



EASTERN METROPOLITAN  
REGIONAL COUNCIL

# ANNUAL REPORT

2015/2016







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# ABOUT EMRC

**The Eastern Metropolitan Regional Council (EMRC) is a progressive and innovative regional local government working on behalf of six member councils located in Perth's Eastern Region: Town of Bassendean, City of Bayswater, City of Belmont, Shire of Mundaring, Shire of Kalamunda and the City of Swan.**

The EMRC is an incorporated body established under the Western Australian *Local Government Act 1995*. The EMRC's operations are governed by its Council under an Establishment Agreement. In brief, the Establishment Agreement states that the EMRC will:

- ▶ Work in consultation with member councils to facilitate local government to enhance its service delivery to the community;
- ▶ Be efficient and effective in delivering quality services and facilities;
- ▶ Promote and market the role of local government in the community;
- ▶ Implement a strategic plan that is regularly reviewed; and
- ▶ Avoid providing any service or facility that adversely impacts on the services or facilities of any member council.

In line with this brief, the EMRC provides a broad range of services across the region including waste management and education, resource recovery, environmental management and regional development. Working in partnership with our member council's and other stakeholders, the EMRC delivers local and regional scale projects across each of these areas for the benefit of the region.



## OUR VISION

To be a responsive and innovative leader in assisting Perth's Eastern Region to be a great place to live, work, play and do business.



## OUR MISSION

EMRC, by partnering with member councils (and other stakeholders), facilitates strategies and actions for the benefit and sustainability of Perth's Eastern Region.



## OUR VALUES

The values that govern the EMRC are:

**EXCELLENCE** – Striving for excellence through the development of quality and continuous improvement.

**RECOGNITION** – Valuing staff in a supportive environment that focuses on their wellbeing.

**INNOVATION** – Focus on innovative approaches in project and service delivery.

**RESPONSIVENESS** – Dynamic and flexible service delivery.

**INTEGRITY** – Accountability and consistency in all that we do.





## About Perth's Eastern Region

Perth's Eastern Region is an area of Perth defined by the boundaries of six local governments: Town of Bassendean, City of Bayswater, City of Belmont, Shire of Kalamunda, Shire of Mundaring and the City of Swan. The region constitutes around one-third of Perth's metropolitan area encompassing a land area of about 2,100 square kilometres and an estimated population of 365,500 people.

Perth's Eastern Region hosts Western Australia's major air, road and rail transport hub for movement of freight and passengers throughout Perth, intrastate, interstate and overseas. The region is considered the gateway to greater Perth, made possible by people entering the region from the domestic and international airports or from the highways to the north and east.

Perth's Eastern Region has undergone rapid expansion and growth with major capital investments including intermodal freight terminal development, major airport and road redevelopment and education and health services investment. Increasingly, the inner city areas are becoming home to large national and international companies seeking office and commercial accommodation within close proximity of the CBD, key stakeholders and major transport routes. The major industrial areas of Malaga, Kewdale, Hazelmere, Forrestfield, Bayswater, Ashfield and Bassendean play key roles in transport, storage, manufacturing and logistics servicing the state's construction and resource sectors.

In addition to the specialist and industrial centres outlined above, a number of key activity centres in the region are identified for growth in the State's key planning framework *Directions 2031 and Beyond*. Morley and Midland are both identified as Strategic Metropolitan Centres providing a mix of retail, office, community, entertainment, residential and employment activities.

Morley represents the only Strategic Metropolitan Centre not connected by a rail network. Secondary centres identified are Belmont and Ellenbrook. These centres perform a key role in delivering a range of services to nearby communities and play a vital role for allocation of future infill population. Forrestfield, Kalamunda, Mundaring, Ashfield, Bassendean and Maylands have been identified as the district centres that provide key local services, facilities and employment opportunities.

The Perth Airport redevelopment, Midland Health Campus, Gateway WA and NorthLink WA will provide new infrastructure to support future growth. The region's boundaries border both the CBD and rural areas. Spanning inner urban areas to outer metropolitan and urban fringe developments, this is a growing vibrant region.

Perth's Eastern Region represents an attractive destination for visitors and provides a high quality of life for residents. The region is home to a number of core assets including national parks; walking and cycling trails; numerous picturesque parks and reserves on the banks of the Swan River; an extensive range of heritage, culture and arts attractions including Guildford, which is one of the oldest settled areas in WA; the popular Swan Valley; and boutique wineries in the Perth Hills. A range of community events and recreation facilities provide for community activity. Both the Swan Valley and Perth Hills have been identified as key attractors for the Greater Perth Metropolitan Area.

With a diverse regional economy, access to a skilled workforce and a range of leisure, lifestyle and living opportunities, Perth's Eastern Region is well positioned for continued growth and represents an attractive investment destination.



Photo provided by Kimberley Page



The Perth Eastern Region constitutes around one-third of Perth's metropolitan area encompassing a land area of about

**2,100 km<sup>2</sup>**

and an estimated population of

**365,500**





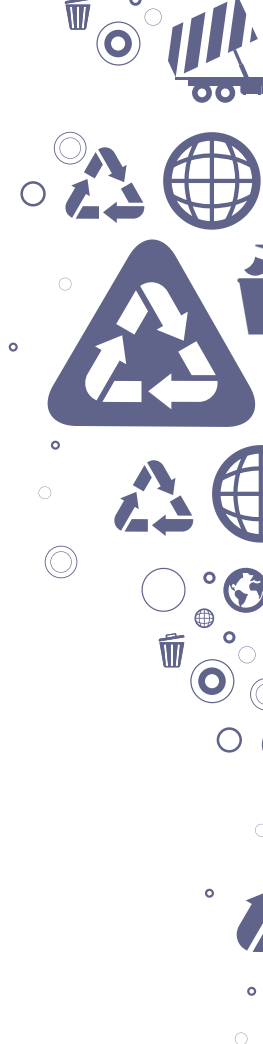


# CHAIRMAN'S REPORT



Having been a representative on the EMRC's Council for over 21 years, I am pleased to return to the role of Chairman, working alongside our CEO, Mr Peter Schneider and providing strategic direction to guide the work of the exceptional EMRC staff. I would like to offer a warm welcome to the new EMRC Council, particularly those members joining us for the first time. Over my time with the EMRC I have witnessed many achievements of this organisation, all of which deliver benefits that enhance the region as a great place to live, work, play and do business.





Earlier this year the EMRC held a strategic planning workshop involving the EMRC's leadership stakeholders including Councillors, Deputy Councillors, Chief Executive Officers of EMRC's member councils and senior staff of the EMRC. The purpose of the workshop was to provide an opportunity to review the current 10 Year Strategic Plan, confirm the opportunities for current and potential future services and discuss the future direction of the organisation. I was proud to see this group come together to discuss the collaborative efforts we can all make to achieve our collective goals.

As with all metropolitan regional councils, the EMRC's core service has always been waste management. Providing a leadership role, the EMRC coordinates management of household waste, resource recovery and recycling services, landfill site operation, education and awareness programs and waste management infrastructure. The EMRC has reached a significant point in providing resource recovery solutions with new developments underway at the Red Hill Waste Management Facility and Hazelmere Resource Recovery Park.

The proposed review of the *Waste Avoidance and Resource Recovery Act 2007* had suggested creating statutory waste groups with compulsory local government membership, which would have had significant implications for the EMRC's operations. In tabling his recommendations, the Minister for the Environment stated that no legislative amendments were proposed to the Act and that the Western Australia State Government will continue to work with local and regional governments to support the alignment of waste management planning. These are positive outcomes for the EMRC and member councils in being able to continue to undertake waste management and resource recovery projects with more certainty.

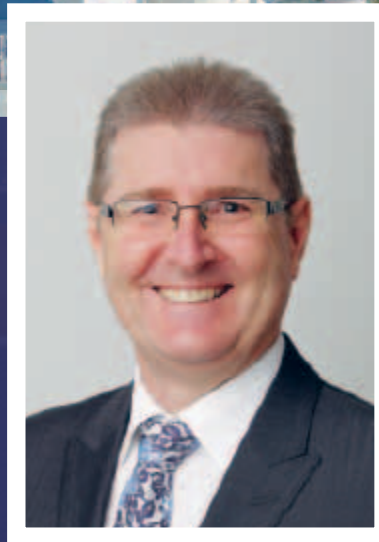
In February 2016, Council approved proceeding with a tender for the Resource Recovery Facility. Once built, the Resource Recovery Facility will treat municipal solid waste to divert waste from landfill and produce useable products. The development is consistent with the objective of providing a sustainable waste management service into the future and is expected to substantially extend the life of the Red Hill Waste Management Facility.

Planned developments for the Hazelmere Resource Recovery Park also commenced this year, with expenditure estimated at around \$25 million over a five-year period. The developments include a Commercial and Industrial Waste Sorting Facility, a Wood Waste to Energy Plant, a Materials Recovery Facility for household recyclables, a re-use store, bulk household waste drop off and an education centre. On 1 April 2016, the Wood Waste to Energy Plant received approval from the Minister for Environment and a Works Approval was subsequently issued by the Department of Environment Regulation on 6 June 2016. Construction of the Commercial and Industrial Waste Sorting Facility commenced in May 2016 with commissioning expected in October 2016.

The Resource Recovery Project, which includes both the developments at the Hazelmere Resource Recovery Park and the Resource Recovery Facility at Red Hill Waste Management Facility, is consistent with achieving the State Government's *Western Australian Waste Strategy* target of a 65% municipal recovery rate by 2020. The project will reduce the amount of material being sent to landfill as well as producing valuable products and recycled materials. Most importantly, the project will ensure that the capacity required to manage the region's waste into the future is provided in an environmentally sustainable and cost effective way. My sincere thanks go to all those whom have guided the project through service on the EMRC Council and the EMRC and member council staff involved in the project for their remarkable efforts to reach this point. I look forward to the project delivery and completion over the coming years.

Cr David Färdig  
Chairman

# CHIEF EXECUTIVE OFFICER'S REPORT



**The EMRC was initially established by its member councils over thirty years ago to provide waste management services. Not only has it stood the test of time managing its key asset, the Red Hill Waste Management Facility, it is now entering a very exciting and innovative phase with Council approving a tender process for securing a Resource Recovery Facility to recover resources from waste. This will be a key component of our Resource Recovery Project, a suite of integrated initiatives designed to reduce, recover, recycle and re-use resources from the waste stream that would otherwise be landfilled and lost forever.**

Proudly, EMRC is the only metropolitan regional council to have expanded its services beyond just waste to include environmental management and regional development and continues to be the best practice model for regional collaboration. The programs have varied over time in response to the needs of member councils and emerging regional issues. 2015/2016 has been another year of substantial success highlighted by the approval of grants valued at \$658,551 (ex GST), which will fund a number of state-of-the-art projects over several years.

Last year the EMRC secured \$386,779 (ex GST) in funding from the Waste Authority Regional Funding Program to establish a Commercial and Industrial Waste Sorting Facility that will sort commercial and industrial waste for recycling and re-use, diverting it from landfill. Construction commenced in May 2016 with commissioning expected in October 2016.

As part of the Eastern Region Catchment Management program the EMRC secured \$100,000 (ex GST) through the 20 Million Trees initiative to plant 22,910 trees and 19,090 understorey species by 30 June 2018. The program will also see the EMRC partnering with Murdoch University's School of Veterinary and Life Sciences on the 'Healthy Wildlife Healthy Lives' - A One Health project. The project is supported by a Lotterywest grant of almost \$200,000 (ex GST). The 'Healthy Wildlife Healthy Lives' project aims to educate the community about the impacts of human and domestic animal contact with wildlife in urban areas.

The EMRC also obtained Lotterywest support for the regional events program which was awarded Silver in the Destination Marketing Category of the 2015 Perth Airport Western Australian Tourism Awards. The Avon Descent Family Fun Days, a series of five free community events hosted by the Cities of Belmont and Bayswater, Town of Bassendean and Shires of Northam and Toodyay to coincide with the Avon Descent white water race, were supported through a grant of \$155,000 (ex GST).



The other major event, the 2016 Perth's Autumn Festival, also received support through Lotterywest. The festival is a collection of over 60 community events held across the region from 1 March – 31 May. The funding from Lotterywest is a valuable investment in the region's events and assists our member councils in staging large scale, regional events.

The EMRC is also grateful for grant funding from the Department of Parks and Wildlife for community led projects; Department of the Environment for revegetation, habitat and wetland restoration projects; State Natural Resource Management Office for the steam weed project; Swan River Trust and Alcoa Landcare program for tributaries and priority weeds projects; Keep Australia Beautiful for the litter letters; and West Cycle and the Department of Transport for the award winning #ride2market program.

I expressly acknowledge the ongoing support from our member councils, State Government, ANSAC, Murdoch University, volunteers and many other regional partners. The collaborative efforts of all of our partners through key regional groups such as the Regional Integrated Transport Strategy Implementation Advisory Group, Economic Development Officers Group, Regional Environmental Advisory Group, Regional Waste Education Steering Group and other project teams ensures that the outcomes delivered by the EMRC provide significant benefits across the region that are consistent with the aims of State Government, industry and the community.

Other significant achievements include completion of the EMRC's Re-energising Perth's Eastern Region project and recognition in the 2015 WA Waste Authority Infinity Awards. The EMRC's Battery Recycling program, which has been running since 2004, was highly commended at the awards. The program has been an ongoing effort by the EMRC to reduce the amount of problematic waste entering landfill through education, promotion and by providing easily accessible collection points.

The Australian Government Community Energy Efficiency program was completed at the end of 2015. It provided \$647,000 (ex GST) towards the \$1.3 million Re-energising Perth's Eastern Region three year regional project that undertook vital energy efficiency upgrades and retrofits at four community facilities within the Town of Bassendean, City of Bayswater and Shire

of Mundaring as well as engaging with the community on energy efficiency. The outcomes of the program included a 40.7% energy consumption reduction across the four facilities involved, which is equivalent to the annual consumption of 134 average Perth households.

All of these projects demonstrate the substantial value of work undertaken by the EMRC in partnership with our member councils and highlight the value of a regional approach to local government. It is rewarding to see so many of these projects, along with the significant developments at our operational sites, come to fruition.

My sincere thanks go to the member council CEOs, the EMRC Executive Management Team and EMRC and member council staff for their commitment, drive and passion for their work and for the region. I also welcome Wendy Harris to the executive team as Director Regional Services and thank her predecessor Marilynn Horgan for her contribution between April 2011 and her retirement in September 2015. By working together we are able to assist Perth's Eastern Region to be a great place to live, work, play and do business.

All of the achievements outlined in this report would not be possible without the diligent direction of the EMRC Council. The Council sets the strategic direction of the organisation and provides the financial, human and capital resources required to achieve our goals and the goals of the region.

I would like to acknowledge the contributions of our outgoing Council and look forward to working with our new Council.



Peter B. Schneider  
Chief Executive Officer



# ORGANISATIONAL STRUCTURE





# ELECTED REPRESENTATIVES



**Back row:** Cr John Daw, Cr Janet Powell, Cr Steve Wolff, Cr Paul Bridges, Cr Mike Lewis, Cr Geoff Stallard.  
**Front Row:** Cr Bob Perks, Cr David McDonnell, Cr David Färdig, Cr Michelle Sutherland, Cr Dylan O'Connor. **Inset:** Cr Terry Kenyon.

EMRC's Establishment Agreement specifies that two councillors from each member council be appointed to EMRC's Council, while a third councillor is appointed to deputise in their absence. The appointed council members as at 30 June 2016 were:

## COUNCILLORS

- ▶ Cr David Färdig – City of Swan – EMRC Chairman
- ▶ Cr Terry Kenyon – City of Bayswater – EMRC Deputy Chairman
- ▶ Cr Paul Bridges – Town of Bassendean
- ▶ Cr Michael Lewis – Town of Bassendean
- ▶ Cr Michelle Sutherland – City of Bayswater
- ▶ Cr Janet Powell – City of Belmont
- ▶ Cr Steve Wolff – City of Belmont
- ▶ Cr Dylan O'Connor – Shire of Kalamunda
- ▶ Cr Geoff Stallard – Shire of Kalamunda
- ▶ Cr John Daw – Shire of Mundaring
- ▶ Cr Bob Perks – Shire of Mundaring
- ▶ Cr David McDonnell – City of Swan

## DEPUTY COUNCILLORS

- ▶ Cr Gerry Pule – Town of Bassendean
- ▶ Cr Catherine Ehrhardt – City of Bayswater
- ▶ Cr Phil Marks – City of Belmont
- ▶ Cr Andrew Waddell – Shire of Kalamunda
- ▶ Cr Lynn Fisher – Shire of Mundaring
- ▶ Cr John McNamara – City of Swan

# COUNCILLOR ATTENDANCE

COUNCILLORS	MEMBER COUNCIL	ORDINARY COUNCIL * (8)				AUDIT COMMITTEE (3)				CHIEF EXECUTIVE OFFICER PERFORMANCE REVIEW COMMITTEE (1)				INVESTMENT COMMITTEE (3)				RESOURCE RECOVERY COMMITTEE (4)				
		✓	A	D	L	✓	A	D	L	✓	A	D	L	✓	A	D	L	✓	A	D	L	
Cr Paul Bridges	Town of Bassendean	4	1		1	2																
Cr Jennie Carter	Town of Bassendean	2																				2
Cr Michael Lewis	Town of Bassendean	6																				2
Cr Gerry Pule	Town of Bassendean	2				1				1				1								
Cr Mike Anderton	City of Bayswater	1	1							1											1	1
Cr Chris Cornish	City of Bayswater	2				1								1								1
Cr Terry Kenyon	City of Bayswater	4	1											2							3	
Cr Michelle Sutherland	City of Bayswater	5	1					1						1								1
Cr Janet Powell	City of Belmont	7	1							1				2	1						3	
Cr Steve Wolff	City of Belmont	8				3																
Cr Frank Lindsey	Shire of Kalamunda	2										1										2
Cr Dylan O'Connor	Shire of Kalamunda	7	1			1								1								1
Cr Geoff Stallard	Shire of Kalamunda	6				2								2								1
Cr Tony Cuccaro	Shire of Mundaring	2						1													1	1
Cr John Daw	Shire of Mundaring	6																			2	
Cr Bob Perks	Shire of Mundaring	6				2		1						2								
Cr Dr Alan Pilgrim	Shire of Mundaring	2								1				1								
Cr David Färdig	City of Swan	7			1	2			1	1				1								
Cr David McDonnell	City of Swan	5	1						1					2								2
Cr Charlie Zannino	City of Swan	2																				2
<b>DEPUTY COUNCILLORS</b>																						
Cr John Gangell	Town of Bassendean																					
Cr Gerry Pule	Town of Bassendean				2																	
Cr Catherine Ehrhardt	City of Bayswater				3																	
Cr Alan Radford	City of Bayswater				1																	1
Cr Phil Marks	City of Belmont				2																	
Cr Andrew Waddell	Shire of Kalamunda				1																	
Cr Lynn Fisher	Shire of Mundaring				1																	
Cr Bob Perks	Shire of Mundaring																					
Cr John McNamara	City of Swan				3																	
Cr Darryl Trease	City of Swan																					

✓ = Attended meeting    A = Apology    D = Deputised    L = Leave of Absence

Note: The total number of meetings held during 2015/2016 are shown in brackets next to the meeting name.

\*This includes a Special Meeting of Council which was held on 5 November 2015



## Notes

1. Cr Paul Bridges, Cr Michael Lewis, Cr Terry Kenyon, Cr Michelle Sutherland, Cr Geoff Stallard, Cr John Daw and Cr David McDonnell were appointed as members to EMRC Council on 5 November 2015.
2. Cr Bob Perks moved position from deputy to Councillor on 5 November 2015.
3. Cr Catherine Ehrhardt, Cr Andrew Waddell, Cr Lynn Fisher and Cr John McNamara were appointed as deputy members to EMRC Council on 5 November 2015.
4. Cr Gerry Pule moved position from Councillor to deputy on 5 November 2015.
5. Cr John Gangell, Cr Alan Radford, Cr Darryl Trease were replaced as deputies on EMRC Council on 5 November 2015.
6. Cr Paul Bridges was appointed as a member on the Audit Committee to replace Cr Gerry Pule on 5 November 2015.
7. Cr Michelle Sutherland was appointed as a member on the Audit Committee to replace Cr Chris Cornish on 5 November 2015.
8. Cr Geoff Stallard was appointed as a member on the Audit Committee to replace Cr Dylan O'Connor on 5 November 2015.
9. Cr Dylan O'Connor moved position from member to deputy on the Audit Committee to replace Cr Frank Lindsey on 5 November 2015.
10. Cr Michael Lewis was appointed as a deputy member on the Audit Committee to replace Cr Jennie Carter on 5 November 2015.
11. Cr Terry Kenyon was appointed as a deputy member on the Audit Committee to replace Cr Michael Anderton on 5 November 2015.
12. Cr John Daw was appointed as a deputy member on the Audit Committee to replace Cr Tony Cuccaro on 5 November 2015.
13. Cr David McDonnell was appointed as a deputy member on the Audit Committee to replace Cr Charlie Zannino on 5 November 2015.
14. Cr Michael Lewis was appointed as a member on the Chief Executive Officer Performance Review Committee to replace Cr Gerry Pule on 5 November 2015.
15. Cr Terry Kenyon was appointed as a member on the Chief Executive Officer Performance Review Committee to replace Cr Mike Anderton on 5 November 2015.
16. Cr Dylan O'Connor was appointed as a member on the Chief Executive Officer Performance Review Committee to replace Cr Frank Lindsey on 5 November 2015.
17. Cr John Daw was appointed as a member on the Chief Executive Officer Performance Review Committee to replace Cr Dr Alan Pilgrim on 5 November 2015.
18. Cr Terry Kenyon was appointed as a member on the Investment Committee to replace Cr Chris Cornish on 5 November 2015.
19. Cr Geoff Stallard was appointed as a member on the Investment Committee to replace Cr Dylan O'Connor on 5 November 2015.
20. Cr Bob Perks was appointed as a member on the Investment Committee to replace Cr Dr Alan Pilgrim on 5 November 2015.
21. Cr David McDonnell was appointed as a member on the Investment Committee to replace Cr David Färdig on 5 November 2015.
22. Cr Michael Lewis was appointed as a member on the Resource Recovery Committee to replace Cr Jennie Carter on 5 November 2015.
23. Cr Michelle Sutherland was appointed as a member on the Resource Recovery Committee to replace Cr Mike Anderton on 5 November 2015.
24. Cr Dylan O'Connor moved position from deputy to member on the Resource Recovery Committee to replace Cr Frank Lindsey on 5 November 2015.
25. Cr John Daw was appointed as a member on the Resource Recovery Committee to replace Cr Tony Cuccaro on 5 November 2015.
26. Cr David McDonnell was appointed as a member on the Resource Recovery Committee to replace Cr Charlie Zannino on 5 November 2015.
27. Cr Paul Bridges was appointed as a deputy member on the Resource Recovery Committee to replace Cr Gerry Pule on 5 November 2015.
28. Cr Terry Kenyon was appointed as a deputy member on the Resource Recovery Committee to replace Cr Chris Cornish on 5 November 2015.
29. Cr Geoff Stallard was appointed as a deputy member on the Resource Recovery Committee to replace Cr Dylan O'Connor on 5 November 2015.
30. Cr Bob Perks was appointed as a deputy member on the Resource Recovery Committee to replace Cr Dr Alan Pilgrim on 5 November 2015.





**EXECUTIVE MANAGMENT TEAM**

Left to right: **Mr Stephen Fitzpatrick** Director Waste Services | **Mrs Wendy Harris** Director Regional Services  
**Mr Peter Schneider** Chief Executive Officer | **Mr Hua Jer Liew** Director Corporate Services



# EMRC SERVICES

**The EMRC provides services in waste management, resource recovery, environmental management and regional development. Working with our member councils, industry, government agencies and other stakeholders, the EMRC is a model of successful collaboration that delivers tangible benefits to the region.**

## CEO's Office

The CEO's Office undertakes council support and governance, organisational development and strategic planning for the organisation.

## Corporate Services Directorate

EMRC's Corporate Services Directorate provides administrative support, human resources, information services, financial management, communications, risk management, records management and procurement support to the organisation. It is also tasked with ensuring that EMRC operations are in compliance with the relevant statutory obligations.

## Regional Services Directorate

EMRC's Regional Services Directorate consists of Environmental Services and Regional Development.

The Environmental Services team provides a range of services and projects that focus on best practice land management and improving air and water quality across Perth's Eastern Region, as well as enhancing and protecting local biodiversity. Another key function is the provision of sustainability education to reduce the amount of energy and water that is consumed across the region. These objectives are achieved through the development of strong partnerships and effective working relationships with member councils and other stakeholders, including volunteer community groups.

The core focus of the Regional Development team is to work with the EMRC's member councils and regional stakeholders to stimulate economic development in Perth's Eastern Region. Key strategies and actions seek to create economic growth and employment opportunities; increase investment in infrastructure; plan and advocate for alternative modes of transport, such as cycling, walking and public transport; and facilitate regional cultural and recreational activities.

## Waste Services Directorate

EMRC's Waste Services Directorate operates the Red Hill Waste Management Facility and Hazelmere Resource Recovery Park, as well as the Coppin Road and Mathieson Road transfer stations on behalf of the Shire of Mundaring. The organisation undertakes initiatives and activities to aid diversion of waste from landfill to more environmentally sustainable solutions, including composting and mulch processing of greenwaste, timber and mattress recycling and providing advice on contaminated sites.

The Resource Recovery Project, which is also driven by the Waste Services Directorate, aims to develop and implement resource recovery solutions to maximise the social, environmental and economic benefits to Perth's Eastern Region and minimise the amount of waste being directed to landfill. This is complemented by the development and implementation of waste education schemes and initiatives.



# COMMITTEES

To assist with its planning and decision making, Council has appointed the following six committees.

## Audit Committee

The Audit Committee consists of one councillor from each member council and has been established to assist Council with the effective conduct of its responsibilities for financial reporting, management of risk and maintaining a reliable system of internal controls. It also assists Council with review and oversight of compliance with laws and regulations and internal and external audit.

## Technical Advisory Committee (TAC)

The Technical Advisory Committee consists of an officer from each member council and EMRC's Chief Executive Officer. The committee reviews and provides reports on technical matters and recommendations to EMRC's Council.

## Chief Executive Officers Advisory Committee (CEOAC)

The Chief Executive Officers Advisory Committee was formed to consider matters that have an impact on the member councils and / or the EMRC's business activities. Consisting of the member councils' Chief Executive Officers and the EMRC's Chief Executive Officer, the committee provides recommendations to EMRC's Council.

## Chief Executive Officer Performance Review Committee (CEOPRC)

The Chief Executive Officer Performance Review Committee consists of one councillor from each member council and meets to review the Chief Executive Officer's performance, determine performance objectives to be met by the Chief Executive Officer and review the Chief Executive Officer's remuneration and contract of employment.

## Investment Committee (IC)

The Investment Committee is currently comprised of five EMRC councillors. The purpose of the committee is to deal with matters related to the EMRC's Management of Investments Policy.

## Resource Recovery Committee (RRC)

The Resource Recovery Committee comprises the members of the Technical Advisory Committee and a councillor from each member council. The committee meets to review and progress resource recovery activities and initiatives.





# GRANTS AND AWARDS

## Grants Received

In 2015/2016, the EMRC was successfully awarded funding to implement projects on behalf of, or in collaboration with, its member councils.

FEDERAL / STATE	FUNDING BODY	PROGRAM	AMOUNT (EX GST)	PURPOSE
Federal	Department of the Environment*	20 Million Trees Round 2	\$100,000	20 Million Trees - Round 2
Federal	Department of the Environment*	Green Army Round 2	\$18,182	Protection of migratory species habitat – Bayswater restoration project
Federal	Department of the Environment*	Green Army Round 4	\$9,091	Restore habitat for migratory species – Bayswater wetlands
Federal	Department of the Environment*	Green Army Round 4 (part of 20 Million Trees application)	\$6,918	Revegetation of priority corridors and bushland in Perth's Eastern Region
Federal	Department of the Environment*	Green Army Round 4	\$6,513	Protection of conservation category wetland in Perth's Eastern Region - Revegetation
State	Department of Parks and Wildlife	Collaborative Arrangement	\$95,000	Community led projects
State	Department of Parks and Wildlife	Collaborative Arrangement	\$10,000	Steam Weed Training for Local Government Officers
State	Keep Australia Beautiful	Community Litter Grants	\$4,000	Event Recycling Trailer update and Litter Letters moveable display
State	Lotterywest	Conserving Natural Heritage	\$194,383	Healthy Wildlife Healthy Lives – A One Health Project
State	Lotterywest	Big Ideas	\$155,000	Avon Descent Family Fun Days
State	Lotterywest	Community Events	\$20,000	2016 Perth's Autumn Festival
State	State Emergency Management Committee	All Western Australians Reducing Emergencies	\$20,000	Understanding and Managing Flood Risk for Perth's Eastern Region: Stages Two & Three
State	State NRM Office	Natural Resource Management Program Grants	\$10,000	Steam Weed Project
State	Swan River Trust and Alcoa Landcare Program	Swan and Alcoa Landcare Program	\$7,264	Protecting priority tributaries and preventing the spread of priority weed species
State	West Cycle / Department of Transport	Bike Week	\$1,500	#ride2market – Bike Week
State	Waste Authority	Compost in May	\$700	Compost in May workshop

\*Note after the reporting period: On 19 July 2016, the responsibility for energy policy was transferred to the Department of the Environment and Energy.



**20 Million Trees Program**  
See page 28



**Avon Descent Family Fun Days**  
See page 33



**Perth's Autumn Festival**  
See page 33



Former EMRC Chairman, Cr Dr Alan Pilgrim (left) and EMRC CEO, Mr Peter Schneider (right) with the 2015/2016 community grant recipients

## Grants

### Community Grants Program

The EMRC's Community Grants program was conducted during 2015/2016 to support community groups in the vicinity of the Red Hill Waste Management Facility. A total of \$8,319 (GST inclusive) was awarded to the following community groups:

- ▶ Gidgegannup Basketball Club
- ▶ Gidgegannup Indoor Cricket Club
- ▶ Gidgegannup Junior Football Club
- ▶ Gidgegannup Netball Club
- ▶ Gidgegannup Scout Group
- ▶ Parkerville Junior Cricket Club

This year's successful grant recipients were recognised with a cheque presentation ceremony held at the Red Hill Waste Management Facility on 9 October 2015.

## Standards

### Healthier Workplace

The EMRC has been recognised as a silver healthy workplace through the Healthier Workplace WA initiative. The Healthier Workplace WA program is part of the Healthy Workers Initiative, a joint Australian, State and Territory Government initiative under the National Partnership Agreement on Preventive Health. The Healthier Workplace WA program is delivered by the Heart Foundation WA, in collaboration with the Cancer Council WA and the University of Western Australia. The EMRC maintained the silver healthier workplace standard throughout 2015/2016. Some of the EMRC health promotion and wellbeing initiatives included presentations on health topics chosen by staff, weekly yoga classes and annual flu vaccinations.

### AS/NZS ISO 14001:2004

The EMRC received AS/NZS ISO 14001:2004 certification for general and contaminated waste management, greenwaste composting and earth materials supply in relation to the Red Hill Waste Management Facility. This international standard specifies requirements for an environmental management system to enable an organisation to develop and implement a policy and objectives which take into account legal requirements and information about significant environmental aspects. The overall aim of this international standard is to support environmental protection and prevention of pollution in balance with socio-economic needs.







## Awards

### Bikeley Awards

The EMRC's #ride2market campaign won the 2015 Major Bikeley Award for being the Bike Week event that best promoted and celebrated cycling for transport and attracted new riders to the cycling community. #ride2market is a series of companion events supporting and enhancing existing local farmer and hawkker markets in Perth's Eastern Region by providing bicycle valet services and market voucher incentives to encourage cycling for transport.

The Bikeley Awards acknowledge the hard work, passion and enthusiasm of Bike Week event organisers to promote and grow bike riding in Western Australia. Bike Week events are assessed on a number of criteria including: how the event met Bike Week objectives, the level of community engagement, the number of attendees and participant feedback. The #ride2market campaign was also highly commended in the 2016 Bikeley Awards which were announced in June 2016.

### 2015 Perth Airport WA Tourism Awards

The EMRC was awarded silver in the Destination Marketing category of the 2015 Perth Airport Western Australian Tourism Awards for its regional events program. The program promotes community events in Perth's Eastern Region, including the successful Avon Descent Family Fun Days, Perth's Autumn Festival and Perth Tourism website. The 2015 Perth Airport Western Australian Tourism Awards, which showcase the best in the industry for outstanding customer service and business excellence, were announced at a gala dinner on 14 November 2015 at Crown Perth.

### WA Waste Authority Infinity Awards

The EMRC was highly commended in the 2015 WA Waste Authority Infinity Awards for the Battery Collection program at the ceremony held on 6 November 2015. The EMRC Dry Cell Battery Collection program had grown to incorporate 82 schools across Perth's Eastern Region, from its original five in 2004. Similarly there were a total of 33 collection sites in public places which include all public libraries within Perth's Eastern Region, member council administration centres and a number of public shopping centres. Modifications to the Dry Cell Battery Collection program resulted in 15,780kg of batteries being diverted from landfill throughout the 2014/2015 financial year.

### TravelSmart Awards

The biennial TravelSmart Awards recognise the success and achievements of organisations and individuals in promoting TravelSmart programs which encourage Western Australians to choose active and sustainable travel modes more often. The EMRC received the 2016 TravelSmart Innovate Award for the #ride2market program which were announced on 29 June 2016.





# KEY RESULT AREA ONE

**Environmental  
Sustainability**





# TO PROVIDE SUSTAINABLE WASTE DISPOSAL OPERATIONS

## Minimise the environmental impact of waste management operations

The EMRC places a high priority on environmental performance, which forms an important element in the planning and management of its waste management activities. The Red Hill Waste Management Facility Environmental Policy details the set of commitments, objectives and responsibilities designed to achieve the desired environmental outcomes. To implement these objectives the EMRC follows a comprehensive Environmental Management System which is designed to produce continuous site improvement whilst minimising environmental impact. Environmental work conducted in 2015/2016 includes environmental monitoring, research and consulting to member councils, ground water remediation, community engagement and site rehabilitation. The EMRC publicly reports its environmental performance in annual monitoring and compliance reports to the Department of Environment Regulation and annual compliance assessment reports to the Office of the Environmental Protection Authority.

In February 2016, the EMRC's Environmental Management System for the Red Hill Waste Management Facility was certified to the international ISO 14001:2004 standard. The independent certification process assures the EMRC's stakeholders and the wider community that the Red Hill Waste Management Facility is meeting its environmental objectives, sufficient environmental management processes and activities are in place and the facility has implemented practices to continually improve its environmental performance. External surveillance audits will be undertaken to ensure that the Environmental Management System continues to function to its full capacity.

As part of the EMRC's site rehabilitation program, 3.17 hectares of land was direct seeded with native seeds during June 2016. Seeding occurred on the Stage 12 Class III landfill and Stage 1 Class IV landfill cells. Both areas were capped and contoured before being topsoiled with 100% ferricrete and scarified prior to planting. An additional 0.4 hectares near the eastern boundary on Lot 12 was planted with native tubestock as part of the annual EMRC Staff Tree Planting Day in 2016.

The EMRC is continuously working on improving the rehabilitation program and during October and November 2015 collected endemic seeds from the surrounding Red Hill area for future planting.

Annual monitoring of macro-invertebrates in surrounding surface waters of the Red Hill Waste Management Facility continued in October 2015. Results indicated that Christmas Tree Creek retains significant ecological and conservation values and that the Red Hill Waste Management Facility is unlikely to be having any adverse impact on these values.

In addition to ongoing monitoring and management of environmental impacts, the EMRC has been working since 2001 to develop the Resource Recovery Project. The project will provide a more sustainable and environmentally sustainable solution to managing our waste. Most importantly, it will be a solution where we can turn waste into valuable products such as compost and / or energy. The Resource Recovery Project includes both the Resource Recovery Facility and Resource Recovery Park.

## Provide a waste disposal service at Red Hill Waste Management Facility

The Red Hill Waste Management Facility has a total area of 352 hectares and receives 250,000 - 300,000 tonnes of waste per annum. The facility is an approved Class I to IV landfill, transfer station and a compost manufacturing and soil blending facility. The facility gas field and power station, owned and operated by Energy Developments Pty Ltd, generates up to four megawatts of electricity from recovered landfill gas for export into the grid. Significant quantities of kerbside greenwaste and the City of Bayswater's mobile greenwaste bin are composted on site with the former meeting AS4454 certification. The EMRC holds a Department of Environment Regulation licence for these activities and the facility is operated and managed in a manner that complies with the licence conditions. Currently, all non-recycled waste collected by member councils within Perth's Eastern Region is landfilled at the Red Hill Waste Management Facility.



**3.17**  
**hectares**

of land was direct seeded with native seeds during June 2016, as part of the EMRC's site rehabilitation program





Environmental monitoring programs at the Red Hill Waste Management Facility include extensive quarterly surface and ground water monitoring, landfill gas surveys, native fauna surveys, feral animal management programs, field odour assessments (on-site and off-site at receptors), native seed collection, annual rehabilitation monitoring and aquatic fauna surveys surrounding natural surface water systems.

The EMRC reports annually on the Red Hill Waste Management Facility's pollutant emissions as part of the Federal Government's National Pollutant Inventory program. The annual report for 2014/2015 was submitted to the Department of Environment Regulation for review in September 2015 and is available to be viewed on the National Pollutant Inventory website ([npi.gov.au](http://npi.gov.au)).

The Annual Monitoring and Compliance Report was submitted to the Department of Environment Regulation in March 2016. The report addressed the measures and actions taken to prevent off-site impacts and pollution from the Red Hill Waste Management Facility over the 2015 calendar year.

A Compliance Assessment Report was submitted by the EMRC to the Office of the Environmental Protection Authority in March 2016, which provided verification on compliance with all conditions set under Ministerial Statements 274 and 462 for the Red Hill Waste Management Facility. A Compliance Assessment Report for the proposed Resource Recovery Facility was completed in July 2015.

Groundwater monitoring in 2015/2016 continued to confirm that two separate areas of the Red Hill Waste Management Facility are impacted by leachate. In order to address these issues, the EMRC has adopted a Monitored Natural Remediation approach for one area which confirms that contamination is localised and has used a recovery bore network for the other with contaminated groundwater recovered and discharged into lined evaporation ponds.

Water quality monitoring data collected during 2015/2016 continued to indicate a steady decline in leachate indicators in groundwater from boreholes within the main plume and on the dispersed edges of the plume. The EMRC's remediation program is regularly reviewed by Department of Environment Regulation accredited auditors. All other background groundwater monitoring bores continued to be monitored throughout 2015/2016 and showed similar trends of background water quality to previous years.

Construction of the Class III Stage 15 landfill cell was completed in 2015/2016, with the cell having an initial airspace of 224,000m<sup>3</sup>. It is expected that landfilling will commence within this cell in late-2016 after the filling of the Farm Stage 2 cell. During the year, the EMRC commissioned an assisted evaporation system to help increase the evaporation of leachate and research continued into a long term solution for the site leachate management.

The EMRC has prepared a development plan for the Red Hill Waste Management Facility that outlines planned capital works over the next 10 years based on the current and anticipated activities of the site. The Red Hill Waste Management Facility Development Plan indicates infrastructure requirements for the ongoing development of the Red Hill Waste Management Facility. These works encompass extension of landfill disposal cells for Class I to IV wastes, transfer station operations, greenwaste processing, resource recovery / alternative waste treatment operations and materials recovery. A range of factors were considered when preparing the Red Hill Waste Management Facility Development Plan, including landfill levy increases, population growth in Perth's Eastern Region, projected tonnages, changes in legislation regarding the treatment of waste, operation of the Resource Recovery Facility, processing of Commercial and Industrial waste at the Hazelmere Resource Recovery Park and potential operation of a Materials Recovery Facility.

.....  
Construction of the Class III Stage 15 landfill cell was completed in 2015/2016, with the cell having an initial airspace of 224,000m<sup>3</sup>  
.....



## Develop Hazelmere Resource Recovery Park

The EMRC's Hazelmere Resource Recovery Park is home to Western Australia's first mattress and timber waste recycling operations. The purpose of the Park is to recover resources from some waste streams destined for the Red Hill Waste Management Facility, diverting waste from landfill and providing an opportunity to re-use materials.

Timber processing and mattress processing at Hazelmere Resource Recovery Park in 2015/2016 included:

- ▶ 18,358.37 tonnes of wood waste were received during the year and converted into woodchip fines, woodchip and coloured woodchip.
- ▶ 16,230.22 tonnes of woodchip fines were supplied to the broiler growers for animal bedding.
- ▶ 714.89 tonnes of woodchip fines were supplied to WA Meat and Livestock for animal bedding.
- ▶ 90.21 tonnes of coloured woodchip was supplied to landscapers.
- ▶ 8,250 mattresses were received and processed on site.

As part of the overall Resource Recovery Project, planned expenditure for the Hazelmere Resource Recovery Park developments is estimated at around \$25 million over a five-year period. The Park will process greenwaste, receive and sort commercial and industrial waste, receive and sort recyclables in a Materials Recovery Facility and create employment opportunities both during the construction stages and in ongoing operation of the park. The overall civil engineering design of the Park was completed by consultants in 2015/2016 and is now being implemented in stages.

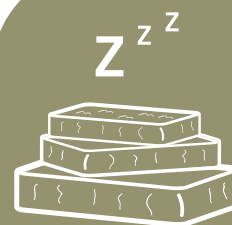
Initial site works were undertaken in 2015/2016 as part of the Resource Recovery Park's infrastructure development. These works included relocating the workshop dome shelter and installing a concrete floor and hardstand to the new design level.

As part of the overall park development a Commercial and Industrial Waste Sorting Facility, which will sort dry commercial and industrial waste for recycling and re-use and service the member councils, industry and other local governments, is being installed. A public tender for the Commercial and Industrial Waste Sorting Facility was awarded and construction of the facility commenced in May 2016 following the site preparation works. The Commercial and Industrial Waste Sorting Facility has received \$386,779 (ex GST) in grant funding from the Waste Authority under the Regional Funding Program.

The EMRC's current timber recycling activities involve processing untreated wood waste (such as pallets, packaging and crates, off-cuts and cable reels) into woodchip fines and woodchip. The woodchip fines are sold as an end product to established markets in the broiler grower and livestock industries, whilst the woodchip remains as residual waste for which there are currently limited markets (landscaping and animal bedding). As part of the proposed development of the Hazelmere Resource Recovery Park, a Wood Waste to Energy Plant will be commissioned which will convert woodchip into renewable energy and biochar by indirectly heating the residual wood waste, in the absence of oxygen.

On 1 April 2016, the Wood Waste to Energy Plant received approval from the Minister for Environment subject to various conditions of approval. A Works Approval was subsequently issued by the Department of Environment Regulation on 6 June 2016 which allowed construction of the plant to commence subject to various commissioning and monitoring conditions. The plant construction area has been cleared and a construction access road installed. The construction of the facility is expected to be completed by January 2017.

Other proposed developments at the Hazelmere Resource Recovery Park include a new administration office and education centre in 2016/2017, a Materials Recovery Facility in 2017/2018 and a greenwaste processing area in 2018/2019. A land exchange with the Western Australian Planning Commission has been completed with plans to use the new land for the community section of the park.



8,250

mattresses were received and processed on site at the Hazelmere Resource Recovery Park





## TO IMPROVE REGIONAL WASTE MANAGEMENT



The EMRC's Battery Collection Program was highly commended in the 2015 WA Waste Authority Infinity Awards

### Collect problematic waste in the region

It is estimated that Western Australia throws away over 18 million household batteries to landfill every year and in order to prevent this the EMRC developed the Battery Collection program for schools and public places throughout Perth's Eastern Region in 2004.

In 2015/2016 the EMRC's Battery Collection program was promoted through mail-outs, emails to schools in the region, events and the R-Gang website. Approximately 15,146 kilograms of household batteries were collected from 86 schools and 34 public places, including libraries, shopping centres and council offices. Four new schools joined the program and the top battery collecting school for the region was High Wycombe Primary School, with 347 kilograms of batteries collected. The top collecting public place was Belmont Forum, with 1,738 kilograms of batteries collected.

The EMRC's Battery Collection program was highly commended in the 2015 WA Waste Authority Infinity Awards. The Infinity Awards are the Waste Authority's premier event and have been recognising excellence in waste reduction and recycling since 2010.

The EMRC also manages a Compact Fluorescent Lamp recycling program. Many households and businesses are moving towards using energy-efficient lighting such as compact fluorescent lamps and fluorescent tubes. These lights last longer and require less electricity than traditional bulbs, however, many of them contain small amounts of mercury which could be absorbed into the environment if not disposed of correctly.

In 2015/2016, approximately 859 kilograms of Compact Fluorescent Lamp tubes and globes were collected and recycled from 18 public places across the region.

### Continue the Waste Education Program and align this to new operations and resource recovery

The EMRC's waste education program offers a range of school and community group programs, community training courses and talks and tours of the Red Hill Waste Management Facility. As part of this program the EMRC worked with member council staff to design and distribute the 2015/2016 Waste and Recycling Guides, which were delivered to approximately 160,000 households in Perth's Eastern Region. The guides assist residents on how to manage and reduce household waste. The EMRC also promoted member council recyclable drop-off days through the R-Gang website.

Following a review of the Red Hill Waste Management Facility Environmental Education Centre in 2014/2015, the EMRC made a number of changes to improve activities. A new litter display was trialed and outdoor areas were upgraded including renovating the re-use garden; installing nesting boxes for bats, birds and pygmy possums in trees around the centre; installing a new pond; and planting native plants. Over 1,300 visitors were shown the Red Hill Waste Management Facility and were involved in waste education activities through school and community tours during 2015/2016.





As part of the 2015/2016 Waste Education program the EMRC also maintained and reviewed the R-Gang website with timely and relevant information about reducing, re-using, recycling and recovering waste; maintained the event recycling trailer which was provided to member councils and community groups in the region to reduce litter and increase recycling at local events; and provided bin caps from the event trailer for use at various EMRC and member council events across the region.

The EMRC received a Keep Australia Beautiful Community Litter Grant to create "Litter Letters", a large, 3D, movable litter display, for use by all member councils in promoting awareness of the impacts of litter. Working collaboratively with the City of Swan, Keep Australia Beautiful, Main Roads WA, the Mundaring Men's Shed and Toodyay Tidy Towns, the litter letters were developed by a local artist and were launched at a community litter clean-up on Toodyay Road on 14 May 2016.

Earth Carers training courses were run in October 2015 and May 2016 and were completed by 40 community members from within the region. The Earth Carers training courses include five sessions over three weeks to increase the participant's knowledge of waste management in Western Australia and learn practical ways of reducing waste. Earth Carer members volunteered at the Perth Royal Show, the Less is More Festival, Envirofest and Perth Garden Festival. The EMRC worked with Earth Carers, City of Swan, Mundaring in Transition, Hills Sustainability Group and Wasteless Pantry to plan and run a Plastic Free July Community Event on 26 June 2016. The event was a free community event with demonstrations, guest speakers and practical activities to complete.

### **Operate member councils' waste transfer stations where applicable**

The EMRC continued operation of the Coppin Road Transfer Station and Mathieson Road Transfer Station on behalf of the Shire of Mundaring in 2015/2016. Waste accepted at the transfer stations includes general waste, greenwaste, motor oil, white goods, batteries, tyres (fees payable) and recyclables including clothing and blankets, fluorescent lights, glass bottles, paper and plastic.

### **Provide a Waste Management Advisory Service**

In addition to environmental monitoring activities undertaken at the Red Hill Waste Management Facility and Hazelmere Resource Recovery Park, the EMRC undertakes a range of consulting works relating to waste management on behalf of its member councils and other local government bodies. These works have included undertaking contaminated site investigations at decommissioned landfills, groundwater and surface water monitoring, landfill gas assessments and site remediation activities. The EMRC has also prepared works approval applications and produced management plans for various member council transfer stations.

The EMRC received a Keep Australia Beautiful Community Litter Grant to create "**Litter Letters**", a large, 3D, movable litter display, for use by all member councils in promoting awareness of the impacts of litter.



# TO PROVIDE RESOURCE RECOVERY AND RECYCLING SOLUTIONS IN PARTNERSHIP WITH MEMBER COUNCILS

## Establish a Resource Recovery Facility

In 2000, the EMRC commenced research into the construction of a resource recovery facility for Perth's Eastern Region. The intention of this facility is to process the region's non-recycled municipal solid waste which currently goes to landfill equating to around 140,000 tonnes per annum. In 2014, the EMRC obtained Ministerial approval for the development of a modern alternative waste treatment facility at the Red Hill Waste Management Facility. The decision was to proceed with preparations for the facility was approved by the EMRC Council in February 2016. The Resource Recovery Facility will process municipal solid waste using one of two contract models and one of two or more technology options. Technology options include: anaerobic digestion, to produce biogas for renewable electricity production, and compost; gasification, to produce renewable electricity; or a tender nominated technology. Under the EMRC ownership model, the facility will be built at the Red Hill Waste Management Facility and use one of two already approved technologies: anaerobic digestion or gasification. This model involves a contractor operating and maintaining the facility. The alternative model being considered is where the facility will be owned and operated by a contractor at Red Hill Waste Management Facility or an alternative location. This option could involve a larger facility, an alternative technology and additional waste streams. The preferred contract and technology option will be decided at the conclusion of the tender process.

The facility is expected to extend the life of the Red Hill Waste Management Facility site by up to 20 years, so that it can serve the population of Perth for another 50 years, well into the future. This facility will treat municipal solid waste to divert waste from landfill, reduce greenhouse gas emissions and produce compost and / or renewable power. Following the tender process, construction and commissioning of the facility is anticipated in 2019. In addition to reducing the quantity of waste going to landfill, the Resource Recovery Facility will minimise surface and ground water contamination, odour, dust, noise, litter, impacts on flora and fauna and greenhouse gas emissions.

## Identify and develop resource recovery products and markets in order to reduce waste going to landfill

The EMRC sells a range of high-quality products at the Hazelmere Resource Recovery Park and the Red Hill Waste Management Facility. These products include mulch, ferricrete, woodchip, coloured woodchip, woodchip fines, soil improver and clay. These products all make use of materials that are recovered during the creation of landfill cells or would otherwise be wasted in landfill. As the EMRC works to develop new resource recovery activities and therefore, recycling services, the number of products developed for the market continues to expand.

The EMRC exhibited its recycled and recovered products at the annual WA Local Government Convention and Trade Exhibition in August 2015. This provided the EMRC with an opportunity to showcase its product range and resource recovery services to local government representatives from across the state. Strict processing and quality controls are in place to ensure that market specifications are consistently met and contamination is minimised. The EMRC maintained accreditation to Australian Standard AS4454 for mulch at the Red Hill Waste Management Facility following an audit conducted in October 2015 and produces ferricrete to Main Roads WA specification.

## FAST FACT



The Resource Recovery Facility is expected to extend the life of the Red Hill Waste Management Facility site by up to **20 years**





## TO INVESTIGATE LEADING EDGE WASTE MANAGEMENT PRACTICES

### **Undertake research into Integrated Waste Management**

The EMRC has undertaken extensive research on the various Resource Recovery Facility technology options, household waste collection systems (one, two and three bins systems) and the different site options for the facility. The EMRC has also engaged with the community using a variety of methods including attitudinal surveys, focus groups and workshops.

Further research into existing and emerging technologies for waste treatment was undertaken through the year. Development of the Commercial and Industrial Waste Sorting Facility concept involved research with industry experts to develop a specification before issuing a request for tender. The EMRC attended the 6th Australian Landfill and Transfer Stations Conference and Expo in Canberra in July 2015 to learn about new developments in landfill technology and leachate management.

### **Provide leadership in the development of waste policy and practices**

In December 2014, the Department of Environment Regulation commenced a statutory review of the *Waste Avoidance and Resource Recovery Act 2007*. A discussion paper was released to provide a context for considering specific proposals to amend the Act. The reforms suggested creating statutory waste groups with compulsory local government membership, through appropriate changes to legislation.

The EMRC considers waste management to be an essential service and its expertise in management and coordination of household waste, resource recovery and recycling services, managing and operating landfill sites, delivering education and awareness programs and providing and maintaining waste management infrastructure, has been an integral element of waste management services within Perth's Eastern Region for over 30 years. Properly managed, well-engineered landfills that are operated to best practice environmental standards are community assets and provide critical infrastructure for the management of residual waste materials. With this strong history, the EMRC responded to the discussion paper with recommendations including that the State Government not consider Statutory Waste Groups and that management of municipal solid waste be undertaken by regional local government.

The Minister for Environment tabled a review report in the Western Australian Parliament on 21 October 2015. In tabling his recommendations the Minister stated that no legislative amendments are proposed to the Act and that the Western Australian State Government will continue to work with local and regional local governments to support the alignment of waste management planning. These are positive outcomes for the EMRC and member councils in being able to continue to undertake waste management and resource recovery projects with some certainty.

### Hazelmere Resource Recovery Park & the Red Hill Waste Management Facility Products:

- ▶ Mulch
- ▶ Ferricrete
- ▶ Woodchip
- ▶ Coloured Woodchip
- ▶ Woodchip Fines
- ▶ Soil Improver
- ▶ Clay



# TO CONTINUE TO CONTRIBUTE TOWARDS IMPROVED REGIONAL AIR, WATER AND LAND QUALITY AND REGIONAL BIODIVERSITY CONSERVATION



## Implement the Regional Environment Strategy 2011–2016

The Regional Environment Strategy 2011–2016 provides an overarching framework for the delivery of the EMRC’s environmental services to ensure the environment of Perth’s Eastern Region is protected and maintained. Strategy actions implemented in 2015/2016 included delivery of the Eastern Region Catchment Management program, Achieving Carbon Emissions Reduction, the Regional Climate Change Adaptation Plan and Water Quality and Conservation program and ongoing activities that contribute to regional biodiversity conservation, improved air and land quality and provided input into regional environmental issues. The strategy aims to ensure a sustainable approach for the future development, protection and management of Perth’s Eastern Region. The EMRC has commenced development of the Regional Environment Strategy 2016–2020. A discussion paper and consultation sessions have guided initial progress.

## Implement the Eastern Region Catchment Management Program

The Eastern Region Catchment Management program (formally Eastern Hills Catchment Management program) is a successful partnership between the Shires of Kalamunda and Mundaring, City of Swan, the EMRC and the Department of Parks and Wildlife. As part of the program, Environmental Project Officers provide support to a large, active and diverse community network to plan, coordinate and implement bushland restoration and other projects. The network comprises of more than 130 ‘friends of’ groups and five catchment groups located throughout the Shire of Kalamunda, Shire of Mundaring and City of Swan. It is estimated that the network’s 1,700 volunteers contribute 30,000 man hours annually.

As part of the Eastern Region Catchment Management program in 2015/2016, the EMRC conducted 11 Bush Skills for the Hills workshops and 33 Bush Skills 4 Youth workshops. The EMRC also provided training to member councils in the use of a new steam weeding machine and identification of Marri disease and completed treatment trials for Marri Canker on 100 trees identified through the Marri App. The EMRC also completed the Swan Alcoa Landcare Program Priority Tributaries Restoration project, the Track and Trace Hydrocarbon Tracking project and river restoration work with a Green Army team in the City of Bayswater. The Greenpage Newsletter, which provides environmental information, was distributed bi-monthly to more than 2,000 subscribers.

The EMRC successfully received \$194,375 (ex GST) through a Lotterywest grant to deliver ‘Healthy Wildlife Healthy Lives’ – A One Health Project in partnership with Murdoch University. The EMRC received \$100,000 (ex GST) through the 20 Million Trees program to plant 22,910 trees and 19,090 understorey species by 30 June 2018 and secured two Green Army Teams. These projects will all be undertaken as part of the Eastern Region Catchment Management program which continues to deliver strategically coordinated restoration of land, bushland and tributaries through a range of natural resource management activities. The program was a finalist in the State Landcare Awards and demonstrates the success of a collaborative approach to catchment management.

**FAST  
FACT**

**1,700**

volunteers  
contribute

**30,000**

hours annually  
to bushland  
restoration and  
other projects



## Implement the Water Quality and Conservation Program

The Water Quality and Conservation program was developed by the EMRC in 2015/2016 to provide a structured approach for local governments in Perth's Eastern Region to continue to be leaders in water management. The program provides opportunities to improve water efficiency and water quality to ensure a sustainable water future for local governments, the community and the environment. As part of this program the EMRC provided a Water Report Card for participating member councils to identify top water using accounts and high water users. The purpose of these cards is to assist with decision making to reduce water consumption across the region, identify areas of potential water wastage and to support the ongoing management of water in the region. The EMRC also assisted member councils to become, or maintain, Waterwise Council status including supporting the City of Bayswater in achieving the highest level, Milestone Five, of the ICLEI Water Campaign™ as well as undertaking facility audits, reviewing progress against previous Water Action Plans and assisting councils to develop a draft Water Efficiency Action Plan to meet new Waterwise Council criteria.

The EMRC continues to participate in the Cooperative Research Centre for Water Sensitive Cities and has maintained membership on the Western Region - Regional Advisory Panel. This enabled the EMRC to successfully advocate for the City of Swan to be selected as one of only two local governments in Western Australia to trial the Water Sensitive Cities Index. The EMRC also hosted an Index Workshop to test the Index tool in May 2016.

Decreasing rainfall and associated declines in water supply, coupled with increasing population and higher water demand, means that efforts to increase water use efficiency and water conservation are needed more than ever before. The EMRC's Water Quality and Conservation program provides support and guidance to reduce water consumption across the region.

## Identify, investigate and develop new environmental and sustainability opportunities

The EMRC's Sustainability and Environmental Education program aims to bring together a number of educational, facilitation and behavioural tools to deliver a tailored educational program. The Program Schools Report, produced in July 2015, recommends the way forward for local government in schools for the City of Bayswater and Shire of Mundaring. As part of the program the EMRC designed and delivered a poster to schools within the participating councils. The poster directs schools to an online resource page that aims to connect them to the range of organisations that can provide curriculum support and help to make the school more sustainable. By supporting schools to incorporate sustainability practices, the number of children exposed to these ideas will increase with the potential to increase the number of future adults who are more considerate with their resource use.



The Water Quality and Conservation Program was developed by EMRC in 2015/2016





## Implement the Achieving Carbon Emissions Reduction Program

The EMRC aspires to have Perth's Eastern Region recognised as a leader in corporate carbon management and energy efficiency by reducing carbon emissions to ensure that the region minimises its impact on the environment both now and into the future. The Achieving Carbon Emissions Reduction program was developed to monitor, mitigate, reduce and report on corporate carbon emissions and provide a structured approach for member councils to ensure continual improvement and advance their leadership positions in the community regarding carbon management. In 2015/2016, the EMRC provided Achievement Reports to participating councils highlighting achievements and progress towards emissions reduction targets under the previous Cities for Climate Protection program (2000 - 2009) and the Achieving Carbon Emissions Reduction program (2009 - current). The EMRC also provided an Emissions Report Card for participating councils identifying top energy using accounts and accounts with high energy usage increases. The purpose of these cards is to assist with decision making to reduce energy consumption and emissions across the region. Carbon Reduction Plans for participating councils were finalised and Home Energy Audit Kits which support residents to monitor energy use in their homes were reviewed and maintained.

The EMRC received \$647,420 (ex GST) over three years, finishing in November 2015, in co-funding from the Australian Government Community Energy Efficiency program. The program, which partnered with the Town of Bassendean, City of Bayswater and Shire of Mundaring, successfully reduced:

- ▶ energy consumption by 40.7% across four facilities in the region;
- ▶ energy use by 829,790 kilowatt-hours (equivalent to the annual consumption of 134 average Perth households) across the region;
- ▶ greenhouse gas emissions by 552 tonnes CO<sub>2</sub>e across the region; and
- ▶ energy costs for participating councils by \$133,450 (ex GST) across the region.

As part of the Achieving Carbon Emissions Reduction program, participating councils monitor energy use and emissions. The EMRC reviewed providers of emissions tracking software, engaged a new supplier and assisted participating councils to transition to the new platform: Planet Footprint. The EMRC undertook a data gap analysis, sourced data, assisted with the transition to Planet Footprint and provided training for participating councils in the use of the new software.

## COMMUNITY ENERGY EFFICIENCY PROGRAM ACHIEVEMENTS



Energy consumption reduced by 40.7% across four facilities in the region



Energy use reduced by 829,790 kilowatt-hours equivalent of 134 Perth households



Greenhouse gas emissions reduced by 552 tonnes of CO<sub>2</sub>e



Energy costs for participating councils reduced by \$133,450 (ex GST)





### Implement the Regional Climate Change Adaptation Action Plan 2013–2016

Climate Change presents a huge challenge for local government with possible impacts including infrastructure failure, changes in land-use, loss or migration of biodiversity, reduction in environmental health and increased intensity and frequency of fire and emergency events. The EMRC has provided a proactive leadership approach to addressing the impacts of Climate Change in Perth's Eastern Region since 2008. In addition to delivering key programs and information sessions, the EMRC supports member council's through review of Local Climate Change Adaptation Action Plans and providing recommendations on future priority actions.

The EMRC's Future Proofing Perth's Eastern Region program also delivers key information to member councils on an ongoing basis. In 2015/2016, the EMRC hosted a fourth Climate Change seminar titled: 'Heatwaves and their impacts on human health' and provided summaries on key reports including the Hottest Year on Record, Vulnerable Communities and Climate Change workshop, Bushfire Outlook for Australia for 2015/2016 and Perth NRM Planning for Climate Change Analysis Report. The EMRC also represented the region (by invitation) at the National Climate Change Adaptation Research Facility local government workshop in Brisbane in February 2016.

In April 2015, the EMRC joined a network of more than 300 industry and government organisations across Australia supporting the 202020 Vision. The mission of 202020 Vision is to create 20 per cent more green space in our urban areas by 2020. The 202020 Vision is based on the collective impact model for creating change and aims to promote the shared value of green space among government, industry and the community. In December 2015, the EMRC collaborated with 202020 Vision and other key partners to host an Urban Forest Masterclass attended by over 130 community, government and industry representatives. The Masterclass provided an opportunity for local governments and other key stakeholders to assess their approach to maintaining urban forest and its contribution to reducing suburban heat effects. By partnering with 202020 Vision, the EMRC is supporting a new approach to development of cities and recognising the value of green space in providing health and wellbeing outcomes for the community.



The mission of  
**202020  
Vision**  
is to create  
**20%**  
more green  
space in our  
urban areas  
by 2020





# KEY RESULT AREA TWO

## Social Opportunities







## TO FACILITATE REGIONAL CULTURAL AND RECREATIONAL ACTIVITIES

### Continue the coordination of regional events

Perth's Eastern Region is home to a number of core assets including world-class wineries; national parks; walk and bicycle trails; numerous picturesque parks and reserves; an extensive range of heritage, culture and arts attractions and numerous local community and council driven events. The EMRC's regional events program sets out to leverage local community events, which are designed to attract a relatively local market, and support these events through attraction of a wider audience and coordination of additional grant funding and regional marketing. The region's two primary events are the Avon Descent Family Fun Days, a series of free community events hosted by the Cities of Belmont and Bayswater, the Town of Bassendean and the Shires of Northam and Toodyay, to coincide with the Avon Descent white water race and the Perth's Autumn Festival, a collection of over 60 community events held across the region from 1 March – 31 May 2016.

The regional events program provides a cost-effective mechanism for promoting to a much wider audience through its regional approach. In 2015/2016 the EMRC coordinated a regional marketing campaign for Perth's Autumn Festival with an estimated value of over \$130,000 (ex GST), a regional marketing campaign for the Avon Descent Family Fun Days with an estimated value of over \$87,000 (ex GST) and a number of smaller campaigns in spring including the Hello Spring campaign and the Short but Sweet weekend guide featured in the West Australian. The EMRC secured \$195,000 (ex GST) in grant funding from Lotterywest to support the staging costs of member council events and regional promotion.

The EMRC's member councils and two participating councils, Shire of Toodyay and Shire of Northam, each contribute to the regional events program both financially and in continued support, collaboration of ideas and assistance in cross promotion of each other's activities. By working together, the program leverages a stronger and more cohesive position within the tourism market and supports council investment in events to maximise marketing budgets and expand market reach.



The EMRC coordinated a regional marketing campaign for Perth's Autumn Festival with an estimated value of over **\$130,000** (ex GST)



The EMRC was awarded **\$100,000** (ex GST) funding under the Natural Disaster Resilience program to implement an 'Understanding and Managing Flood Risk in Perth's Eastern Region' study in 2015/2016

### Implement the Swan and Helena Rivers Framework

The Swan and Helena Rivers are iconic landscapes in Perth's Eastern Region recognised for their natural, cultural and social values. They provide a regional resource in terms of ecosystem functions; access to the natural environment; recreation, social, historic and economic links. The EMRC, four of its member councils and the Department of Parks and Wildlife's Rivers and Estuaries Division work in partnership to enhance the Swan and Helena Rivers through a coordinated management framework. The EMRC also represents the region on the River Protection Strategy Advisory Group. This group was formed under the new Swan Canning River Protection Strategy to enable closer coordination of key management issues relating to the implementation of the strategy.

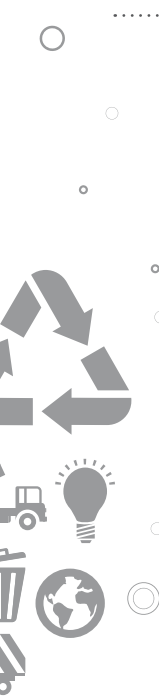
In March 2015, the EMRC was awarded \$100,000 (ex GST) funding under the Natural Disaster Resilience program administered by the Western Australian State Emergency Management Committee, through a National Partnership Agreement on National Disaster Resilience with the Australian Government, to implement an 'Understanding and Managing Flood Risk in Perth's Eastern Region' study in 2015/2016. The hydrology study estimated how much water might flood Perth's Eastern Region from the Swan / Avon and Helena Rivers catchment from a range of rainfall events and estimated the extent of flood prone land in the Swan and Helena River catchments. The project is a collaboration between the EMRC, Department of Water, and the Cities of Bayswater, Belmont and Swan and is supported by the Town of Bassendean and the Department of Parks and Wildlife Rivers and Estuaries Division. The EMRC delivered two presentations in partnership with Hydrology and Risk Consulting and the Department of Water on the initial findings from the project and has been awarded an additional \$20,000 (ex GST) from the All West Australian Reducing Emergencies fund for stages two and three of the flood study which will include hydraulic modelling, a flood risk and vulnerability assessment and development of a floodplain management strategy.

### Define and develop the role of the EMRC in assisting member councils to achieve social outcomes for the region

The EMRC's Regional Services Directorate delivers regionally focused projects to member councils in the areas of environment and sustainability, economic development (including digital and event related programs), transport and advocacy. The programs and projects are delivered under the guidance of key strategies and have varied in response to the needs of member councils and emerging regional issues.

The EMRC commissioned a research paper to provide information on regional youth priorities, exploring the youth policy context, youth consultation, examples of regional projects, best practice and to gain insight into the priorities of youth officers working in the region.

In particular, the paper was designed to inform the role of the EMRC in delivering on youth priorities as part of the next strategic planning phase in the areas of Environment, Transport and Economic Development. The paper highlighted the role of the EMRC in providing the opportunity for collaboration, experience and information sharing across member councils. As a result, the EMRC delivered a workshop for member council Youth Officers on youth engagement in May 2016. The collaboration and sharing of ideas supported the officers to explore new options for their program delivery.







Bike friendly events @  
[perthtourism.com.au](http://perthtourism.com.au)





# KEY RESULT AREA THREE

## Economic Development



# TO FACILITATE INVESTMENT IN REGIONAL INFRASTRUCTURE

## Continue the implementation of the Regional Integrated Transport Strategy

The EMRC works to facilitate integrated transport planning initiatives to provide an efficient, safe and integrated regional transport network and delivers a number of initiatives to support this goal. The provision of an efficient and safe transport network in Perth's Eastern Region is a critical issue for both local and state government, particularly with the predicted population and transport growth for Perth in the future. In 2015/2016, the EMRC delivered a number of key initiatives in the areas of road safety, public transport and active transport.

*Directions Zero: A Regional Road Safety Plan for Perth's Eastern Region* was developed in November 2015 to support, assist and advocate for the development of a fatality and serious injury free road network. The plan takes into account all six member councils and includes five key focus areas: Safe Road Use; Safe Roads and Roadsides; Safe Speeds; Safe Vehicles; and Road Safety Planning and Governance. These key focus areas align with those set out in the Federal and State Governments' road safety strategies.

In mid-2011, the State Government released a draft strategic document, Public Transport Plan for Perth 2031, that outlined public transport network expansion in Perth. The plan identified two main rapid public transport routes within Perth's Eastern Region, namely Perth Airport and Ellenbrook. To investigate rapid public transport routes further, Curtin University continued an existing partnership with the EMRC to undertake additional research on these routes exploring existing and potential land development along the proposed routes and community and stakeholder appetites for development associated with rapid public transport. The research which concluded in September 2015 identified three rapid transit corridor routes: Airport to Forrestfield; Ellenbrook; and Midland to Mundaring.

The EMRC conducted a transport community engagement survey in early 2016 to receive community input on Road Safety, Active Transport and Public Transport in Perth's Eastern Region with the intention for the results to provide direction for future projects. The top three road safety issues identified for the region were driver distraction, safe passing / distances / merging and speeding. The top three initiatives to encourage bicycle riding were improved relationship between road users, more recreational bike trails and more bicycle parking rails at local shops and cafes.

In addition, the EMRC has initiated an advocacy campaign aimed at bringing the Your Move program, a collaboration between the Department of Sport and Recreation and the Department of Transport, into the region.

The EMRC recently released the first of a two-part promotion, titled "What are your weekend plans?" highlighting bicycle trails in Perth's Eastern Region. This included a major update of the Perth Tourism website and the development of promotional material that was distributed to visitor centres, local government facilities and *bikefriendly* cafes, which provide bicycle parking for patrons and do not have a dress code prohibiting active wear. The EMRC also provided event bicycle rails free of charge for events held across the region which included the Belmont Bike to Work Breakfast, Maylands Street Festival, Avon Descent Family Fun Days, the Ellenbrook Great Day Out and Ellenbrook Connect.

After receiving the 2015 Major Bikeley Award, #ride2market returned in 2016 bigger and better. The #ride2market events are a series of companion events supporting and enhancing existing local farmer and hawker markets in Perth's Eastern Region by providing bicycle valet services and market voucher incentives to encourage cycling for transport. The EMRC designed a logo to support the events and received a \$1,500 (ex GST) Bike Week Grant to continue the #ride2market celebrations in 2016. #ride2market is considered particularly successful as bicycle riding traditionally has a low participation rate from women and children, however, of the 157 people who attended #ride2market in 2016, 44% were under 13 years of age and 44% were female demonstrating the effectiveness of the program at encouraging new riders. The #ride2market program also received the TravelSmart Innovate award in June 2016.

In preparation for redevelopment of the Regional Integrated Transport Strategy the EMRC contracted a consultant to undertake research and consultation including the region's strengths, opportunities, potential barriers and possible focus areas best served by a regional approach. The Regional Integrated Transport Research Advisory Paper was developed through extensive desktop research, regional profiling and consultation with member councils, the Regional Integrated Transport Strategy Implementation Advisory Group and other key stakeholders.



#ride2market, received the 2015 Major Bikeley Award as part of Bike Week celebrations





### Implement the Regional Economic Development Strategy 2010 – 2015

Regional economic development activities seek to achieve and maintain a prosperous future for the region and its residents. A range of activities that enable infrastructure and investment to meet the needs of industry are delivered to support economic growth. In March 2016, the EMRC hosted a Regional Digital Forum bringing together digital leaders from government, business and industry. The forum aimed to reflect on three years of digital technology progression, explore the region's digital future, discuss the role of local government in delivering digital projects and create partnerships that would lead to knowledge and resource sharing.

The EMRC hosted a Regional Digital Forum bringing together digital leaders from government, business and industry.

A Directory of Digital Facilities and Services in Perth's Eastern Region and a Digital Report Card were launched at the forum. The EMRC also coordinated a Regional Digital Art Award which encouraged residents and visitors to make use of digital technology to produce art.

In December 2015, the EMRC engaged a consultant to prepare and submit media releases to promote Perth's Eastern Region's business exemplars. The project promotes exemplary businesses, utilising the winners of business awards from the region's six business support service organisations. These organisations are the Belmont Business Enterprise Centre, Central Eastern Business Association, Kalamunda Chamber of Commerce, Malaga and Districts Business Association, Mundaring Chamber of Commerce and Swan Chamber of Commerce. The Business Exemplar project not only raised the profile of particularly successful local businesses, but also promoted the value of local business support services and their awards programs.

The EMRC joined forces with the Maylands Business Association to coordinate development of the Maylands Activity Centre Guide which was launched in June 2016. The guide showcases unique local businesses and the transport options available to residents and visitors wishing to experience Maylands.

An action from the Regional Economic Development Strategy 2010 - 2015 included the Advancing Perth's Eastern Region Showcase Tours. During 2015/2016 two tours were held, one being the Ellenbrook and Swan Valley areas within the City of Swan and one being a tour of the Shire's of Kalamunda and Mundaring foothills. The tours provided member councils with the opportunity to demonstrate advancements being made in the areas of economic development, transport, recreation and tourism.

The EMRC continued to coordinate REMPLAN, id.Profile and id.Atlas subscriptions for its member councils. The tools capture regional economic and social-demographic profiling data for Perth's Eastern Region and provide member councils and stakeholders with online access to the profiling data. The economic profile for the region is available to the public from the EMRC's website to promote the region and attract investment opportunities.



Photo provided by Gateway WA

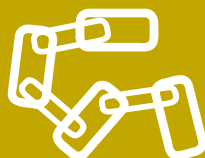




### Identify and investigate strategic regional development project and investment opportunities

The EMRC assists in the alignment of regional priorities with local area priorities to deliver outcomes that support industry investment, advocating for regional priorities and promoting the region as a whole. The EMRC coordinated regional research to identify current industry clusters and supply chains and investigated the opportunities and constraints that businesses within the region are facing. Two clusters were identified for each member council and a further two were identified for the region. Transport related clusters were most prevalent followed by manufacturing clusters. Consultation was undertaken with businesses that formed part of these clusters to gain insight into identifying opportunities and constraints that impacted on the ability for the specific cluster to grow. The findings indicated that increasing internet speeds by advocating for NBN and upgrading infrastructure and services would be of most benefit to business clusters across the region.

In preparation for redevelopment of the Regional Economic Development Strategy and the incorporation of youth priorities and digital services into the new strategies, the EMRC contracted a consultant to coordinate the research and consultation necessary to inform the strategies including the region's strengths, opportunities, potential barriers and possible focus areas best served by a regional approach. The Regional Economic Development Research Advisory Paper was developed through extensive desktop research, regional profiling and consultation with member councils, the Economic Development Officer Group and key stakeholders. The strategy will complement local priorities of member councils to maximise, leverage and make effective use of collective resources.



The EMRC coordinated regional research to identify current industry clusters and supply chains



# KEY RESULT AREA FOUR

**Good  
Governance**





# TO PROVIDE ADVICE AND ADVOCACY ON ISSUES AFFECTING PERTH'S EASTERN REGION

## Implement the Regional Advocacy Strategy 2013 – 2016

The future sustainability of Perth's Eastern Region will be largely dependent on the strength and ability of the region to pool its resources to compete for, and attract, government funding and infrastructure investment. The Regional Advocacy Strategy 2013 – 2016 identifies three advocacy priority areas: Environmental Sustainability, Economic Growth and Strong Communities. Implementation of the strategy in 2015/2016 focused on the following key areas:

### Environmental Sustainability

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

### Economic Growth

- ▶ An effective and integrated transport system with improved public transport infrastructure and servicing;
- ▶ The establishment and optimum utilisation of high speed, reliable broadband in the region; and
- ▶ The facilitation of economic development and investment opportunities.

### Strong Communities

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





EMRC submissions developed and submitted during 2015/2016 included:

- ▶ Liveable Neighbourhoods 2015;
- ▶ City of Swan Biodiversity Strategy 2015;
- ▶ Towards Perth and Peel @ 3.5 million;
- ▶ National Guidelines for Transport Systems;
- ▶ North East Sub Regional Planning Framework;
- ▶ Central Sub Regional Planning Framework;
- ▶ Town of Bassendean Urban Forest Strategy;
- ▶ City of Belmont Environment and Sustainability Strategy; and
- ▶ Perth and Peel Green Growth Plan.

Advocacy and relationship building is aimed at increasing awareness of Perth's Eastern Region and the role of the EMRC. It also provides an opportunity to identify and capitalise on future funding opportunities to support regional scale projects and activities. In addition to the above submissions, other actions of regional relevance include applying for regional grants and providing regional representation on peak bodies and committees including:

- ▶ NorthLink Southern Construction Group and Freight and Road User Group
- ▶ NorthLinkWA Environmental Reference Group
- ▶ Northam Avon Descent Association
- ▶ WALGA Cycling Reference Group
- ▶ Perth NRM - Swan NRM Committee
- ▶ Perth NRM - Light Industry Working Group
- ▶ River Protection Strategy Advisory Group
- ▶ Sustainability Officers Networking Group
- ▶ North East Youth Organisations Network
- ▶ Sustainable Schools WA Alliance
- ▶ Cooperative Research Centre for Water Sensitive Cities Regional Advisory Panel
- ▶ Planning Institute of Australia - Climate Change Action Group
- ▶ Forum of Regional Councils
- ▶ Municipal Waste Advisory Council and Committees - Officers Advisory Group, Household Hazardous Waste Committee, Contaminated Sites Committee
- ▶ Australian Landfill Owners Association
- ▶ Waste Management Association of Australia
- ▶ Strategic Waste Infrastructure Planning Working Group (Waste Authority).

Successful regional grants awarded during 2015/2016 totaling \$658,551 (ex GST) include the following:

- ▶ 20 Million Trees - Round 2 supported by Department of Environment
- ▶ Protection of migratory species habitat - Bayswater restoration project supported by Department of Environment (Green Army Round 2)
- ▶ Restore habitat for migratory species Bayswater wetlands supported by Department of Environment (Green Army Round 4)
- ▶ Revegetation of priority corridors and bushland in Perth's Eastern Region supported by Department of Environment
- ▶ Protection of conservation category wetland in Perth Eastern Region - Revegetation supported by Department of Environment
- ▶ Community led projects supported by Department of Parks and Wildlife
- ▶ Steam Weed Training for Local Government Officers supported by Department of Parks and Wildlife
- ▶ Event Recycling Trailer update and Litter Letters moveable display supported by Keep Australia Beautiful
- ▶ Healthy Wildlife Healthy Lives – A One Health Project supported by Lotterywest
- ▶ Avon Descent Family Fun Days supported by Lotterywest
- ▶ 2016 Perth's Autumn Festival supported by Lotterywest
- ▶ Steam Weed Project supported by State NRM Office
- ▶ Protecting priority tributaries and preventing the spread of priority weed species supported by Swan River Trust and Alcoa Landcare Program
- ▶ #ride2market supported by West Cycle / Department of Transport.

# TO MANAGE PARTNERSHIPS AND RELATIONSHIPS WITH STAKEHOLDERS

## Continue to foster and enhance relationships with member councils

Member council officers provide input to the EMRC on the development and delivery of strategic projects and relevant strategies through participation on steering groups.

Three Regional Services advisory groups meet regularly to consider regional economic, transport and environmental projects and initiatives and assist in guiding the EMRC strategies. These groups are the Economic Development Officers Group, Regional Integrated Transport Strategy Implementation Advisory Group and the Regional Environmental Advisory Group. Representation from each participating member council and the EMRC constitute each group's membership with an expanded membership of the Regional Integrated Transport Strategy Implementation Advisory Group including numerous key stakeholders with an interest in transport. In addition, project teams comprising representatives from participating councils meet to provide guidance to the EMRC's role in regional events and a TravelSmart working group informs the Regional Integrated Transport Strategy Implementation Advisory Group on public and active transport matters.

The Waste Services Directorate also meets regularly with groups comprising of member council officers, particularly through the Regional Waste Education Steering Group and Resource Recovery Project Advisory Group. The Resource Recovery Project Advisory Group provides direction on the delivery of the Resource Recovery Project.

The Regional Waste Education Steering Group meets every six weeks to review, advise and collaborate on waste education matters for the region, in particular implementation of actions to meet the objectives of the *Regional Waste Education Strategy 2013 - 2015*.

## Continue to foster and enhance relationships with stakeholders including government agencies and business groups

The EMRC works with member councils to provide a collective voice for the region and as a conduit for collaboration on issues of regional significance. In pursuing regional outcomes that benefit all member councils, the EMRC initiates and develops relationships with individuals, organisations and government. The aim of this approach is to assist the region to fulfil its potential by attracting and increasing investment and support for ongoing activity that contributes to making Perth's Eastern Region a great place to live, work, play and do business.

Advancing the interests of Perth's Eastern Region through proactive representation and effective working relationships, in particular with the Federal and State Governments and their agencies, is a key enabler for investment and development in the region. All EMRC and member council staff are advocates for the region and foster and enhance relationships everyday through their interactions with external stakeholders and across all levels of government.

The EMRC is an active participant in numerous peak bodies and committees and provides a voice for the region on key issues at these meetings. The direction and priorities for these relationships are outlined under the EMRC's *Regional Advocacy Strategy 2013–2016*.

The EMRC also works with a number of community and business organisations for the benefit of the region. A number of projects were delivered in 2015/2016 in partnership with the region's chambers of commerce, business support services, environmental not-for-profit organisations, catchment and 'friends of' groups.

Meetings of the Red Hill Waste Management Facility Community Liaison Group continued throughout the year to provide a forum for neighbours to be briefed on site development issues and have any concerns addressed. The Waste Management Community Reference Group met four times during the year for briefings on the Resource Recovery Project and waste education initiatives.







#### Waste education community engagement activities included:

- ▶ Attendance at local regional events including the Avon Descent Family Fun Days, Great Day Out Ellenbrook, Gidgegannup Agricultural Show, Autumn River Festival and Altone Comes Alive
- ▶ Attendance at multi-regional displays for the Perth Royal Show and the Perth Garden Festival
- ▶ Hosting regional workshops on topics including litter with Keep Australia Beautiful and a Little Green Steps Waste Workshop
- ▶ Community workshops held for Baptist Care, Wider Vision Bassendean, City of Bayswater, Kalamunda Libraries and Midland Men's Shed
- ▶ School activities run for Notre Dame Catholic Primary School, Glen Forest Primary School, Children's Gnangara Groundwater Festival and Cyril Jackson Senior Campus
- ▶ Running three separate tours for National Recycling Week
- ▶ Delivery of the Earth Carers Courses.



# TO PROVIDE RESPONSIBLE AND ACCOUNTABLE GOVERNANCE AND MANAGEMENT OF THE EMRC

## EMRC's Integrated Planning Framework

The EMRC has developed an Integrated Planning Framework to ensure a seamless integration of strategic priorities and operational activities. *EMRC 2022 – 10 Year Strategic Plan* is a shared vision between the EMRC and its member councils. It has been developed to guide and inform the actions that will be taken over the next 10 years to benefit the community that lives, works, plays and does business within Perth's Eastern Region.

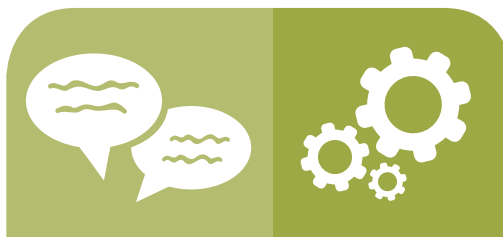
The *Corporate Business Plan 2016/2017 – 2020/2021* was reviewed and adopted as part of the 2016/2017 annual budget development process and key projects and activities that the EMRC would undertake over the 2016/2017 financial year were identified. Business planning workshops were held with each directorate and individual business units, for the development of project plans and formulation of the 2016/2017 annual budget. Staff development and performance within an integrated planning framework were linked back to the *EMRC 2022 – 10 Year Strategic Plan*. Individual staff member's objectives were recorded into a formal personal commitment plan and staff reported progress on a quarterly basis.

A series of workshops were completed between July 2015 and March 2016 to inform a review of *EMRC 2022 – 10 Year Strategic Plan* for implementation from 1 July 2017 onwards. The workshops included Mayors and Presidents, CEOs and officers from member councils, key stakeholders and EMRC officers. A Council workshop was also held on 30 April 2016. The purpose of the workshops was to identify and refine the current and future services that the EMRC could provide to member councils. The outputs of these workshops will be used to prepare the new 10 Year Strategic Plan.



## Develop and implement a Risk Management Plan

The EMRC Risk Management Policy is underpinned by the Risk Management Plan which is reviewed on an annual basis. This Risk Management Plan defines the EMRC risk management system and provides the framework to ensure that the organisation has a systematic and consistent approach to risk across all functions of the business. The Risk Management Plan is based on the guidance as provided by AS/NZS ISO 31000 Risk Management and helps ensure that this approach is implemented consistently throughout the organisation. The Risk Management Steering Group meets regularly and is attended by the Executive Management Team and Senior Risk Advisor. This group ensures that the key risks facing the organisation are monitored and managed.



A series of workshops were completed between July 2015 and March 2016 to inform a review of *EMRC 2022 – 10 Year Strategic Plan* for implementation from 1 July 2017 onwards



# TO CONTINUE TO IMPROVE FINANCIAL AND ASSET MANAGEMENT PRACTICES

## Develop and review long term financial plans

The EMRC's 10 Year Financial Management Plan was updated to reflect the activity for the period 2016/2017 – 2025/2026. The EMRC strives to achieve improved financial management practices ensuring clarity in financial planning and reporting.

During 2015/2016 the EMRC's monthly cash flow forecast analysis was reviewed in an effort to more closely align the EMRC's cash requirements with the timing of projects and capital works to be undertaken. It was decided to review the cash flow forecast twice per month which enabled surplus funds that were no longer required to be utilised during that month to be reinvested in term deposits in order to generate additional interest earnings.

Following the successful introduction of a direct debit system in August 2015, the system has been expanded to existing clients with the aim to improve customer experience through more efficient invoice payment, improved credit management processes and reduced EMRC administration time.


## Develop and implement an Asset Management Plan

The EMRC updated the Asset Management Plan including the 10 Year Fleet and Plant Replacement Plan to manage assets for the period 2016/2017 – 2025/2026. The Annual Condition Report of all plant and equipment at the Red Hill Waste Management Facility was completed in January 2016. The report was used to update the Plant Replacement Program and develop the 2016/2017 Plant Replacement Capital Budget.

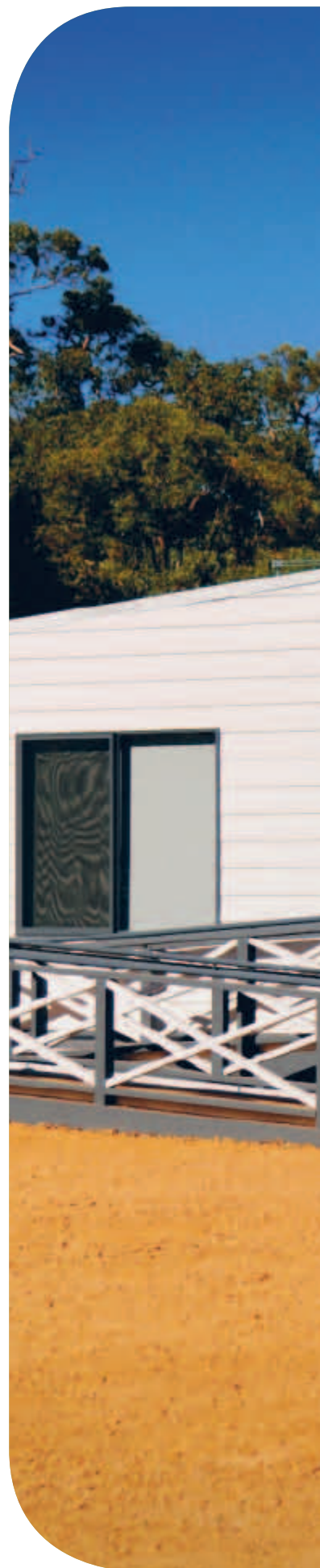
## Review and implement the Strategic IT Plan

As part of the EMRC's Strategic IT Plan, the four servers comprising the EMRC's virtualisation platform were replaced. In addition, server and storage equipment were installed at the Red Hill Disaster Recovery site. Replication of the EMRC's core servers commenced in April 2016 and currently these servers are being backed up to the disaster recovery site each night. In the event of a disaster, this system will allow the most critical systems to be operational within a few days rather than several weeks and will not be dependent on sourcing new hardware.

The implementation of 10 Gigabits per second networking between the servers, network switches and storage devices comprising the virtualisation platform has been completed. This will improve the backup process and performance of virtualised servers. 10 Gigabits per second networking was also incorporated in the disaster recovery site.



**10 Gigabits**  
per second networking between the servers, network switches and storage devices has been implemented.









## TO IMPROVE ORGANISATIONAL CULTURE, HEALTH, WELFARE AND SAFETY



A new safety slogan –  
**‘Our Safety is in Your Hands’**  
was launched to staff.

### Review and implement the Safety Management Plan

The Safety Advisory Committee, Risk Management Steering Group and Executive Management Team provide the main forums to discuss and address key risk issues within the operations.

Annual risk workshops continue to be the primary mechanism for identifying risk matters that need to be added to the Corporate Risk Register. Significant capital expansion has commenced in the last year and the workshops promote closer scrutiny of any threats and hazards that may be presented by this significant development.

With respect to injury prevention, the main elements of the safety management system continued to include:

- ▶ comprehensive new staff OH&S induction processes;
- ▶ accident / incident reporting;
- ▶ hazard identification and reporting processes; and
- ▶ emergency response with up-to-date documentation and quarterly drills.

Improvements to reporting, analysis and management of incident and injuries at all of the organisation’s sites continued. This ensures the organisation understands the root cause of each incident and that effective controls are put in place to reduce the likelihood of an event reoccurring and reduce overall risk across all EMRC operations.

A new safety slogan – ‘Our Safety is in Your Hands’ was launched to staff, to symbolise that everyone is responsible for safety and they must hold it firmly in their hands. A poster – ‘Safety Essentials’ was also launched to give employees clarity on the mandatory safety and risk management considerations to be taken into account to protect staff and others. These are supportive tools designed to empower all employees to take responsibility for their own safety and to set clear guidelines of what is acceptable and not acceptable when working at the EMRC in order to develop safety behaviours of employees and an improved safety culture.

Chemalert, an online chemical management software, was introduced to provide access to manufacturers’ Safety Data Sheets. This enabled the EMRC to implement management plans for all hazardous chemicals stored at all of the organisation’s sites.

The Safety Training program continued to be implemented in order to promote a safety focused culture. Safety inspections were regularly conducted at all of the EMRC sites and actions were implemented to minimise the risk of safety incidents. The following ongoing safety training was conducted at EMRC’s sites:

- ▶ OH&S safety inductions – outdoor environments
- ▶ OH&S safety inductions – indoor environments
- ▶ Vehicle safety
- ▶ Manual tasks
- ▶ Emergency evacuations at all EMRC sites.

Senior management continued to play a close and active role towards injury and loss prevention.

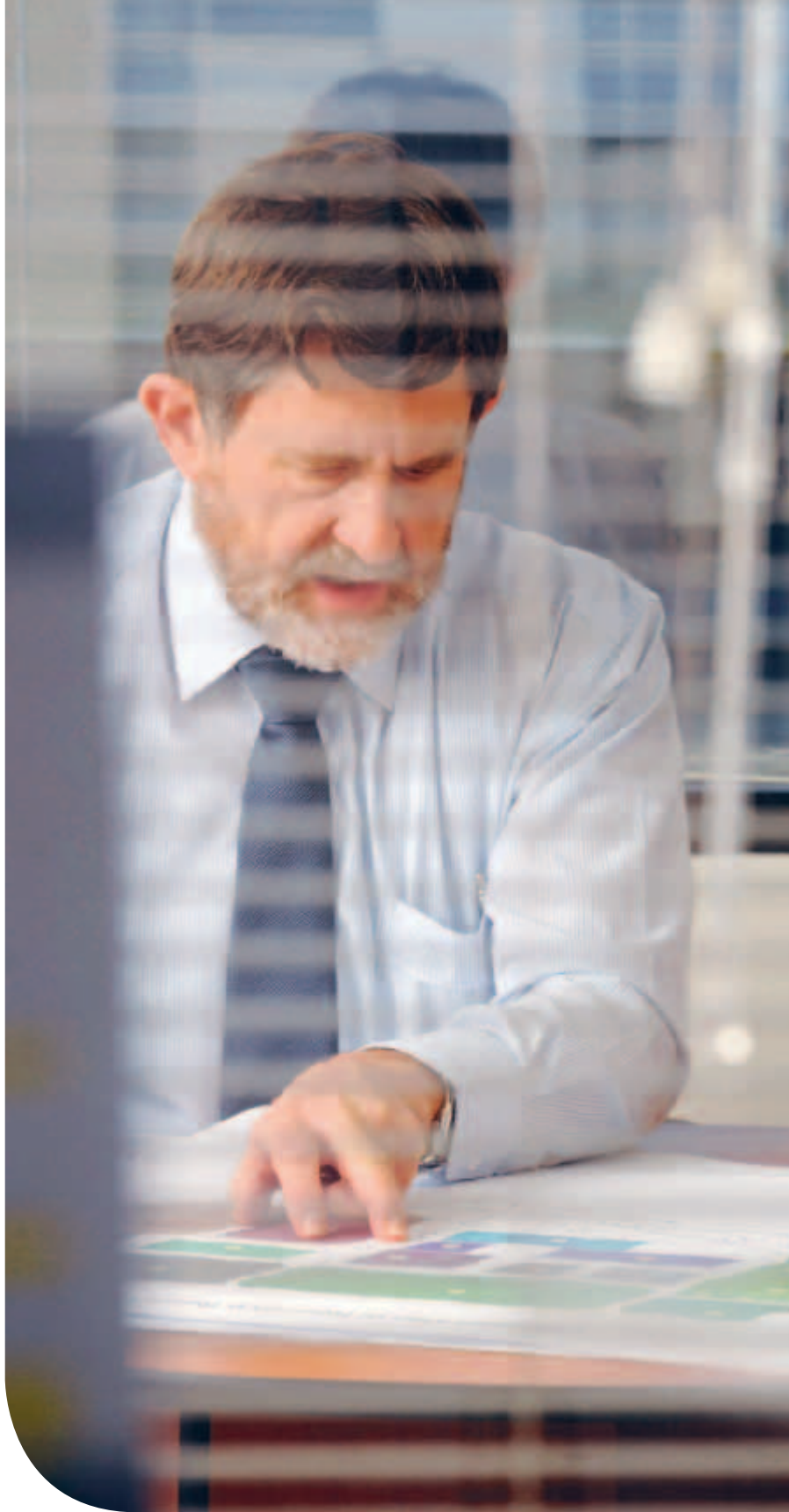
## Develop and implement a Workforce Plan

An internal training calendar was developed and implemented to provide staff with skills in internal procedures, such as procurement, records management and safety. Staff also continued to enhance their skills and knowledge by attending relevant training courses that were identified as a result of their annual performance reviews, as well as sessions to enhance their knowledge of compliance.

A 'Developing EMRC's Future Leaders' program was implemented to enhance the skills of the EMRC's supervisors. This program was run for staff across all of the organisation's sites.

A number of initiatives were undertaken to develop an inclusive culture and these were focused on working as a high-performing team. These included:

- ▶ Group training held at Ascot Place and Red Hill Waste Management Facility for all staff
- ▶ Regular CEO and executive management attendance at Toolbox meetings at Red Hill Waste Management Facility and Hazelmere Resource Recovery Park
- ▶ The annual Staff Tree Planting Day at Red Hill Waste Management Facility, which saw staff plant 1,200 trees as part of rehabilitation of the facility. The event also raised money for Breast Cancer Care WA's Purple Bra Day
- ▶ A combined staff Christmas function was held, which was attended by employees from all EMRC sites
- ▶ Human Resources days were held at the operations sites so staff could discuss any queries
- ▶ The Rewards and Recognition program continued, with the 2015 Employee of the Year, David-Lee Canham, being recognised at the annual staff Christmas function
- ▶ Shire of Mundaring Transfer Station employees attended monthly Toolbox Meetings at Red Hill Waste Management Facility, as well as training sessions, to ensure they were integrated into EMRC's processes.







# STATUTORY REPORTS



# STATUTORY REPORTS

## Register of Complaints

The *Local Government Act 1995* s.5.53(2) (hb) contains provision that requires complaints made against any council member during the financial year under s.5.121 of the *Local Government Act 1995*, must be reported annually. There have been no registered complaints against EMRC Council members during the 2015/2016 financial year.

## Statutory Compliance Return

The Statutory Compliance Return for the period 1 January 2015 to 31 December 2015 was completed and referred to the Audit Committee meeting held on 10 March 2016 and the Ordinary Meeting of Council held on 24 March 2016. A certified copy of the completed Statutory Compliance Return, along with the relevant section of the minutes, was submitted to the Department of Local Government and Communities on 30 March 2016. Council was able to advise that it achieved a high level of compliance with all matters applicable to the EMRC's operations.

## National Competition Policy

The Competition Principles Agreement is a contractual agreement between the federal government and all state and territory governments. As a result, local government is committed to the Competition Principles Agreement, which aims to ensure all public enterprises operate in a transparent manner and in the best interests of the public. Under the Competition Principles Agreement, public enterprises are required to review their operations to ensure that they have no competitive advantage, or disadvantage, in comparison to the private sector.

The EMRC supports the Competition Principles Agreement concept and, as such, a cost benefit analysis of operations was conducted. The analysis concluded that none of the core services – operation of the Red Hill Waste Management Facility, Hazelmere Resource Recovery Park and environmental services – should be subject to competitive neutrality principles.

Furthermore, the EMRC has not received notification that the Australian Bureau of Statistics has classified any of its operations as either public trading or public financial enterprises. No allegations of non-compliance with the principles have been made against the EMRC.

## Public Interest Disclosure Act 1998

During 2015/2016 the EMRC received no public interest disclosure applications.

## State Records Act 2000

The EMRC's approved recordkeeping plan was reviewed during the 2015/2016 financial year and a report of the review submitted to the State Records Commission in accordance with the *State Records Act 2000*. The report, which was tabled on 7 August 2015 at a State Records Commission meeting, provides evidence of the EMRC's progress towards better practice recordkeeping and was approved by the State Records Commission with the next review being due by 7 August 2020.

During the period 2015/2016, 16,992 documents and 489 files were created in EMRC's electronic document and recordkeeping system. Staff training was undertaken, with all new staff receiving individual training and other staff being trained as the need was identified.

## Freedom of Information

A total of three Freedom of Information applications were received in 2015/2016. These related to third party information.

The EMRC received no applications relating to the amendment of personal information in 2015/2016.

## Payments to Employees

Seven EMRC employees entitled to an annual salary of \$100,000 or more.

EMPLOYEES' REMUNERATION	
SALARY RANGE \$	No.
100,000 - 109,999	2
120,000 - 129,999	1
130,000 - 139,999	1
150,000 - 159,999	2
210,000 - 219,999	1
TOTALS:	7



# STATUTORY REPORTS

## Plan for the Future

Section 5.53(2)(e) of the *Local Government Act 1995* requires local governments to provide an overview of the 'plan for the future', including the major initiatives that are proposed to commence, or to continue, in the next financial year. Full details are contained within EMRC's *Corporate Business Plan 2016/2017 - 2020/2021*.

### KEY RESULT AREA 1: ENVIRONMENTAL SUSTAINABILITY

#### Red Hill Waste Management Facility

- ▶ Review and update Red Hill Development Plan
- ▶ Implement Leachate Project
- ▶ Construct Class III Leachate Pond
- ▶ Construct Class III cells (Stage 15B and Farm Stage 3)
- ▶ Construct Class IV Cell Stage 2.

#### Transfer Stations

- ▶ Continue to operate transfer stations on behalf of member councils.

#### Hazelmere Resource Recovery Park

- ▶ Review and update Hazelmere Development Plan
- ▶ Construct and commission:
  - ▶ Commercial and Industrial Waste Sorting Facility
  - ▶ Wood Waste to Energy Plant
  - ▶ Community Re-use Store
  - ▶ Site Workshop / Admin building
  - ▶ Weighbridge
- ▶ Construct carpark and storage bunkers.

#### Environmental Waste Operations

- ▶ Rehabilitate former landfill cells
- ▶ Monitor environmental impacts from waste management activities
- ▶ Provide waste environmental consultancy services to member councils and other clients.

#### Waste Education

- ▶ Review and implement the *Regional Waste Education Strategy 2013 – 2015*.

#### Sales and Market Development

- ▶ Develop and implement programs to increase sales of Red Hill Waste Management Facility and Hazelmere Resource Recovery Park by-products.

#### Environmental Projects

- ▶ Develop and implement the *Regional Environmental Strategy 2016 – 2020*
- ▶ Continue the Eastern Region Catchment Management Program
- ▶ Continue the Water Quality and Conservation Program
- ▶ Continue the Achieving Carbon Emissions Reduction Program
- ▶ Continue the Future Proofing for Climate Change Program
- ▶ Implement stages 2 and 3 of the Understanding and Managing Flood Risk Program.

### KEY RESULT AREA 2: SOCIAL OPPORTUNITIES

- ▶ Coordinate the Avon Descent Family Fun Days
- ▶ Coordinate Perth's Autumn Festival.

### KEY RESULT AREA 3: ECONOMIC DEVELOPMENT

- ▶ Develop and implement the *Regional Integrated Transport Strategy 2016 – 2020*
- ▶ Develop and implement the *Regional Economic Development Strategy 2016 – 2020*.

### KEY RESULT AREA 4: GOOD GOVERNANCE

- ▶ Develop and implement the *Regional Advocacy Strategy 2016 – 2020*
- ▶ Review the 10 Year Strategic Plan

## Disability Access and Inclusion Plan

The EMRC continued implementation of the strategies identified within the *Disability Access and Inclusion Plan 2013/2014 – 2017/2018*. The objectives of the plan are to ensure that the EMRC delivers facilities, services and events that are open, available and accessible to the whole community, regardless of ability, ethnicity, gender, age or any other perceived difference.

# STATEMENT BY THE CHIEF EXECUTIVE OFFICER

**EASTERN METROPOLITAN REGIONAL COUNCIL  
CONCISE FINANCIAL REPORT  
FOR THE YEAR ENDED 30 JUNE 2016**

**LOCAL GOVERNMENT ACT 1996  
LOCAL GOVERNMENT (FINANCIAL MANAGEMENT)  
REGULATIONS 1996**

**STATEMENT BY CHIEF EXECUTIVE OFFICER**

As the Chief Executive Officer of the Eastern Metropolitan Regional Council, I declare that the accompanying concise financial report for the financial year ended 30 June 2016:

- complies with *Accounting Standard AASB 1039: Concise Financial Reports*; and
- is an extract from the full financial report for the year ended 30 June 2016 and has been derived from and is consistent with the full financial report of the Eastern Metropolitan Regional Council

Signed on the 22<sup>nd</sup> day of August 2016



PETER B. SCHNEIDER  
Chief Executive Officer



# INDEPENDENT AUDITOR'S REPORT



Certified Practising Accountants

**PARTNERS**  
Anthony Macri FCPA  
Domenic Macri CPA  
Connie De Felice CA

## INDEPENDENT AUDITOR'S REPORT

### TO: MEMBERS OF EASTERN METROPOLITAN REGIONAL COUNCIL

#### **Report on the Concise Financial Report**

The accompanying concise financial report of Eastern Metropolitan Regional Council comprises the Statement of Financial Position as at 30 June 2016, Statement of Comprehensive Income by Nature or Type, Statement of Comprehensive Income by Program, Statement of Changes in Equity and Statement of Cash Flows for the year then ended and related notes derived from the audited financial report of Eastern Metropolitan Regional Council for the year ended 30 June 2016 and the discussion and analysis. The concise financial report does not contain all the disclosures required by Australian Accounting Standards.

#### ***Management's Responsibility for the Financial Report***

Management is responsible for the preparation and fair presentation of the concise financial report in accordance with Accounting Standard AASB 1039: Concise Financial Reports, the Local Government Act 1995 (as amended) and the Local Government (Financial Management) Regulations 1996 (as amended). This responsibility includes establishing and maintaining internal control relevant to the preparation of the concise financial report; selecting and applying appropriate accounting policies; and making accounting estimates that are reasonable in the circumstances.

#### ***Auditor's Responsibility***

Our responsibility is to express an opinion on the concise financial report based on our audit procedures. We have conducted an independent audit, in accordance with Australian Auditing Standards, of the full financial report of Eastern Metropolitan Regional Council for the year ended 30 June 2016. Our auditor's report on the financial report for the year was signed on 9 September 2016 and was not subject to any modification. Australian Auditing Standards require that we comply with the relevant ethical requirements relating to audit engagements and plan and perform the audit to obtain reasonable assurance whether the financial report for the year is free from material misstatement.

Our procedures in respect of the concise financial report included testing that the information in the concise financial report is derived from, and is consistent with the financial report for the year, and examination on a test basis, of evidence supporting the amounts, discussion, and analysis, and other disclosures which were not directly derived from the financial report for the year. These procedures have been undertaken to form an opinion whether, in all material respects, the concise financial report complies with Accounting Standard AASB 1039: *Concise Financial Reports* and whether the discussion and analysis complies with the requirements laid down in AASB 1039: *Concise Financial Reports*.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

#### ***Independence***

In conducting our audit, we have complied with the independence requirements of the Accounting Professional and Ethical Standards Board.




## INDEPENDENT AUDITOR'S REPORT (Cont'd)

### *Auditor's Opinion*

In our opinion, the concise financial report (including the discussion and analysis) of the Eastern Metropolitan Regional Council for the year ended 30 June 2016 complies with Accounting Standard AASB 1039: *Concise Financial Reports*.

### *Matters Relating to the Electronic Publication of the Audited Financial Report*

This auditor's report relates to the concise financial report of Eastern Metropolitan Regional Council for the year ended 30 June 2016 included on Eastern Metropolitan Regional Council's website. The Council is responsible for the integrity of Eastern Metropolitan Regional Council's website. The auditor's report refers only to the subject matter described above. It does not provide an opinion on any other information which may have been hyperlinked to/from these statements. If users of the financial report are concerned with the inherent risks arising from publication on a website, they are advised to refer to the hard copy of the audited concise financial report to confirm the information contained in this website version of the concise financial report.

  
MACRI PARTNERS  
CERTIFIED PRACTISING ACCOUNTANTS  
SUITE 2, 137 BURSWOOD ROAD  
BURSWOOD WA 6100

  
A MACRI  
PARTNER

PERTH  
DATED THIS 9<sup>TH</sup> DAY OF SEPTEMBER 2016.





# STATEMENT OF COMPREHENSIVE INCOME (BY PROGRAM) FOR THE YEAR ENDED 30 JUNE 2016

	ACTUAL 2015/2016	BUDGET 2015/2016	ACTUAL 2014/2015
<b>REVENUE</b>			
Governance	122,634	208,606	147,661
General purpose funding	6,278,136	1,672,703	2,557,709
Community amenities	35,899,323	44,314,860	36,677,874
Other property and services	1,275,742	1,388,424	1,643,220
<b>TOTAL REVENUE</b>	<b>43,575,835</b>	<b>47,584,593</b>	<b>41,026,464</b>
<b>EXPENSES</b>			
Governance	785,858	1,251,102	811,025
Community amenities	27,663,522	34,251,556	26,309,451
Other property and services	3,992,572	4,165,048	4,110,322
<b>TOTAL EXPENSES</b>	<b>32,441,952</b>	<b>39,667,706</b>	<b>31,230,798</b>
<b>INCREASE/(DECREASE)</b>	<b>11,133,883</b>	<b>7,916,887</b>	<b>9,795,666</b>
<b>DISPOSAL OF ASSETS</b>			
Profit on sale	206,809	5,773	553,328
Loss on sale	(34,902)	0	(7,646)
<b>PROFIT/(LOSS) ON DISPOSALS</b>	<b>171,907</b>	<b>5,773</b>	<b>545,682</b>
<b>FAIR VALUE ADJUSTMENTS TO FINANCIAL ASSETS</b>			
General purpose funding	0	0	0
<b>GAIN/(LOSS)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>NET RESULT</b>	<b>11,305,790</b>	<b>7,922,660</b>	<b>10,341,348</b>
<b>OTHER COMPREHENSIVE INCOME</b> <i>(Items that will not be reclassified subsequently to profit or loss)</i>			
Changes in revaluation of non-current assets	4,693,856	0	4,212,233
<b>TOTAL OTHER COMPREHENSIVE INCOME</b>	<b>4,693,856</b>	<b>0</b>	<b>4,212,233</b>
<b>TOTAL COMPREHENSIVE INCOME</b>	<b>15,999,646</b>	<b>7,922,660</b>	<b>14,553,581</b>

The accompanying notes form part of the concise financial report

# STATEMENT OF COMPREHENSIVE INCOME (BY NATURE & TYPE) FOR THE YEAR ENDED 30 JUNE 2016

	ACTUAL 2015/2016	BUDGET 2015/2016	ACTUAL 2014/2015
<b>REVENUE</b>			
Fees and charges	32,751,046	40,533,871	32,738,714
Grants, subsidies and contributions	2,273,132	2,027,659	3,182,940
Interest earnings	2,376,572	1,672,703	2,557,709
Other revenue	6,175,085	3,350,360	2,547,101
<b>TOTAL REVENUE</b>	<b>43,575,835</b>	<b>47,584,593</b>	<b>41,026,464</b>
<b>EXPENSES</b>			
Employee costs	8,313,054	9,915,821	8,433,189
Materials and contracts	5,561,169	8,437,286	6,146,789
Utility expenses	318,702	342,706	238,167
Insurance expenses	249,779	377,477	1,239,197
Interest expenses	21,603	22,068	23,126
Other expenditure	11,902,243	13,987,718	10,350,892
Depreciation expenses on non-current assets	6,075,402	6,584,630	4,799,438
<b>TOTAL EXPENSES</b>	<b>32,441,952</b>	<b>39,667,706</b>	<b>31,230,798</b>
<b>INCREASE/(DECREASE)</b>	<b>11,133,883</b>	<b>7,916,887</b>	<b>9,795,666</b>
<b>DISPOSAL OF ASSETS</b>			
Profit on sale	206,809	5,773	553,328
Loss on sale	(34,902)	0	(7,646)
<b>PROFIT/(LOSS) ON DISPOSALS</b>	<b>171,907</b>	<b>5,773</b>	<b>545,682</b>
<b>FAIR VALUE ADJUSTMENTS TO FINANCIAL ASSETS</b>			
Gain/(loss)	0	0	0
<b>GAIN/(LOSS)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>NET RESULT</b>	<b>11,305,790</b>	<b>7,922,660</b>	<b>10,341,348</b>
<b>OTHER COMPREHENSIVE INCOME</b> <i>(Items that will not be reclassified subsequently to profit or loss)</i>			
Changes in revaluation of non-current assets	4,693,856	0	4,212,233
<b>TOTAL OTHER COMPREHENSIVE INCOME</b>	<b>4,693,856</b>	<b>0</b>	<b>4,212,233</b>
<b>TOTAL COMPREHENSIVE INCOME</b>	<b>15,999,646</b>	<b>7,922,660</b>	<b>14,553,581</b>

The accompanying notes form part of the concise financial report



# STATEMENT OF FINANCIAL POSITION

## AS AT 30 JUNE 2016

	ACTUAL 2015/2016	ACTUAL 2014/2015
<b>CURRENT ASSETS</b>		
Cash and cash equivalents	86,120,828	74,387,347
Investments	0	0
Trade and other receivables	4,281,658	4,653,943
Inventories	27,842	67,598
Other assets	85,059	41,930
<b>TOTAL CURRENT ASSETS</b>	<b>90,515,387</b>	<b>79,150,818</b>
<b>NON-CURRENT ASSETS</b>		
Property, plant and equipment	71,688,104	63,311,756
Infrastructure	16,080,829	18,193,626
<b>TOTAL NON-CURRENT ASSETS</b>	<b>87,768,933</b>	<b>81,505,382</b>
<b>TOTAL ASSETS</b>	<b>178,284,320</b>	<b>160,656,200</b>
<b>CURRENT LIABILITIES</b>		
Trade and other payables	5,889,919	4,651,861
Provisions	1,371,378	1,334,359
<b>TOTAL CURRENT LIABILITIES</b>	<b>7,261,297</b>	<b>5,986,220</b>
<b>NON-CURRENT LIABILITIES</b>		
Provisions	7,407,046	7,053,649
<b>TOTAL NON CURRENT LIABILITIES</b>	<b>7,407,046</b>	<b>7,053,649</b>
<b>TOTAL LIABILITIES</b>	<b>14,668,343</b>	<b>13,039,869</b>
<b>NET ASSETS</b>	<b>163,615,977</b>	<b>147,616,331</b>
<b>EQUITY</b>		
Retained surplus	60,214,225	52,975,934
Reserves	62,674,377	58,606,878
Revaluation surplus	40,727,375	36,033,519
<b>TOTAL EQUITY</b>	<b>163,615,977</b>	<b>147,616,331</b>

The accompanying notes form part of the concise financial report

# STATEMENT OF CHANGES IN EQUITY FOR THE YEAR ENDED 30 JUNE 2016

	RETAINED SURPLUS	RESERVES	REVALUATION SURPLUS	TOTAL EQUITY
Balance as at 1 July 2014	48,612,233	51,139,296	33,311,221	133,062,750
Net result	10,341,348	0	0	10,341,348
Total other comprehensive income	0	0	4,212,233	4,212,233
Revaluation surplus reversal	1,489,935	0	(1,489,935)	0
Transfer (from)/to reserves	(7,467,582)	7,467,582	0	0
<b>BALANCE AS AT 30 JUNE 2015</b>	<b>52,975,934</b>	<b>58,606,878</b>	<b>36,033,519</b>	<b>147,616,331</b>
Net result	11,305,790	0	0	11,305,790
Total other comprehensive income	0	0	4,693,856	4,693,856
Revaluation surplus reversal	0	0	0	0
Transfer (from)/to reserves	(4,067,499)	4,067,499	0	0
<b>BALANCE AS AT 30 JUNE 2016</b>	<b>60,214,225</b>	<b>62,674,377</b>	<b>40,727,375</b>	<b>163,615,977</b>

The accompanying notes form part of the concise financial report

# STATEMENT OF CASH FLOWS

## FOR THE YEAR ENDED 30 JUNE 2016

	ACTUAL 2015/2016	BUDGET 2015/2016	ACTUAL 2014/2015
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>			
<b>RECEIPTS</b>			
Fees and charges	35,362,810	40,533,871	37,338,999
Grants, subsidies and contributions	2,273,132	2,027,659	3,182,940
Interest earnings	2,619,602	1,672,703	2,565,312
Other revenue	6,175,085	3,350,362	2,547,101
<b>TOTAL RECEIPTS</b>	<b>46,430,629</b>	<b>47,584,595</b>	<b>45,634,352</b>
<b>PAYMENTS</b>			
Employee costs	(8,181,723)	(9,888,450)	(8,461,443)
Materials and contracts	(5,291,591)	(8,437,286)	(7,497,127)
Utility expenses	(318,702)	(342,706)	(238,167)
Insurance expenses	(249,331)	(377,477)	(1,238,748)
Interest expenses	(21,603)	(22,068)	(23,126)
Other expenditure	(11,592,681)	(13,915,494)	(10,266,092)
Goods and services tax paid	(1,568,328)	0	(2,831,181)
<b>TOTAL PAYMENTS</b>	<b>(27,223,959)</b>	<b>(32,983,481)</b>	<b>(30,555,884)</b>
<b>NET CASH PROVIDED BY OPERATING ACTIVITIES</b>	<b>19,206,670</b>	<b>14,601,114</b>	<b>15,078,468</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>			
Proceeds from sale of property, plant and equipment	334,773	306,500	3,727,883
Payments for purchase of property, plant and equipment	(7,807,962)	(34,487,814)	(12,442,702)
<b>NET CASH USED IN INVESTING ACTIVITIES</b>	<b>(7,473,189)</b>	<b>(34,181,314)</b>	<b>(8,714,819)</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>			
Proceeds from sale of investments	0	0	0
<b>NET CASH PROVIDED BY FINANCING ACTIVITIES</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>SUMMARY OF CASH FLOWS</b>			
Cash and cash equivalents at the beginning of the year	74,387,347	71,382,950	68,023,698
Net increase/(decrease) in cash held	11,733,481	(19,580,200)	6,363,649
<b>CASH AND CASH EQUIVALENTS AT THE END OF THE YEAR</b>	<b>86,120,828</b>	<b>51,802,750</b>	<b>74,387,347</b>

The accompanying notes form part of the concise financial report



# DISCUSSION AND ANALYSIS OF THE FINANCIAL REPORT FOR THE YEAR ENDED 30 JUNE 2016

## Information on EMRC's Concise Financial Report

The Concise Financial Report is an extract of the full financial report for the year ended 30 June 2016. The financial statements and disclosures in the Concise Financial Report have been derived from the 2015/2016 financial report of Eastern Metropolitan Regional Council (EMRC). A copy of the full financial report and auditor's report is available upon request.

This discussion and analysis is provided to members in understanding the Concise Financial Report. The discussion and analysis is based on EMRC's financial statements and the information contained in the Concise Financial Report has been derived from the full 2015/2016 financial report of the EMRC.

## Statement of Comprehensive Income

Total Comprehensive Income of \$15,999,646 for the year ended 30 June 2016 is \$1,446,065 above the level of 2014/2015 and \$8,076,986 above the 2015/2016 budget. Major factors contributing to the variance from the previous financial year have been outlined in the paragraphs below.

Total revenue from ordinary activities of \$43,575,835 for the year ended 30 June 2016 is \$2,549,371 above the 2014/2015 revenue from ordinary activities and \$4,008,758 below the 2015/2016 budget. The variance to the budget is primarily due to the lower than budget tonnages received from commercial operators. This is offset by additional interest earnings of \$703,869 together with payments totaling \$3,012,078 received from the Administrators of Lehman Brothers Australia and a payment totaling \$889,485 received from the Standard and Poors class action.

Total expenses from ordinary activities of \$32,441,952 is \$1,211,154 above the 2014/2015 actual expenses from ordinary activities and \$7,225,754 below budget for 2015/2016. The variance is primarily due to lower expenditure on the following items during the 2015/2016 financial year compared to the budget:

- ▶ employee costs
- ▶ materials and contract expenses
- ▶ insurance expenses
- ▶ other expenditure
- ▶ depreciation

An actual profit of \$171,907 has resulted from the disposal of assets for the year ended 30 June 2016 and is \$373,775 below the 2014/2015 actual profit from the disposal of assets and \$166,134 above the budget for 2015/2016.

The changes in revaluation of non-current assets has resulted in an increase of \$4,693,856 for 2015/2016, which relates to the revaluation undertaken on the plant and equipment classes of assets.

## Statement of Financial Position

Overall equity has increased during the 2015/2016 financial year by \$15,999,646 to \$163,615,977.

Current assets as at 30 June 2016 have increased by \$11,364,569 to the previous year.

The overall impact on cash and investments at the close of the financial year is an increase of \$11,733,481 to \$86,120,828.

Current liabilities as at 30 June 2016 have increased by \$1,275,077 to \$7,261,297 compared to the level stated as at 30 June 2015.

The net movement in the retained surplus is an increase of \$7,238,291 to \$60,214,225 compared to the level as at 30 June 2015 of \$52,975,934.

The value of reserves has increased by \$4,067,499 to \$62,674,377 in comparison to the level stated as at 30 June 2015.

## Statement of Cash Flows

The overall impact on the cash position at the close of the financial year is an increase of \$11,733,481 to \$86,120,828 as a result of an increase in cash flow from operating activities.

Net cash provided by operating activities of \$19,206,670 reflects an increase of \$4,128,202 over the \$15,078,468 generated in the 2014/2015 financial year.

The cash flows used in investing activities for the 2015/2016 financial year reflects capital expenditure totalling \$7,807,962. This compares with capital expenditure totalling \$12,442,702 during the previous year.

# NOTES TO THE CONCISE FINANCIAL REPORT FOR THE YEAR ENDED 30 JUNE 2016

## **Note 1: Basis of Preparation of the Concise Financial Report**

The Concise Financial Report is an extract of the full financial report for the year ended 30 June 2016. The Concise Financial Report has been prepared in accordance with *Australian Accounting Standard AASB 1039 Concise Financial Reports*, and statutory requirements.

The financial statements, specific disclosures and other information included in the Concise Financial Report are derived from, and are consistent with, the full financial report of the EMRC. The Concise Financial Report cannot be expected to provide as detailed an understanding of the financial performance, financial position and financing and investing activities of the EMRC as the full financial report. A copy of the full financial report and auditor's report is available upon request.

The presentation currency used in this Concise Financial Report is Australian dollars.

## **Note 2: Events after the Reporting Period**

There have been no significant events after the reporting period required to be included in the 2015/2016 Annual Financial Report.



Commercial and Industrial Waste Sorting Facility under construction – June 2016





**Eastern Metropolitan Regional Council**

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**Telephone: 08 9424 2222**

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