collaboration to deliver organisational goals and operational efficiencies



National Report Card Network

Welcome

Welcome to the home page of the National Waterway Report Card Network (referred to as the 'Network'). The Network is an informal group of waterway health practioners and specialists involved in producing report cards on waterway, estuary, harbour, reef and marine health across Australia.

The interactive map below displays the numerous organisations around Australia who develop and produce report cards on the health of waterways in their region. Explore the map by zooming in and clicking on the red pins to display details of each organisation, their report card and website link.



About the network

Currently the Fitzroy Partnership for River Health (FPRH) in Central Queensland is hosting the Network website. If you would like to add your organisation to this map, and/or would like to join the Network, please click here to contact us.

For more information about the Network, please visit the About page.

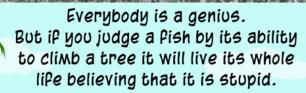


Create new Report Card

IE	Name	About	Web Address	Position	Actions
		The Partnership is a collective of government, agriculture,			
	Fitzroy	resources, industry, research and community interests across the Fitzroy Basin in central Queensland.			
3	Partnership for River Health	Partners have a common goal of providing a more complete picture on river health and support this goal by providing funding, resources and contributing water quality and ecosystem health monitoring data through data-sharing arrangements. Healthy Waterways is an independent, not-for-profit	http://www.riverhealth.org.au	-23.38170208 150.5172666	Edit Delete
	Healthy	organisation that works with our		27 /6796/23	Edit

Workshop Principals





- Albert Einstein











Department of Environment and Heritage Protection



Tuesday 21st March 2017

Time	Item	How it will work	Facilitator
08:00	Welcome	We say G'day and let you know where the loo's can be found	Nathan Johnston
08:30	Report Cards – what are they good for?	Before we delve into the bowels of report card minutia, let's spend some time exploring why we do what we do. This session will reflect on the potential value and influence of environmental report cards. The presenter will draw upon success and learnings of established report cards as well other materials such as the recent Wentworth group report on water accounts.	Di Tarte & Charlie Morgan
09:00	This session is devoted to brushing up on the principals to consider and apply when initiating reporting programs and designing waterway report cards It's the principal of the matter The presenter will reflect upon their knowledge and experience as well as resources like Integrating and Applying Science: A handbook for effective coastal ecosystem assessment and the Aquatic Ecosystems Toolkit		Heath Kelsey & Bill Dennison (Video) Mike Ronan, and Glen Scholz
09:30	Speed reporting	Every report card initiative represented at the workshop gets up to 5 minutes and up to 3 slides to introduce their awesome work. Yep, it's a tough gig but that's all we have time for! Be warned that the facilitator will have a bell If several people are attending from your initiative, please negotiate who will deliver the presentation	A nominee from each reporting initiative represented at the workshop will be invited to present. You – or your colleague!
10:30	Morning Tea		
		 Fitzroy Partnership - Nathan Johnston Darwin Harbour - Simon Townsend SEQ Healthy Waterways - Paul Maxwell Gladstone Healthy Harbours - Mark Schulz 	

11:00	Speed reporting - continued	 WA Estuary Report Card - Catherine Thomson Northern NSW - Sara Mika Great Barrier Reef - Greg Greene Lake Eyre Basin - Glen Scholz Wet Tropics - Suzanne Jenkins Mackay HRRP - Charlie Morgan NSW Estuary Health Reporting - Peter Scanes Victoria-Regan East & others Wallis, Myall & Karuah Mid Coast NSW - Prue Tucker Nigel Willoughby - SA NRM Report Cards Murray Darling Basin - Justine Smith SA surface water status reports - Dan Penny SA Aquatic Ecosystem Condition Reports - Clive Jenkins Others 	
13:00	Lunch		
14:00	Cultural reporting and engagement	How does one go about measuring and reporting the #People#Waterways#Happiness Nexus? Two case studies (Lake Eyre Basin and Gladstone) will be presented to get you thinking about what might work in your neck of the woods.	Glen Scholz & Uthpala Pinto
15:00	Steering the 'stewardship' – what is best practice in assessment and reporting on management effectiveness	The recently prepared Network document that covers stewardship approaches will be used as a reference as we explore how each initiative tackles stewardship reporting and what is considered to be the elements of a best practice approach. We will also take a look at some international best practice approaches and applications outside the environmental reporting perspective	Greg Greene
16:00	Afternoon Tea		
16:30	Merry little stroll	We will to the bus terminal!	
17:00	RiverCrawl Local Report Card case study, tour, dinner.	We will be learning about the health of Brisbane River and initiatives being delivered by Healthy Land and Water. Dinner at The Charming Squire Dinner proudly supplied by workshop sponsor Gladstone Healthy Harbour Partnership	Paul Maxwell
20:00	Close		

Wednesday 22nd March 2017

Time	Item	How it will work	Facilitator
6:00	Riverside walk/run	Optional social event catering for all ability levels. Meet at designated hotel Lobby (Ibis Brisbane).	For those who were sensible at dinner the night before. Nathan Johnston
8:00	Welcome	Review and introduce day ahead	Lyndal Hansen
8:30	Report card onions Can we deliver tiered report cards without too many tears?	Case studies followed by facilitated discussion. Explore the potential for nesting report cards with emphasis on the mix of initiatives represented in the room as the case in point	Murray Darling Justine SmithGreat Barrier Reef Carl MitchellFacilitator: Kirstin Kenyon
9:30	Report card BMI Report card thresholds, weightings and normalisation criteria	A show and tell session. Break into small groups and discuss a.) Formulas & mathematics b.) Human process for selection (rationale) Report back to wider group, with a view to consolidating findings after the workshop and using this as the basis for development of a compendium of existing approaches	Introductory Presentation Nicole Flint Attendees will be encouraged to bring along threshold, weighting and normalisation criteria relevant to their initiative where this applies. Please start to think about your materials relevant to this session Facilitators: Nathan Johnston & Nicole Flint
10:30	Morning Tea		
11:00	Report cards beyond the abacus	Exploring how technology can help improve quality and efficiency of report card development Break into small groups and discuss what might work in your particular situation.	Machine Learning, Artificial Intelligence, Big Data and what it might mean to the future of report carding Luke UkkolaAutomated waterway health assessment and reporting Nathan JohnstonSmall group session Attendees should start to think about their particular initiative and where technology may support efficiency of reporting or other activity Facilitator Luke Ukkola
12:00	Partnering and collaboration Why can't everyone just think like me?	Role play with 'thinking hats' and sector hats. Time for personal reflection and observation on what this might mean for your particular initiative and mix of investor, partner or sponsor arrangements	Facilitator: Tanya James, Collaboration for Impact Associate
13:00	Lunch		

13:00	Lunch		
14:00	Get my message?	A session to get you thinking about your report card from a marketing and promotion perspective. You will then use this as inspiration to have a crack at designing a revised or new product for your initiative	Interactive session and practical exercise exploring marketing, human behaviour and graphic design elements of report cards Including application of the learnings to a live item. Please start to think about the item you will work on for the session Facilitator: Lyndal Hansen
16:00	Beyond the workshop and beyond report cards	Reflection of the workshop. Introduction for the major topic of discussion for the next Network teleconference. This topic is how report cards can be used for: a) decision making and guiding on ground action b) community engagement outcomes	Reflection & Beyond reporting discussion starter Prue Tucker
16:30	Close	People travel home. Informal dinner at Julius Pizzeria or similar arranged on the day for those overnighting in Brisbane	



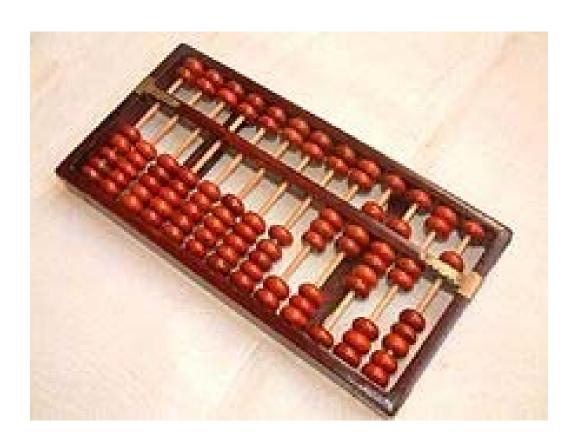


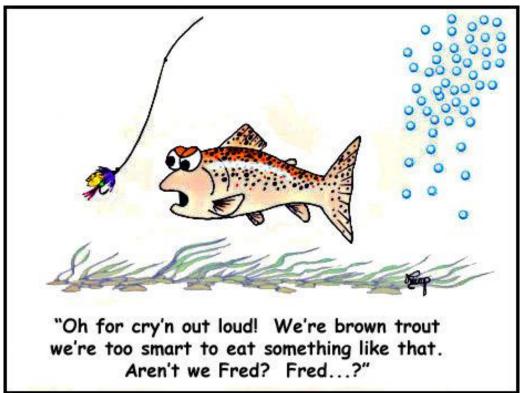




Report Cards beyond the abacus



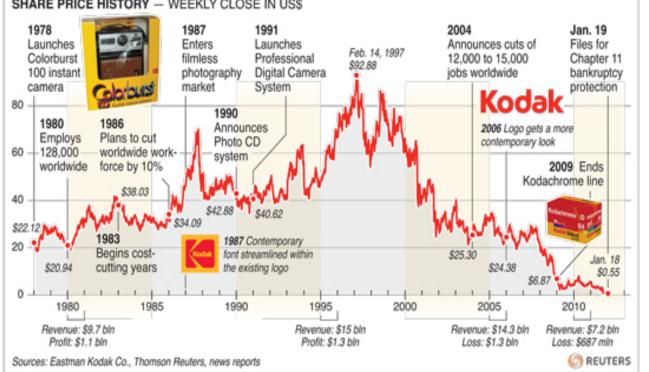




Kodak Example







- Ran a loss 7 of 8 years: 2004-12
- Did not move into digital world well or fast enough
- Were people who saw it coming
 - buried in the organization
 - did not act early enough
- New technology:
 - fierce competitors
 - low margins
 - Eats into margin of core business.
- Kodak did not take decisive action to combat the inevitable challenges.

Kodak Example



- After being innovation leaders, Kodak moved to one overflowing with complacency.
- In the late 1980s. Kodak was failing to keep up even before the digital revolution when Fuji started doing a better job with the old technology, the roll-film business.
- With complacency rock-solid and no one at the top devoting priorities toward turning the problem into a huge urgency with opportunity, they went nowhere.
- We now see this playing out again with camera companies and smartphones

So how is the relevant to us and what can we learn from Kodak's failure?



Why is this important to your report card initiative?



- Perhaps you have an established report card process that works with what seems to be a reliable revenue stream. Everything is going ok just how it is. But what if you loose a major funding provider or government priorities change? Can you weather the storm?
- Perhaps funding was good in the first few years, but interest and funding is waning
- Perhaps you have a growing list of priorities and additional information to report about but the bucket of funds isn't getting any bigger.
- Our failure puts more than profits at risk. It is the sustainable management and care of our waterways that is on the line - so we must thrive.

Leveraging from IT advancements is an item everyone must consider

Case Study:

Fitzroy Partnership Report Card Journey

2009



2008

Floods. Water released from mine sites contributes to short term issues such as drinking water taste

2011

First GBR Report Card released providing information on health of marine zone



2008 Comm

Community
concerned but
no independent
body reporting
on waterway
health

Queensland Premier commissioned reports that identified need for integrated

monitoring partnership

2010

Fitzroy Partnership establishes independent Science Panel



First Ecosystem Health Report Card released



2014

First Drinking Water Reports for Member Councils released



2015

First Agricultural water Use Report released





2016

Release of 14-15 Report Card with 5 year trends available

FUTURE

Strategic Plan 2016-2021

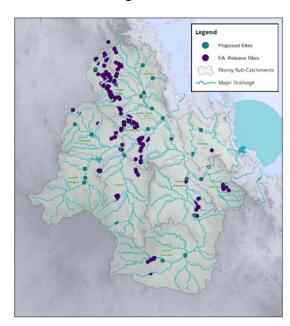
- ✓ Trusted source of information
- Inform policy and planning decisions
- Build technical assessment capacity
- Provide value for all sectors
- Maintain a robust business model



Maintaining a robust business model



Third Party co-investment



Negotiating Integrated
Fitzroy REMP

Collaboration







FPRH & GHHP
FPRH & FBA (Host)
National RC Network

Attract & Retain Members





Stanmore joined last week

GAWB last year

Jellinbah back on-board

Maintaining a robust business model





Social Enterprise Offering www.enviroscore.org

"

Our altruistic end goal is to offer a free lite version to help resource poor communities around the world tell a better story about the health of their local environment.

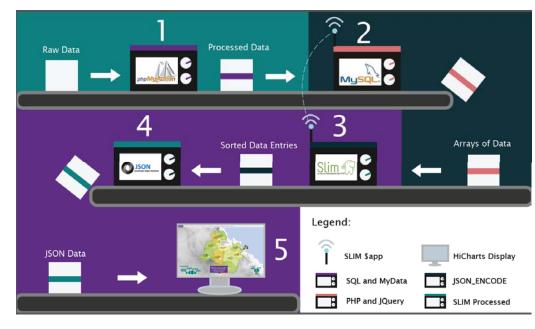
Technology & Efficiency Report Card Production Process



Report Card Development Process

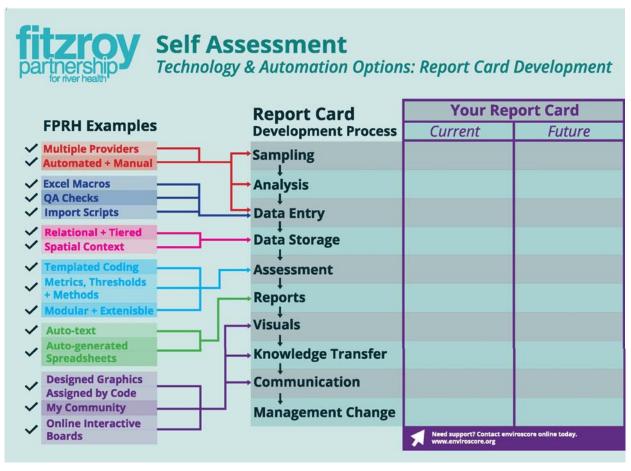
*Throughout the development process templates are used wherever possible to improve efficiency and encourage future-proof development strategies.

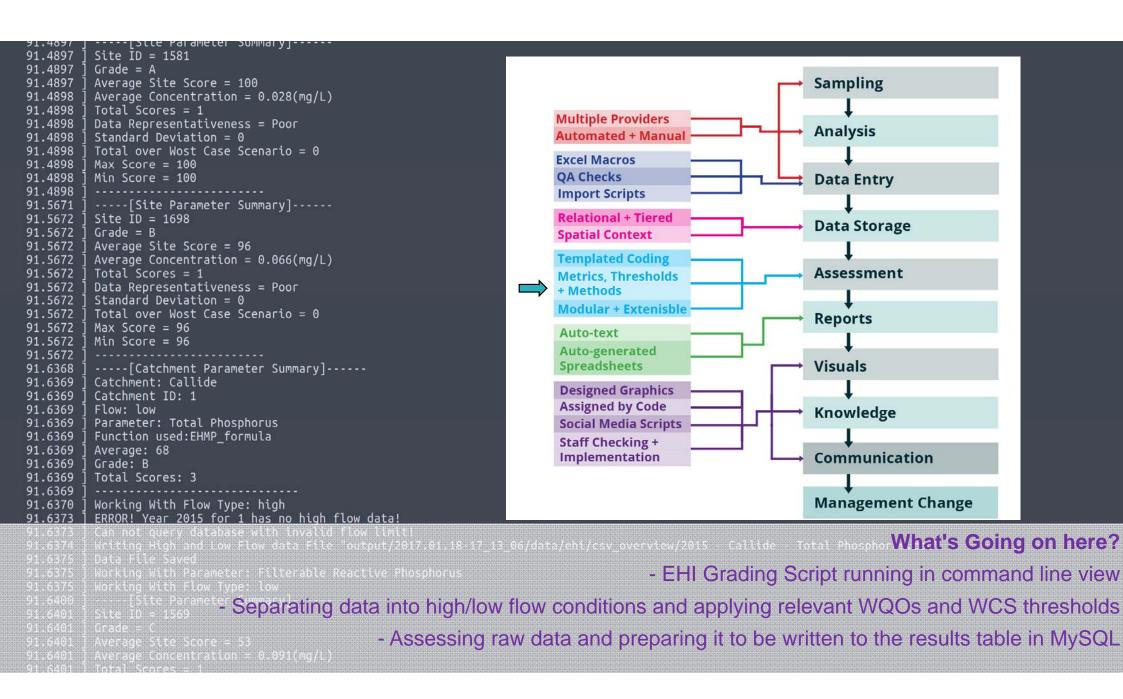
- 1. Raw data is received from various providers. Data is then sorted and uploaded using MyData (PHP driven) into SQL databases.
- 2. PHP is used to run JQuery and access data from SQL databases. This data is then stored into arrays under relevant variables. Grading is calculated based on array values.
- 3. Slim app is a toolkit used as a framework for MyData. It enables acquisition of specific datasets from SQL databases.
- 4. Arrays of data are converted to JavaScript data entries using JSON_ENCODE. Data at this stage is ready to be displayed using HiCharts and can utilise GeoJSON.
- 5. Requested datasets are displayed in various forms and compiled

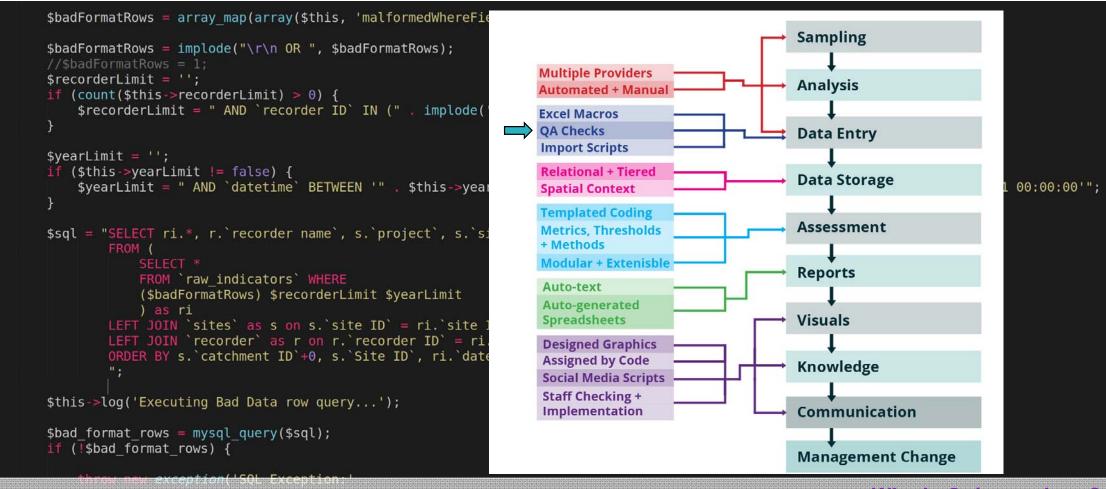


Technology & Efficiency Report Card Production Process









mysql_error()); What's Going on here?

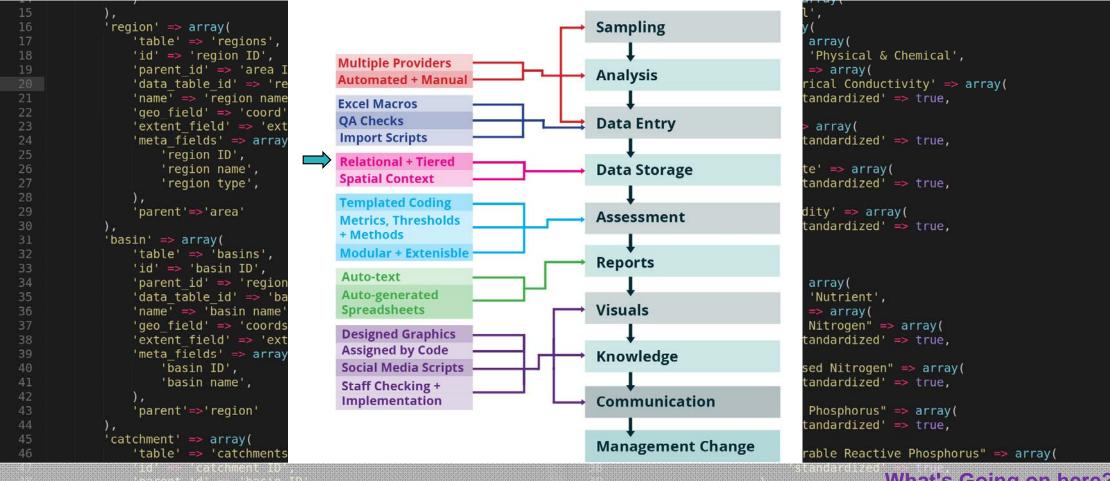
```
$this->db->query("START TRANSACTION");
                                                                                                  Sampling
$transactionOk = true;
                                                               Multiple Providers
foreach ($processedData['data'] as $line => $row) {
                                                                                                  Analysis
                                                               Automated + Manual
                                                               Excel Macros
                                                               QA Checks
                                                                                                  Data Entry
    $fields = array keys($row);
                                                               Import Scripts
    $fields = array map(function ($item) {
        return '`' . $item . '`';
                                                               Relational + Tiered
                                                                                                  Data Storage
    }, $fields);
                                                               Spatial Context
    $values = ($row); //retain keys, we might use them
                                                               Templated Coding
                                                                                                  Assessment
    db = this > db;
                                                               Metrics, Thresholds
    $values = array_map(function ($item) use ($db) {
                                                               + Methods
        return '"' . $db->real escape string($item)
                                                               Modular + Extenisble
                                                                                                  Reports
    }, $values);
                                                               Auto-text
    if (in array($line, $processedData['collisions'][
                                                                Auto-generated
                                                               Spreadsheets
                                                                                                  Visuals
                                                               Designed Graphics
    } elseif (in array($line, $processedData['collisic
                                                               Assigned by Code
                                                                                                  Knowledge
                                                               Social Media Scripts
        //no need to replace overrides either.
                                                               Staff Checking +
                                                                                                  Communication
                                                               Implementation
    $sql = "INSERT INTO `" . $this->dataTable . "` ("
                                                                                                  Management Change
    $this->db->query($sql);
```

```
if ($this = db = error) {
    $transactionOk = false;
    $this = errors[] = $this = db = error;
    break;
}
```

- Import Script

- Getting data ready to write to MySQL

Checking the data hasn't already been loaded before



Setting up results so they are geospatially aware and tiered (in this case region, basin, catchment)

- Preparing the results (arrays) relevant to these special context

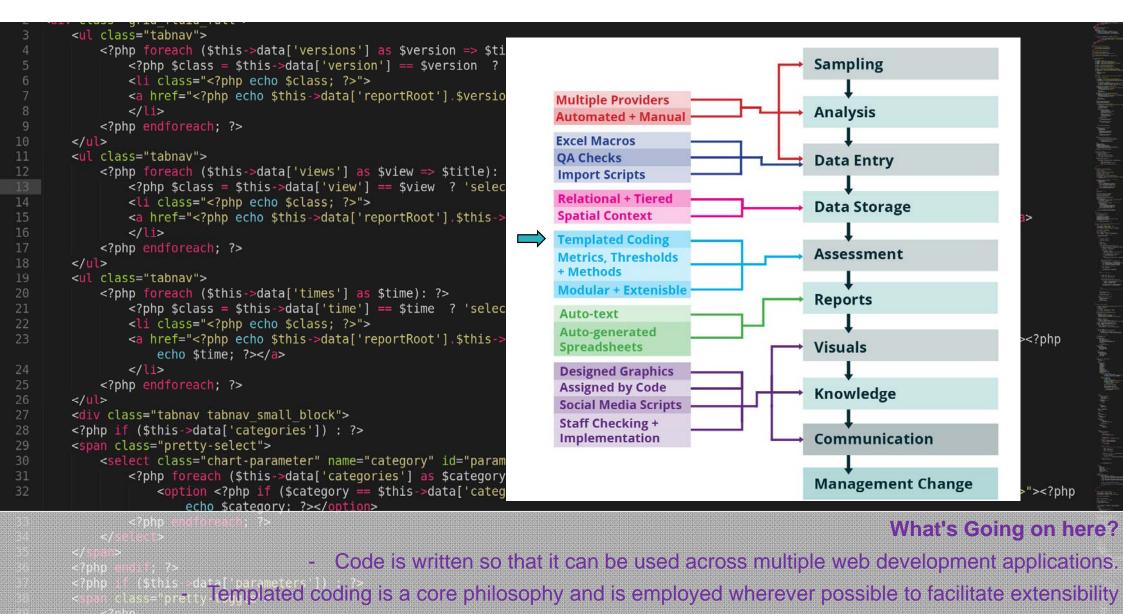
- Preparing results (arrays) relevant to the geometries (eg. Physical & Chemical) and Indicator (Conductivity)

```
public function arrayToFeatureCollection($results, $GeoColumn, $out = 'json')
   $possible outputs = array('json', 'array');
                                                                                                                    Sampling
   if (!in array($out, $possible outputs)) {
        throw new exception('Outknown output method: ' . $out);
                                                                                 Multiple Providers
                                                                                                                    Analysis
                                                                                 Automated + Manual
                                                                                 Excel Macros
   $feature collection = array(
                                                                                 QA Checks
                                                                                                                    Data Entry
                   => "FeatureCollection",
        "type"
                                                                                 Import Scripts
        "features" => array(), // <= this is where our features will go.
   );
                                                                                 Relational + Tiered
                                                                                                                    Data Storage
                                                                                 Spatial Context
   foreach ($results as $result) {
                                                                                 Templated Coding
                                                                                                                    Assessment
                                                                                  Metrics, Thresholds
       //For each catchment we want to define it as a "feature", an ele
                                                                                  + Methods
       //A feature is an object with geometry and properties.
       //geometry comes straight from the database as GeoJSON
                                                                                  Modular + Extenisble
                                                                                                                    Reports
       //properties are any fields we want associated with the geometry
                                                                                  Auto-text
                                                                                  Auto-generated
        //define a new "feature"
                                                                                 Spreadsheets
                                                                                                                    Visuals
       $new feature = array(
            //type is Feature
                                                                                  Designed Graphics
            'type'
                         ⇒ 'Feature',
                                                                                  Assigned by Code
                                                                                                                    Knowledge
            //Geometry is our geoJSON data from the database
                                                                                  Social Media Scripts
            //Im decoding the JSON here because it is being constructed
                                                                                  Staff Checking +
                                                                                                                    Communication
                                                                                  Implementation
            'geometry' => json decode($result[$GeoColumn]),
                           => $row['catchment ID'],
                                                                                                                    Management Change
            'properties' => array(
```

- Providing spatial confext to the site/area about to be served up to the webpage so they line up correctly on a map

Snew feature Assigning the results to this spatial feature so it can be served up to highcharts as a pretty map

/ //push that to our set of features



spare-randemplated coding allows the creation of new reporting products for Fitzroy and external clients cheaper

roreach (\$thiis→uatal parameters) as \$parameter

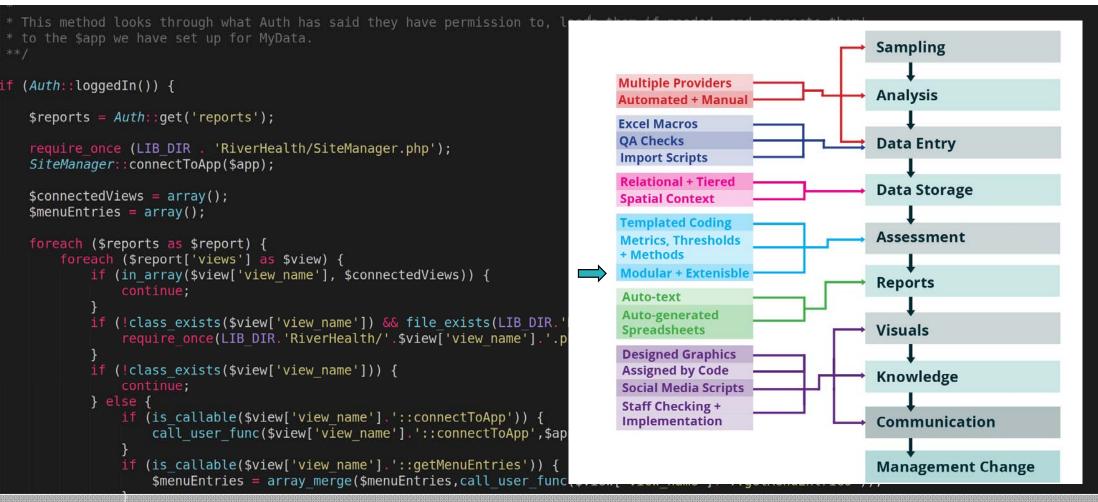
```
function EHMP formula($value, $parameters)
                                                                                                                            Sampling
        // worse than WCS scores zero, in between gets formulised in the else
                                                                                       Multiple Providers
        $wqo = $parameters['wqo'];
                                                                                                                            Analysis
                                                                                       Automated + Manual
        $wcs = $parameters['wcs'];
        if ($value <= $wgo) {
                                                                                       Excel Macros
            score = 1:
                                                                                       QA Checks
                                                                                                                            Data Entry
        } elseif ($value >= $wcs) {
                                                                                       Import Scripts
            score = 0;
                                                                                        Relational + Tiered
                                                                                                                            Data Storage
            $score = 1 - abs(($value - $wqo) / ($wcs - $wqo)); //EHMP formula
                                                                                       Spatial Context
                                                                                       Templated Coding
        $score = abs($score); //convert negative scores
                                                                                                                            Assessment
                                                                                        Metrics, Thresholds
        return $score * 100;
                                                                                        + Methods
19 }
                                                                                        Modular + Extenisble
                                                                                                                            Reports
    function EHMP PH formula($value, $parameters)
                                                                                        Auto-text
                                                                                        Auto-generated
                                                                                        Spreadsheets
                                                                                                                            Visuals
        $wgo = $parameters['wqo'];
        $wcs = $parameters['wcs'];
                                                                                        Designed Graphics
                                                                                        Assigned by Code
                                                                                                                            Knowledge
        if ($value >= 6.5 && $value <= 8.5) {
                                                                                        Social Media Scripts
            score = 1;
                                                                                        Staff Checking +
        } elseif ($value > 4.5 && $value < 6.5) {
                                                                                                                            Communication
                                                                                        Implementation
            score = (exp(svalue) * exp(svalue)) / (exp(6.5) * exp(6.5));
        } elseif ($value > 8.5 && $value <= 11) {
            score = exp(15 - svalue) / exp(6.5);
                                                                                                                            Management Change
        } elseif ($value <= 4.5) {
            \$score = 0:
```

What's Going on here?

- Selecting the method to be applied to data (in this case a modified version of EHMP from SEQ)

- Setting thresholds - in this case WQOs and WCs normalised

function this or to Setting pH WQOs, noting that this is a logarithmic scale and has both upper and lower WCS & WQOs



\$connectedViews[] = \$view['view_name'];

- Code that authorises access to the different report and data management solutions.

- Allows code template libraries to be used and applied to meet the needs of a particular report product or end user sapp view() appendiata (array('menuEntries') smenuEntries');

- Approach means that only requiring specific modifications are required and not the need to rewrite from scratch.

```
$trends[$area][$trend][] = $field['name'];
                                                                                                                  Sampling
                                                                               Multiple Providers
$text = '':
                                                                                                                  Analysis
                                                                               Automated + Manual
$text .= sprintf('In %s the overall condition of %s %s compared to %s.
    (max($years)) '-' (max($years)-1999),
                                                                               Excel Macros
    $catchment,
                                                                                QA Checks
                                                                                                                  Data Entry
    strtolower($overall_trend['last_year']),
                                                                               Import Scripts
    (max($years)-1) . '-' . ((max($years)-1)-1999)
);
                                                                                Relational + Tiered
                                                                                                                  Data Storage
                                                                                Spatial Context
                                                                                Templated Coding
if (count($years) > 2) {
                                                                                                                   Assessment
                                                                                Metrics, Thresholds
    switch ($overall trend['all years']) {
                                                                                + Methods
        case 'increased':
            $overall trend['all years'] = 'been steadily improving';
                                                                                Modular + Extenisble
                                                                                                                  Reports
        break:
                                                                                Auto-text
        case 'decreased':
                                                                                Auto-generated
            $overall trend['all years'] = 'seen a steady decline';
                                                                                Spreadsheets
                                                                                                                   Visuals
        case 'Remained Stable':
                                                                                Designed Graphics
            $overall long term = 'remained stable';
                                                                                Assigned by Code
                                                                                                                  Knowledge
        break;
                                                                                Social Media Scripts
                                                                                Staff Checking +
                                                                                                                  Communication
                                                                                Implementation
    $text .= sprintf('The long term condition of %s has %s. ',
        $catchment,
        strtolower($overall trend['all years'])
                                                                                                                  Management Change
    );
```

-steAutotext logic for trend visualisation that assesses the results and prepares text displayed underneath trend graphs stext sprintf (Trend for indicators in the % in % compared to %s: ', scatchment,

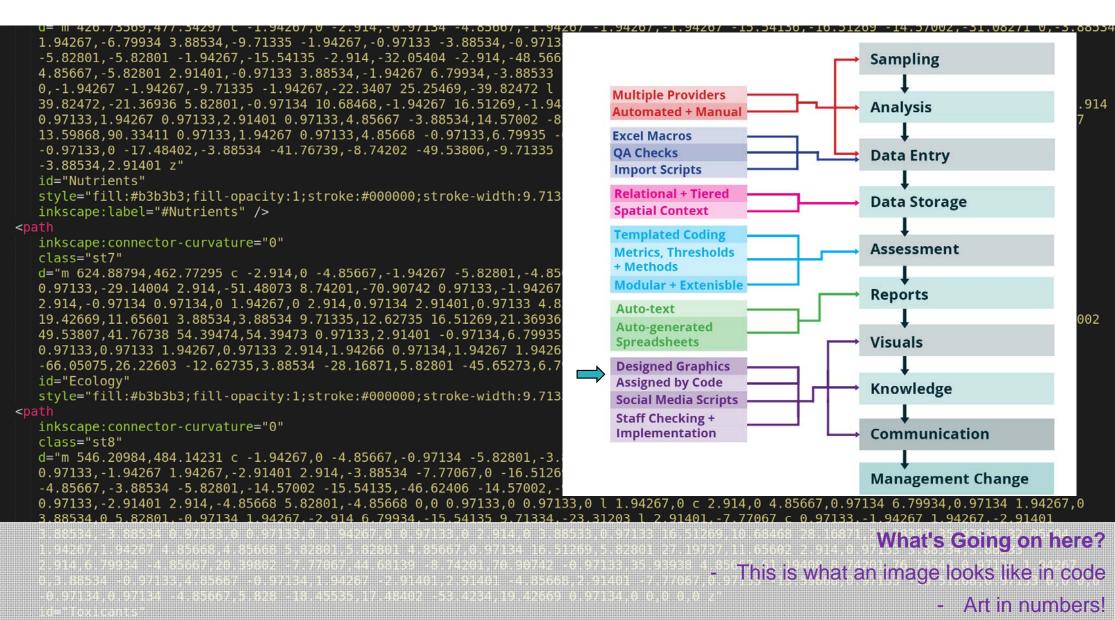
```
roreach ($categories as $categoryritte => $uata)
   echo 'Category: ' . $categoryTitle . "\r\n";
                                                                                                     Sampling
   row index = 0;
                                                                  Multiple Providers
                                                                                                     Analysis
                                                                   Automated + Manual
   $objPHPExcel->createSheet();
   $out sheet = $objPHPExcel->getSheet( $objPHPExcel->get
                                                                  Excel Macros
   $out sheet->setTitle($categoryTitle);
                                                                   QA Checks
                                                                                                     Data Entry
                                                                   Import Scripts
   foreach ($data["parameters"] as $parameterName) {
                                                                   Relational + Tiered
                                                                                                     Data Storage
                                                                   Spatial Context
       $file = $year . ' - ' . $catchmentName . ' - ' . $
                                                                   Templated Coding
                                                                                                      Assessment
                                                                   Metrics, Thresholds
                                                                   + Methods
       if (!file exists($this->csvDir.'/'.$file)) {
                                                                   Modular + Extenisble
                                                                                                     Reports
           echo 'Skipping ' . $file . ' - not found' .
                                                                   Auto-text
           continue;
                                                                   Auto-generated
                                                                   Spreadsheets
                                                                                                      Visuals
           echo 'Reading File ' $file "\r\n";
                                                                   Designed Graphics
                                                                   Assigned by Code
                                                                                                     Knowledge
       $objReader = new PHPExcel Reader CSV();
                                                                   Social Media Scripts
       $objPHPExcelReader = $objReader->load($this->csvDi
                                                                   Staff Checking +
                                                                                                     Communication
                                                                   Implementation
       $in sheet = $objPHPExcelReader->getActiveSheet();
       $row index++;
                                                                                                     Management Change
       $out sheet->setCellValueByColumnAndRow(0, $row index
```

Compiling results & writing to a spreadsheet located via a specific url, linking this to the correct section of the report

```
$xdoc = new DomDocument;
                                                                                                     Sampling
$xdoc->Load(LIB DIR.'../img/ehi/Section Icon-'.$catchment
$tags = $xdoc->getElementsByTagName('path');
for ($tag = 0; $tag < $tags->length; $tag++) {
                                                                  Multiple Providers
                                                                                                     Analysis
    $item = $tags->item($tag);
                                                                  Automated + Manual
    $attr = $item->getAttributeNode('id');
                                                                  Excel Macros
    if (!$attr) continue;
                                                                  QA Checks
                                                                                                     Data Entry
    $id = $attr->value;
                                                                  Import Scripts
                                                                  Relational + Tiered
                                                                                                     Data Storage
    //because it looks like SVG editors use the style tag
                                                                  Spatial Context
    //that the SVG spec says, ive reworked this to overri
                                                                  Templated Coding
    //to do that we must break down what styles are there
                                                                                                     Assessment
                                                                  Metrics, Thresholds
                                                                  + Methods
    $styleAttr = $item->getAttributeNode('style');
    if (!$styleAttr) {
                                                                  Modular + Extenisble
                                                                                                     Reports
        $currentStyles = array();
                                                                   Auto-text
    } else {
                                                                   Auto-generated
        $vals = $styleAttr->value;
                                                                   Spreadsheets
                                                                                                     Visuals
        $currentStyles = array();
        $vals = explode(';',$vals);
                                                                   Designed Graphics
        foreach ($vals as $stylestr) {
                                                                   Assigned by Code
                                                                                                     Knowledge
            list($key,$value) = explode(':',$stylestr);
                                                                   Social Media Scripts
            $currentStyles[$key] = $value;
                                                                   Staff Checking +
                                                                                                     Communication
                                                                   Implementation
    if (array key exists($id, $fillColours)) {
                                                                                                     Management Change
        $currentStyles['fill'] = $fillColours[$id];
        $styles = '';
```

\$item = setAttributeNode(new DOMAttr('class', '')); Calling up images (svgs) from a particular image library sitem = setAttributeNode(new DOMAttr('style', sstyles));

- Defining the relevant attributes (fill colours, transparency, border colour) to apply given a particular result



style="fill:#b3b3b3;fill-opacity:1;stroke:#000000;stroke-width:9.7130003;stroke-miterlimit:4;stroke-dasharray:none;stroke-opacity:1"

IT improvents for FPRH



- Automated indicator and metrics dashboard
- Automate raw biota calculations (Macros and Fish)
- More detailed statistical analysis of results
- More additional information to support the main report card
- Automate content preparation and link to social media feed
- Work toward 'lite' version of Enviroscore Online product for small report card groups
- Incorporate more EV reports (primary + secondary recreation)
- Incorporate social, cultural and stewardship elements
- Visualising catchment modelling scenarios
- Plus more!

But this just made my job redundant!

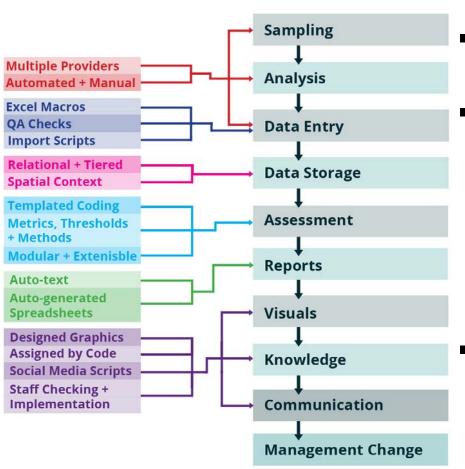


We still need you!

- Graphic designer input (establishment, rebranding and larger product range)
- Continuous improvement to Science Knowledge, followed by updates
- Manual technical input there will always be exceptions!
- Have more time to focus on human interaction and knowledge transfer
- Reach out beyond your report card other areas other environmental assets
- Dedicate more time for in depth analysis
- Prepare one off bespoke communications products (children's books)
- Learn how to code and add web developer to your portfolio

Activity: Reflection





- What elements of your report card process require the most manual handling currently?
- How could you use technology to reduce this effort?
 - Web development dependant
 - Efficiency not requiring web development
 - Short term
 - Long term
- What elements are common? Collaborate to reduce up-front cost?

Over to Luke



