




MINUTES

CERTIFICATION OF CONFIRMATION OF COUNCIL MEETING MINUTES

23 June 2016

I, Cr David Färdig, hereby certify that the minutes from the Council Meeting held on 23 June 2016 pages (1) to (347) were confirmed at a meeting of Council held on 18 August 2016.



Signature

Cr David Färdig
Person presiding at Meeting

ORDINARY MEETING OF COUNCIL

MINUTES

23 June 2016

(REF: D2016/06161)

An Ordinary Meeting of Council was held at the EMRC Administration Office, 1st Floor, 226 Great Eastern Highway, BELMONT WA 6104 on **Thursday, 23 June 2016**. The meeting commenced at **6:00pm**.

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1 DECLARATION OF OPENING AND ANNOUNCEMENT OF VISITORS

The Chairman opened the meeting at 6:00pm.

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

Councillor Attendance

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

EMRC Officers

Mr Peter Schneider	Chief Executive Officer
Mr Hua Jer Liew	Director Corporate Services
Mr Steve Fitzpatrick	Director Waste Services
Mrs Wendy Harris	Director Regional Services
Ms Theresa Eckstein	Executive Assistant to Chief Executive Officer
Mrs Annie Hughes-d'Aeth	Personal Assistant to Director Corporate Services (Minutes)

EMRC Observers

Mr David Ameduri	Manager Financial Services
Mrs Prapti Mehta	Manager Human Resources

Observer(s)

Cr Catherine Ehrhardt	EMRC Deputy Member	City of Bayswater
Mr Stuart Cole	Chief Executive Officer	City of Belmont
Mr Dennis Blair	Director Infrastructure Services	Shire of Kalamunda

3 DISCLOSURE OF INTERESTS

Nil



4 ANNOUNCEMENTS BY THE CHAIRMAN OR PRESIDING MEMBER WITHOUT DISCUSSION

4.1 WASTE MANAGEMENT COMMUNITY REFERENCE GROUP

The Chairman of the Waste Management Community Reference Group, Mr Peter Pearson, has resigned after 15 years' service on the WMCRG. The Chairman thanked Mr Pearson for his contribution and wished him all the best for the future.

4.2 2016 TRAVELSMART AWARD

The Chairman announced that the EMRC had won the 2016 TravelSmart Award in the "Innovate" Category for its #ride2market program, which is a series of events supporting the region's local markets including Kalamunda Farmers Markets, Maylands Hawker Markets, Mundaring Sunday Markets, Old Perth Road Markets and Stirling Square Markets.

The events included bicycle valet services and market voucher incentives to encourage people to cycle to these events. The events were part of Bike Week 2016 and were made possible through a Bike Week grant from the Department of Transport and WestCycle.

The award presentation will take place at a function being held on 29 June 2016.

4.3 2015/2016 ANNUAL RETURN

The Chairman advised that the 2015/2016 Annual Returns would be distributed week ending 1 July 2016 and were due to be returned to the EMRC by no later than Friday, 26 August 2016.

The Chairman also asked if councillors could please complete their returns as a matter of priority as the CCC has to be notified of any return received after that date.

5 RESPONSE TO PREVIOUS PUBLIC QUESTIONS TAKEN ON NOTICE

Nil

6 PUBLIC QUESTION TIME

Nil

7 APPLICATIONS FOR LEAVE OF ABSENCE

Nil

8 PETITIONS, DEPUTATIONS AND PRESENTATIONS

Nil



9 CONFIRMATION OF MINUTES OF PREVIOUS MEETINGS

9.1 MINUTES OF ORDINARY MEETING OF COUNCIL HELD ON 19 MAY 2016

That the minutes of the Ordinary Meeting of Council held on 19 May 2016 which have been distributed, be confirmed.

COUNCIL RESOLUTION

MOVED CR PERKS

SECONDED CR WOLFF

THAT THE MINUTES OF THE ORDINARY MEETING OF COUNCIL HELD ON 19 MAY 2016 WHICH HAVE BEEN DISTRIBUTED, BE CONFIRMED.

CARRIED UNANIMOUSLY

10 QUESTIONS BY MEMBERS OF WHICH DUE NOTICE HAS BEEN GIVEN

Nil

11 QUESTIONS BY MEMBERS WITHOUT NOTICE

Nil

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

Nil

13 BUSINESS NOT DEALT WITH FROM A PREVIOUS MEETING

Nil



14 REPORTS OF EMPLOYEES

QUESTIONS

The Chairman invited questions from members on the reports of employees.

RECOMMENDATION(S)

That with the exception of items, which are to be withdrawn and dealt with separately, Council adopts the recommendations in the Reports of Employees (Section 14).

COUNCIL RESOLUTION(S)

MOVED CR MCDONNELL

SECONDED CR SUTHERLAND

THAT COUNCIL ADOPTS THE RECOMMENDATIONS IN THE REPORTS OF EMPLOYEES (SECTION 14).

CARRIED UNANIMOUSLY



14.1 LIST OF ACCOUNTS PAID DURING THE MONTH OF MAY 2016

REFERENCE: D2016/06415

PURPOSE OF REPORT

The purpose of this report is to present to Council a list of accounts paid under the Chief Executive Officer's delegated authority during the month of May 2016 for noting.

KEY ISSUES AND RECOMMENDATION(S)

- As per the requirements of regulation 13(1) of the *Local Government (Financial Management) Regulations 1996*, the list of accounts paid during the month of May 2016 is provided for noting.

Recommendation(s)

That Council notes the CEO's list of accounts for May 2016 paid under delegated power in accordance with regulation 13(1) of the *Local Government (Financial Management) Regulations 1996*, as attached to this report totalling \$16,335,254.65.

SOURCE OF REPORT

Director Corporate Services

BACKGROUND

Council has delegated to the Chief Executive Officer (CEO) the exercise of its power to make payments from the Municipal Fund and Trust Fund. In accordance with regulation 13(1) of the *Local Government (Financial Management) Regulations 1996*, a list of accounts paid by the CEO is to be provided to Council, where such delegation is made.



Item 14.1 continued

REPORT

The table below summarises the payments drawn on the funds during the month of May 2016. A list detailing the payments made is appended as an attachment to this report.

Municipal Fund	EFT Payments	EFT35094 – EFT35131	
	Cheque Payments	220170 – 220175	
	Payroll EFT	PAY 2016-22, PAY 2016-23, & PAY 2016-24	
	Direct Debits		
	- Superannuation	DD15343.1 – DD15343.18 DD15344.1 – DD15344.18	
	- Bank Charges	1*MAY16	
	- Other	1068 – 1079	\$16,335,254.65
	Less Cancelled EFTs & Cheques		Nil
Trust Fund	Not Applicable		Nil
Total			\$16,335,254.65

STRATEGIC/POLICY IMPLICATIONS

Key Result Area 4 – Good Governance

- 4.3 To provide responsible and accountable governance and management of the EMRC
- 4.4 To continue to improve financial and asset management practices

FINANCIAL IMPLICATIONS

As contained within the report.

SUSTAINABILITY IMPLICATIONS

Nil



Item 14.1 continued

MEMBER COUNCIL IMPLICATIONS

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

ATTACHMENT(S)

CEO's Delegated Payments List for the month of May 2016 (Ref: D2016/07871)

VOTING REQUIREMENT

Simple Majority

RECOMMENDATION(S)

That Council notes the CEO's list of accounts for May 2016 paid under delegated power in accordance with regulation 13(1) of the *Local Government (Financial Management) Regulations 1996*, as attached to this report totalling \$16,335,254.65.

COUNCIL RESOLUTION(S)

MOVED CR MCDONNELL

SECONDED CR SUTHERLAND

THAT COUNCIL NOTES THE CEO'S LIST OF ACCOUNTS FOR MAY 2016 PAID UNDER DELEGATED POWER IN ACCORDANCE WITH REGULATION 13(1) OF THE *LOCAL GOVERNMENT (FINANCIAL MANAGEMENT) REGULATIONS 1996*, AS ATTACHED TO THIS REPORT TOTALLING \$16,335,254.65.

CARRIED UNANIMOUSLY



Eastern Metropolitan Regional Council

CEO's DELEGATED PAYMENTS LIST
FOR THE MONTH OF MAY 2016

Cheque /EFT No	Date	Payee		Amount
EFT35094	03/05/2016	COMSYNC CONSULTING PTY LTD	IT CONSULTING	2,763.75
EFT35095	03/05/2016	HYDROLOGY AND RISK CONSULTING	SWAN AND HELENA RIVERS FLOOD STUDY	4,070.00
EFT35096	03/05/2016	MARK PITASSI	REFUND TO CUSTOMER	145.20
EFT35097	03/05/2016	SHUGS ELECTRICAL	ELECTRICAL WORKS - RRP SITE INFRASTRUCTURE	2,073.56
EFT35098	05/05/2016	TRUCK CENTRE (WA) PTY LTD	PLANT PARTS	12,293.23
EFT35099	10/05/2016	PAYG PAYMENTS	TAXATION PAYMENT	61,324.79
EFT35100	13/05/2016	BRIAN NAUGHTON (BG'S CAR CLEANING SERVICE)	CLEANING CAR POOL VEHICLES	230.00
EFT35101	13/05/2016	CARL DANZI	STAFF REIMBURSEMENT	174.86
EFT35102	13/05/2016	MOTORCHARGE PTY LTD	FLEET FUEL PURCHASE	3,111.39
EFT35103	13/05/2016	PITNEY BOWES CREDIT AUSTRALIA LTD	POSTAGE EXPENSE	333.63
EFT35104	13/05/2016	STEAMWAND INTERNATIONAL PTY LTD T/A WEEDTECHNICS	STAFF TRAINING - STEAM WEEDING MACHINE	7,040.00
EFT35105	13/05/2016	TELSTRA CORPORATION LTD	TELEPHONE CHARGES	1,019.15
EFT35106	13/05/2016	UoM COMMERCIAL LIMITED	SWAN AND HELENA RIVERS FLOOD STUDY	19,840.00
EFT35107	17/05/2016	DOCKPRO	PONTOON FOR LEACHATE PONDS	4,925.00
EFT35108	17/05/2016	SHUGS ELECTRICAL	BUILDING MAINTENANCE & REPAIRS	1,180.96
EFT35109	20/05/2016	DEPUTY COMMISSIONER OF TAXATION	GST PAYMENT	253,684.00
EFT35110	20/05/2016	ANSAC PTY LTD	MILESTONE PAYMENT - WWTE PROJECT	1,256,354.00
EFT35111	20/05/2016	BARFIELD EARTHMOVING (JAYCOURT NOMINEES P/L)	PLANT HIRE	54,552.61
EFT35112	20/05/2016	BP AUSTRALIA PTY LTD	FUEL PURCHASES	46,267.86
EFT35113	20/05/2016	BRONWYN LEE	STAFF REIMBURSEMENT	134.80
EFT35114	20/05/2016	CA TECHNOLOGY PTY LTD T/A CAMMS MANAGEMENT SOLUTIONS	QUARTERLY HOSTING FEE (INTERPLAN)	1,980.00
EFT35115	20/05/2016	CABCHARGE	ADMINISTRATION CHARGE	6.00
EFT35116	20/05/2016	COMSYNC CONSULTING PTY LTD	IT CONSULTING	3,506.25
EFT35117	20/05/2016	GOURMET INDULGENCE	CATERING COSTS	332.60
EFT35118	20/05/2016	HYDROLOGY AND RISK CONSULTING	SWAN AND HELENA RIVERS FLOOD STUDY	23,012.00
EFT35119	20/05/2016	PR POWER PTY LTD	WASH DOWN BAY UPGRADE	26,604.27
EFT35120	20/05/2016	SYNERGY	ELECTRICITY USAGE	1,504.40
EFT35121	20/05/2016	WBHO INFRASTRUCTURE AUSTRALIA PTY LTD	CELL CONSTRUCTION FARM STAGE 15	30,087.05
EFT35122	20/05/2016	WORLDWIDE PRINTING SOLUTIONS CANNINGTON	PRODUCTION COSTS - 2016/17 WASTE RECYCLING GUIDE	20,713.00
EFT35123	24/05/2016	BP AUSTRALIA PTY LTD	OIL PURCHASES	2,665.04
EFT35124	24/05/2016	NORTHAM'S AVON DESCENT ASSOCIATION	2016 AVON DESCENT	2,200.00
EFT35125	24/05/2016	PAYG PAYMENTS	TAXATION PAYMENT	63,625.83
EFT35126	24/05/2016	TELSTRA CORPORATION LTD	TELEPHONE CHARGES	5,504.79
EFT35127	24/05/2016	VEOLIA ENVIRONMENTAL SERVICES (AUSTRALIA) P/L	CLEANING COST - LEACHATE PONDS	49,183.75
EFT35128	26/05/2016	WESTERN POWER	RELOCATION OF POWER POLE - HAZELMERE RRP	32,391.00
EFT35129	27/05/2016	MARKETFORCE	ADVERTISING COSTS	22,942.90
EFT35130	27/05/2016	ODOUR CONTROL SYSTEMS INTERNATIONAL LTD	ALTERNATIVE DAILY COVER MATERIAL	13,173.27
EFT35131	31/05/2016	BE PROJECTS (WA) PTY LTD	C&I BUILDING CONSTRUCTION - PROGRESS PAYMENT	96,389.06
220170	03/05/2016	EMRC PETTY CASH - BELMONT	PETTY CASH RECOUP	720.90
220171	03/05/2016	EMRC PETTY CASH - COPPIN ROAD	PETTY CASH RECOUP	47.10
220172	03/05/2016	EMRC PETTY CASH - MATHIESON ROAD	PETTY CASH RECOUP	17.10
220173	03/05/2016	EMRC PETTY CASH - REDHILL	PETTY CASH RECOUP	297.95
220174	17/05/2016	ROTARY CLUB OF SWAN VALLEY	#ride2market VOUCHER	545.00
220175	20/05/2016	EMRC PETTY CASH - REDHILL	PETTY CASH RECOUP	251.90
PAY 2016-22	03/05/2016	PAYROLL FE 3/5/2016	PAYROLL	190,316.74
PAY 2016-23	17/05/2016	PAYROLL FE 17/5/2016	PAYROLL	195,507.90
PAY 2016-24	31/05/2016	PAYROLL FE 31/5/2016	PAYROLL	185,231.54
1*MAY16	02/05/2016	BANK CHARGES 1668 - 1672	BANK FEES & CHARGES	1,455.25
DD15343.1	03/05/2016	WALGS PLAN	SUPERANNUATION PAYMENT	35,078.74
DD15343.2	03/05/2016	AUSTRALIAN SUPER	SUPERANNUATION PAYMENT	573.16
DD15343.3	03/05/2016	RETAIL EMPLOYEES SUPERANNUATION TRUST	SUPERANNUATION PAYMENT	201.12
DD15343.4	03/05/2016	FUTURE SUPER	SUPERANNUATION PAYMENT	169.58
DD15343.5	03/05/2016	IOOF EMPLOYER SUPER	SUPERANNUATION PAYMENT	188.11
DD15343.6	03/05/2016	NORTH PERSONAL SUPERANNUATION	SUPERANNUATION PAYMENT	571.43
DD15343.7	03/05/2016	BT LIFETIME SUPER - EMPLOYER PLAN	SUPERANNUATION PAYMENT	243.10
DD15343.8	03/05/2016	CBUS INDUSTRY SUPER	SUPERANNUATION PAYMENT	513.94
DD15343.9	03/05/2016	MTAA SUPERANNUATION FUND	SUPERANNUATION PAYMENT	210.02
DD15343.10	03/05/2016	FIRST STATE SUPER	SUPERANNUATION PAYMENT	258.75
DD15343.11	03/05/2016	BT BUSINESS SUPER	SUPERANNUATION PAYMENT	488.78
DD15343.12	03/05/2016	AMP FLEXIBLE LIFETIME SUPER	SUPERANNUATION PAYMENT	724.74
DD15343.13	03/05/2016	HOSTPLUS SUPERANNUATION FUND	SUPERANNUATION PAYMENT	415.29
DD15343.14	03/05/2016	LEGALSUPER	SUPERANNUATION PAYMENT	290.21
DD15343.15	03/05/2016	ONEPATH MASTERFUND	SUPERANNUATION PAYMENT	93.97
DD15343.16	03/05/2016	COLONIAL FIRST STATE FIRSTCHOICE	SUPERANNUATION PAYMENT	250.99
DD15343.17	03/05/2016	AUSTRALIAN ETHICAL SUPER	SUPERANNUATION PAYMENT	195.61
DD15343.18	03/05/2016	KINETIC SUPERANNUATION	SUPERANNUATION PAYMENT	149.81
DD15344.1	17/05/2016	WALGS PLAN	SUPERANNUATION PAYMENT	35,039.80
DD15344.2	17/05/2016	AUSTRALIAN SUPER	SUPERANNUATION PAYMENT	618.12
DD15344.3	17/05/2016	RETAIL EMPLOYEES SUPERANNUATION TRUST	SUPERANNUATION PAYMENT	251.67
DD15344.4	17/05/2016	FUTURE SUPER	SUPERANNUATION PAYMENT	169.58
DD15344.5	17/05/2016	IOOF EMPLOYER SUPER	SUPERANNUATION PAYMENT	188.11
DD15344.6	17/05/2016	NORTH PERSONAL SUPERANNUATION	SUPERANNUATION PAYMENT	493.39
DD15344.7	17/05/2016	BT LIFETIME SUPER - EMPLOYER PLAN	SUPERANNUATION PAYMENT	254.71
DD15344.8	17/05/2016	CBUS INDUSTRY SUPER	SUPERANNUATION PAYMENT	375.85
DD15344.9	17/05/2016	MTAA SUPERANNUATION FUND	SUPERANNUATION PAYMENT	207.83
DD15344.10	17/05/2016	FIRST STATE SUPER	SUPERANNUATION PAYMENT	256.93
DD15344.11	17/05/2016	BT BUSINESS SUPER	SUPERANNUATION PAYMENT	500.57
DD15344.12	17/05/2016	AMP FLEXIBLE LIFETIME SUPER	SUPERANNUATION PAYMENT	725.63
DD15344.13	17/05/2016	HOSTPLUS SUPERANNUATION FUND	SUPERANNUATION PAYMENT	416.36
DD15344.14	17/05/2016	LEGALSUPER	SUPERANNUATION PAYMENT	290.21
DD15344.15	17/05/2016	ONEPATH MASTERFUND	SUPERANNUATION PAYMENT	93.97
DD15344.16	17/05/2016	COLONIAL FIRST STATE FIRSTCHOICE	SUPERANNUATION PAYMENT	250.99
DD15344.17	17/05/2016	AUSTRALIAN ETHICAL SUPER	SUPERANNUATION PAYMENT	196.89
DD15344.18	17/05/2016	KINETIC SUPERANNUATION	SUPERANNUATION PAYMENT	149.81
1068	05/05/2016	HAAS HOLZZERKLEINERUNGS - UND FORDERTECHNIK GMBH	PARTS FOR WOOD WASTE GRINDER	49,535.59
1069	11/05/2016	NATIONAL AUSTRALIA BANK	TERM DEPOSIT INVESTMENT	1,500,000.00
1070	16/05/2016	WESTPAC BANKING CORPORATION	TERM DEPOSIT INVESTMENT	7,000,000.00
1071	17/05/2016	WESTPAC BANKING CORPORATION	TERM DEPOSIT INVESTMENT	1,000,000.00
1072	23/05/2016	NATIONAL AUSTRALIA BANK	TERM DEPOSIT INVESTMENT	2,000,000.00
1073	24/05/2016	NATIONAL AUSTRALIA BANK	TERM DEPOSIT INVESTMENT	2,000,000.00
1074	27/05/2016	WBC - CORPORATE MASTERCARD - D AMEDURI	CREDIT CARD PURCHASES	405.55
1075	27/05/2016	WBC - CORPORATE MASTERCARD - D CANHAM	CREDIT CARD PURCHASES	1,299.83
1076	27/05/2016	WBC - CORPORATE MASTERCARD - H LIEW	CREDIT CARD PURCHASES	20.60
1077	27/05/2016	WBC - CORPORATE MASTERCARD - S FITZPATRICK	CREDIT CARD PURCHASES	414.93
1078	27/05/2016	WBC - CORPORATE MASTERCARD - T ECKSTEIN	CREDIT CARD PURCHASES	429.00
1079	27/05/2016	WBC - CORPORATE MASTERCARD - W HARRIS	CREDIT CARD PURCHASES	320.00
SUB TOTAL				16,335,254.65
LESS CANCELLED EFTs & CHEQUES				Nil



Eastern Metropolitan Regional Council
 CEO's DELEGATED PAYMENTS LIST
 FOR THE MONTH OF MAY 2016

Cheque /EFT			Amount
No	Date	Payee	
TOTAL			16,335,254.65
REPORT			TOTAL
Bank Code	Bank		
	EMRC - Municipal Fund		16,335,254.65
			16,335,254.65



14.2 FINANCIAL REPORT FOR PERIOD ENDED 30 APRIL 2016

REFERENCE: D2016/06412

PURPOSE OF REPORT

The purpose of this report is to provide Council with an overview of the EMRC's financial performance for the period ended 30 April 2016.

KEY ISSUES AND RECOMMENDATION(S)

- Significant year to date budget variances greater than 10% or \$20,000, whichever is the greater, within each nature and type category on the Statement of Financial Activity as at 30 April 2016 have been identified and are reported on in the body of the report.

Recommendation(s)

That Council receives the Statement of Comprehensive Income, Capital Expenditure Statement, Statement of Financial Position, Statement of Cash and Investments and the Investment Report for the period ended 30 April 2016.

SOURCE OF REPORT

Director Corporate Services

BACKGROUND

It is a requirement of the *Local Government (Financial Management) Regulations 1996* (r.34) that a Local Government is to prepare and present to Council financial reports in such a form as the Local Government considers to be appropriate.

The 2015/2016 Budget was presented in a format that separated operating income and expenditure from other revenue and expenses to provide improved disclosure of Council's underlying operating result.

Submitted to each meeting of Council is a financial report and summaries which provide an overview of year to date budget performance for operating activities and capital works. Variances greater than 10% or \$20,000, whichever is the greater, within each nature and type category on the Statement of Comprehensive Income are reported on in the body of the report. Also included are end of year forecasts by nature and type for operating activities and end of year forecasts for each capital works project. These forecasts are reviewed regularly in order to provide an accurate forecast of the end of year result.

The half year budget review was undertaken during January/February 2016 and is reflected in this report.

REPORT

Outlined below are financial statements for the period ended 30 April 2016. Where possible the year to date monthly budget allocations have been reviewed in order to match the appropriate timing for the various projects budgeted to be undertaken. This will provide a better comparison between the year to date actual and year to date budget figures.



Item 14.2 continued

Statement of Comprehensive Income - Nature and Type (refer Attachment 1)

The year to date operating result from normal activities as at 30 April 2016 is a favourable variance of \$2,450,808 (302.39%) against budget. The following information is provided on key aspects of Council's end of year financial performance:

<u>Operating Income</u>	<i>Actuals for the Year</i>	An unfavourable variance of \$3,178,009 (10.16%).
	<i>End of Year Forecast</i>	An unfavourable variance of \$3,049,441 (8.16%).

Operating Income variances previously reported to Council:

1. Year to date User Charges of \$23,241,466 is \$4,082,648 (14.94%) below the budget of \$27,324,115. This is due to the lower than budget tonnages received to date from commercial operators. The full year forecast for User Charges of \$28,464,088 is expected to be below the annual budget by \$4,216,845 (12.90%).
2. Year to date Operating Grants of \$345,964 is \$137,866 (28.49%) below the budget of \$483,830. This is due to unsuccessful grants or reduced grants received in the Environmental Services, Regional Services and Waste Services business units. The full year forecast for Operating Grants is below the annual budget by \$141,710 (22.73%).
3. Year to date Interest Municipal Cash Investments of \$394,983 is \$232,243 (142.71%) above the budget of \$162,740. This is attributable to the higher level of funds available as at 30 June 2015 compared to budget together with a higher average interest rate received (3.09%) compared to the budgeted rate (2.79%). The full year forecast for Interest on Municipal Funds is expected to be above the annual budget by \$377,417 (193.25%).
4. Year to date Other Income of \$2,494,975 is \$813,305 (48.36%) above the budget of \$1,681,670. This is attributable to a higher level of sales of ferricrete (\$313,440 compared to a budget of \$246,250), a higher level of mulch sales (\$328,997 compared to a budget of \$192,470) and an unbudgeted payment of \$525,206 received from the Administrators of Lehman Brothers Australia as a 1st dividend.

Full year forecast sales of ferricrete is expected to outperform budget (\$400,000 compared to a budget of \$295,000), which along with a higher level of mulch sales (\$350,000 compared to a budget of \$230,074), additional royalty income relating to the extraction of gas from the Red Hill landfill facility (\$400,000 compared to a budget of \$120,000) and an unbudgeted payment of \$525,206 received from the Administrators of Lehman Brothers Australia will result in a full year forecast of \$2,893,299. This represents \$870,437 (43.03%) above the full year budget of \$2,022,862.

There were no further significant Operating Income variances as at 30 April 2016.

<u>Operating Expenditure</u>	<i>Actuals for the Year</i>	A favourable variance of \$5,628,817 (18.47%).
	<i>End of Year Forecast</i>	A favourable variance of \$1,688,058 (4.74%).

Operating Expenditure variances previously reported to Council:

1. Year to date Salary Expenses of \$6,335,835 is \$1,046,773 (14.18%) lower than the budget of \$7,382,608. This variance is attributable to vacant positions and budgeted positions yet to be filled.



Item 14.2 continued

2. Year to date Contract Expenses of \$3,162,211 is \$2,149,456 (40.47%) below the budget of \$5,311,667 due to the timing of various projects from different business units. Major variances from the Waste Services directorate include:

- Operate and Maintain Class IV Cell - Leachate Removal - \$416,660;
- Monitor Environmental Impacts - \$254,483;
- Remove and Crush Lateritic Caprock - \$233,977; and
- Rehabilitate Class III Landfill Cells (Red Hill) - \$197,853

Other projects where the expenditures are lower than budget for various directorates/business units include: Corporate Services (\$677,931), Environmental Services (\$186,570) and Regional Development (\$146,304).

3. Year to date Material Expenses of \$653,019 is \$129,614 (16.56%) below the year to date budget provision of \$782,633 due to the timing of various projects from different business units. Directorates/business units where the expenditure is lower than budget include: Corporate Services (\$116,074), Environmental Services (\$15,325) and Regional Development (\$10,279).
4. Year to date Fuel Expenses of \$450,720 is \$220,030 (32.80%) below the budget of \$670,750. The variance is primarily attributable to the lower level of diesel fuel used by plant as a result of lower tonnages received to date as well as lower than budgeted prices paid for the purchase of diesel fuel. The full year forecast for Fuel Expenses of \$659,770 is expected to be below the annual budget by \$145,262 (18.04%).
5. The full year forecast for Insurance Expenses of \$267,720 is expected to be below the annual budget by \$86,104 (24.34%). The variance is attributable to lower insurance premiums obtained compared to budget.
6. Year to date Depreciation Expenses of \$4,393,856 is \$873,664 (16.59%) below the year to date budget provision of \$5,267,520. The variance is attributable to the lower level of commercial tonnages received to date resulting in lower Class III cell air space consumed (\$2,126,107 compared to a year to date budget of \$2,435,700), the lower level of capital expenditure to date and changes to the asset life of the EMRC's infrastructure class of assets in accordance with accounting standards.

Full year forecast for Depreciation Expenses is \$663,154 (10.49%) below the budget of \$6,321,375. This is attributable to the lower level of commercial tonnages forecast to be received by year end resulting in lower Class III cell air space consumption (full year forecast of \$2,636,954 compared to a budget of \$2,922,852), the lower level of capital expenditure (full year forecast of \$17,305,912 compared to a budget of \$34,487,814) and changes to the asset life of EMRC's infrastructure class of assets in accordance with accounting standards.

7. Year to date Miscellaneous Expenses of \$9,490,328 is \$1,262,285 (11.74%) below the budget of \$10,752,613. The variance is attributable to a lower than budgeted landfill levy payable (\$996,985) as a result of the reduced tonnages from commercial operators. The full year forecast for Miscellaneous Expenses of \$11,627,185 is expected to be below the annual budget by \$1,292,816 (10.01%).
8. Year to date Provision Expenses of \$180,595 is \$120,415 (200.09%) above the year to date budget provision of \$60,180. The full year forecast for Provision Expenses of \$216,401 is expected to be above the annual budget by \$144,174 (199.61%). The variance is attributable to higher than budgeted provisions following an independent review of Post Closure Management Reserves undertaken in June 2015. This was subject to a report submitted to Council at its meeting held on 18 June 2015.



Item 14.2 continued

It was established that the funds held in the Site Rehabilitation Reserve and the Environmental Monitoring Reserve were below the costs identified by the independent review. Provisions are now being calculated on a revised methodology which is based on the usage of the remaining air space indexed annually in order to provide for the costs of the post closure management of the site. This has resulted in a higher than budgeted cost.

9. Year to date Costs Allocated of \$312,973 is \$73,702 (30.80%) above the budget of \$239,271. The full year forecast for Costs Allocated is \$1,607,304 (85.62%) below the budget of \$1,877,290. This variance relates specifically to the timing of internal costs allocated between the Resource Recovery C & I Project and the Red Hill Landfill Facility Class III cell. This variance is predominantly offset against Costs Allocated (Other Expenses).

There were no further significant Operating Expenditure variances as at 30 April 2016.

<u>*Other Revenues and Expenses (Net)</u>	<i>Actuals for the Year</i>	A favourable variance of \$636,320 (14.17%).
	<i>End of Year Forecast</i>	An unfavourable variance of \$15,867 (0.26%).

Other Revenues and Expenses variances previously reported to Council:

1. Full year User Charges have been forecast to be \$0 compared to the budget of \$2,600,000. The variance is due to the timing of the Resource Recovery C & I Project which will now be operational post 30 June 2016.
2. Interest on Restricted Cash Investments of \$1,578,670 is \$347,560 (28.23%) above the budget of \$1,231,110. This is attributable to the higher level of funds available during this period compared to budget together with a higher average interest rate received (3.09%) compared to the budgeted rate (2.79%). The full year forecast for Restricted Cash Investments is expected to be above the annual budget by \$566,566 (38.35%).
3. Full year Other Revenues have been forecast to be \$0 compared to the budget of \$1,327,500. The variance is due to the timing of the Resource Recovery C & I Project which is now expected to be operational post 30 June 2016.
4. Salary expenses of \$216,711 is \$61,197 (22.02%) below the budget of \$277,908. Full year Salary Expenses of \$259,259 has been forecast to be \$379,176 (59.39%) below the budget of \$638,435. The variance is due to the timing of the Resource Recovery - Wood Waste to Energy project.
5. Contract Expenses of \$260,059 is \$186,868 (41.81%) below the budget of \$446,927. The full year Contract Expenses of \$470,207 is forecast to be \$543,693 (53.62%) below the budget of \$1,013,900. The variance is due to the timing of the various Resource Recovery projects and the associated consultancy expenditure.
6. Full year Material Expenses of \$8,750 has been forecast to be \$22,300 (71.82%) below the budget of \$31,050. The variance is due to the timing of the Resource Recovery Park projects.
7. Full year Utility Expenses of \$2,500 has been forecast to be \$40,000 (94.12%) below the budget of \$42,500. The variance is due to the timing of the various Resource Recovery projects.
8. Full year Fuel Expenses have been forecast to be \$0 compared to the budget of \$80,000. The variance is due to the timing of the Resource Recovery C & I Project.
9. Full year Insurance Expenses of \$1,480 has been forecast to be \$22,173 (93.74%) below the budget of \$23,653. The variance is due to the timing of the Resource Recovery Park projects.



Item 14.2 continued

10. Full year Depreciation Expenses of \$1,703 has been forecast to be \$261,552 (99.35%) below the budget of \$263,255. The variance is due to the timing of capital expenditure associated with the Resource Recovery Park projects.
11. The full year Miscellaneous Expenses of \$37,111 is forecast to be \$123,350 (76.87%) below the budget of \$160,461. The variance is due to the timing of the various Resource Recovery projects and the associated consultancy expenditure.
12. Full year forecast for Carrying Amount of Assets Disposed Of is \$182,427 (60.66%) below the budget of \$300,727. The variance relates specifically to the timing of plant and vehicles budgeted for change over during the 2015/2016 financial year that have not as yet attained or have been forecast not to attained the specified criteria for change over or had a lower than budgeted written down value at time of disposal.
13. Costs Allocated of \$239,208 is \$40,323 (20.27%) above the budget provision of \$198,885. Full year forecast for Cost Allocations is \$1,619,804 (88.65%) below the budget of \$1,827,290. This variance relates specifically to the timing of internal costs allocated between the Resource Recovery C & I Project and the Red Hill Landfill Facility Class III cell. This provision is predominantly offset against Costs Allocated in the general Operating Expenditure section.

There were no further significant Other Revenues and Expenses variances as at 30 April 2016.

Capital Expenditure Statement (refer Attachment 2)

<u>Capital Expenditure</u>	<i>Actuals for the Year</i>	A favourable variance of \$15,194,716.
	<i>End of Year Forecast</i>	A favourable variance of \$17,181,902.

Capital Expenditure variances:

A favourable variance of \$15,194,716 existed as at 30 April 2016 when compared to the budget of \$19,073,959. The year to date budget provisions are used as a guide only as expenditure of a capital nature is undertaken as and when required.

Major capital expenditures to 30 April 2016 include:

- Purchase/Replace Plant - Red Hill Landfill Facility - \$1,604,155;
- Purchase/Replace Plant - Hazelmere - \$779,436;
- Purchase RRP C & I Building - Plant & Equipment - \$431,415;
- Wood Waste to Energy Utilities/Infrastructure - Resource Recovery Park - \$272,856;
- Construct & Commission Resource Recovery Park - Site Infrastructure - \$187,883;
- Purchase Vehicles - Ascot Place - \$174,170;
- Construct Class III Cell Stage 15 - Red Hill Landfill Facility - \$89,323; and
- Purchase IT & Communications Equipment - \$70,611.

The full year Capital Expenditure budgets were reviewed in order to reflect the actual timing of various projects and match expenditure requirements in relation to tonnage forecasts.

Full Year Capital Expenditure has been forecast to be \$17,181,902 (49.82%) below the budget of \$34,487,814.



Item 14.2 continued

Full Year significant reductions to capital budgets that have been reduced, deferred or carried forward include the following:

- Leachate Project - Red Hill Landfill Facility - \$3,300,000;
- Purchase Resource Recovery Park C & I Building Plant & Equipment - \$2,985,000;
- Construct Class III Cell - Stage 15 - Red Hill Landfill Facility - \$1,700,000;
- Purchase Resource Recovery Park Wood Waste to Energy Plant & Equipment - \$1,642,000;
- Construct Class III Cell - Farm Stage 3 - Red Hill Landfill Facility - \$1,240,000;
- Construct and Commission Resource Recovery Park Site Infrastructure - \$1,217,000;
- Construct and Commission Resource Recovery Park C & I Building - \$1,050,000;
- Resource Recovery Park Wood Waste to Energy Utilities/Infrastructure - \$1,000,000;
- Construct Class III Leachate Pond - Red Hill Landfill Facility - \$600,000;
- Design & Construct Class IV Cell - Stage 2 - Red Hill Landfill Facility - \$500,000;
- Construct Access Road to Lots 8, 9 & 10 - Red Hill Landfill Facility - \$475,000;
- Construct Roads / Carparks - Red Hill Landfill Facility - \$370,000;
- Purchase Plant & Equipment - Resource Recovery Park MRF - \$300,000;
- Relocate Greenwaste Processing Area - Red Hill Landfill Facility - \$200,000;
- Construct Class III Cell - Stage 14 - Red Hill Landfill Facility - \$160,000;
- Construct and Commission Resource Recovery Park Weighbridges (x2) - \$150,000;
- Purchase/Replace Security System - Red Hill Landfill Facility - \$130,000; and
- Purchase Vehicles - Ascot Place - \$99,941.

This is offset by an increase in the following Capital Expenditure budget provision following a review of the capital expenditure program:

- Purchase / Replace Plant - Hazelmere - \$406,000.

Statement of Financial Position (refer Attachment 3)

The Statement of Financial Position shows the overall impact of actual balances compared with budget provisions and end of year forecasts for operating and capital works activities.

Total Equity as at 30 April 2016 totals \$156,005,723. This is an increase of \$8,389,392 from the 30 June 2015 equity of \$147,616,331.

It has been forecast that Total Equity as at 30 June 2016 will be below the original budget of \$155,538,990 by \$1,377,248.

Statement of Cash and Investments (refer Attachment 4)

The level of cash and investments in the Municipal Fund as at 30 April 2016 is \$20,498,293 and Restricted Cash amount to \$60,520,439.

The net movement for the month is a decrease of \$2,181,576.

It has been forecast that total cash and investments as at 30 June 2016 will be above the original budget of \$56,064,824 by \$14,856,121.



Item 14.2 continued

Investment Report (refer Attachment 5)

Term deposits valued at \$10,000,000 matured during April 2016. Of this amount \$9,000,000 was reinvested into further term deposits.

STRATEGIC/POLICY IMPLICATIONS

Key Result Area 4 - Good Governance

- 4.3 To provide responsible and accountable governance and management of the EMRC
- 4.4 To continue to improve financial and asset management practices

FINANCIAL IMPLICATIONS

As outlined within the report and attachments.

SUSTAINABILITY IMPLICATIONS

Nil

ATTACHMENT(S)

1. Statement of Comprehensive Income by Nature and Type (Ref: D2016/07746)
2. Capital Expenditure Statement (Ref: D2016/07747)
3. Statement of Financial Position (Ref: D2016/07748)
4. Statement of Cash and Investments (Ref: D2016/07749)
5. Investment Report (Ref: D2016/07750)

VOTING REQUIREMENT

Simple Majority

RECOMMENDATION(S)

That Council receives the Statement of Comprehensive Income, Capital Expenditure Statement, Statement of Financial Position, Statement of Cash and Investments and the Investment Report for the period ended 30 April 2016.

COUNCIL RESOLUTION(S)

MOVED CR MCDONNELL

SECONDED CR SUTHERLAND

THAT COUNCIL RECEIVES THE STATEMENT OF COMPREHENSIVE INCOME, CAPITAL EXPENDITURE STATEMENT, STATEMENT OF FINANCIAL POSITION, STATEMENT OF CASH AND INVESTMENTS AND THE INVESTMENT REPORT FOR THE PERIOD ENDED 30 APRIL 2016.

CARRIED UNANIMOUSLY

STATEMENT OF COMPREHENSIVE INCOME

Nature and Type

Year to Date				APRIL 2016		Full Year		
Actual	Budget	Variance				Forecast	Budget	Variance
Operating Income								
\$23,241,466	\$27,324,115	(\$4,082,648)	(U)	User Charges		\$28,464,088	\$32,680,933	(\$4,216,845) (U)
\$380,002	\$363,385	\$16,617	(F)	Special Charges		\$450,800	\$430,789	\$20,011 (F)
\$607,699	\$671,462	(\$63,763)	(U)	Contributions		\$661,770	\$683,725	(\$21,955) (U)
\$345,964	\$483,830	(\$137,866)	(U)	Operating Grants		\$481,790	\$623,500	(\$141,710) (U)
\$394,983	\$162,740	\$232,243	(F)	Interest Municipal Cash Investments		\$572,717	\$195,300	\$377,417 (F)
\$644,373	\$600,270	\$44,103	(F)	Reimbursements		\$783,589	\$720,384	\$63,205 (F)
\$2,494,975	\$1,681,670	\$813,305	(F)	Other		\$2,893,299	\$2,022,862	\$870,437 (F)
\$28,109,462	\$31,287,472	(\$3,178,009)	(U)	Total Operating Income		\$34,308,052	\$37,357,493	(\$3,049,441) (U)
Operating Expenditure								
\$6,335,835	\$7,382,608	\$1,046,773	(F)	Salary Expenses		\$8,515,484	\$9,277,385	\$761,901 (F)
\$3,162,211	\$5,311,667	\$2,149,456	(F)	Contract Expenses		\$5,979,966	\$6,429,957	\$449,991 (F)
\$653,019	\$782,633	\$129,614	(F)	Material Expenses		\$944,158	\$962,379	\$18,221 (F)
\$262,504	\$248,050	(\$14,454)	(U)	Utility Expenses		\$275,186	\$300,206	\$25,020 (F)
\$450,720	\$670,750	\$220,030	(F)	Fuel Expenses		\$659,770	\$805,032	\$145,262 (F)
\$18,702	\$18,380	(\$322)	(U)	Finance Fees and Interest Expenses		\$25,000	\$22,068	(\$2,932) (U)
\$213,375	\$221,860	\$8,485	(F)	Insurance Expenses		\$267,720	\$353,824	\$86,104 (F)
\$4,393,856	\$5,267,520	\$873,664	(F)	Depreciation Expenses		\$5,658,221	\$6,321,375	\$663,154 (F)
\$9,490,328	\$10,752,613	\$1,262,285	(F)	Miscellaneous Expenses		\$11,627,185	\$12,920,001	\$1,292,816 (F)
\$180,595	\$60,180	(\$120,415)	(U)	Provision Expenses		\$216,401	\$72,227	(\$144,174) (U)
(\$312,973)	(\$239,271)	\$73,702	(F)	Costs Allocated		(\$269,986)	(\$1,877,290)	(\$1,607,304) (U)
\$24,848,173	\$30,476,990	\$5,628,817	(F)	Total Operating Expenditure		\$33,899,105	\$35,587,163	\$1,688,058 (F)
\$3,261,289	\$810,482	\$2,450,808	(F)	OPERATING RESULT FROM NORMAL ACTIVITIES		\$408,947	\$1,770,330	(\$1,361,382) (U)
Surplus	Surplus					Surplus	Surplus	

Notes:

1. User Charges - include member Councils and casual users pertaining to waste, risk management and environmental services fees and charges;
2. Special Charges - Waste Education Levy;
3. Contributions - member Councils' contributions to projects and services;
4. Operating Grants - grant income predominantly from government agencies;
5. Other Operating Income - includes income from the sale of products; and
6. Miscellaneous Expenses - includes the landfill levy expense of \$8,850,315 as at 30 April 2016.

Operating Income and Expenditure relates to the ordinary operations of the organisation.

Other Revenues and Expenses relates to the Resource Recovery Project, interest from cash reserves and disposal of assets.

(F) denotes Favourable variance and (U) denotes Unfavourable variance

STATEMENT OF COMPREHENSIVE INCOME

Nature and Type

APRIL 2016

Year to Date

Full Year

Actual

Budget

Variance

Forecast

Budget

Variance

Other Revenues

\$0	\$0	\$0	(F)	User Charges	\$0	\$2,600,000	(\$2,600,000)	(U)
\$4,083,237	\$4,058,865	\$24,372	(F)	Secondary Waste Charge	\$4,897,900	\$4,822,149	\$75,751	(F)
\$1,578,670	\$1,231,110	\$347,560	(F)	Interest Restricted Cash Investments	\$2,043,969	\$1,477,403	\$566,566	(F)
\$0	\$40	(\$40)	(U)	Reimbursements	\$50	\$50	\$0	(F)
\$308,409	\$281,150	\$27,259	(F)	Proceeds from Sale of Assets	\$301,341	\$306,500	(\$5,159)	(U)
\$0	\$0	\$0	(F)	Other	\$0	\$1,327,500	(\$1,327,500)	(U)
\$5,970,316	\$5,571,165	\$399,151	(F)	Total Other Revenues	\$7,243,260	\$10,533,602	(\$3,290,342)	(U)

Other Expenses

\$216,711	\$277,908	\$61,197	(F)	Salary Expenses	\$259,259	\$638,435	\$379,176	(F)
\$260,059	\$446,927	\$186,868	(F)	Contract Expenses	\$470,207	\$1,013,900	\$543,693	(F)
\$3,003	\$7,910	\$4,907	(F)	Material Expenses	\$8,750	\$31,050	\$22,300	(F)
\$2,038	\$2,080	\$42	(F)	Utility Expenses	\$2,500	\$42,500	\$40,000	(F)
\$0	\$0	\$0	(F)	Fuel Expenses	\$0	\$80,000	\$80,000	(F)
\$1,232	\$1,370	\$138	(F)	Insurance Expenses	\$1,480	\$23,653	\$22,173	(F)
\$1,399	\$1,530	\$131	(F)	Depreciation Expenses	\$1,703	\$263,255	\$261,552	(F)
\$12,907	\$23,366	\$10,459	(F)	Miscellaneous Expenses	\$37,111	\$160,461	\$123,350	(F)
\$105,657	\$119,407	\$13,750	(F)	Carrying Amount of Assets Disposed Of	\$118,300	\$300,727	\$182,427	(F)
\$239,208	\$198,885	(\$40,323)	(U)	Costs Allocated	\$207,486	\$1,827,290	\$1,619,804	(F)
\$842,214	\$1,079,383	\$237,169	(F)	Total Other Expenses	\$1,106,796	\$4,381,272	\$3,274,476	(F)

Realised/Unrealised (Gain)/Loss From Change in Fair Value of Investments

\$0	\$0	\$0	(F)	Unrealised (Gain)/Loss	\$0	\$0	\$0	(F)
\$0	\$0	\$0	(F)	Realised (Gain)/Loss	\$0	\$0	\$0	(F)
\$0	\$0	\$0	(F)	Total (Gain)/Loss from change in Fair Value of Investments	\$0	\$0	\$0	(F)

Revaluation of Assets

\$0	\$0	\$0	(F)	Revaluation of Assets	\$0	\$0	\$0	(F)
\$0	\$0	\$0	(F)	Total Revaluation of Assets	\$0	\$0	\$0	(F)

\$5,128,102	\$4,491,782	\$636,320	(F)	OPERATING RESULT FROM OTHER ACTIVITIES	\$6,136,464	\$6,152,330	(\$15,867)	(U)
Surplus	Surplus				Surplus	Surplus		

\$8,389,392	\$5,302,264	\$3,087,128	(F)	CHANGE IN NET ASSETS FROM OPERATIONS	\$6,545,412	\$7,922,660	(\$1,377,248)	(U)
Surplus	Surplus				Surplus	Surplus		



CAPITAL EXPENDITURE STATEMENT

APRIL 2016

Year to Date						Full Year			
Actual	Budget	Variance		On Order	(F) = Favourable variation (U) = Unfavourable variation	Forecast	Budget	Variance	
Governance and Corporate Services									
\$174,170	\$232,860	\$58,690	(F)	\$23,061	Purchase Vehicles - Ascot Place (24440/00)	\$179,494	\$279,435	\$99,941	(F)
\$6,637	\$23,540	\$16,903	(F)	\$0	Purchase Furniture Fittings & Equipment - Corporate Services (24510/01)	\$28,250	\$28,250	\$0	(F)
\$70,611	\$558,490	\$487,879	(F)	\$1,594	Purchase Information Technology & Communication Equipment (24550/00)	\$588,250	\$632,250	\$44,000	(F)
\$0	\$25,000	\$25,000	(F)	\$0	Purchase Art Works (24620/00)	\$30,000	\$30,000	\$0	(F)
\$0	\$216,660	\$216,660	(F)	\$0	Capital Improvement Administration Building - Ascot Place (25240/01)	\$260,000	\$260,000	\$0	(F)
\$0	\$3,040	\$3,040	(F)	\$0	Upgrade Security Equipment - Ascot Place (25530/01)	\$3,650	\$3,650	\$0	(F)
\$251,418	\$1,059,590	\$808,172	(F)	\$24,654		\$1,089,644	\$1,233,585	\$143,941	(F)

CAPITAL EXPENDITURE STATEMENT

APRIL 2016

Year to Date				On Order	(F) = Favourable variation (U) = Unfavourable variation	Full Year			
Actual	Budget	Variance				Forecast	Budget	Variance	
Environmental Services									
\$5,909	\$0	(\$5,909)	(U)	\$0	Purchase / Replace Minor Plant and Equipment - Environmental Services (24420/05)	\$5,909	\$0	(\$5,909)	(U)
\$0	\$830	\$830	(F)	\$0	Purchase Office Equipment - Environmental Services (24510/05)	\$1,000	\$1,000	\$0	(F)
\$3,935	\$0	(\$3,935)	(U)	\$0	Purchase Other Equipment - Environmental Services (24590/05)	\$3,935	\$0	(\$3,935)	(U)
\$0	\$830	\$830	(F)	\$0	Purchase Office Furniture and Fittings - Environmental Services (24610/05)	\$0	\$1,000	\$1,000	(F)
\$9,844	\$1,660	(\$8,184)	(U)	\$0		\$10,844	\$2,000	(\$8,844)	(U)
Regional Development									
\$0	\$830	\$830	(F)	\$0	Purchase Office Equipment - Regional Development (24510/04)	\$0	\$1,000	\$1,000	(F)
\$0	\$830	\$830	(F)	\$0	Purchase Office Furniture and Fittings - Regional Development (24610/04)	\$0	\$1,000	\$1,000	(F)
\$0	\$1,660	\$1,660	(F)	\$0		\$0	\$2,000	\$2,000	(F)
Risk Management									
\$0	\$410	\$410	(F)	\$0	Purchase Office Equipment - Risk Management (24510/06)	\$0	\$500	\$500	(F)
\$0	\$410	\$410	(F)	\$0	Purchase Office Furniture and Fittings - Risk Management (24610/06)	\$0	\$500	\$500	(F)
\$0	\$820	\$820	(F)	\$0		\$0	\$1,000	\$1,000	(F)

CAPITAL EXPENDITURE STATEMENT

APRIL 2016

Year to Date					Full Year		
Actual	Budget	Variance	On Order	(F) = Favourable variation (U) = Unfavourable variation	Forecast	Budget	Variance
Resource Recovery							
\$35,450	\$43,000	\$7,550 (F)	\$0		\$43,000	\$100,000	\$57,000 (F)
\$36,289	\$3,050,000	\$3,013,711 (F)	\$1,661,046		\$2,000,000	\$3,050,000	\$1,050,000 (F)
\$900	\$625,000	\$624,100 (F)	\$0		\$625,000	\$625,000	\$0 (F)
\$0	\$30,000	\$30,000 (F)	\$0		\$30,000	\$55,000	\$25,000 (F)
\$0	\$0	\$0 (F)	\$0		\$0	\$150,000	\$150,000 (F)
\$0	\$20,000	\$20,000 (F)	\$0		\$20,000	\$100,000	\$80,000 (F)
\$187,883	\$430,000	\$242,117 (F)	\$26,615		\$603,000	\$1,820,000	\$1,217,000 (F)
\$272,856	\$500,000	\$227,144 (F)	\$62,920		\$900,000	\$1,900,000	\$1,000,000 (F)
\$0	\$465,000	\$465,000 (F)	\$0		\$1,143,000	\$2,785,000	\$1,642,000 (F)
\$431,415	\$0	(\$431,415) (U)	\$1,006,635		\$440,000	\$3,425,000	\$2,985,000 (F)
\$0	\$0	\$0 (F)	\$0		\$0	\$300,000	\$300,000 (F)

CAPITAL EXPENDITURE STATEMENT

APRIL 2016

Year to Date						Full Year			
Actual	Budget	Variance		On Order	(F) = Favourable variation (U) = Unfavourable variation	Forecast	Budget	Variance	
Resource Recovery									
\$0	\$2,000	\$2,000	(F)	\$0	Purchase Other Equipment - Resource Recovery (24590/07)	\$2,000	\$2,000	\$0	(F)
\$964,794	\$5,165,000	\$4,200,206	(F)	\$2,757,217		\$5,806,000	\$14,312,000	\$8,506,000	(F)

Waste Management

\$1,263	\$0	(\$1,263)	(U)	\$0	Construct Waste Management Facility Buildings - Hazelmere (24250/02)	\$1,263	\$0	(\$1,263)	(U)
\$0	\$63,000	\$63,000	(F)	\$0	Construct Storage Shed for Mattresses - Hazelmere (24250/05)	\$63,000	\$63,000	\$0	(F)
\$0	\$40,000	\$40,000	(F)	\$0	Refurbish Workshops - Red Hill Landfill Facility (24259/11)	\$40,000	\$40,000	\$0	(F)
\$1,176	\$0	(\$1,176)	(U)	\$0	Construct Class III Cell Farm Stage 2 - Red Hill Landfill Facility (24310/11)	\$1,176	\$0	(\$1,176)	(U)
\$0	\$0	\$0	(F)	\$0	Construct Class III Cell Stage 14 - Red Hill Landfill Facility (24310/12)	\$0	\$160,000	\$160,000	(F)
\$20,748	\$1,600,000	\$1,579,252	(F)	\$6,527	Construct Class III Landfill Cell Farm Stage 3 - Red Hill Landfill Facility (24310/13)	\$760,000	\$2,000,000	\$1,240,000	(F)
\$89,323	\$700,000	\$610,677	(F)	\$6,736	Construct Class III Cell Stage 15 - Red Hill Landfill Facility (24310/16)	\$100,000	\$1,800,000	\$1,700,000	(F)
\$0	\$600,000	\$600,000	(F)	\$0	Construct Class III Leachate Pond - Red Hill Landfill Facility (24320/01)	\$0	\$600,000	\$600,000	(F)
(\$235,509)	\$1,010,000	\$1,245,509	(F)	\$12,410	Leachate Project - Red Hill Landfill Facility (24320/02)	\$200,000	\$3,500,000	\$3,300,000	(F)
\$0	\$0	\$0	(F)	\$0	Design and Construct Class IV Cell Stage 2 - Red Hill Landfill Facility (24330/04)	\$0	\$500,000	\$500,000	(F)
\$14,196	\$0	(\$14,196)	(U)	\$0	Construct Siltation Ponds - Red Hill Landfill Facility (24350/00)	\$0	\$0	\$0	(F)

CAPITAL EXPENDITURE STATEMENT

APRIL 2016

Year to Date						Full Year		
Actual	Budget	Variance		On Order	(F) = Favourable variation (U) = Unfavourable variation	Forecast	Budget	Variance
Waste Management								
\$0	\$200,000	\$200,000	(F)	\$16,910	Construct Stormwater and Siltation Ponds - Red Hill Landfill Facility (24350/01)	\$200,000	\$200,000	\$0 (F)
\$0	\$100,000	\$100,000	(F)	\$0	Construct Nutrient Stripping Pond - Red Hill Landfill Facility (24360/00)	\$186,000	\$186,000	\$0 (F)
\$0	\$490,000	\$490,000	(F)	\$12,770	Construct Roads / Carparks - Red Hill Landfill Facility (24370/00)	\$120,000	\$490,000	\$370,000 (F)
\$0	\$0	\$0	(F)	\$0	Construct Access Road to Lots 8 9 10 - Red Hill Landfill Facility (24370/02)	\$0	\$475,000	\$475,000 (F)
\$10,467	\$300,000	\$289,533	(F)	\$136,734	Construct Drainage Diversion and Earthworks Infrastructures - Red Hill Landfill Facility (24380/00)	\$500,000	\$500,000	\$0 (F)
\$8,678	\$0	(\$8,678)	(U)	\$0	Construct Water Storage Dams/Tanks - Hazelmere (24393/01)	\$0	\$0	\$0 (F)
\$4,085	\$0	(\$4,085)	(U)	\$0	Construct Perimeter Fencing - Red Hill Landfill Facility (24394/00)	\$0	\$0	\$0 (F)
\$0	\$50,000	\$50,000	(F)	\$0	Construct Litter Fence - Redhill Landfill Facility (24394/05)	\$50,000	\$50,000	\$0 (F)
\$0	\$124,000	\$124,000	(F)	\$11,260	Construct Hardstand and Road - Hazelmere (24395/01)	\$124,000	\$124,000	\$0 (F)
\$0	\$200,000	\$200,000	(F)	\$0	Relocate Greenwaste Processing area - Red Hill Landfill Facility (24395/04)	\$0	\$200,000	\$200,000 (F)
\$0	\$34,000	\$34,000	(F)	\$0	Construct Monitoring Bores - Red Hill Landfill Facility (24396/00)	\$34,000	\$34,000	\$0 (F)
\$0	\$70,000	\$70,000	(F)	\$73,290	Washdown bay Upgrade - Red Hill Landfill Facility (24399/04)	\$70,000	\$70,000	\$0 (F)
\$0	\$30,000	\$30,000	(F)	\$0	Truck Washdown Bay for Member Councils - Red Hill Landfill Facility (24399/05)	\$30,000	\$30,000	\$0 (F)

CAPITAL EXPENDITURE STATEMENT

APRIL 2016

Year to Date				On (F) = Favourable variation Order (U) = Unfavourable variation		Full Year			
Actual	Budget	Variance	Forecast			Budget	Variance		
Waste Management									
\$9,977	\$40,000	\$30,023	(F)	\$0	Plant Washdown Bay - Hazelmere (24399/08)	\$20,000	\$40,000	\$20,000	(F)
\$13,979	\$20,000	\$6,021	(F)	\$0	Air Supply lines - Waste Management Structures - Red Hill Landfill Facility (24399/10)	\$70,000	\$150,000	\$80,000	(F)
\$5,886	\$0	(\$5,886)	(U)	\$0	Construct Brick Structure around Diesel Tank area - Red Hill Landfill Facility (24399/12)	\$5,886	\$0	(\$5,886)	(U)
\$1,604,155	\$4,220,000	\$2,615,845	(F)	\$1,223,607	Purchase / Replace Plant - Red Hill Landfill Facility (24410/00)	\$4,220,000	\$4,220,000	\$0	(F)
\$779,436	\$2,280,000	\$1,500,564	(F)	\$109,075	Purchase / Replace Plant - Hazelmere (24410/01)	\$3,036,000	\$2,630,000	(\$406,000)	(U)
\$261,622	\$0	(\$261,622)	(U)	\$0	Purchase Plant for Leachate Project - Red Hill Landfill Facility (24410/08)	\$0	\$0	\$0	(F)
\$22,455	\$171,000	\$148,545	(F)	\$34,280	Purchase / Replace Minor Plant and Equipment-Red Hill Landfill Facility (24420/00)	\$145,000	\$220,000	\$75,000	(F)
\$9,348	\$15,000	\$5,652	(F)	\$0	Purchase / Replace Minor Plant and Equipment - Hazelmere (24420/02)	\$15,000	\$15,000	\$0	(F)
\$4,092	\$0	(\$4,092)	(U)	\$0	Purchase Minor Plant for Leachate Project - Red Hill Landfill Facility (24420/06)	\$0	\$0	\$0	(F)
\$0	\$39,179	\$39,179	(F)	\$0	Purchase / Replace Vehicles - Red Hill Landfill Facility (24430/00)	\$39,179	\$39,179	\$0	(F)
\$0	\$550	\$550	(F)	\$0	Purchase / Replace Office Equipment - Engineering / Waste Management (24510/02)	\$550	\$550	\$0	(F)
\$0	\$20,000	\$20,000	(F)	\$0	Purchase / Replace Office Equipment - Red Hill Landfill Facility (24510/08)	\$4,000	\$24,000	\$20,000	(F)
\$0	\$10,000	\$10,000	(F)	\$0	Purchase Fire Fighting System/Equipment - Hazelmere (24520/07)	\$10,000	\$10,000	\$0	(F)

CAPITAL EXPENDITURE STATEMENT

APRIL 2016

Year to Date				Full Year			
Actual	Budget	Variance		On (F) = Favourable variation Order (U) = Unfavourable variation	Forecast	Budget	Variance
Waste Management							
\$0	\$0	\$0 (F)	\$0	Purchase / Replace Fire Fighting Equipment - Red Hill Landfill Facility (24520/08)	\$1,000	\$1,000	\$0 (F)
\$0	\$53,000	\$53,000 (F)	\$0	Purchase / Replace Security System - Red Hill Waste Management Facility (24530/08)	\$29,000	\$159,000	\$130,000 (F)
\$11,150	\$6,000	(\$5,150) (U)	\$0	Purchase / Replace Security System - Hazelmere (24530/10)	\$6,270	\$6,000	(\$270) (U)
\$9,278	\$137,500	\$128,222 (F)	\$57,765	Purchase / Replace Other Equipment - Red Hill Landfill Facility (24590/00)	\$120,000	\$146,000	\$26,000 (F)
\$5,445	\$2,500	(\$2,945) (U)	\$1,452	Purchase / Replace Miscellaneous Equipment - Hazelmere (24590/02)	\$4,100	\$2,500	(\$1,600) (U)
\$0	\$2,000	\$2,000 (F)	\$0	Purchase/Replace Other Equipment - Engineering and Waste Management (24590/03)	\$3,000	\$3,000	\$0 (F)
\$0	\$500	\$500 (F)	\$0	Purchase Office Furniture and Fittings-Engineering and Waste Management (24610/03)	\$1,000	\$1,000	\$0 (F)
\$0	\$2,000	\$2,000 (F)	\$0	Purchase / Replace Office Furniture and Fittings - Red Hill Landfill Facility (24610/08)	\$3,000	\$3,000	\$0 (F)
\$0	\$2,000	\$2,000 (F)	\$0	Purchase Office Furniture and Fittings-Hazelmere (24610/10)	\$2,000	\$2,000	\$0 (F)
\$0	\$3,000	\$3,000 (F)	\$0	Purchase Miscellaneous Furniture and Fittings - Red Hill Education Programme (24690/01)	\$0	\$3,000	\$3,000 (F)
\$0	\$10,000	\$10,000 (F)	\$0	Refurbish Environmental Education Centre - Redhill Landfill Facility (25253/00)	\$0	\$10,000	\$10,000 (F)
\$0	\$140,000	\$140,000 (F)	\$0	Refurbish Waste Transfer Station Building - Red Hill Landfill Facility (25259/01)	\$140,000	\$140,000	\$0 (F)
\$0	\$20,000	\$20,000 (F)	\$0	Refurbish Plant - Red Hill Landfill Facility (25410/00)	\$20,000	\$20,000	\$0 (F)



CAPITAL EXPENDITURE STATEMENT

APRIL 2016

Year to Date				On (F) = Favourable variation Order (U) = Unfavourable variation		Full Year			
Actual	Budget	Variance	Forecast			Budget	Variance		
Waste Management									
\$1,936	\$40,000	\$38,064	(F)	\$0	Refurbish Plant - Hazelmere (25410/01)	\$25,000	\$70,000	\$45,000	(F)
\$2,653,187	\$12,845,229	\$10,192,042	(F)	\$1,702,816		\$10,399,424	\$18,937,229	\$8,537,805	(F)
\$3,879,243	\$19,073,959	\$15,194,716	(F)	\$4,484,687	TOTAL CAPITAL EXPENDITURE	\$17,305,912	\$34,487,814	\$17,181,902	(F)



STATEMENT OF FINANCIAL POSITION

APRIL 2016

Actual June 2015	Actual Year to Date	(F) = Favourable variation (U) = Unfavourable variation	Full Year			
			Forecast	Budget	Variance	
Current Assets						
\$2,887,347	\$2,560,837	Cash and Cash Equivalents	\$17,110,582	\$3,252,094	\$13,858,488	(F)
\$72,757,677	\$78,457,895	Investments	\$53,810,363	\$52,812,730	\$997,633	(F)
\$2,765,944	\$3,930,204	Trade and Other Receivables	\$2,765,944	\$2,765,944	\$0	(F)
\$67,598	\$115,216	Inventories	\$67,598	\$67,598	\$0	(F)
\$41,930	\$210,030	Other Assets	\$41,930	\$41,930	\$0	(F)
\$78,520,496	\$85,274,183	Total Current Assets	\$73,796,417	\$58,940,296	\$14,856,121	(F)
Current Liabilities						
\$4,021,539	\$1,584,370	Trade and Other Payables	\$4,021,539	\$4,021,539	\$0	(F)
\$1,334,359	\$1,334,359	Provisions	\$1,376,156	\$1,361,729	(\$14,427)	(U)
\$5,355,898	\$2,918,729	Total Current Liabilities	\$5,397,695	\$5,383,268	(\$14,427)	(U)
\$73,164,598	\$82,355,454	Net Current Assets	\$68,398,722	\$53,557,028	\$14,841,694	(F)
Non Current Assets						
\$48,469,462	\$48,504,912	Land	\$48,512,462	\$48,569,462	(\$57,000)	(U)
\$5,634,921	\$5,533,323	Buildings	\$8,670,135	\$9,717,524	(\$1,047,389)	(U)
\$13,649,499	\$11,373,798	Structures	\$14,747,879	\$25,347,585	(\$10,599,706)	(U)
\$5,544,891	\$6,577,804	Plant	\$12,392,845	\$16,685,308	(\$4,292,463)	(U)
\$594,769	\$468,187	Equipment	\$1,073,040	\$1,142,186	(\$69,146)	(U)
\$162,201	\$152,706	Furniture and Fittings	\$192,070	\$196,134	(\$4,064)	(U)
\$7,449,639	\$8,273,782	Work in Progress	\$7,444,639	\$7,449,639	(\$5,000)	(U)
\$81,505,382	\$80,884,513	Total Non Current Assets	\$93,033,070	\$109,107,838	(\$16,074,768)	(U)
Non Current Liabilities						
\$7,053,649	\$7,234,244	Provisions	\$7,270,050	\$7,125,876	(\$144,174)	(U)
\$7,053,649	\$7,234,244	Total Non Current Liabilities	\$7,270,050	\$7,125,876	(\$144,174)	(U)
\$147,616,331	\$156,005,723	Net Assets	\$154,161,742	\$155,538,990	(\$1,377,248)	(U)
Equity						
\$52,975,934	\$52,975,934	Accumulated Surplus/Deficit	\$52,975,933	\$52,975,933	\$0	(F)
\$58,606,878	\$58,606,878	Cash Backed Reserves	\$58,606,878	\$58,606,878	\$0	(F)
\$36,033,519	\$36,033,519	Asset Revaluation Reserve	\$36,033,519	\$36,033,519	\$0	(F)
\$0	\$8,389,392	Net change in assets from operations	\$6,545,412	\$7,922,660	(\$1,377,248)	(U)
\$147,616,331	\$156,005,723	Total Equity	\$154,161,742	\$155,538,990	(\$1,377,248)	(U)



CASH AND INVESTMENTS

APRIL 2016

Actual June 2015	Actual Year to Date	(F) = Favourable variation (U) = Unfavourable variation	Full Year			
			Forecast	Budget	Variance	
Municipal Cash and Investments						
2,883,897	2,557,387	Cash at Bank - Municipal Fund 01001/00	3,107,132	3,248,644	(141,512)	(U)
1,250	1,250	Cash on Hand - Ascot Place 01019/00	1,250	1,250	0	(F)
400	400	Cash on Hand - Walliston/Mathieson & Coppin Road Transfer Stations 01019/01	400	400	0	(F)
1,800	1,800	Cash on Hand - Red Hill / Hazelmere 01019/02	1,800	1,800	0	(F)
13,815,909	17,937,456	Investments - Municipal Fund 02021/00	6,963,146	3,577,415	3,385,731	(F)
16,703,255	20,498,293	Total Municipal Cash	10,073,727	6,829,508	3,244,219	(F)
Restricted Cash and Investments						
3,635,347	3,744,816	Restricted Investments - Plant and Equipment 02022/01	487,372	1,916,042	(1,428,670)	(U)
1,930,073	1,988,192	Restricted Investments - Post Closure Site Rehabilitation Red Hill 02022/02	2,131,253	1,980,229	151,024	(F)
3,648,218	3,758,075	Restricted Investments - Future Development 02022/03	6,064,453	2,370,712	3,693,741	(F)
680,965	701,470	Restricted Investments - Environmental Monitoring Red Hill 02022/04	787,247	697,558	89,689	(F)
89,410	92,102	Restricted Investments - Environmental Insurance Red Hill 02022/05	40,549	39,204	1,345	(F)
13,507	13,914	Restricted Investments - Risk Management 02022/06	13,977	13,887	90	(F)
19,475	20,061	Restricted Investments - Class IV Cells Red Hill 02022/07	544,811	55,552	489,259	(F)
99,650	102,651	Restricted Investments - Regional Development 02022/08	359,139	17,894	341,245	(F)
44,950,540	46,304,108	Restricted Investments - Secondary Waste Processing 02022/09	44,634,487	36,447,847	8,186,640	(F)
2,710,350	2,791,965	Restricted Investments - Class III Cells 02022/10	4,555,998	4,488,170	67,828	(F)
68,200	70,254	Restricted Investments - Building Refurbishment (Ascot Place) 02022/11	70,578	70,120	458	(F)
334,891	148,769	Restricted Investments - Accrued Interest 02022/19	334,891	334,891	0	(F)
0	0	Restricted Investments - Unrealised Loss/Gain on Investments 02022/20	0	0	0	(F)
761,142	784,062	Restricted Investments - Long Service Leave 02022/90	822,462	803,209	19,253	(F)
58,941,769	60,520,439	Total Restricted Cash	60,847,218	49,235,316	11,611,902	(F)
75,645,024	81,018,732	TOTAL CASH AND INVESTMENTS	70,920,945	56,064,824	14,856,121	(F)

The Cash at Bank - Municipal Fund represents the balance on the last day of the relevant month. Any portion of the balance available for investment is transferred into the Investment - Municipal Fund account in the following period. Funds held in the Cash at Bank - Municipal Fund continue to accrue interest as per the Westpac commercial rates.

EMRC Investment Report

April 2016

I. Overall Portfolio Limits			
S&P Long Term Rating	S&P Short Term Rating	% Portfolio	Investment Maximum %
AAA	A-1+	100.00%	100%
AA	A-1	0.00%	100%
		100.00%	

Investment by S&P Rating

A-1
0%

A-1+
100%

II. Single Entity Exposure			
ANZ Banking Group		19.35%	% Portfolio
NAB		32.26%	
Westpac / St. George Bank		30.97%	
Bankwest		17.42%	
		100.00%	

III. Term to Maturity Framework			
Investment Policy Guidelines			
Maturity Profile	% Portfolio	% Min	% Max
Less Than 1 Year	100.00%	40.00%	100.00%
Greater Than 1 Year	0.00%	0.00%	0.00%
		100.00%	

NB: This report is consistent with the reporting requirements of the Policy 3.3 - Management of Investments Policy



14.3 DISABILITY ACCESS AND INCLUSION PLAN REPORT FOR 2015/2016

REFERENCE: D2016/06284

PURPOSE OF REPORT

The purpose of this report is to provide a progress report for 2015/2016 against EMRC's Disability Access and Inclusion Plan 2013/2014 to 2017/2018 to Council for approval.

KEY ISSUES AND RECOMMENDATION(S)

- A requirement of the *Disability Services Act 1993* (section 27) is that a public authority must ensure that it develops and implements a Disability Access and Inclusion Plan.
- Council adopted the Disability Access and Inclusion Plan (DAIP) 2013/2014 to 2017/2018 on 22 August 2013.
- Under the *Disability Services Act 1993* EMRC is required to table a report to the Minister for Disability Services each year on the progress of its DAIP.
- EMRC's progress report for 2015-2016 against EMRC's Disability Access and Inclusion Plan 2013/2014 to 2017/2018 is attached for Council approval.

Recommendation(s)

That Council:

1. Approves the progress report for 2015-2016 against EMRC's Disability Access and Inclusion Plan 2013/2014 to 2017/2018 forming an attachment to this report.
2. Requests the Chief Executive Officer to organise the submission of the progress report for 2015-2016 against EMRC's Disability Access and Inclusion Plan 2013/2014 to 2017/2018 to the Minister for Disability Services.

SOURCE OF REPORT

Chief Executive Officer

BACKGROUND

Section 27 of the *Disability Services Act 1993* (the Act) requires a public authority to develop and implement a Disability Access and Inclusion Plan.

Council adopted the Disability Access and Inclusion Plan (DAIP) 2013/2014 to 2017/2018 on 22 August 2013 (Ref: DMDOC/181698).



Item 14.3 continued

REPORT

An integral requirement of the *Disability Services Act 1993* is that the EMRC must provide an annual report (the Report) of the work it has done to support people with disability. The information is tabled in Parliament by the Minister for Disability Services.

This year the Disability Services Commission requires the Report to be submitted electronically, in a prescribed format by 30 June 2016.

Accordingly EMRC's Report for 2015-2016 against EMRC's Disability Access and Inclusion Plan 2013/2014 to 2017/2018 has been prepared and is attached for Council approval.

Once approved the report will be lodged electronically.

STRATEGIC/POLICY IMPLICATIONS

Key Result Area 4 – Good Governance

4.3 To provide responsible and accountable governance and management of the EMRC

FINANCIAL IMPLICATIONS

Nil

SUSTAINABILITY IMPLICATIONS

Nil

MEMBER COUNCIL IMPLICATIONS

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

ATTACHMENT(S)

Report for 2015-2016 against EMRC's Disability Access and Inclusion Plan 2013/2014 to 2017/2018 (D2016/07854)

VOTING REQUIREMENT

Simple Majority



Item 14.3 continued

RECOMMENDATION(S)

That Council:

1. Approves the progress report for 2015-2016 against EMRC's Disability Access and Inclusion Plan 2013/2014 to 2017/2018 forming an attachment to this report.
2. Requests the Chief Executive Officer to organise the submission of the progress report for 2015-2016 against EMRC's Disability Access and Inclusion Plan 2013/2014 to 2017/2018 to the Minister for Disability Services.

COUNCIL RESOLUTION(S)

MOVED CR MCDONNELL

SECONDED CR SUTHERLAND

THAT COUNCIL:

1. APPROVES THE PROGRESS REPORT FOR 2015-2016 AGAINST EMRC'S DISABILITY ACCESS AND INCLUSION PLAN 2013/2014 TO 2017/2018 FORMING AN ATTACHMENT TO THIS REPORT.
2. REQUESTS THE CHIEF EXECUTIVE OFFICER TO ORGANISE THE SUBMISSION OF THE PROGRESS REPORT FOR 2015-2016 AGAINST EMRC'S DISABILITY ACCESS AND INCLUSION PLAN 2013/2014 TO 2017/2018 TO THE MINISTER FOR DIABILITY SERVICES.

CARRIED UNANIMOUSLY



Disability Access and Inclusion Plan (DAIP) Progress Reporting 2015-2016

Contact details

Organisation: Eastern Metropolitan Regional Council

Contact person: Prapti Mehta

Phone number: 94242231

Email: prapti.mehta@emrc.org.au

Outcome 1: Services and events

Number of strategies planned: 3

Number of strategies implemented: 3

Number of effective strategies: 3

Number of average strategies: 0

Number of ineffective strategies: 0

Number of strategies not yet evaluated: 0

Strategies and achievements for Outcome 1:

All events organised by the EMRC provide as a minimum - accessible parking and accessible toilets. Promotional material is available in alternative formats and a variety of media is used to publicise events.

Outcome 2: Buildings and other facilities

Number of strategies planned:	1
Number of strategies implemented:	1
Number of effective strategies:	1
Number of average strategies:	0
Number of ineffective strategies:	0
Number of strategies not yet evaluated:	0

Strategies and achievements for Outcome 2:

New buildings and facilities developed by EMRC are designed to meet DAIP legislation.

Outcome 3: Information

Number of strategies planned:	4
Number of strategies implemented:	4
Number of effective strategies:	4
Number of average strategies:	0
Number of ineffective strategies:	0
Number of strategies not yet evaluated:	0

Strategies and achievements for Outcome 3:

Information on Council functions, facilities and services is available in alternative formats if required. Electronic or hard copies of documents are made available in large print and information is available in other formats on request.

Outcome 4: Level and quality of service

Number of strategies planned:	3
Number of strategies implemented:	3
Number of effective strategies:	3
Number of average strategies:	0
Number of ineffective strategies:	0
Number of strategies not yet evaluated:	0

Strategies and achievements for Outcome 4:

EMRC's DAIP is distributed to Staff and Councillors. New Staff are provided EMRC's DAIP and relevant information.

Outcome 5: Complaints

Number of strategies planned:	1
Number of strategies implemented:	1
Number of effective strategies:	1
Number of average strategies:	0
Number of ineffective strategies:	0
Number of strategies not yet evaluated:	0

Strategies and achievements for Outcome 6:

Complaints can be lodged via a number of means including fax, email, mail, verbal.

Outcome 6: Consultation

Number of strategies planned:	2
Number of strategies implemented:	2
Number of effective strategies:	2
Number of average strategies:	0
Number of ineffective strategies:	0
Number of strategies not yet evaluated:	0

Strategies and achievements for Outcome 6:

Public consultation venues organised by the EMRC provide as a minimum accessible parking and accessible toilets. Promotional material is available in alternative formats. Feedback or comments can be lodged via alternative formats including fax, mail or email.

Outcome 7: Employment

Number of strategies planned:	4
Number of strategies implemented:	4

Number of effective strategies: 4
Number of average strategies: 0
Number of ineffective strategies: 0
Number of strategies not yet evaluated: 0

Strategies and achievements for Outcome 7:

Employment advertisements are available in alternative formats on request. Position Description templates have been reviewed to ensure that they are non-discriminatory and do not exclude people with disability. Equal opportunity ethos is fostered among staff. Barriers to employment are identified and removed.

Agents and Contractors

How you informed Agents and Contractors about your DAIP:

EMRC does not use Contractors for the provision of services.

How Agents and Contractors report progress of outcomes to you:

EMRC does not use Contractors for the provision of services.

Significant DAIP strategies undertaken by your organisation's Agents and Contractors:

EMRC does not use Contractors for the provision of services.

Challenges

Challenges you experienced with strategies that were planned but not implemented:

No challenges faced



14.4 ADOPTION OF DRAFT 10 YEAR STRATEGIC PLAN – 2017 TO 2027

REFERENCE: D2016/07539

PURPOSE OF REPORT

To seek Council endorsement of the draft *EMRC 10 Year Strategic Plan – 2017 to 2027* and approval to release it for public distribution and comment as required under the Local Government Act 1995.

KEY ISSUE(S)

- Section 5.56 of the *Local Government Act 1995* requires each local government to 'plan for the future of the district' by developing plans in accordance with the associated regulations.
- On 6 December 2012 Council adopted the *EMRC – 2022 – 10 Year Strategic Plan* for implementation from 1 July 2013 onwards.
- The regulations state that the 'plan for the future' must be reviewed at least once every 4 years.
- An Information Bulletin was presented to Council at its meeting held on 20 August 2015, which outlined the review process.
- In accordance with the Review Process, desktop research and a series of workshops were completed between July and September 2015 to inform the review of *EMRC – 2022 - 10 Year Strategic Plan*, involving EMRC Councillors and Deputies, Mayors/Presidents, Chief Executive Officers, member Council and EMRC senior staff and key stakeholders.
- A Council workshop was held on 30 April 2016 with the purpose of identifying the key opportunities and services that the EMRC could potentially provide to its member Councils. EMRC Councillors, member Council Chief Executive Officers and EMRC senior officers attended this workshop. A report has been prepared and is at Attachment 1.
- A draft *10 Year Strategic Plan – 2017 to 2027* has been prepared using the outcomes of the July to September 2015 workshops and the 30 April 2016 Council workshop (Attachment 2).
- Under the requirements of s5.56 of the *Local Government Act 1995*, and regulation 19C (*Local Government Administration Regulations 1996*) a 'plan for the future' is to be prepared with the involvement of the electors and ratepayers of the district.
- It is proposed to make the draft *10 Year Strategic Plan – 2017 to 2027* available for public inspection for a period of 21 days from 4 July to 22 July 2016.
- Following the public consultation period, Council will be requested to consider all comments prior to adoption of the draft *10 Year Strategic Plan – 2017 to 2027*.

Recommendation(s)

That Council:

1. Endorse the draft *10 Year Strategic Plan – 2017 to 2027* forming Attachment 2 to this report.
2. Approve the release of the draft *10 Year Strategic Plan – 2017 to 2027* for public consultation for a period of 21 days.

SOURCE OF REPORT

Chief Executive Officer



Item 14.4 continued

BACKGROUND

Section 5.56 of the *Local Government Act 1995* requires each local government to 'plan for the future of the district' by developing plans in accordance with the Act and associated regulations. The regulations state that the 'plan for the future' must cover at least 10 financial years and must be reviewed at least once every 4 years.

On 6 December 2012, Council adopted *EMRC - 2022 - 10 Year Strategic Plan* to take effect from 1 July 2013 (Ref: DMDOC/170953). *EMRC - 2022 - 10 Year Strategic Plan* is an element of an Integrated Planning Framework which has been developed to ensure that strategic priorities drive operational activities. The framework is based on the guidelines developed by the Department of Local Government and Communities (DLC) and is used to implement regional projects that will benefit the community that lives, works, plays and does business within Perth's Eastern Region.

Given the statutory requirement for a four year review of *EMRC - 2022 - 10 Year Strategic Plan*, desktop research and a series of workshops were completed between July and September 2015 to inform the review of *EMRC - 2022-10 Year Strategic Plan*. Participants in this process included member EMRC Councillors and Deputies, Mayors/Presidents, Chief Executive Officers, member Council and EMRC senior staff and key industry stakeholders. An independent consultant was appointed to facilitate the Review Process.

REPORT

A Council Strategic Planning Workshop involving EMRC Councillors and Deputies, Chief Executive Officers and EMRC senior staff was held on 30 April 2016 as part of the review of *EMRC – 2022 - 10 Year Strategic Plan*.

The purpose of the Council workshop was to:

- Identify EMRC's strategic direction for the next 10 years;
- Develop key focus areas relevant to EMRC's strategic direction; and
- Agree on the range of current and new services EMRC could deliver on behalf of its member Councils.

A report on the outcomes of the 30 April 2016 workshop is at Attachment 1.

The draft *10 Year Strategic Plan – 2017 to 2027*, which has been prepared using the outcomes of the July to September 2015 workshops and the 30 April 2016 Council workshop, is at Attachment 2. The draft *10 Year Strategic Plan 2017 to 2027* is a shared vision between 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 live, work, play and do business within Perth's Eastern Region. The focus is on continuing to work towards making the Region resilient, connected, innovative, liveable, culturally rich and sustainable.

Public Consultation

Under the requirements of section 5.56 of the *Local Government Act 1995* and associated Administration Regulation 19C the EMRC is to ensure that its ratepayers and electors are consulted during the development of the 'plan for the future'.

Accordingly it is proposed to make the draft *10 Year Strategic Plan – 2017 to 2027* available for public comment for a period of three weeks from 4 July to 22 July 2016.

Council will be provided with all submissions with the request that these be considered prior to the adoption of the draft *10 Year Strategic Plan – 2017 to 2027*.



Item 14.4 continued

STRATEGIC/POLICY IMPLICATIONS

Key Result Area 4 – Good Governance

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

FINANCIAL IMPLICATIONS

The cost of advertising is within the budget allocation related to strategic planning endorsed by Council through the annual budget process.

SUSTAINABILITY IMPLICATIONS

Nil

MEMBER COUNCIL IMPLICATIONS

Member Council	Implication Details
Town of Bassendean City of Bayswater City of Belmont Shire of Kalamunda Shire of Mundaring City of Swan	 Member Councils' communities will be invited to comment on the draft <i>10 Year Strategic Plan – 2017 to 2027</i>

ATTACHMENT(S)

- 1 2016 Strategic Planning Workshop Report (D2016/07852)
- 2 Draft *10 Year Strategic Plan – 2017 to 2027* (D2016/07853)

VOTING REQUIREMENT

Simple Majority

RECOMMENDATION(S)

That Council:

- 1. Endorse the draft *10 Year Strategic Plan – 2017 to 2027* forming Attachment 2 to this report.
- 2. Approve the release of the draft *10 Year Strategic Plan – 2017 to 2027* for public consultation for a period of 21 days.



Item 14.4 continued

COUNCIL RESOLUTION(S)

MOVED CR MCDONNELL

SECONDED CR SUTHERLAND

1. ENDORSE THE DRAFT *10 YEAR STRATEGIC PLAN – 2017 TO 2027* FORMING ATTACHMENT 2 TO THIS REPORT.
2. APPROVE THE RELEASE OF THE DRAFT *10 YEAR STRATEGIC PLAN – 2017 TO 2027* FOR PUBLIC CONSULTATION FOR A PERIOD OF 21 DAYS.

CARRIED UNANIMOUSLY



Advancing Perth's Eastern Region 

2016 STRATEGIC PLANNING WORKSHOP REPORT



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1 Introduction

A Strategic Plan workshop was held on 30 April 2016 involving Councillors and CEOs of member Councils and senior staff of the EMRC. The purpose of the workshop was to enable the Council to provide guidance on the review of EMRC 10-year strategic plan.

A number of activities preceded the workshop:

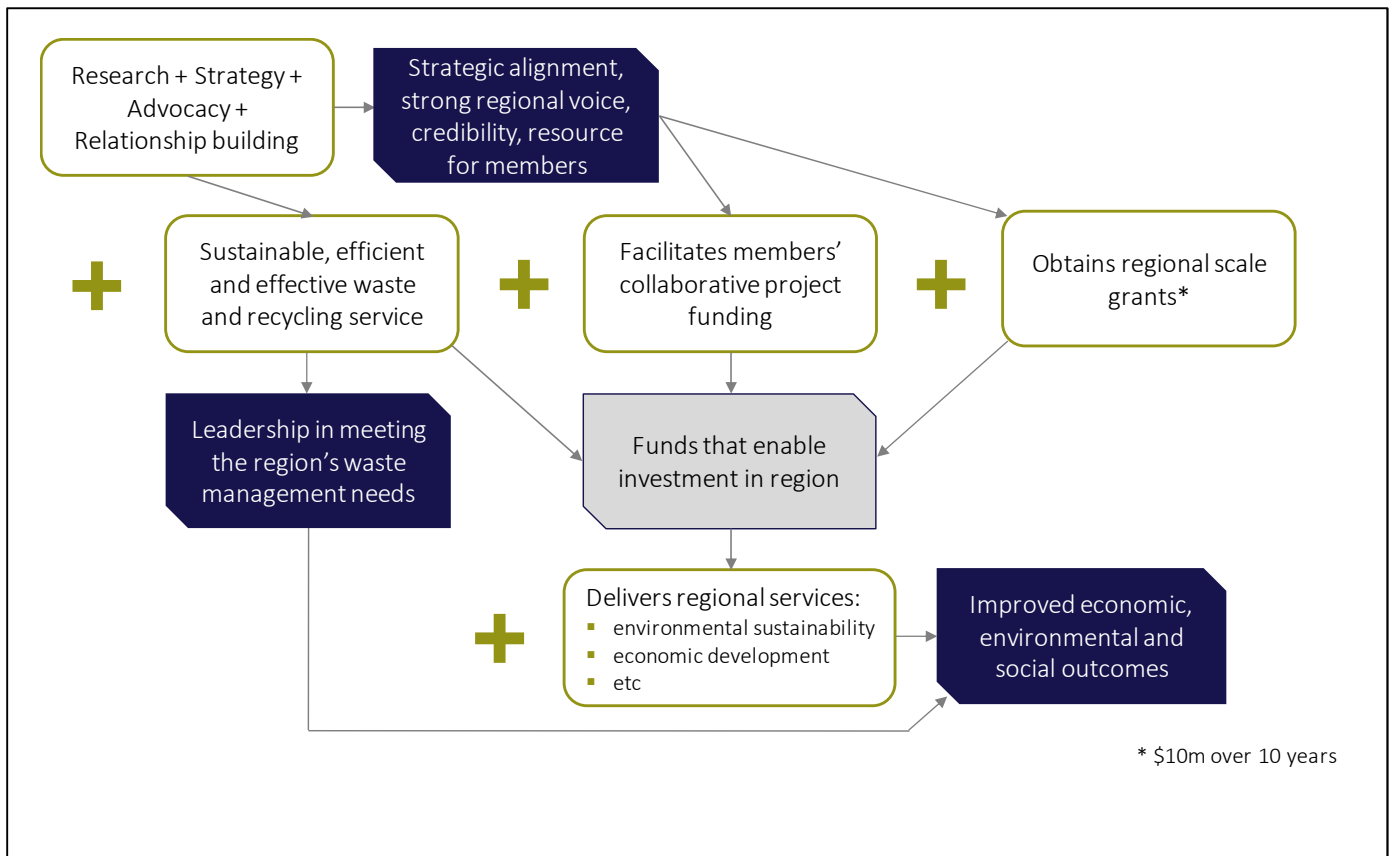
- Internal strategic planning workshop on 18 August 2015.
- Regional services stakeholder consultation – online survey July 2015 and workshop on 28 August 2015.
- Council workshop on 10 September 2015.

The 30 April 2016 workshop focussed on:

- Regional Value Model.
- Emerging Issues and opportunities for the region.
- Review of current 10 Year Strategic Plan, including aims, objectives and strategies.
- New projects and services.

2 Regional Value Model

The workshop participants first discussed the proposed Regional Value Model, depicted below. The blue shaded boxes describe the regional value created by the partnership between EMRC and member Councils. The white shaded boxes describe the activities that create the value. The grey shaded box represents the funds that enable collective investment in regional outcomes.



The participants agreed that:

- The primary value created as a result of EMRC's partnership with member Councils was in the waste and recycling service. This is EMRC's core business and it is important to continue to strengthen this service.
- The current model enables the EMRC to fill service gaps within member Councils. For example EMRC previously provided occupational safety and health and safety services to its members. EMRC currently provides environmental officer support, and can continue to identify new service gaps.
- The current model enables EMRC to complement the services Councils provide to their communities. For example: EMRC undertakes research and advocacy activities on behalf of member Councils. This then enables each Council to develop targeted programs and services for their local communities.

- d. The current model enables EMRC to procure regional grants through both federal and state governments. This function is extremely valuable as state and federal governments prefer to fund regional scale projects. EMRC has been successful in securing grants for a number of projects that transcend local government boundaries for example: Perth Solar City project, Healthy Wildlife Healthy Lives project, Avon Descent Family Fun Days etc.

The discussion concluded that as a result of the Regional Value Model the entire region has benefitted from improved economic, environmental and social outcomes

3 Emerging issues and opportunities

The participants agreed that there were issues and opportunities that transcend local boundaries, and include the following:

- Research and analysis
- Coordination/information sharing
- Regional action, and regional voice

a. Waste

- It was acknowledged that there is an overall lack of direction by state government with regards to alternative waste technologies, which required EMRC to play a strong advocacy role.
- EMRC should also continue to explore resource recovery, new technologies (e.g. anaerobic digestion and waste to energy), education and behaviour change.

Continuing Actions:

- EMRC to continue advocacy activities for alternative waste treatment activities
- EMRC to continue to explore new technologies for waste management
- EMRC to continue activities in partnership with WALGA (e.g. container deposit scheme)

b. Relationship with state and federal governments

- The relationship with state and federal governments required strengthening and the advocacy activities facilitated by EMRC are valuable.
- A role that EMRC could play is to act as a clearing house for information so that member Councils would have access to information on government policy and direction.
- Regional advocacy activities should continue as this provided value to member Councils. It also gave state and federal governments a clear understanding of the local and regional issues.

Continuing Action:

- EMRC to continue advocacy activities, particularly in areas which provide value to member Councils
- EMRC to continue its activities in attracting regional scale grants that bring economic, environmental and social benefits to the region.

Potential Action:

- EMRC to investigate its role in acting as a “clearing house” for the provision of research support and access to government policy information to member Councils.

c. Grants state and federal government

- It was acknowledged that the state and federal levels of government had increased their focus on “cities funding” and there was a reluctance to provide grants that did not benefit large areas. The value that the EMRC had provided was the ability to procure regional scale grants, covering more than one municipality.

Continuing Action:

- EMRC to continue its activities in attracting regional scale grants that bring economic, environmental and social benefits to the region.

d. Transport Planning

- It was acknowledged that a coordinated approach to industrial areas/transport hubs development was required, as the issues crossed local government boundaries.
- EMRC could play a role in facilitating this development, through current activities and research. However it was up to each individual Council to advocate for their local areas.
- EMRC should continue to focus on emerging issues such as driverless cars, smart roads etc. This can be done through research activities.
- EMRC should continue its lobbying activities for linking sub-regional areas, light rail etc.

Potential Action:

- EMRC to undertake research into emerging issues to complement regional transport planning required for the future.

e. Climate change and the impact of urban development on the environment

- It was acknowledged that Climate Change needs to be addressed on a regional scale, and EMRC should continue current activities
- EMRC should also continue to provide advice on water sensitive design, flooding etc.
- EMRC should also continue the focus on the Swan River, which runs through several Local Governments and facilitate with various parties the balancing of the Swan River’s environmental issues with recreation and leisure use.
- There was discussion that the water-catchment was not working as well as it used to as a result of the impact on households/growing population and therefore Peri-urban protection is required, including planning for sustainable development.

Continuing Action:

- EMRC to continue activities related to regional Climate Change, water sensitive design, flooding etc
- EMRC to continue collaboration with relevant bodies on Swan River management.

Potential New Action:

- Strategy for environmental considerations into planning for infill development.

f. Economic Development and Tourism

- The participants discussed the requirement to coordinate regional issues such as the NBN, industrial and commercial spaces planning.
- It was acknowledged that the Swan Valley and the hills had great tourism potential and EMRC should continue current activities.
- Opportunities to increase international focus should be investigated, as this would bring economic benefits into the region. It was acknowledged that the Perth Tourism website was important.
- Some participants felt that the historic value of Guildford had not reached its tourism potential. However it was acknowledged that EMRC's role was to support member Councils at a regional scale.

Continuing Action:

- EMRC to continue activities related to regional economic development
- EMRC to continue activities related to supporting tourism activity through the Perth Tourism website, and coordination of the major regional events (Perth's Autumn Festival and Avon Decent).

4 Review of EMRC – 2022 – 10 Year Strategic Plan

As part of the 30 April 2016 workshop participants made modifications to the Aims, Objectives and Strategies.

The key modifications are shown in the table below:

Previous 10 Year Strategic Plan	New 10 Year Strategic Plan
4 Key Result Areas (KRA) i.e. <ul style="list-style-type: none"> • Environmental Sustainability • Social Opportunities • Economic Development • Good Governance 	3 Key Result Areas (KRA) i.e. <ul style="list-style-type: none"> • Environmental Sustainability • Economic Development • Good Governance
Stakeholders identified under Primary, Secondary and Tertiary groupings	No separate groupings
Aims , Objectives and Strategies	<ul style="list-style-type: none"> • Minor modifications to wording

The draft *10 Year Strategic Plan 2017-2027* has been prepared, which reflects the above discussion.

5 Outputs of strategic planning workshops (July to September 2016 & 30 April)

The table below provides details of new initiatives identified during the previous workshops (held between July and September 2015) and agreed to during the 30 April 2016 workshop.

Activity	New Initiatives	Comments
Waste	<ul style="list-style-type: none"> Renewable energy Contaminated site assessment and remediation service Integrated waste management, including waste collection (bins, verge etc.), resource recovery (MRF, C&I etc.) 	<p>These initiatives will be developed and implemented under:</p> <p>KRA 1 - Environmental Sustainability</p>
Advocacy	<ul style="list-style-type: none"> EMRC to investigate its role in acting as a “clearing house” for the provision of research support and access to government policy information to member Councils 	<p>This initiative will be developed and implemented under:</p> <p>KRA 3 - Good Governance</p>
Economic Development	<ul style="list-style-type: none"> Marketing/advertising of tourism and events Training for employment Business development Research and analysis 	<p>These initiatives will be developed and implemented under:</p> <p>KRA 2 - Economic Development</p>
Transport Planning	<ul style="list-style-type: none"> EMRC to undertake research into new emerging issues to complement regional transport planning required for the future. Pedestrian/active public transport planning Strategic transport planning Road safety Road upgrades 	<p>These initiatives will be developed and implemented under:</p> <p>KRA 2 - Economic Development</p>
Environment	<ul style="list-style-type: none"> Grants / funding Climate change Water NRM Energy Strategy for environmental considerations into planning for infill development 	<p>These initiatives will be developed and implemented under:</p> <p>KRA 1 - Environmental Sustainability</p>

6 Next Steps

The draft 10 Year Strategic Plan – 2017 to 2027 will be presented to Council for endorsement and subsequent to this will be made available for public inspection for a period of 21 days

Following the public consultation period, Council will be requested to consider all comments prior to adoption of the draft 10 Year Strategic Plan – 2017 to 2027.



Advancing Perth's Eastern Region 

10 Year Strategic Plan – 2017 to 2027



.....a shared vision for our future



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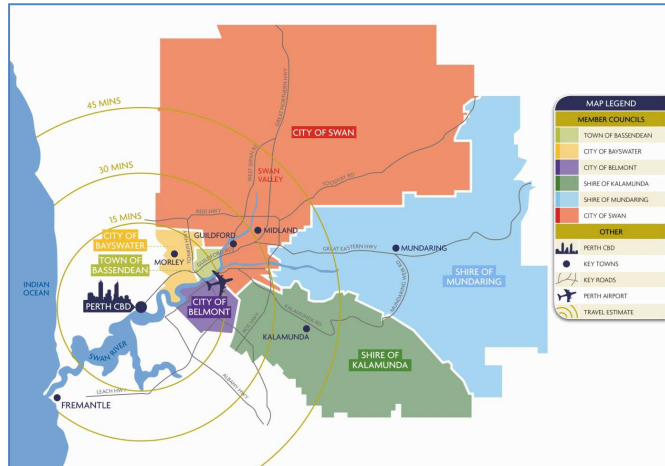
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A Message from the Chairman

Perth's Eastern Region constitutes around one-third of Perth's metropolitan area encompassing a land area of about 2,100 square kilometres. Strategically located, 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 major industrial areas of Malaga, Welshpool, Kewdale, Hazelmere, Forrestfield, Bayswater, Ashfield and Bassendean play key roles in transport, storage, manufacturing and logistics servicing the state's construction and resource sectors.



Perth's Eastern Region also includes extensive natural areas, agricultural land and the Swan River foreshore areas, national parks, state forests and water catchments. 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 strong growth and represents an attractive investment destination. The region, which is home to approximately 362,065¹ is expected to grow to approximately 443,760 by 2026².

As the population grows, we will face many challenges. The Eastern Metropolitan Regional Council (EMRC) assists its member Councils to successfully turn challenges into opportunities and to ensure that the entire Region fulfils its potential as one of Western Australia's most vibrant and fast growing areas.

SIGNATURE

Cr David Färdig
EMRC Chairman

¹ Source: Australian Bureau of Statistics, Regional Population Growth, Cat. 3218.0 (2014-15 data was released on 30 March 2016. 2015-16 data is expected to be available in March 2017).

² Source: Western Australia Tomorrow, Population Report No. 10, Medium-term Forecasts for Western Australia 2014-2026 and Sub-regions 2016-2026

The Eastern Metropolitan Regional Council (EMRC)

EMRC is a local government entity established under the *Local Government Act 1995* that works in partnership with its six member Councils located in Perth's Eastern Region — Town of Bassendean, City of Bayswater, City of Belmont, Shire of Kalamunda, Shire of Mundaring and City of Swan.



EMRC's logo represents a partnership between the EMRC and its six member Councils. The two elements of the logo are separate yet inextricably linked by a continuous line that depicts the nature of on-going work to build a strong, sustainable community for current and future generations. The colours of the logo are symbolic of the beautiful Swan River that runs through the region, and the sun that rises to the east of Perth.

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.

Mission

The Eastern Metropolitan Regional Council, by partnering with member Councils (and other stakeholders), facilitates strategies and actions for the benefit and sustainability of Perth's Eastern Region.

Values

Excellence:	<i>Striving for excellence through the development of quality and continuous improvement</i>
Recognition:	<i>Valuing staff in a supportive environment that focuses on their wellbeing</i>
Innovation:	<i>Focus on innovative approaches in projects and service delivery</i>
Responsiveness:	<i>Dynamic and flexible service delivery</i>
Integrity:	<i>Accountability and consistency in all that we do</i>

Key Statistics

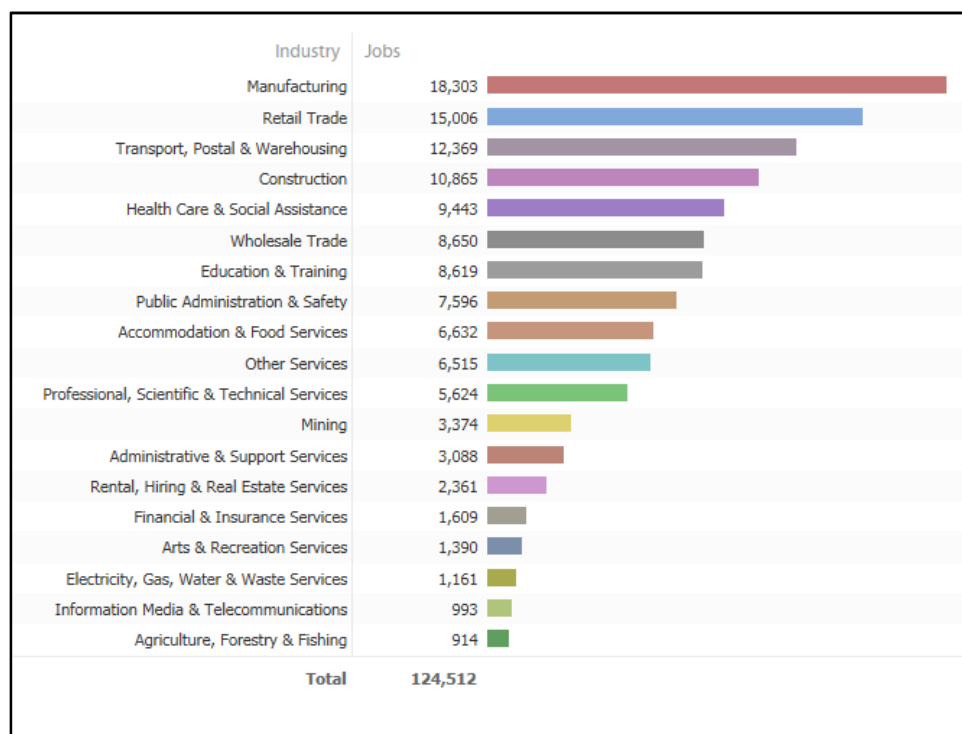
Land area: 2,100 square kilometres

Estimated Resident Population: 362,065 people

Jobs in the Region: Approximately 124,512

Gross Regional Product³: \$24.513 billion

Major contributors to employment in Perth's Eastern Region⁴



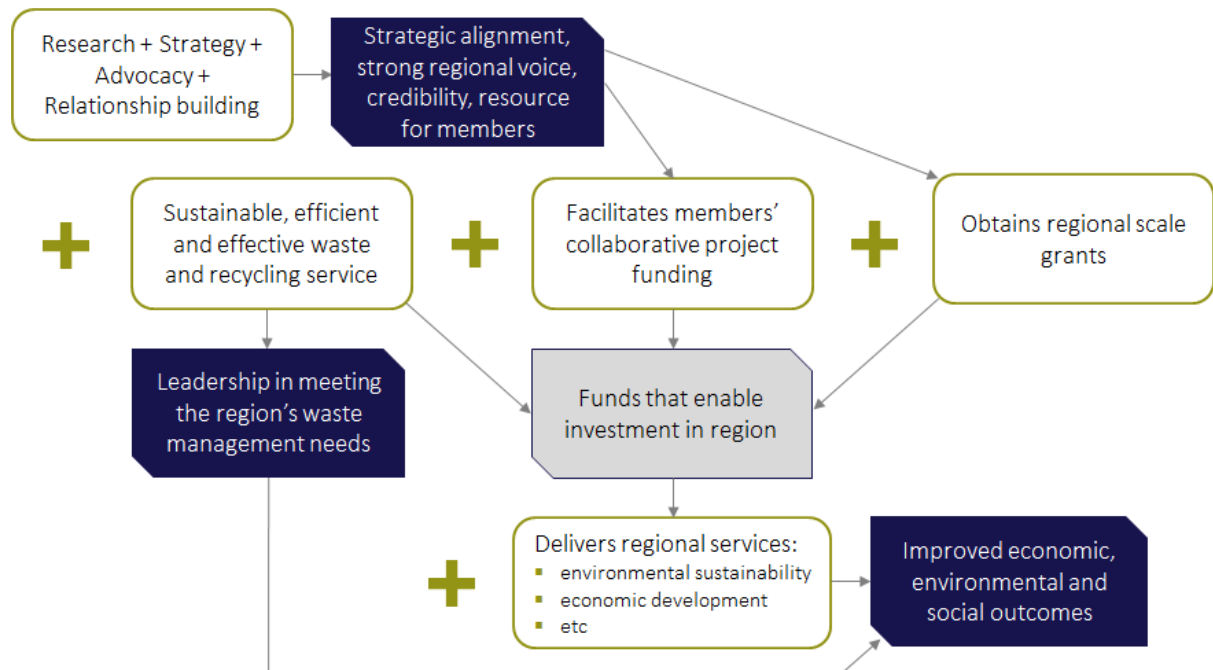
Detailed economic information on the EMRC area is available from the EMRC website:

<http://www.economicprofile.com.au/easternmetro/>

³ Australian Bureau of Statistics' (ABS) June 2015 Gross State Product, 2012 / 2013 National Input Output Tables and 2011 Census Place of Work Employment Data.

⁴ Australian Bureau of Statistics' (ABS) June 2015 Gross State Product, 2012 / 2013 National Input Output Tables and 2011 Census Place of Work Employment Data.

EMRC's Service Delivery Model



EMRC's Establishment Agreement provides for it to undertake a range of projects and services and provides a means for member councils to share resources and facilities. The cooperative, political and executive framework of the EMRC enables the member Councils individually and collectively to promote and advocate on issues for the benefit of local government and to better serve the community.

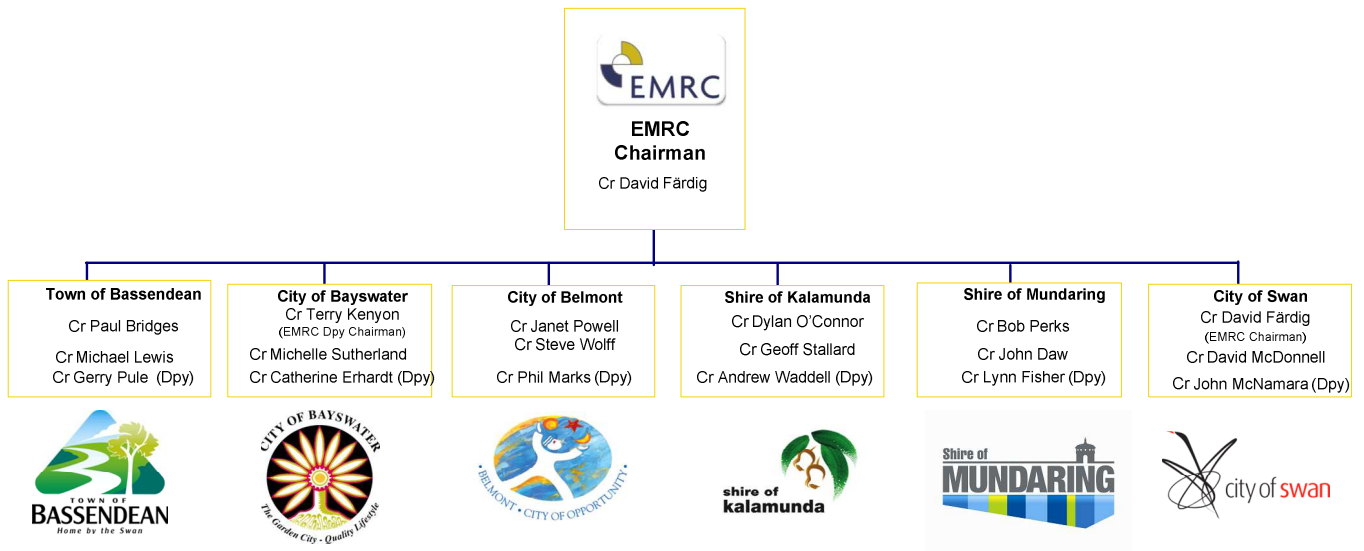
EMRC represents a model of successful collaboration, and for 30 plus years, has initiated and led projects for its member Councils that deliver real benefits to the region in the areas of waste management and resource recovery, environmental sustainability and regional economic development. These services enable member Councils to enhance outcomes for their communities and for Perth's Eastern Region as a whole.

EMRC's governance and service delivery model is sufficiently robust and flexible enough to enable the delivery of services on a regional basis to its members. EMRC has an advantage in that its members abut each other in a tight geographic cluster. This geographic grouping has enabled EMRC to provide services at a scale which is beneficial to a region containing a shared community of interest.

EMRC's Governance Structure

EMRC's Establishment Agreement provides for each participant Council to appoint two elected members to be members of the EMRC Council and one member to deputise for those members when either one is not available.

EMRC's Council is currently comprised of:



EMRC Council has established six committees to assist in decision making:

- Audit Committee
- Chief Executive Officers' Advisory Committee
- Chief Executive Officer Performance Review Committee
- Investment Committee
- Resource Recovery Committee
- Technical Advisory Committee

Key Stakeholders

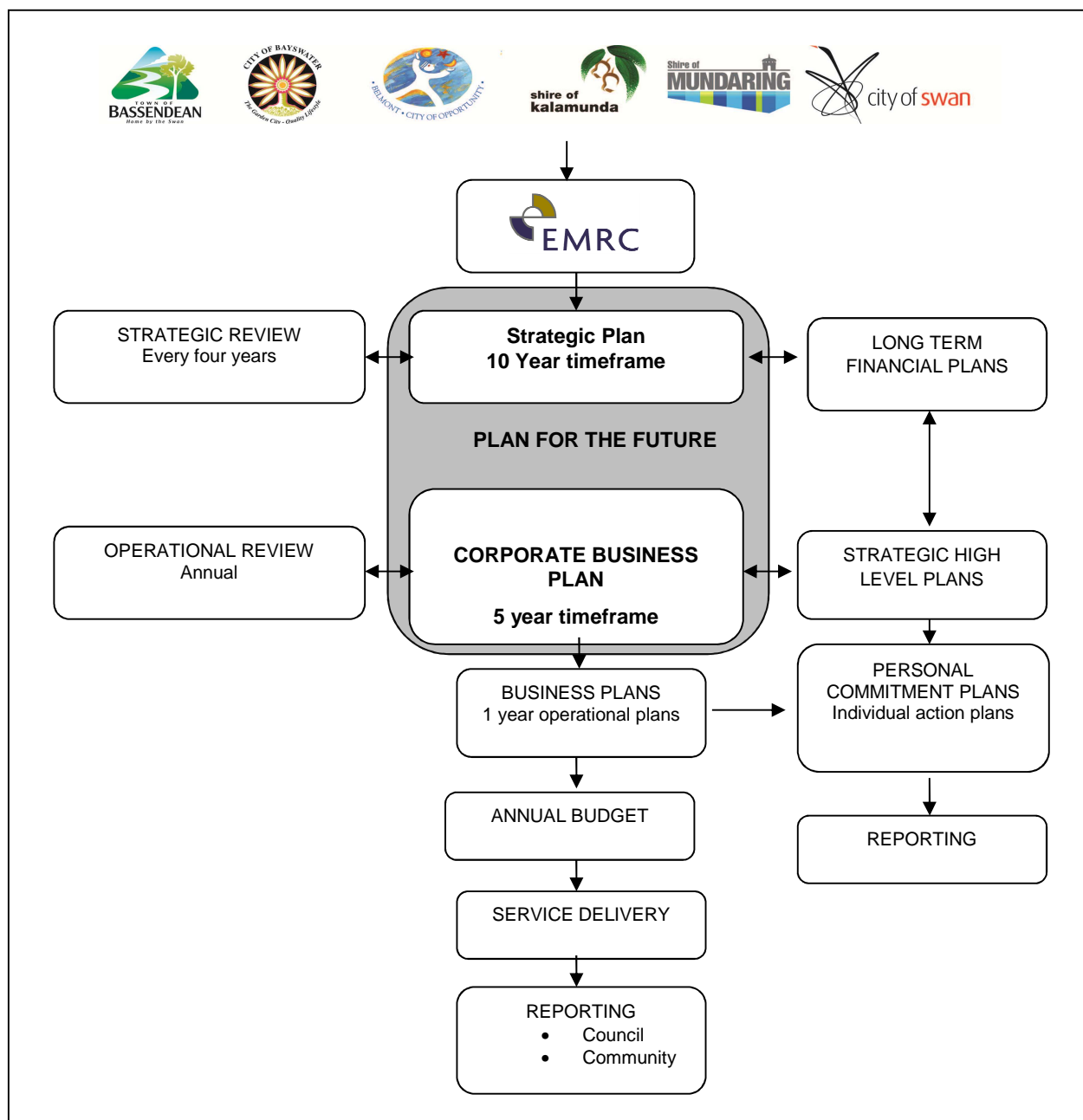
Whilst EMRC takes a lead role in implementing a range of initiatives, the partnership with stakeholders is critical in delivering sustainable outcomes for Perth's Eastern Region.

EMRC's stakeholders are:

- EMRC & Member Council Elected Members
- EMRC & Member Council Staff
- Customers and clients
- Other local governments
- Federal Government Agencies
- State Government Agencies
- Non-Government Agencies
- Politicians
- Educational institutions
- Regional Business Groups
- Regional Community & Reference Groups
- Businesses
- Regional Volunteers
- Regional Residents
- Visitors and Tourists
- Investors

Integrated Planning Framework

EMRC's Integrated Planning Framework has been developed to ensure that programs and services are being delivered in alignment with the strategic priorities of EMRC's key stakeholders. The 10 Year Strategic Plan identifies the overarching outcomes that the EMRC Council aspires to achieve. The Corporate Business Plan is used to drive operational activities and is aligned to the priorities identified in the 10 Year Strategic Plan. These two comprise EMRC's Plan for the Future. Strategic high level plans guide development of actions which are prioritised during annual business planning workshops, and resourced through the annual budget.



Developing the 10 Year Strategic Plan 2017 to 2027

A series of workshops were organised from September 2015 to April 2016 involving EMRC councillors, member Council and EMRC staff and key stakeholders. The purpose of the workshops was to identify the key opportunities for the future and the services that the EMRC could potentially provide to its member Councils.

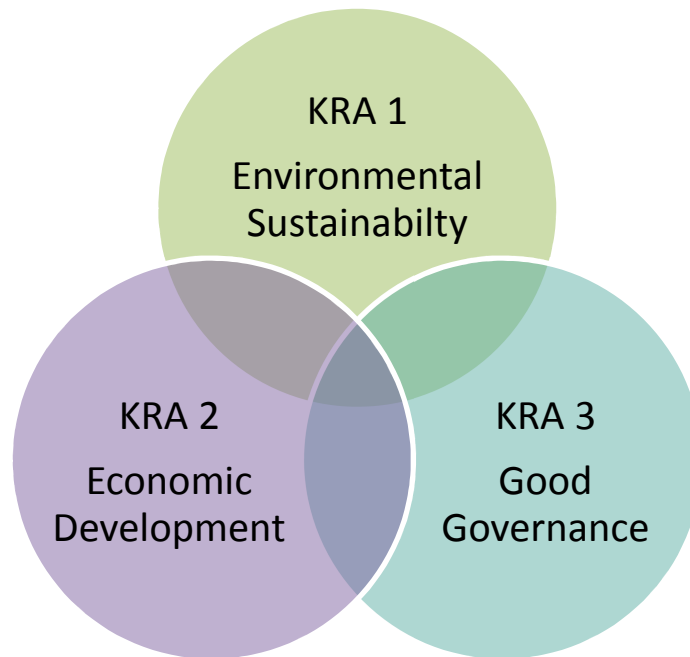
THIS SECTION WILL BE UPDATED FOLLOWING COUNCIL ADOPTION

This **10 Year Strategic Plan 2017 to 2027** draws from these workshops, and was made available to the public from <insert dates> inviting comments. Council adopted the **10 Year Strategic Plan 2017 to 2027** by absolute majority on <insert date>.

The **10 Year Strategic Plan 2017 to 2027** is a shared vision between 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 live, work, play and do business within the Region. The focus is on continuing to work towards making Perth's Eastern Region a resilient, connected, innovative, liveable, culturally rich and sustainable Region.

Structure of the 10 Year Strategic Plan 2017 to 2027

This **10 Year Strategic Plan 2017 to 2027** has been built around three Key Result Areas (KRAs). Each KRA has an overarching aim, a number of objectives and supporting strategies.



High level strategic plans have been developed to implement strategic actions which are prioritised during annual business planning workshops, and in collaboration with key stakeholders. The annual budget enables service delivery.

Regular reports will be made to both Council and the community (through the Annual Report) and regular reviews will also be carried out.

To ensure that the **10 Year Strategic Plan 2017 to 2027** remains relevant and meets stakeholders' aspirations the **10 Year Strategic Plan 2017 to 2027** will be reviewed regularly. A desktop review will be undertaken every two years and a major review will be undertaken every four years.

KEY RESULT AREA ONE

Environmental Sustainability

Our aim is to:

- Provide and maintain best practice waste management services which are sustainable, efficient and meet the needs of the Region.
- Deliver a range of environmental services that enable the Region and member Councils to meet their responsibilities and community expectations for sustainable and adaptive environmental initiatives, and to maintain and enhance the natural assets of the Region.

OBJECTIVES	STRATEGIES
1.1 To provide sustainable waste disposal operations	1.1.1 Minimise the environmental impact of waste management operations 1.1.2 Provide a waste disposal service at Red Hill Waste Management Facility 1.1.3 Review and implement the Red Hill Development Plan 1.1.4 Operate member Councils' transfer stations where applicable
1.2 To improve regional waste management	1.2.1 Collect, manage and dispose of problematic waste in the Region in a sustainable manner 1.2.2 Continue the Waste Education Program and align this to new operations and resource recovery 1.2.3 Provide a Waste Management Advisory Service

OBJECTIVES	STRATEGIES
<p>1.3 To provide resource recovery and recycling solutions in partnership with member Councils</p>	<p>1.3.1 Establish a Resource Recovery Facility</p> <p>1.3.2 Develop the Hazelmere Resource Recovery Park</p> <p>1.3.3 Identify markets and develop resource recovery products in order to reduce waste going to landfill</p>
<p>1.4 To investigate leading edge waste management practices</p>	<p>1.4.1 Undertake research into Integrated Waste Management</p> <p>1.4.2 Provide leadership in the development of waste policy and practices</p> <p>1.4.3 Identify, investigate and develop new waste management practices and services</p>
<p>1.5 To contribute towards improved regional air, water & land quality, regional biodiversity conservation and address climate change</p>	<p>1.5.1 Develop and implement the Environmental Strategy</p> <p>1.5.2 Review and implement the Eastern Hills Catchment Management Program</p> <p>1.5.3 Review and implement the Water Quality and Conservation Program</p> <p>1.5.4 Review and implement the Regional Climate Change Program</p> <p>1.5.5 Review and implement the ACER Program</p> <p>1.5.6 Review and implement the Swan and Helena Rivers Framework</p> <p>1.5.7 Identify, investigate and develop new environmental and sustainability opportunities</p>

KEY RESULT AREA TWO

Economic Development

Our aim is to facilitate and advocate for the sustainable economic and social development of the Region

OBJECTIVES	STRATEGIES
3.1 To facilitate and advocate for increased investment in regional infrastructure	3.1.1 Review and implement the Regional Transport Strategy
3.2 To facilitate and advocate for regional economic development activities	3.2.1 Review and implement the Regional Economic Development Strategy 3.2.2 Identify and investigate strategic regional development project and investment opportunities
3.3 To facilitate regional cultural and recreational activities	3.3.1 Continue the coordination, marketing and promotion of regional events.

KEY RESULT AREA THREE

Good Governance

Our aim is ensure that EMRC is a responsive, progressive and responsible organisation.

OBJECTIVES		STRATEGIES	
4.1	To provide advice and advocacy on issues affecting Perth's Eastern Region	4.1.1	Review and implement the Regional Advocacy Strategy
4.2	To manage partnerships and relationships with stakeholders	4.2.1	Continue to foster and enhance relationships with member Councils and all key stakeholders
		4.2.2	Investigate partnership opportunities with universities and other organisations for development of initiatives and projects
		4.2.3	Review and implement the Marketing and Communications Plan
4.3	To provide responsible and accountable governance and management of the EMRC	4.3.1	Review and implement EMRC's Integrated Planning Framework
		4.3.2	Review and implement a Risk Management Plan
		4.3.3	Review and implement the Disability Access and Inclusion Plan
4.4	To continue to improve financial and asset management practices	4.4.1	Review and implement long term financial plans
		4.4.2	Review and implement the Asset Management Plan
		4.4.3	Review and implement the Strategic IT Plan

OBJECTIVES		STRATEGIES	
4.5	To improve organisational culture, health, welfare and safety	4.5.1	Review and implement the Workforce Plan
		4.5.2	Review and implement the Occupational Safety and Health Plan

Implementing the 10 Year Strategic Plan 2017 to 2027

The **10 Year Strategic Plan 2017-2027** will be supported by a number of high level plans and strategies, which include:

Document	Description
Asset Management Plan	This plan will be developed to define current levels of service and the processes used to manage each of EMRC's asset classes.
Business Continuity Plan	This Plan outlines the key steps to be taken by the EMRC to respond to and recover from a disaster.
Corporate Business Plan	This plan sets out the projects and services EMRC will deliver to achieve the outcomes identified in the 10 Year Strategic Plan.
Code of Conduct	The Code of Conduct provides members and employees with consistent guidelines for an acceptable standard of professional conduct.
Council Policies	Council Policies are developed and adopted by the EMRC Council.
Establishment Agreement	This document was signed by all EMRC member Councils in 1998 and is the basis for the delivery of ongoing and new services to member Councils.
Long Term Financial Plans	The 10 year and 5 year financial plans enable delivery of projects and services.
Local Government Act 1995	The EMRC operates under the <i>Local Government Act 1995</i> and associated regulations.
Management Guidelines	Management Guidelines are developed and adopted by the Executive team in relation to internal operations
Communications Plan	This document outlines the marketing and communications activities to assist the organisation in achieving strategic objectives.
Red Hill Development Plan	This plan indicates infrastructure requirements for the ongoing development of the Red Hill Waste Management Facility.
Red Hill Emergency Response Plan	The Red Hill Emergency Response Plan has been produced to help protect staff, contractors, and customers who may be within the Red Hill Waste Management Facility at any given time.
Regional Advocacy Strategy	This strategy builds capacity within the EMRC and its member Councils to attract an increased share of benefits and services to Perth's Eastern Region through a framework that delivers effective regional advocacy campaigns.
Regional Climate Change Adaptation Plan	This plan details actions for member councils and the EMRC to undertake, in order to maximise any opportunities and reduce or eliminate the risks to the community as a result of climate change.
Regional Economic Development Strategy	This strategy supports sustainable economic growth, increased investment and industry attraction within Perth's Eastern Region.
Regional Environmental Strategy	The Regional Environmental Strategy seeks to ensure a sustainable approach for the future development, protection and management of Perth's Eastern Region.
Regional Integrated Transport Strategy (RITS)	This strategy guides the creation of a transport network in Perth's Eastern Region that is efficient, safe and integrates all modes of transport.
Resource Recovery Project Study	This study investigates the introduction of resource recovery to the Region.

Document	Description
Occupational Safety and Health Plan	This plan provides a framework for protection of EMRC staff and property, and other people who may interface with EMRC operations.
Stakeholder Perception Survey Reports	The EMRC surveys stakeholders biennially to collect information on stakeholder perceptions.
Strategic Waste Management Plan	This plan provides a regional approach to waste management.
Strategic IT Plan	This plan outlines the IT infrastructure requirements for the EMRC.
Workforce Plan	This plan enables the EMRC to ensure that it has a workforce capable of delivering organisational objectives now and in the future.

Measuring Success

STRATEGIC KEY PERFORMANCE INDICATORS

- Overall stakeholder satisfaction with the EMRC
- Percentage of waste diverted from landfill
- Level of satisfaction with waste management services
- Level of satisfaction with waste education activities
- Level of satisfaction with environmental initiatives and projects
- Level of satisfaction with regional development initiatives and projects
- Level of satisfaction with advocacy activities
- Financial sustainability of the organisation



14.5 DELEGATION OF AUTHORITY

REFERENCE: D2016/08210

PURPOSE OF REPORT

The purpose of this report is to seek Council approval for the Chief Executive Officer (CEO) to be delegated authority to negotiate contracts on the fees and charges for commercial quantities of waste received at the Red Hill Waste Management Facility and Hazelmere Resource Recovery Park.

KEY ISSUE(S)

- The EMRC schedule of fees and charges establishes waste management fees and charges for member Councils, residents and commercial customers for a range of services and waste allowed to be accepted at Red Hill Waste Management Facility and Hazelmere Resource Recovery Park and the sale of various materials and manufactured products.
- The fees and charges schedule is adjusted annually to take account cost changes such as the landfill levy, operational and compliance costs and approved by Council as part of the annual budget process.
- The schedule of fees and charges also includes a discount structure for the receipt of waste.
- Legal advice confirms that the EMRC can offer contracts which would be commercial arrangements with customers based on standard fees, but subject to percentage discounts available on certain conditions.
- Council has not delegated authority to the CEO to enter into contracts for the receipt of waste and so any contracts would currently be required to be awarded by Council.
- There would be significant benefit to the EMRC from the CEO being able to negotiate contracts for large volume customers and entering into contracts for the receipt of waste in a timely manner.

Recommendation(s)

That Council by absolute majority in accordance with section 5.42 of the *Local Government Act 1995* delegate authority to the Chief Executive Officer to negotiate and enter into contracts for waste disposal related to operations at the Red Hill Waste Management Facility and Hazelmere Resource Recovery Park.

SOURCE OF REPORT

Director Waste Services

BACKGROUND

The schedule of fees and charges for a range of services offered by the EMRC and the sale of various materials and manufactured products are adopted by Council each year as part of the annual budget process. The schedule of fees and charges also defines a discount structure for the receipt of waste and the sale of the EMRC generated products.

Additionally, the CEO has been delegated authority to enter into contracts for the sale of EMRC generated products. At its 18 February 2010 meeting, Council resolved:

“That Council, by an absolute majority in accordance with section 5.42 of the Local Government Act 1995, delegate authority to the Chief Executive Officer to enter into contracts for the sale of EMRC generated products to a maximum contract value of \$3,000,000 (ex GST).”



Item 14.5 continued

REPORT

There has been increased competition in the market for the disposal of waste. Increases in the landfill levy have resulted in commercial customers increasingly becoming price sensitive. Circumstances have arisen in recent years where the EMRC has been unable to negotiate in a timely manner with various existing and potential customers for the disposal of waste due to the constraints imposed by the schedule of fees and charges and the approval process.

The inability of the CEO to negotiate and enter into an agreement with customers will hinder the EMRC's development of a stable commercial customer base. This, in turn, increases the cost of operations due to a lower level of tonnage volume.

To provide the EMRC with more flexibility in negotiating with larger volume customers, it is proposed to give the CEO delegated authority to negotiate contracts on fees and charges for waste acceptance. Such commercial arrangements with customers would be based on the standard fees with discounts subject to the advantage the arrangement would bring to the EMRC.

Legal advice confirms that this can be done and is in compliance with the *Local Government Act 1995*. The detail of the discounts would be commercial in confidence and therefore confidential to each customer whom EMRC consider sufficiently valuable from a commercial standpoint to warrant a discount, the discount to be assessed in the view of the special advantages each customer brings to the EMRC.

STRATEGIC/POLICY IMPLICATIONS

Key Result Area 1 – Environmental Sustainability

1.1 To provide sustainable waste disposal operations

Key Result Area 4 - Good Governance

4.3 To provide responsible and accountable governance and management of the EMRC

FINANCIAL IMPLICATIONS

Nil

SUSTAINABILITY IMPLICATIONS

All delegations will be exercised in accordance with Council's resolution for the benefit and sustainability of the EMRC and Perth's Eastern Region.



Item 14.5 continued

MEMBER COUNCIL IMPLICATIONS

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

ATTACHMENT(S)

Nil

VOTING REQUIREMENT

Absolute Majority

RECOMMENDATION(S)

That Council by absolute majority in accordance with section 5.42 of the *Local Government Act 1995* delegate authority to the Chief Executive Officer to negotiate and enter into contracts for waste disposal related to operations at the Red Hill Waste Management Facility and Hazelmere Resource Recovery Park.

COUNCIL RESOLUTION(S)

MOVED CR MCDONNELL

SECONDED CR SUTHERLAND

THAT COUNCIL BY ABSOLUTE MAJORITY IN ACCORDANCE WITH SECTION 5.42 OF THE *LOCAL GOVERNMENT ACT 1995* DELEGATE AUTHORITY TO THE CHIEF EXECUTIVE OFFICER TO NEGOTIATE AND ENTER INTO CONTRACTS FOR WASTE DISPOSAL RELATED TO OPERATIONS AT THE RED HILL WASTE MANAGEMENT FACILITY AND HAZELMERE RESOURCE RECOVERY PARK.

CARRIED BY ABSOLUTE MAJORITY 12/0



14.6 ITEMS CONTAINED IN THE INFORMATION BULLETIN

REFERENCE: D2016/07819

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

1 REGIONAL SERVICES

- 1.1 REGIONAL DEVELOPMENT ACTIVITY REPORT JULY 2015 TO MAY 2016
(Ref: D2016/07720)
- 1.2 BUSH SKILLS 4 YOUTH PROJECT UPDATE (Ref: D2016/07722)
- 1.3 NATIONAL CLIMATE CHANGE ADAPTATION RESEARCH FACILITY'S LOCAL
GOVERNMENT WORKSHOP (Ref: D2016/07723)
- 1.4 RESEARCH ADVISORY PAPER TO GUIDE THE REGIONAL ECONOMIC DEVELOPMENT
STRATEGY 2016 – 2020 (Ref: D2016/07724)
- 1.5 SWAN AND HELENA RIVERS MANAGEMENT FRAMEWORK UPDATE (D2016/07726)

RECOMMENDATION(S)

That Council notes the items contained in the Information Bulletin.

COUNCIL RESOLUTION(S)

MOVED CR MCDONNELL SECONDED CR SUTHERLAND

THAT COUNCIL NOTES THE ITEMS CONTAINED IN THE INFORMATION BULLETIN.

CARRIED UNANIMOUSLY



INFORMATION BULLETIN

Accompanying the
Ordinary Meeting of Council Agenda

23 June 2016

COUNCIL INFORMATION BULLETIN**23 June 2016****(REF: D2016/07819)****TABLE OF CONTENTS**

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1 REGIONAL SERVICES

1.1 REGIONAL SERVICES ACTIVITY REPORT JULY 2015 TO MAY 2016

REFERENCE: D2016/06918 (CEOAC) – D2016/07720

PURPOSE OF REPORT

The purpose of this report is to provide a progress report on the activities undertaken by the Regional Services Directorate for the period 1 July 2015 to 31 May 2016.

KEY ISSUE(S)

Achievements highlighted for the period 1 July 2015 to 31 May 2016 include:

- All activities undertaken by the Environmental Services business unit for the ensuing period.
- All activities undertaken by the Regional Development business unit for the ensuing period.

SOURCE OF REPORT

Director Regional Services

BACKGROUND

The Regional Environmental Services and Regional Development business units partner with member Councils and key stakeholders to facilitate strategies, projects and activities and provide services (where appropriate) for the benefit and sustainability of Perth's Eastern Region.

Three advisory groups meet regularly to consider regional economic, transport and environmental projects and initiatives and assist in guiding EMRC strategies. 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 (RITS IAG) including numerous key stakeholders with an interest in transport.

The three groups are:

- Economic Development Officers Group (EDOG),
- Regional Integrated Transport Strategy Implementation Advisory Group (RITS IAG); and
- Regional Environmental Advisory Group (REAG)

Regular progress reports are provided to advisory groups, committees and councils to ensure ongoing and effective communication.

Previous activity reports have been presented to the CEO Advisory Committee and Council, on a quarterly basis, under the headings: 'Regional Development Activity Report' and 'Environmental Services Activity Report'.

REPORT

Reporting on the activities of the Regional Development and Environmental Services business units have now been combined into one activity report and is being presented in a revised format. This revised format outlines the activities for each member Council on an individual basis to enable member Council representatives to report back to their own councils on the activities being undertaken in the Regional Services area for their municipality. Whilst this report is for a period of 11 months, to bring it up to current time, going forward this report will be provided on a quarterly basis.



Item 1.1 continued

Town of Bassendean

The EMRC's Regional Services Directorate:

- Promoted a range of community events across the year via large scale regional marketing campaigns and through the Perth Tourism website including:
 - coordination of a regional marketing campaign in autumn with a combined estimated value of over \$130,000 which included promoting a range of the Town's events;
 - coordination of a regional marketing campaign for the Avon Descent Family Fun Days with a combined estimated value of over \$87,000 including promotion of the Town's 'Vantage Viewing Locations';
 - promotion of the Town's community events in spring featuring the Old Perth Road Market; and
 - highlighted the Town's activities in other Regional Promotion including featuring Old Perth Road Markets in The West Australian travel magazine on 12 November 2015.
- Received \$100,000 in grant funding from the State Emergency Management Committee, Natural Disaster Resilience Program. Through the study information is being obtained to:
 - identify water movement within the catchments;
 - determine the potential impact of climate change;
 - provide up-to-date data collection; and
 - estimate the extent of flood prone land in the Swan and Helena River catchments.
- Delivered two presentations in partnership with Hydrology and Risk Consulting and Department of Water on the flood risk project findings.
- Applied for \$20,000 through 'All West Australian Reducing Emergencies' (AWARE) funding for stages two and three of the flood study. The outcome is pending.
- Delivered the free Non-Residential Waterwise Retrofit Program funded by Water Corporation.
- Provided a Water Report Card for the Town identifying top water using accounts and accounts with high water usage increases.
- Developed an ACER Achievements Report for the Town of Bassendean.
- Finalised the Town's Carbon Reduction Plan.
- Reviewed the Home Energy Audit Kits in the Bassendean Memorial Library.
- Delivered the Emissions Report Card which identified top energy using accounts and accounts with high energy usage increases within the Town.
- Coordinated technical training, undertook data gap analysis, sourced data and assisted with the transition to Planet Footprint.
- Continued the Bush Skills 4 Youth program, with workshops offered to schools and community groups within the Town.
- Delivered key climate change information and support including:
 - hosting the fourth climate change seminar titled: 'Heatwaves and the Impacts on Human health' in 2015;
 - hosting the fifth climate change seminar titled: 'Impacts of Climate Change on Biodiversity' in April 2016;
 - providing summaries on:
 - Hottest Year on Record (again);
 - Vulnerable Communities and Climate Change workshop;
 - Bushfire Outlook for Australia for 2015/2016;
 - Perth Region NRM:– Planning for Climate Change – MCAS-S Analysis Report;
 - CSIRO Technical Report: Climate Change in Australia – Projections for Australia's NRM Regions;



Item 1.1 continued

- Climate Council – Off the Charts Report; and
- Bushfire Cooperative Research Centre – Update Summary.
- Provided a holistic review of the Town's Local Climate Change Adaptation Action Plan (LCCAAP) including a gap analysis and recommendations on the priority actions of the LCCAAP and the Regional Climate Change Adaptation Action Plan for the next 12 to 18 months.
- Represented the region (by invitation) at the National Climate Change Adaptation Research Facility local government workshop in Brisbane on 24 February 2016.
- Received \$647,420 over three years in co-funding from the Australian Government for the Community Energy Efficiency program which was completed in 2015. The program successfully reduced:
 - energy consumption by 40.7% across four facilities in the region, including the Old Perth Road streetlights;
 - energy use by 829,790 kilowatt-hours (equivalent to the annual consumption of 134 average Perth households) across the region;
 - greenhouse gas emission by 552 tonnes CO₂-e across the region; and
 - energy costs for participating councils by \$133,450 across the region.
- Received Lotterywest funding of \$194,375 for the Healthy Wildlife Project with Murdoch University
- Commenced stakeholder consultation and development of the new Regional Environment Strategy 2016-2020.
- Successfully applied for a Round 4 Green Army team, which will work on sites within the Town.
- Partnered with 2020 Vision and other key partners to host an Urban Forest Masterclass at The RISE on 2 December 2015.
- Provided professional steam weed training to the Town. The steam weeder has subsequently been hired by the Town for use.
- Represented the region on the River Protection Strategy Advisory Group.
- Lodged a submission on the Perth and Peel Green Growth Plan for 3.5 million.
- Provided a submission to the Town on their draft Urban Forest Strategy.
- Delivered the Regional Road Safety Plan to support, assist and advocate for the development of a fatality and serious injury free road network in the region.
- Coordinated regional research to identify current clusters and supply chains and investigate the opportunities and constraints that businesses within the region are facing.
- Coordinated regional research to further investigate community and stakeholder preference for land development around identified rapid transit corridor routes.
- Received a \$1,500 Bike Week Grant to continue the #ride2market celebrations which supported local markets including Old Perth Road Markets and encouraged residents to ride their bikes. The program won the Major Bikeley Award for 2015.
- Conducted a paper based and online community survey that sought 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 the future projects.
- Released the first of a two-part promotion, titled "What are your weekend plans?" highlighting the walking and bicycle trails in Perth's Eastern Region during the April school holidays. This included a major update of the Perth Tourism website and the development of a promotional material that was distributed to visitor centres, Council facilities and *bikefriendly* cafes.
- Developed the Directory of Digital Facilities and Services in Perth's Eastern Region.
- Commenced work on a Digital Art Awards initiative.



Item 1.1 continued

- Coordinated a regional digital forum.
- Produced a Youth Research Advisory Paper to guide the development of the new Environment, Transport and Economic Development strategies.
- Delivered a workshop for youth officers on youth engagement.
- Commenced the “Business Exemplar Project” in consultation with the region’s business support organisations, including the Central Eastern Business Association, which seeks to assist the winners of the organisation’s business awards to write and submit a media release to improve the business’s media exposure.
- Offered training to local government staff on the use of Regional Profiling Tools including REMPLAN and id.Profile.
- Produced a Regional Economic Development Research Advisory to guide the development of the new Regional Economic Development Strategy.

City of Bayswater

The EMRC’s Regional Services Directorate:

- Promoted a range of community events across the year via large scale regional marketing campaigns and through the Perth Tourism website including:
 - coordination of a regional marketing campaign in autumn with an combined estimated value of over \$130,000 which included promoting a range of the City’s events such as the Autumn River Festival;
 - coordination of a regional marketing campaign for the Avon Descent Family Fun Days with a combined estimated value of over \$87,000 including promotion of the City’s Avon Descent Finish Line Family Fun Day;
 - promotion of the City’s community events in Spring including the Maylands Hawker Markets; and
 - highlighting the City’s activities in other Regional Promotion including featuring Carol’s by Candlelight, Feature at the Rise and Maylands Hawker Markets in The West Australian travel magazine on 12 November 2015.
- Secured grant funding of \$175,500 for regional events including a direct contribution of over \$42,500 to the City’s event staging costs.
- Supported the City to achieve Water Campaign™ Milestone Five in 2015.
- Delivered the Water Report Card for 2014/15 which identified top water using corporate accounts and accounts with high water usage increases, as well as residential water use.
- Supported the City to become a Waterwise Council.
- Conducted a water audit of Bayswater Library.
- Developed an ACER Achievements Report for the City.
- Developed the City’s Carbon Reduction and Energy Efficiency Action Plan prioritising actions to reduce electricity consumption at the top 20 energy-using facilities.
- Undertook a data gap analysis, sourced data and assisted with the transition to Planet Footprint.
- Provided training on Planet Footprint Software for City of Bayswater officers.
- Continued the Bush Skills 4 Youth program with workshops offered to schools and community groups within the City including a number of workshops with Weld Square Primary School and meetings with the Bayswater Youth Advisory Council.



Item 1.1 continued

- Received \$100,000 in grant funding from the State Emergency Management Committee, Natural Disaster Resilience Program. Through the study information is being obtained to:
 - identify water movement within the catchments;
 - determine the potential impact of climate change;
 - provide up-to-date data collection; and
 - estimate the extent of flood prone land in the Swan and Helena River catchments.
- Delivered two presentations in partnership with Hydrology and Risk Consulting and Department of Water on the flood risk project findings.
- Applied for \$20,000 All West Australian Reducing Emergencies (AWARE) funding for stages two and three of the flood study. The outcome is pending.
- Partnered with 2020 Vision and other key partners to host an Urban Forest Masterclass at the RISE on 2 December 2015.
- Supported the City in development of a draft Urban Vegetation Strategy.
- Delivered key climate change information and support including:
 - hosting the fourth climate change seminar titled: 'Heatwaves and their impacts on human health' in 2015;
 - providing summaries on;
 - Hottest Year on Record (again);
 - Vulnerable Communities and Climate Change workshop;
 - Bushfire Outlook for Australia for 2015/2016;
 - Perth Region NRM – Planning for Climate Change – MCAS-S Analysis Report;
 - CSIRO – Technical Report – Climate Change in Australia – Projections for Australia's NRM Regions;
 - Climate Council – Off the Charts Report; and
 - Bushfire Cooperative Research Centre – Update Summary.
- Provided a holistic review of the City's Local Climate Change Adaptation Action Plan including a gap analysis and recommendations on the priority actions of the LCCAAP and the Regional Climate Change Adaptation Action Plan for the next 12 to 18 months.
- Represented the region (by invitation) at the National Climate Change Adaptation Research Facility local government workshop in Brisbane on 24 February 2016.
- Received \$647,420 in co-funding from the Australian Government for the Community Energy Efficiency program for a three year period which was completed in 2015. The program successfully reduced:
 - energy consumption by 40.7% across four facilities in the region including Bayswater Waves and Bayswater Library;
 - energy use by 829,790 kilowatt-hours (equivalent to the annual consumption of 134 average Perth households) across the region;
 - greenhouse gas emission by 552 tonnes CO₂-e across the region; and
 - energy costs for participating councils by \$133,450.
- Received Lotterywest funding of \$194,375 for the Healthy Wildlife Project with Murdoch University.
- Commenced stakeholder consultation and development of the new Regional Environment Strategy 2016-2020.
- Received \$100,000 for the 20 Million Trees Program, including a Green Army team. \$20,250 of the \$100,000 funding goes directly to the City of Bayswater for seedlings.
- Successfully applied for a Round 4 Green Army team, which will work on sites within the City.



Item 1.1 continued

- Provided professional steam weed training to the Town. The steam weeder has subsequently been hired by the City for use.
- Represented the region on the River Protection Strategy Advisory Group.
- Lodged a submission on the Green Growth Plan for 3.5 million.
- Hosted seven sustainability workshops at the City which attracted attendance of over 200 community members.
- Produced the Sustainability and Environmental Education Program Schools Report recommending the way forward for local government in schools.
- Designed and delivered the Sustainability and Environmental Education Program Schools Poster to schools in the City.
- Coordinated three green army teams to commence work and complete graduation. Green Army round two supported the City of Bayswater with river restoration work.
- Delivered the Regional Road Safety Plan to support, assist and advocate for the development of a fatality and serious injury free road network in the region.
- Coordinated regional research to identify current clusters and supply chains and investigate the opportunities and constraints that businesses within the region are facing.
- Coordinated regional research to further investigate community and stakeholder preference for land development around identified rapid transit corridor routes.
- Received a \$1,500 Bike Week Grant to continue the #ride2market celebrations which supported local markets including Maylands Markets and encouraged residents to ride their bikes. The program won the Major Bikeley Award in 2015.
- Conducted a paper based and online community survey that sought 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 the future projects.
- Released the first of a two-part promotion, titled "What are your weekend plans?" highlighting the walking and bicycle trails in Perth's Eastern Region during the April school holidays. This included a major update of the Perth Tourism website and the development of a promotional material that was distributed to visitor centres, Council facilities and bikefriendly cafes.
- Provided portable event bicycle rails to the "Maylands Street Festival" event free of charge.
- Developed the Directory of Digital Facilities and Services in Perth's Eastern Region.
- Commenced work on a Digital Art Awards initiative.
- Coordinated a regional digital forum.
- Produced a Youth Research Advisory Paper to guide the development of the new Environment, Transport and Economic Development strategies.
- Delivered a workshop for youth officers on youth engagement.
- Commenced the "Business Exemplar Project" in consultation with the regions business support organisations, including the Central Eastern Business Association, which seeks to assist the winners of the organisation's business awards to write and submit a media release to improve the business's media exposure.
- Offered training to local government staff on the use of Regional Profiling Tools including REMPLAN and id.Profile.
- Produced a Regional Economic Development Research Advisory to guide the development of the new Regional Economic Development Strategy.



Item 1.1 continued

City of Belmont

The EMRC's Regional Services Directorate:

- Promoted a range of community events across the year via large scale regional marketing campaigns and through the Perth Tourism website including:
 - coordination of a regional marketing campaign in autumn with a combined estimated value of over \$130,000 including promoting a range of the City's events such as the Autumn River Festival;
 - coordination of a regional marketing campaign for the Avon Descent Family Fun Days with a combined estimated value of over \$87,000 including promotion of the City's Avon Descent Family Fun Day;
 - promotion of the City's community events in Spring including the Let's Celebrate Belmont Festival; and
 - highlighting the City's activities in other Regional Promotion including featuring Let's Celebrate Belmont Festival in The West Australian travel magazine on 12 November 2015.
- Secured grant funding of \$175,500 for regional events including a direct contribution of over \$27,000 to the City's event staging costs.
- Received \$100,000 in grant funding from the State Emergency Management Committee, Natural Disaster Resilience Program. Through the study information is being obtained to:
 - identify water movement within the catchments;
 - determine the potential impact of climate change;
 - provide up-to-date data collection and
 - estimate the extent of flood prone land in the Swan and Helena River catchments.
- Delivered two presentations in partnership with Hydrology and Risk Consulting and Department of Water on the flood risk project findings.
- Applied for \$20,000 All West Australian Reducing Emergencies (AWARE) funding for stages two and three of the flood study. The outcome is pending.
- Delivered a report on water usage including identifying top water using accounts and accounts with high water usage increases, as well as summarising water audit review recommendations still to be implemented.
- Audited water usage of Peet Park facilities including providing recommendations on areas for improvements.
- Developed an ACER Achievements Report.
- Provided information on solar photovoltaic systems including costs, benefits and suppliers.
- Delivered an Emissions Report Card identifying top energy using accounts and accounts with high energy usage increases.
- Undertook a data gap analysis, sourced data and assisted with the transition to Planet Footprint.
- Provided training on Planet Footprint Software for City of Belmont officers including a presentation on the software to the City's management team.
- Continued the Bush Skills 4 Youth program with workshops offered to schools and community groups within the City including a number of workshops with Cloverdale Primary School and Belmont YMCA. Meetings were also held with the Belmont Principal's Group.



Item 1.1 continued

- Delivered key climate change information and support including:
 - hosting the fourth climate change seminar titled: 'Heatwaves and their impacts on human health' in 2015;
 - providing summaries on;
 - Hottest Year on Record (again);
 - Vulnerable Communities and Climate Change workshop;
 - Bushfire Outlook for Australia for 2015/2016;
 - Perth Region NRM – Planning for Climate Change – MCAS-S Analysis Report;
 - CSIRO – Technical Report – Climate Change in Australia – Projections for Australia's NRM Regions;
 - Climate Council – Off the Charts Report; and
 - Bushfire Cooperative Research Centre – Update Summary.
- Provided a holistic review of the Local Climate Change Adaptation Action Plan (LCCAAP) including a gap analysis and recommendations on the priority actions of the LCCAAP and the Regional Climate Change Adaptation Action Plan for the next 12 to 18 months.
- Represented the region (by invitation) at the National Climate Change Adaptation Research Facility local government workshop in Brisbane on 24 February 2016.
- Received \$194,375 from Lotterywest for the Healthy Wildlife Project with Murdoch University.
- Commenced stakeholder consultation and development of the new Regional Environment Strategy 2016-2020.
- Successfully applied for a Round 4 Green Army team, which will work on sites within the City.
- Provided professional steam weed training to the City. The steam weeder is now available for hire by the City.
- Represented the region on the River Protection Strategy Advisory Group.
- Lodged a submission on the Green Growth Plan for 3.5 million.
- Coordinated three green army teams to commence work and complete graduation. Green Army round two supported the City of Belmont with revegetation restoration work.
- Delivered the Regional Road Safety Plan to support, assist and advocate for the development of a fatality and serious injury free road network in the region.
- Coordinated regional research to identify current clusters and supply chains and investigate the opportunities and constraints that businesses within the region are facing.
- Coordinated regional research to further investigate community and stakeholder preference for land development around identified rapid transit corridor routes.
- Conducted a paper based and online community survey that sought 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 the future projects.
- Released the first of a two-part promotion, titled "What are your weekend plans?" highlighting the walking and bicycle trails in Perth's Eastern Region during the April school holidays. This included a major update of the Perth Tourism website and the development of a promotional material that was distributed to visitor centres, Council facilities and bikefriendly cafes.
- Provided portable event bicycle rails to the "Belmont Bike to Work Breakfast" event free of charge.
- Developed the Directory of Digital Facilities and Services in Perth's Eastern Region.
- Commenced work on a Digital Art Awards initiative.
- Coordinated a regional digital forum.



Item 1.1 continued

- Produced a Youth Research Advisory Paper to guide the development of the new Environment, Transport and Economic Development strategies.
- Delivered a workshop for youth officers on youth engagement.
- Commenced the “Business Exemplar Project” in consultation with the regions business support organisations, including the Belmont Business Enterprise Centre, which seeks to assist the winners of the organisation’s business awards to write and submit a media release to improve the business’s media exposure.
- Offered training to local government staff on the use of Regional Profiling Tools including REMPLAN and id.Profile.
- Produced a Regional Economic Development Research Advisory to guide the development of the new Regional Economic Development Strategy.

Shire of Kalamunda

The EMRC’s Regional Services Directorate:

- Promoted a range of community events across the year via large scale regional marketing campaigns and through the Perth Tourism website including:
 - coordination of a regional marketing campaign in autumn with a combined estimated value of over \$130,000 including promoting a range of the Shire’s events such as the Bickley Valley Harvest Festival;
 - promotion of the Shire’s community events in spring including the Perth Hills Spring Festival; and
 - highlighting the Shire’s activities in other Regional Promotion including featuring Kalamunda Farmers Markets in The West Australian travel magazine on 12 November 2015.
- Completed the Swan Alcoa Landcare Programme Priority Tributaries Restoration Project which included the Lower Lesmurdie Falls.
- Delivered Bush Skills for the Hills workshops including:
 - Creekline and Bushland Critters;
 - Maida Vale Spring Biodiversity Walk;
 - Plant Identification;
 - Wildflower Walk and Talk;
 - Bush Foods and Uses;
 - Grasses: Introduced vs Native;
 - Know your Neighbours – Citizen Science and Cockatoos;
 - Green Card Training;
 - Healthy Wildlife Healthy Lives;
 - Exploring the Hunter Gather Life; and
 - Frogs, Spiders, Snails.
- Formed a steering committee with the Shires of Kalamunda, Mundaring, City of Swan, Department of Parks and Wildlife and Perth NRM to implement the Eastern Catchment Management Plan.
- Continued the Bush Skills 4 Youth program with workshops offered to schools and community groups within the Shire including a number of workshops with Friends of Poison Gully in High Wycombe, Friends of Woodlupine Brook, Carmel Adventist College in Bickley and meetings with the Forrestfield Youth Group and Kalamunda Youth Advisory Committee.
- Delivered the Eastern Region Catchment Management Program, which was a finalist in the State Landcare Awards.
- Received Lotterywest funding of \$194,375 for the Healthy Wildlife Project with Murdoch University.



Item 1.1 continued

- Commenced stakeholder consultation and development of the new Regional Environment Strategy 2016-2020.
- Provided professional steam weed training to the Shire. The steam weeder is now available for hire by the Shire.
- Lodged a submission on the Green Growth Plan for 3.5 million.
- Delivered the Regional Road Safety Plan to support, assist and advocate for the development of a fatality and serious injury free road network in the region.
- Coordinated regional research to identify current clusters and supply chains and investigate the opportunities and constraints that businesses within the region are facing.
- Coordinated regional research to further investigate community and stakeholder preference for land development around identified rapid transit corridor routes.
- Received a \$1,500 BikeWeek Grant to continue the #ride2market celebrations which supported local markets including Kalamunda Farmers Markets and encouraged residents to ride their bikes. The program won the Major Bikeley Award in 2015.
- Conducted a paper based and online community survey that sought 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 the future projects.
- Released the first of a two-part promotion, titled "What are your weekend plans?" highlighting the walking and bicycle trails in Perth's Eastern Region during the April school holidays. This included a major update of the Perth Tourism website and the development of a promotional material that was distributed to visitor centres, Council facilities and bikefriendly cafes.
- Developed the Directory of Digital Facilities and Services in Perth's Eastern Region.
- Commenced work on a Digital Art Awards initiative.
- Coordinated a regional digital forum.
- Produced a Youth Research Advisory Paper to guide the development of the new Environment, Transport and Economic Development strategies.
- Delivered a workshop for youth officers on youth engagement.
- Commenced the "Business Exemplar Project" in consultation with the regions business support organisations, including the Kalamunda Chamber of Commerce, which seeks to assist the winners of the organisation's business awards to write and submit a media release to improve the business's media exposure.
- Offered training to local government staff on the use of Regional Profiling Tools including REMPLAN and id.Profile.
- Produced a Regional Economic Development Research Advisory to guide the development of the new Regional Economic Development Strategy.

Shire of Mundaring

The EMRC's Regional Services Directorate:

- Promoted a range of community events across the year in large scale regional marketing campaigns and through the Perth Tourism website including:
 - coordination of a regional marketing campaign in autumn with a combined estimated value of over \$130,000 including promoting the Mundaring Sunday Markets;
 - promotion of the Shire's community events in spring including the Trek the Trail; and
 - highlighting the Shire's attractions in other Regional Promotion including featuring Lake Leschenaultia in The West Australian travel magazine on 12 November 2015.



Item 1.1 continued

- Delivered the Eastern Region Catchment Management Program, which was a finalist in the State Landcare Awards.
- Completed treatment trials for Marri Canker on 100 trees identified and monitored through the Marri App.
- Provided training for local government officers to identify Marri Canker.
- Formed a steering committee with the Shires of Kalamunda, Mundaring, City of Swan, Department of Parks and Wildlife and Perth NRM to implement the Eastern Catchment Management Plan.
- Received \$647,420 over three years in co-funding from the Australian Government for the Community Energy Efficiency program which was completed in 2015. The program successfully reduced:
 - energy consumption by 40.7% across four facilities in the region including Bilgoman Aquatic Centre;
 - energy use by 829,790 kilowatt-hours (equivalent to the annual consumption of 134 average Perth households) across the region;
 - greenhouse gas emission by 552 tonnes CO₂-e across the region; and
 - energy costs for participating councils by \$133,450.
- Delivered the free Non-Residential Waterwise Retrofit Program funded by Water Corporation including:
 - investigating and purchasing a 'smart' water meter logger/device;
 - installing and demonstrating the use of the device; and
 - providing a Water Report Card identifying top water using accounts and accounts with high water usage increases.
- Delivered an Emissions Report Card identifying top energy using accounts and accounts with high energy usage increases.
- Undertook a data gap analysis, sourced data and assisted with the transition to Planet Footprint.
- Completed the Swan Alcoa Landcare Programme Priority Tributaries Restoration Project which included a site in Stoneville.
- Delivered Bush Skills for the Hills workshops including:
 - Creekline and Bushland Critters;
 - Maida Vale Spring Biodiversity Walk;
 - Plant Identification;
 - Wildflower Walk and Talk;
 - Bush Foods and Uses;
 - Grasses: Introduced vs Native;
 - Know your Neighbours – Citizen Science and Cockatoos;
 - Green Card Training;
 - Healthy Wildlife Healthy Lives;
 - Exploring the Hunter Gather Life; and
 - Frogs, Spiders, Snails.
- Continued the Bush Skills 4 Youth program with workshops offered to schools and community groups within the City including a number of workshops with Glen Forrest, Sawyers Valley and Swan View Primary Schools and the Midland Cluster. Activities were also undertaken with Friends of Nyaania Creek/ Harold Road Reserve.
- Received Lotterywest funding of \$194,375 for the Healthy Wildlife Project with Murdoch University.
- Commenced stakeholder consultation and development of the new Regional Environment Strategy 2016-2020.



Item 1.1 continued

- Provided professional steam weed training to the Shire. The steam weeder is now available for hire by the Shire.
- Received \$100,000 for the 20 Million Trees Program, including a Green Army team.
- Commenced the Track and Trace program to identify the source of hydrocarbons present in drains. 150 drain sites were identified and 35 sites prioritised for installation of hydrocarbon pads.
- Delivered key climate change information and support including:
 - hosting the fourth climate change seminar titled: 'Heatwaves and their impacts on human health' in March 2015;
 - providing summaries on:
 - Hottest Year on Record (again);
 - Vulnerable Communities and Climate Change workshop;
 - Bushfire Outlook for Australia for 2015/2016;
 - Perth Region NRM – Planning for Climate Change – MCAS-S Analysis Report;
 - CSIRO – Technical Report – Climate Change in Australia – Projections for Australia's NRM Regions;
 - Climate Council – Off the Charts Report; and
 - Bushfire Cooperative Research Centre – Update Summary.
- Provided a holistic review of the Shire's Local Climate Change Adaptation Action Plan (LCCAAP) including a gap analysis and recommendations on the priority actions of the LCCAAP and Regional Climate Change Adaptation Action Plan for the next 12 to 18 months.
- Represented the Region (by invitation) at the National Climate Change Adaptation Research Facility local government workshop in Brisbane on 24 February 2016.
- Lodged a submission on the Green Growth Plan for 3.5 million.
- Completed the Swan Alcoa Landcare Programme Priority Tributaries Restoration Project which included the Lower Lesmurdie Falls.
- Produced the Sustainability and Environmental Education Program Schools Report recommending the way forward for local government in schools.
- Designed and delivered the Sustainability and Environmental Education Program Schools Poster to schools in the Shire.
- Delivered the Regional Road Safety Plan to support, assist and advocate for the development of a fatality and serious injury free road network in the region.
- Coordinated regional research to identify current clusters and supply chains and investigate the opportunities and constraints that businesses within the region are facing.
- Received a \$1,500 BikeWeek Grant to continue the #ride2market celebrations which supported local markets including Mundaring Sunday Markets and encouraged residents to ride their bikes. The program won the Major Bikeley Award in 2015.
- Conducted a paper based and online community survey that sought 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 the future projects.
- Released the first of a two-part promotion, titled "What are your weekend plans?" highlighting the walking and bicycle trails in Perth's Eastern Region during the April school holidays. This included a major update of the Perth Tourism website and the development of a promotional material that was distributed to visitor centres, Council facilities and bikefriendly cafes.
- Developed the Directory of Digital Facilities and Services in Perth's Eastern Region.
- Commenced work on a Digital Art Awards initiative.



Item 1.1 continued

- Coordinated a regional digital forum.
- Produced a Youth Research Advisory Paper to guide the development of the new Environment, Transport and Economic Development strategies.
- Delivered a workshop for youth officers on youth engagement.
- Commenced the “Business Exemplar Project” in consultation with the region’s business support organisations, including the Mundaring Chamber of Commerce, which seeks to assist the winners of the organisation’s business awards to write and submit a media release to improve the business’s media exposure.
- Offered training to local government staff on the use of Regional Profiling Tools including REMPLAN and id.Profile.
- Produced a Regional Economic Development Research Advisory to guide the development of the new Regional Economic Development Strategy.

City of Swan

The EMRC’s Regional Services Directorate:

- Coordinated three green army teams to commence work and complete graduation. A site visit was conducted by Minister for Environment, the Hon. Greg Hunt MP, Member for Flinders and Mr. Ken Wyatt AM MP, Member for Hasluck at a City of Swan site.
- Received funding for a Round 4 Green Army team, which will work on sites within the City.
- Received \$100,000 for the 20 Million Trees Program, including a Green Army team.
- Received \$100,000 in grant funding from the State Emergency Management Committee, Natural Disaster Resilience Program. Through the study information is being obtained to:
 - identify water movement within the catchments;
 - determine the potential impact of climate change;
 - provide up-to-date data collection; and
 - estimate the extent of flood prone land in the Swan and Helena River catchments.
- Delivered two presentations in partnership with Hydrology and Risk Consulting and Department of Water on the flood risk project findings.
- Applied for \$20,000 All West Australian Reducing Emergencies (AWARE) funding for stages two and three of the flood study. The outcome is pending.
- Conducted a minor review of the Water Action Plan including an analysis of the City’s corporate and community water consumption data providing a status progress towards the goals and targets.
- Supported the City to become a Waterwise Council.
- Advocated through EMRC’s CRC Water Sensitive Cities membership for the City of Swan to be selected as one of only two local governments in Western Australia for the CRC Water Sensitive Cities Index.
- Hosted an Index Workshop with the CRC Water Sensitive Cities Index to test the Index tool.
- Delivered the Eastern Region Catchment Management Program which was a finalist in the State Landcare Awards.
- Delivered Bush Skills for the Hills workshops including:
 - Creekline and Bushland Critters;
 - Maida Vale Spring Biodiversity Walk;
 - Plant Identification;
 - Wildflower Walk and Talk;
 - Bush Foods and Uses;



Item 1.1 continued

- Grasses: Introduced vs Native;
- Know your Neighbours – Citizen Science and Cockatoos;
- Green Card Training;
- Healthy Wildlife Healthy Lives;
- Exploring the Hunter Gather Life; and
- Frogs, Spiders, Snails.
- Formed a steering committee with the Shires of Kalamunda, Mundaring, City of Swan, Department of Parks and Wildlife and Perth NRM to implement the Eastern Catchment Management Plan.
- Continued the Bush Skills 4 Youth program with workshops offered to schools within the Midland Cluster and a Clean Up Australia Day youth event co-hosted with the City.
- Received Lotterywest funding of \$194,375 for the Healthy Wildlife Project with Murdoch University.
- Commenced stakeholder consultation and development of the new Regional Environment Strategy 2016-2020.
- Provided professional steam weed training to the City. The steam weeder is now available for hire by the City.
- Represented the region on the River Protection Strategy Advisory Group.
- Lodged a submission on the Green Growth Plan for 3.5 million.
- Provided training for local government officers to identify Marri Canker.
- Commenced the Track and Trace program to identify the source of hydrocarbons present in drains. 150 drain sites were identified and 35 sites prioritised for installation of hydrocarbon pads.
- Completed the Swan Alcoa Landcare Programme Priority Tributaries Restoration Project which included a site in Woodbridge.
- Delivered the Regional Road Safety Plan to support, assist and advocate for the development of a fatality and serious injury free road network in the region.
- Coordinated regional research to identify current clusters and supply chains and investigate the opportunities and constraints that businesses within the region are facing.
- Coordinated regional research to further investigate community and stakeholder preference for land development around identified rapid transit corridor routes.
- Received a \$1,500 Bike Week Grant to continue the #ride2market celebrations which supported local markets including Stirling Square Markets and encouraged residents to ride their bikes. The program won the Major Bikeley Award in 2015.
- Conducted a paper based and online community survey that sought 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 the future projects.
- Released the first of a two-part promotion, titled "What are your weekend plans?" highlighting the walking and bicycle trails in Perth's Eastern Region during the April school holidays. This included a major update of the Perth Tourism website and the development of a promotional material that was distributed to visitor centres, Council facilities and bikefriendly cafes.
- Provided portable event bicycle rails to the "Great Day Out Ellenbrook" and "Ellenbrook Connect 2016" events free of charge.
- Developed the Directory of Digital Facilities and Services in Perth's Eastern Region.
- Commenced work on a Digital Art Awards initiative.
- Coordinated a regional digital forum.



Item 1.1 continued

- Produced a Youth Research Advisory Paper to guide the development of the new Environment, Transport and Economic Development strategies.
- Delivered a workshop for youth officers on youth engagement.
- Commenced the “Business Exemplar Project” in consultation with the regions business support organisations, including the Swan Chamber of Commerce and Malaga & Districts Business Association, which seeks to assist the winners of the organisation’s business awards to write and submit a media release to improve the business’s media exposure.
- Offered training to local government staff on the use of Regional Profiling Tools including REMPLAN and id.Profile.
- Produced a Regional Economic Development Research Advisory to guide the development of the new Regional Economic Development Strategy.

In addition to the specific deliverables identified above for each member Council, the EMRC also facilitated regional meetings, assisted with webinars, hosted a range of key stakeholder events, provided key regional advocacy at both a state and federal government level, engaged with high-level stakeholders and lodged submissions on key documents.

STRATEGIC/POLICY IMPLICATIONS

Key Result Area 1 – Environmental Sustainability

- 1.5 To contribute towards improved regional air, water and land quality and regional biodiversity conservation
- 1.6 To address climate change issues within the region

Key Result Area 2 – Social Opportunities

- 2.1 To facilitate regional cultural and recreational activities

Key Result Area 3 – Economic Development

- 3.1 To facilitate increased investment in regional infrastructure
- 3.2 To facilitate regional economic development activities

Key Result Area 4 – Good Governance

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

FINANCIAL IMPLICATIONS

The funding to facilitate Regional Services projects and activities is developed and agreed with member Councils as part of the annual budget and review process and was included in the 2015/2016 EMRC operating budget.



Item 1.1 continued

SUSTAINABILITY IMPLICATIONS

Regional Services operates to pursue environmental, economic and social growth outcomes for Perth's Eastern Region. Environmental management activities support sustainability principles and contribute towards the environmental, social, and economic benefits through water and energy savings, conservation and management of biodiversity and natural areas and community education and engagement.

MEMBER COUNCIL IMPLICATIONS

Member Council	Implication Details
Town of Bassendean City of Bayswater City of Belmont Shire of Kalamunda Shire of Mundaring City of Swan	Ongoing member Council officer time is required to provide advice and information to the EMRC, through EDOG, RITS IAG and REAG to ensure projects are being delivered in accordance with member Council expectations.

ATTACHMENT(S)

Nil



1.2 BUSH SKILLS 4 YOUTH PROJECT UPDATE

REFERENCE: D2016/03964 (CEOAC) – D2016/07722

PURPOSE OF REPORT

The purpose of this report is to provide an update on the Bush Skills 4 Youth Project.

KEY ISSUE(S)

- Bush Skills 4 Youth is a pilot project part funded by Lotterywest.
- This project encourages young people to take an interest in, and develop connections with, natural areas in their neighbourhood.
- The first year of the pilot has been very successful with all milestones exceeded.
- A total of 350 children aged 8 - 12 and 60 adults participated in workshops in 2015.
- Additional workshops for young people aged 12 – 16 are being developed for 2016 in consultation with member Councils and youth groups.

SOURCE OF REPORT

Director Regional Services

BACKGROUND

Bush Skills 4 Youth is a two year pilot project part funded by Lotterywest. The youth environment program for 8 - 16 year olds was developed and delivered in-house by Environmental Services.

The project is providing youth in Perth's Eastern Region with the opportunity to:

- Develop an awareness and appreciation of their local natural environment;
- Develop skills on how to preserve it; and
- Become environmental stewards into the future.

Bush Skills 4 Youth has been developed in consultation with youth, community groups, member Council youth and environmental officers.

REPORT

The first year of the pilot has been very successful with all project milestones exceeded. In 2015 the main outcome was the delivery of workshops targeting children aged 8 – 12 to schools and community members in a variety of bushland areas throughout Perth's Eastern Region. Activities covered many nature topics with a mix of exploration, play, educational learning and practical volunteering opportunities. A total of 350 children aged 8 - 12 and 60 adults participated in workshops in 2015. An extensive evaluation report (D2016/03071) was completed at the end of 2015 detailing the success of Bush Skills 4 Youth.

Additional workshops for young people aged 12 – 16 are being developed for 2016 in consultation with member Councils and youth groups. Workshops and activities are tailored to meet the needs of particular groups and locations. Workshop presenters with specific skills and knowledge will be engaged as required.

This program encourages young people to take an interest in, and develop a connection with, natural areas in their neighbourhood. The project will continue to facilitate contact between youth and community members who care for bushland and parks/river precincts and encourage youth to protect natural areas. This is the only known project across the region focusing on youth engagement through nature.



Item 1.2 continued

Examples of activities included in Bush Skills 4 Youth to date include:

- Bushwalks focusing on plants, animals, seasons, biodiversity and survival skills;
- Water monitoring;
- Identifying macroinvertebrates in water and soil using iScopes and iPads;
- Reptile safety and rescue;
- Native flora and fauna photography and drawing (art);
- Developing environmental projects; and
- Clean up, weeding and planting days.

STRATEGIC/POLICY IMPLICATIONS

Key Result Area 1 – Environmental Sustainability

- 1.5 To contribute towards improved regional air, water and land quality and regional biodiversity conservation
- 1.6 To address climate change issues within the region


FINANCIAL IMPLICATIONS

Lotterywest has provided funding towards the project.

SUSTAINABILITY IMPLICATIONS

The program builds skills and increases community awareness and knowledge about sustainability and the environment and fosters environmental stewardship to enable young people to become future Landcarers.

MEMBER COUNCIL IMPLICATIONS

Member Council	Implication Details
Town of Bassendean City of Bayswater City of Belmont Shire of Kalamunda Shire of Mundaring City of Swan	 Bush Skills 4 Youth supports member Council youth officers when developing programs engaging youth in environmental activities.

ATTACHMENT(S)

Nil



1.3 NATIONAL CLIMATE CHANGE ADAPTATION RESEARCH FACILITY'S LOCAL GOVERNMENT WORKSHOP

REFERENCE: D2016/03967 (CEOAC) – D2016/07723

PURPOSE OF REPORT

The purpose of this report is to provide an update on the National Climate Change Adaptation Research Facility's (NCCARF) Local Government Workshop held in Brisbane on 24 February 2016.

KEY ISSUE(S)

- The EMRC attended a Local Government Workshop in Brisbane on 24 February 2016, at the invitation of NCCARF.
- EMRC was the only Western Australian (WA) representative at the workshop.
- Key focus of the workshop was to provide input to the Local Government Synthesis Document through:
 - Discussion of key challenges faced by local government in relation to climate change adaptation.
 - Discussion of possible policy mechanisms to overcome these challenges.
 - Development of a wish list of actions that NCCARF or other organisations could undertake to make climate change adaptation easier for local governments.
- The Local Government Synthesis Document and sector briefings will be launched at the NCCARF and CSIRO Climate Adaptation 2016 Conference in Adelaide in July 2016.

SOURCE OF REPORT

Director Regional Services

BACKGROUND

The National Climate Change Adaptation Research Facility (NCCARF) works to support decision makers throughout Australia as they prepare for and manage the risks of climate change. The NCCARF is a Partnership between the Australian Government Department of Climate Change and Energy Efficiency and Griffith University, with a consortium of funding partners from across the country. EMRC has maintained a relationship with NCCARF over the past seven years, keeping up to date with research and providing assistance and guidance through workshops where possible. NCCARF invited EMRC to attend a Brisbane workshop on 24 February 2016, due to the large amount of work undertaken in the Region with regards to the Future Proofing Regional Climate Change Adaptation Program. They sought local government input relating to climate change adaptation from a WA perspective. EMRC was the only WA representative at the workshop and attended as a guest of NCCARF, who paid for flights and accommodation.

REPORT

NCCARF commenced as a climate change research body in 2008, producing over 150 research documents in phase one over five years. Many of these documents are complex and not user friendly. Under phase two (2014-2017), NCCARF is undertaking a synthesis process to develop simple and informative factsheets and documents that are designed for decision makers. These will include sector briefings, outlining why climate change is important to different people in differing roles, e.g. elected members, landholders, planners, asset managers, etc.



Item 1.3 continued

Given local governments work at the forefront of climate change, they are likely to act and adapt to any potential impacts. NCCARF is developing a Local Government Synthesis Document that will highlight the key issues, areas of concern and responsibilities for local governments in relation to climate change. The aim of the document is to assist environmental officers to start conversations with other departments within their organisations about roles and responsibilities under a changing climate as well as advocate to other levels of government.

A number of challenges facing local government were discussed including:

- Lack of Federal and State commitment and responsibility and long-term planning for climate change;
- Lack of clear communication and collaboration between all levels of government and across departments, including local government;
- Lack of clear policies holding government, businesses and the community accountable for their actions;
- Lack of monitoring and evaluation of adaptation practices;
- Bias of media communications, miscommunication and confusing or contradictory information; and
- Lack of funding.

Policy mechanisms were identified to assist in overcoming the challenges including:

- Stop debating the science and start assisting with adaptation actions;
- Provide clear and concise information to decision makers so that decisions can be informed;
- NCCARF needs to be part of new policy development at the Federal and State level to ensure that correct and consistent information is being considered; and
- Champion key people and organisations that are leading climate change adaptation.

To assist NCCARF with future planning, attendees were asked to identify actions that could ideally assist local governments adapt to the impacts of climate change if there were no limitations (from money, resources, etc.):

- A funding mechanism that would provide for adaptation. Less reliance on Federal money (e.g. Climate Change Response Fund (SA) which took 1% of rates and invested this money into adaptation);
- A collective body of councils that worked for regional advocacy and implementation of larger scale projects for example – they liked EMRC's model and all wanted to be a part of something similar; and
- Executive manager and elected member (decision makers) training packages which provide information to make informed decisions and take climate change into consideration.

EMRC's attendance at this workshop was invaluable to provide the WA context for climate change adaptation and continue to provide support and guidance to NCCARF outcomes for the benefit of Perth's Eastern Region. It was also a valuable networking prospect and an opportunity to promote the work that has already been undertaken by the region. Based on the information and discussions from the workshop, NCCARF will redraft the Local Government Synthesis Document and also draft sector briefings. Those who participated will have an opportunity to review the final draft synthesis document before it is finalised in May 2016. The Local Government Synthesis Document and associated sector briefings will be launched at the NCCARF and CSIRO Climate Adaptation 2016 Conference in Adelaide, 5-7 July 2016.



Item 1.3 continued

STRATEGIC/POLICY IMPLICATIONS

Key Result Area 1 – Environmental Sustainability

- 1.5 To contribute towards improved regional air, water and land quality and regional biodiversity conservation
- 1.6 To address climate change issues within the region

Key Result Area 2 – Social Opportunities

- 2.1 To facilitate regional cultural and recreational activities

Key Result Area 4: Good Governance

- 4.2 To manage partnerships and relationships with stakeholders



FINANCIAL IMPLICATIONS

Nil.

SUSTAINABILITY IMPLICATIONS

Climate change will have an impact on all aspects of local government services and operations.

MEMBER COUNCIL IMPLICATIONS

Member Council	Implication Details
Town of Bassendean	 Participating member Councils in the EMRC's Future Proofing Program are updated with the latest information and research.
City of Bayswater	
City of Belmont	
Shire of Mundaring	
Shire of Kalamunda	 Non-participants in the Future Proofing Program.
City of Swan	

ATTACHMENT(S)

Nil



1.4 RESEARCH ADVISORY PAPER TO GUIDE THE REGIONAL ECONOMIC DEVELOPMENT STRATEGY 2016-2020 DEVELOPMENT

REFERENCE: D2016/03958 (CEOAC) – D2016/07724

PURPOSE OF REPORT

The purpose of this report is to provide member Councils with a copy of the Regional Economic Development Research Advisory Paper.

KEY ISSUE(S)

- The EMRC engaged consultants to develop research advisory papers to assist in guiding development of the new Regional Transport and Economic Development strategies.
- The Regional Economic Development Research Advisory Paper will primarily inform the development of the Regional Economic Development Strategy 2016 – 2020 and will assist in identifying priorities, projects and content for submissions relevant to Perth's Eastern Region.

SOURCE OF REPORT

Director Regional Services

BACKGROUND

The Establishment Agreement of the EMRC enables regional economic and community development activities to be undertaken on behalf of member Councils.

Milestones in the evolution of regional development activities facilitated by the EMRC for Perth's Eastern Region include:

- 1998 - Regional Development became a Business Unit within the EMRC;
- 2003 - The EMRC developed an online Regional Opportunities Register to promote business, industrial, commercial, and residential investment opportunities;
- 2005 - The EMRC investigated the potential for industry clusters, secured funding and commenced its support for the formation in 2008 of what is now known as the Engineering and Manufacturing Industry Cooperative Limited (EMICoL);
- 2006 - The EMRC formed the Economic Development Officer Group (EDOG) which supports EMRC to identify and progress regional economic development projects; and
- 2011 – The Regional Economic Development Strategy (2010-2015) was released.



Item 1.4 continued

REPORT

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/projects are delivered under the guidance of key strategies and have varied in response to the needs of member Councils and emerging regional issues.

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 consultants to undertake 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* includes five key assessment phases: strategic context, regional profiling, regional capacity, stakeholder engagement and recommendations. Consultation was undertaken with member Councils, the Economic Development Officer Group (EDOG) and key stakeholders. The consultant was directed to develop the research to provide a clear overview of the region, consider the role of the EMRC in delivering at a regional level and present the research as advice to the EMRC.

The EDOG members were provided with a copy of the draft Research Advisory Paper and have endorsed the paper and are keen to the information within their own councils.

STRATEGIC/POLICY IMPLICATIONS

The research papers align with the *EMRC 2022 10 - Year Strategic Plan*:

Key Result Area 3 – Economic Development

- 3.1 To facilitate increased investment in regional infrastructure
- 3.2 To facilitate regional economic development activities

Key Result Area 4 – Good Governance

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

FINANCIAL IMPLICATIONS

The research costs were included in the EMRC's 2015/2016 approved operating budget.

SUSTAINABILITY IMPLICATIONS

The Regional Development business unit operates to pursue economic and social growth outcomes for Perth's Eastern Region. In pursuit of these objectives, environmental considerations are also integrated wherever possible in all projects undertaken by the unit.



Item 1.4 continued

MEMBER COUNCIL IMPLICATIONS

Member Council

Implication Details

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



The research paper will inform the review of the Regional Economic Development Strategy 2016-2020 which will guide project delivery to member Councils.

ATTACHMENT

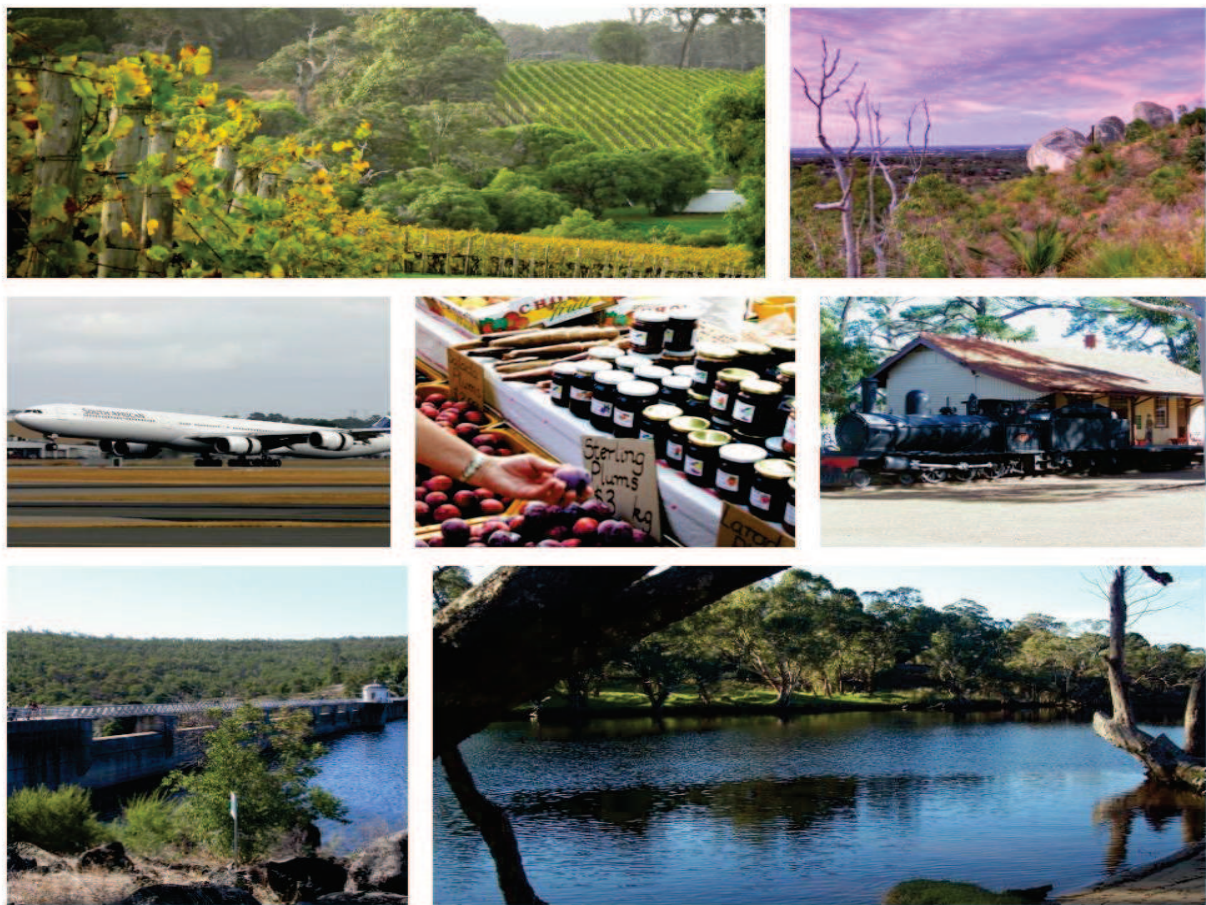
Regional Economic Development Research Advisory Paper (D2016/07725)

RPS

Regional Economic Development Research Advisory Paper

Eastern Metropolitan Regional Council

May 2016



Prepared by:

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Document Status

Version	Purpose of Document	Orig	Review	Review Date
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Preface

The Eastern Metropolitan Regional Council (EMRC) has six member councils which form Perth's Eastern Region (the region): the Town of Bassendean, City of Bayswater, City of Belmont, Shire of Kalamunda, Shire of Mundaring and City of Swan.

The region is an expansive and highly diverse geographical area within metropolitan Perth. Encompassing a third of Perth's metropolitan land area, the region boasts world class wineries, an abundance of heritage and cultural attractions and some of the state's most beautiful national parks and walking/cycling trails within the Perth Hills, Swan Valley and Swan River. The region also hosts Western Australia's major inland logistics hubs at Perth International Airport and Kewdale, mixed business precincts and expanding activity centres which provide 16.7% of Perth metropolitan's employment.

With this array of strategic, economic infrastructure, the region's economy has expanded more than \$1.5 billion per annum over recent years. The region's population has also increased considerably, with the residential population increasing by an average of 9,800 residents per annum since 2010.

Against this backdrop, Perth's population has grown rapidly in recently years and has grown into a globally significant city. Despite a transition to a lower growth environment, new forecasts predict that Perth is set to overtake Brisbane's population and reach 3.6 million by 2036 and 4.6 million by 2050. Additionally, a more globally connected world is presenting emerging challenges and opportunities that will shape the outlook of the region for years to come.

The region is expected to play an integral role in accommodating and maximising the talents of this 4.6 million people through existing advantages in logistics, manufacturing, distribution and tourism sectors, as well as new and emerging strengths such as aged care, recreation and hospitality. The region is already home to more than 360,000 people and 130,000 workers, and with considerable stock of undeveloped land and emerging high density precincts, the region's population is set to double by 2050.

However, despite the increasingly significant economic role of the region and robust long-term outlook, the continued growth and sustainability of the region's communities will rely on the ability to attract people to live, work and invest in the region. This will require targeted and collaborative work to establish and promote economic dynamism, sustainability and competitiveness. It will also require consideration of the challenging economic environment across a range of sectors in response to deteriorating mining and energy sector labour requirements.

Executive Summary

E.1 Introduction and Purpose

With the support of member councils, EMRC is already implementing a range of projects and initiatives (identified through the 2010-2015 Economic Development Strategy) aimed at strengthening local economies and ensuring there continue to be opportunities for local residents. There is however a recognised need for an evidence base to assist with the identification of future proposals, ensuring that resources are directed to areas of need.

In recognition of the need to develop this evidence base to inform the regional economic strategy that will guide activities over the next five years, RPS Group was engaged by EMRC to develop this research advisory paper.

E.2 Key Trends and Attributes

E.2.1 Broader Economic Conditions

After losing the mantle as the nation's economic powerhouse, Western Australians entered 2015 in unusual territory. Unemployment was rising, real incomes were stagnant, business confidence was in negative territory and the prices of its two key exports had collapsed.

For the headline figures, it was much of the same story throughout the past 12 months. Unemployment has subsequently increased from 5.5% to 6.4% over the past 12 months and there are 14,200 more residents looking for work across the state as of January, 2016. Wage growth has tightened more and is at historical lows and on par with inflation on average.

This has led to lower population growth and more subdued population growth outlook for Perth.

Perth is no longer the destination of choice for interstate job seekers. The relative improvement in job prospects in the east coast capital cities is leading to a significant reversal in interstate migration. Led by the largest states (NSW, VIC and QLD), net interstate migration fell over 80% from early 2012 highs to just 44 persons per week in late 2013 and dipped into negative in 2014 as people moving interstate outweighs people moving in the other direction. More importantly, international migration trended down throughout 2013 to 2015 and pulled the population rate from 3.5% in 2012 to 1-1.5% throughout 2015.

Nonetheless, Australian firms competing on overseas markets have been major beneficiaries from a lower Australian dollar, with increased global competitiveness seen in key sectors ranging from education to agriculture and tourism.

E.2.2 Perth's Eastern Region

The region has experienced considerable growth over the last decade in response to increased economic activity in the resources sector. The region's resident population has increased by an average of 2.5% per annum over the decade to 2014 to 357,850 persons. This is however below growth experienced across Greater Perth (2.9% p.a.). What is notable is the shift towards higher growth within established areas with key transport links. The shift towards apartment living has been driven by a combination of demographics, affordability and government policy.

Looking forward, the State Government has recently updated projections for the region's population. These projections are based on historical migration and birth patterns rather than economic drivers and trends. They are therefore helpful illustrations rather than forecasts. The region's population is projected to increase

by 1.8% per annum to 443,760 persons by 2026 as per the base case scenario. However, the high growth scenario results in growth of 2.2% per annum to 464,520 residents.

Western Australia experienced an exceptional period of economic growth over the past decade. The growth period was notably felt in Perth's Eastern Region which experienced economic growth of approximately 7.6% per annum between 2008 and 2014 – approximately 38.9% faster growth than the Australian economy.

The \$26.0 billion economy is underpinned by nationally significant manufacturing, logistics and distribution sectors based throughout an array of strategic and light industrial areas. Retail is also a notable and growing industry throughout this fast-growing region. However, despite the considerable growth in the region's economy over recent years, the economy was however an estimated 15.0% smaller than the Greater Perth economy on a per capita basis at \$84,314 as of 2014.

Looking at the top industries of employment, the manufacturing sector, logistics sector and related wholesale (distribution) sector are key employers in the region. Combined, these sectors accounted for more than 39,322 jobs in the region (31.6%). The region also has a considerable retail industry employing more than 15,000 workers.

Other population-based industries are notable employers, such as health care (9,443 jobs) and education (8,619 jobs), however their contribution to employment in the region is relatively low. This is important to recognise give more than a third of new jobs created over the next five years are forecast to be within these two sectors.

Notably, two of the fastest growing sectors between 2006 and 2011 were mining and construction, of which much of this was considered mining related. Other key growth sectors included professional services (up 45.9%) and logistics (up 22.7%).

The labour market in the region has historically been moderately stronger than the broader Perth economy, with the unemployment rate averaging 4.4% compared to 4.6% across Greater Perth over the past five years. Unemployment has however trended up recently over the past 2-3 years, with the unemployment at 5.6% and more than 11,000 unemployed residents as of December 2015.

E.3 Competitive Advantages and Challenges

The analysis led to the identification of a number of notable competitive advantages that can be leveraged. These included:

- **Air Services** – for both passenger and freight through Perth International Airport;
- **Freight and Logistics Expertise** – through in-land freight hub area of Kewdale, Welshpool, Perth International Airport and Forrestdale;
- **Diverse Visitor and Recreation Experiences** – Swan River foreshore, Perth Hills, Swan Valley and numerous historic attractions complementing a growing range of retail and hospitality amenities; and
- **Development Potential** – with identified unconstrained land for residential and commercial development.

There are however numerous challenges and barriers which are restricting opportunities to build on the established strengths in the region. Some of the key challenges include:

- **Restrictions on Developing Visitation Assets** – through Swan Valley Act, water catchment policies and limitations on foreshore and Swan River usage;
- **Agriculture Sector Decline** – with many lots considered too small for larger scale use and many land owners reluctant to innovate and deliver new product;
- **Visitation Coordination** – with differentiated tourism assets discouraging trip linking; and

- **Capacity to Attract Investment** – with varying capacity of member councils to advocate and coordinate strategies to attract regional infrastructure and private sector investment.

E.4 Economic Opportunities

This analysis led to the identification of preliminary opportunities for EMRC and member councils to consider. These have been developed within the context of government plans and policies and the roles and responsibilities of local member councils.

Although there are numerous local opportunities within each member council, RPS has afforded focus to economic opportunities that have region-wide impacts and attract growth from outside the region. Additionally, and importantly, this process has recognised opportunities where a regional role would complement rather than duplicate or hinder actions taken at a local and/or state level.

Two core areas of focus have been identified:

- **Regional visitation:** There is a need for tourism and visitation to leverage off the region's natural and heritage assets, unique events calendar and expanding activity centres which provide an array of entertainment, dining and shopping experiences. Whilst individual member councils are encouraging visitation, tourism product development and brand development, there is a role for EMRC to complement these initiatives by focussing on regional visitation. That is, attracting visitors from outside the region rather than locals.
- **Strategic employment and enabling infrastructure:** The region is already characterised by a diverse range of logistics, distribution and manufacturing firms which service customers around the nation and globe. These businesses generate substantial employment and are considered areas of advantage for the region. However the reliance on a key sector/s of employment can create challenges when endeavouring to accommodate a growing population of workers from a range of sectors. The adverse effects are already being felt through increasing unemployment linked to the mining sector and low levels of post-school qualifications and job creation. Opportunity exists to undertake initiatives which strive to create a diverse economy characterised by large national and international export orientated industries and organisations and quality regional infrastructure that complement established employment precincts, providing a new set of employment opportunities for local residents

Table 1 Identified Opportunities, Regional Visitation

Regional Opportunities	Promotion	Facilitation/Coordination	Advocacy	Bulk Services
Regional Visitation	<ul style="list-style-type: none"> ▪ Websites, signage, showcases 	<ul style="list-style-type: none"> ▪ Event grants/coordination ▪ Policy controls 	<ul style="list-style-type: none"> ▪ Policy change ▪ Key infrastructure 	<ul style="list-style-type: none"> ▪ Tourism product development ▪ Research (existing transport services, CAT service) ▪ Marketing material (e.g. trip linking)
Strategic Employment & Enabling Infrastructure	<ul style="list-style-type: none"> ▪ Prospectus 	<ul style="list-style-type: none"> ▪ Planning control consistency 	<ul style="list-style-type: none"> ▪ Key public transport infrastructure 	<ul style="list-style-type: none"> ▪ Research of target industry and business requirements

I.0 Introduction

I.1 Study Purpose and Approach

Within a constrained public investment environment, there is a need to develop the evidence base to identify and support opportunities to attract quality investment; investment which will act as an enabler of positive change.

Economic development strategies are an important instrument to guide this required positive change. The articulation of priorities for the development and growth of a region, provide not only the public sector, but also private investors, businesses and the local community with the strategic direction of the region. The resulting integration of public and private sector activity and investment has the potential to enhance economic opportunities in the region, capturing efficiencies and economies of scale and allowing the latent economic potential of regions to be realised.

With the support of member councils, EMRC is already implementing a range of projects and initiatives (identified through the 2010-2015 Economic Development Strategy) aimed at strengthening local economies and ensuring there continue to be opportunities for local residents. There is however a recognised need for an evidence base to assist with the identification of future proposals, ensuring that resources are directed to areas of need.

In recognition of the need to develop this evidence base to inform the regional economic strategy that will guide activities over the next five years, RPS Group was engaged by EMRC to develop this research advisory paper.

This study seeks to facilitate decision making over the next five years and beyond through the development of an evidence base to inform due diligence and strategic planning. The study is therefore based upon four core aims:

- **Integrate and coordinate strategies** such as the aims and actions of State Government and local plans;
- **Identify challenges and advantages** including the economic, social and environmental characteristics of the region and the capacity for opportunities to be realised;
- **Identify and prioritise priority areas** which address challenges and barriers affecting local economic and social development outcomes; and
- **Support decision making and guide resources** to priority areas in order to achieve coordinated and improved outcomes.

The study incorporates the input and local knowledge of key government authorities and agencies and the business community gathered through individual and workshop consultation.

I.2 Study Structure

The study is comprised of the following key sections:

- **Current economic environment** – a concise overview of economic conditions across Western Australia;
- **Regional profiling** – desktop research and analysis (including forecasts) of the region's economy, with the development of community, industry, workforce, property and infrastructure profiles;
- **Regional influences** – exploration of the relevant regional and global trends and associated opportunities and challenges these present for the region's industries and communities;

- **Capacity for development** – an assessment of the prospects for the region through the prism of its economic, social and physical attributes and performance within a regional and global context, identifying key strengths and challenges;
- **Strategic context** – a summary of relevant strategic priorities put in place by Commonwealth, state and local partners and the roles and responsibilities of member councils in regards to economic development; and
- **Economic opportunities** – a summary of identified opportunities to address economic and social development challenges.

Summaries of the range of policies, plans and local research used to identify challenges and associated actions are appended to this study.

1.3 Geographical Scope

The Eastern Metropolitan Regional Council (EMRC) has six member councils which form Perth's Eastern Region: the Town of Bassendean, City of Bayswater, City of Belmont, Shire of Kalamunda, Shire of Mundaring and City of Swan

This study is focused on Perth's Eastern Region however it seeks to recognise region-wide opportunities and challenges across the entire Perth metropolitan area and Western Australia.

2.0 Current Economic Environment

Although strategic plans should seek to position regions to take advantage of medium and long-term opportunities, it is important to recognise the role of broader economic conditions on the short term prospects of the region. This section therefore explores several key trends within the Greater Perth and wider Western Australian economy. It complements an analysis of longer term regional influences explored in Section 4.

2.1 Economic Growth

Economic growth slowing....

After losing the mantle as the nation's economic powerhouse, Western Australians entered 2015 in unusual territory. Unemployment was rising, real incomes were stagnant, business confidence was in negative territory and the prices of its two key exports had collapsed.

For the headline figures, it was much of the same story throughout the past 12 months. Unemployment has subsequently increased from 5.5% to 6.4% over the past 12 months and there are 14,200 more residents looking for work across the state as of January, 2016¹. Wage growth has tightened more and is at historical lows and on par with inflation on average, but this is not the case across sectors, with construction contract prices down at least 10% and wages in mining communities in the Pilbara down 25% over the previous two years².

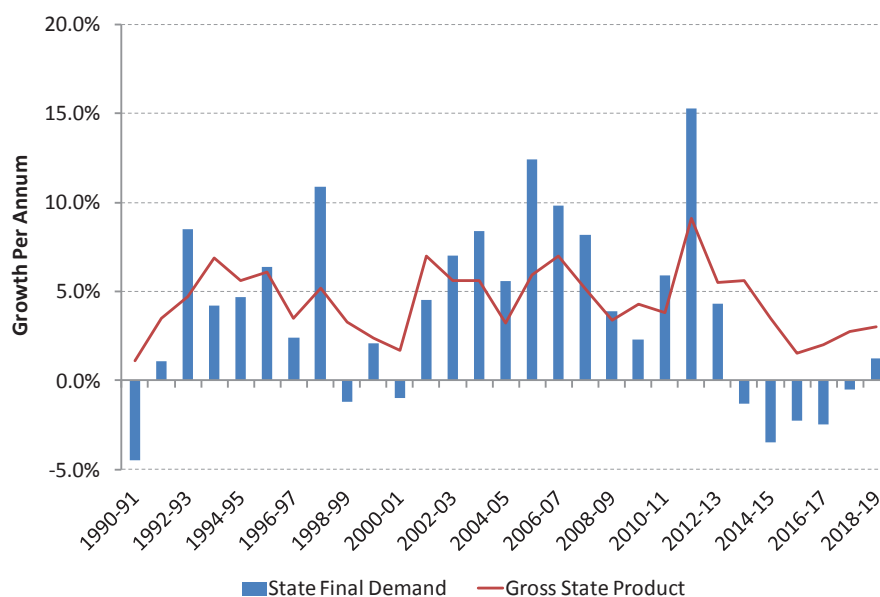


Figure 1 Economic Growth, Western Australia, 1990-2019³

Real activity in the state economy, minus international trade, is expected to remain flat over the next four years. The main driver of this slowdown in economic conditions is business investment which represents around 30% of the state economy and is the main driver of jobs and income.

¹ ABS (2016) Labour Force, Australia, January 2016, Cat No. 6202.0, Australian Bureau of Statistics, Canberra

² ABS (2016) Wage Price Index, Australia, December 2015, Cat No. 6345.0, Australian Bureau of Statistics, Canberra & RDAP (2015) The Cost of Doing Business in the Pilbara, Regional Development Australia – Pilbara, Karratha

³ Treasury (2015) Mid Year Financial Projections, Treasury, Perth

....as business investment declines

What has caught a lot of forecasters by surprise, and what has also been the most alarming aspect for the state, has been the pace of deterioration in key commodity prices and impact on future investment decisions.

Iron ore and crude oil prices continued to hit new lows in 2015 and forecasts continually revised. The prospect of any significant investment in greenfield mining projects is therefore low and expected to be a driver of slower economic growth in the near term.

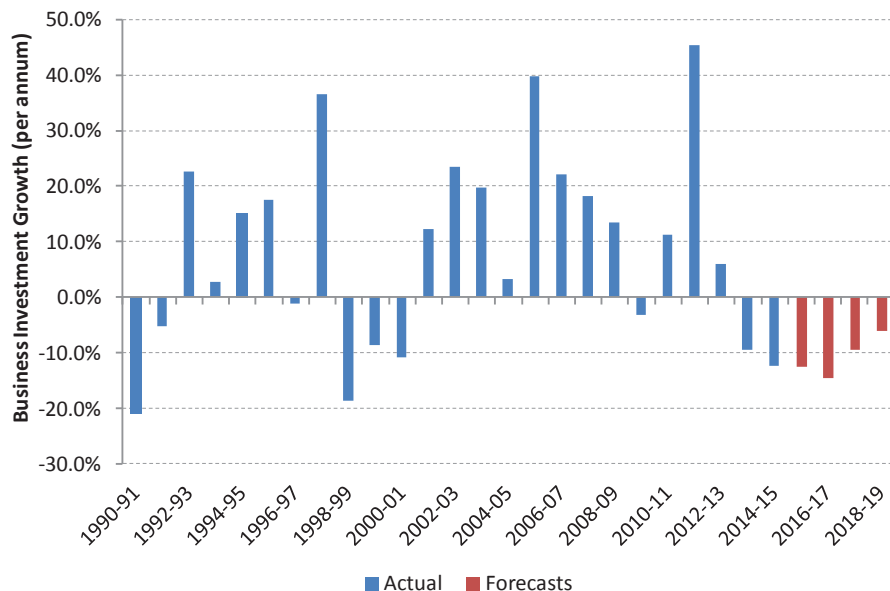


Figure 2 Business Investment, Western Australia, 1990-2019⁴

Unemployment increasing as real wages flat....

The extraordinary economic conditions experienced by WA over the last decade translated into low unemployment (an average unemployment rate of 4.2%) and strong job creation (31,000 p.a.) in Perth, but employment conditions have, however, deteriorated since 2012 with the unemployment rate lifting to more than 6%. New job advertisements are also down around 32% below 2012 levels which is a reflection of much weaker demand for workers⁵.

The unemployment rate is expected to continue to increase over the next 12 to 18 months and peak at around 6.5% in 2016/17 before declining as population growth moderates and the workforce participation rate declines towards proportions experienced in other mainland states⁶.

The decline in labour demand has flowed through to slower wage growth. Mining sector wage growth has taken the biggest hit over the last three years, declining from more than 5% per annum in 2012 to 2.5% over 2015 – the slowest wage growth in 15 years. Wage growth across WA meanwhile slowed to its lowest level since the early 1990s (1.9% p.a.) and was less than half the ten-year average growth⁷.

⁴ Treasury (2015) Mid Year Financial Projections, Treasury, Perth

⁵ Seek (2016) Employment Index

⁶ Treasury (2015) Mid Year Financial Projections, Treasury, Perth

⁷ ABS (2016) Wage Price Index, Australia, December 2016, Cat No. 6345.0, Australian Bureau of Statistics, Canberra

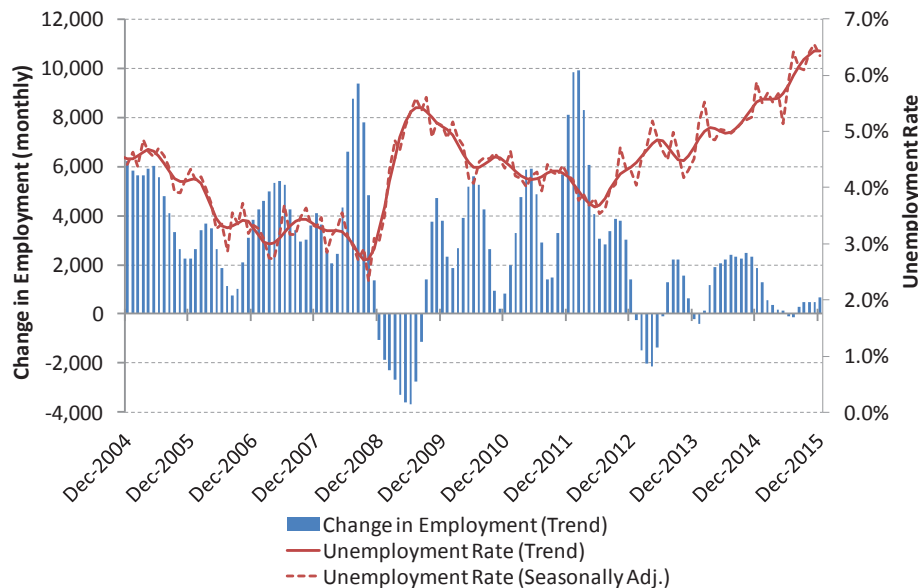


Figure 3 Employment Trends, Western Australia, 2004-2015⁸

There are however some green shoots in the economy which will continue to help to offset, albeit partially, the drag on the economy created by falling mining investment.

Low AUD supporting trade exposed industries....

The Australian dollar was above parity with the US dollar for much of the 2011-13 period before declining 30% to around US\$0.70 and sitting at this level for the last five months. Whether it heads further south or not, this change is starting to have a tangible impact on many of Western Australia's trade-exposed sectors, supporting miners, agricultural producers, manufacturers, the tech industry, the higher education sector, the property industry and the hospitality and tourism sectors.

While the decline in the AUD and strength of our trading partner currencies (the USD, Chinese Renminbi and, to a less extent, Japanese YEN) in recent years have mitigated the benefits of the declining price of oil and many other imported commodities, it has also been a blessing for many industries; and, overall, it looks like a positive for an export state such as Western Australia.

Australian firms competing on overseas markets have been major beneficiaries, with increased global competitiveness seen in key sectors ranging from education to agriculture and tourism.

- **Tourism:** The impact of the declining AUD for the 90,000 people employed in Western Australia's tourism industry has been two-fold⁹. Not only have international visits to the state increased 13.4% over the past two years, Australians are also spending more in WA. Interstate and intra-state visitors spent an estimated \$6.6 billion over the year-to-September across WA which is up 22.7% from two years earlier¹⁰.
- **Education:** With five universities, numerous technical colleges and renowned high schools, Western Australia's education sector is a major beneficiary of international students. International student commencements have been increasing year-on-year and jumped 22.8% over the past two years¹¹.

⁸ ABS (2016) Labour Force, Australia, December 2015, Cat No. 6202.0, Australian Bureau of Statistics, Canberra

⁹ TourismWA (2015) Economic Contribution, 2013-14 Factsheet, Tourism Western Australia, Perth

¹⁰ TRA (2016) Tourism Regional Profiles, Experience Perth, Tourism Research Australia, AusTrade, Canberra

¹¹ DoE (2016) <<https://www.education.gov.au/student-data>>

- **Agriculture:** The lower dollar has opened up a number of markets for many of the state's producers. From an Australia-wide perspective, rural food exports increased 16% over the two years to 2014/15 which illustrates the growth of this sector in recent times¹².
- **Property:** Foreign buyers of Australian property have taken advantage of the decline in the dollar in recent years. NAB estimates that foreign buyers represented around 15% of total demand in new housing markets during 2015, with the rate at around 9-11% in WA¹³. Meanwhile, FIRB approved a record \$34.7 billion in residential investment in 2013/14 which represented an increase of more than 100% on 2012/13¹⁴. Through our involvement with projects, we are also starting to see greater interest from Australian expats which will have a notable, albeit small influence in some segments.
- **Manufacturing:** The lower dollar is starting to flow through to the conditions of manufacturing sector as many firms believe it is safe again to invest in expansion plans. The AIG Australian Performance of Manufacturing Index has shown eight consecutive months of growth across the sector and the largest unbroken run since 2006¹⁵. Whilst manufacturing is not as large an employer in the economy as it once was, it still contributed 37.8% of Australia's exports in 2014/15 as is a key industry in Perth's Eastern Region¹⁶.

Outside of these export industries, the non-mining domestic economy has also been performing relatively well. Western Australia has experienced 28 quarters of private consumption growth despite limited wage growth and higher unemployment¹⁷. Other population-based industries outside of retail are also experiencing considerable growth, especially health care which has experienced the largest employment growth across the state over the past two years.

2.2 The Resource Economy

Iron ore glut and project delays....

Being a global export hub, the Western Australian economy is heavily reliant on the health of the mining and energy sectors. Therefore, a disturbance to mining, iron ore in particular, has significant flow-on effects that reverberate throughout the local economy.

The first negative shock came in 2012 when the iron ore price fell dramatically over a three month period and decisions to cull staff levels and put projects on hold were quickly made. There was subsequently an explicit shift from expansion to efficiency and cost cutting across the sector and this resulted in large declines in expected capital spending. Several major projects were delayed, cancelled or had reassessed development plans such as the BHP Outer Harbour (estimate value \$20b) and Aurizon and Baosteel West Pilbara Iron Ore Project (\$6 billion plus). As the downturn gathered pace, the prospect of new investment in the resources sector quickly evaporated.

¹² ABS (2016) International Trade in Goods and Services, Australia, January 2016, Cat No. 5368.0, Australian Bureau of Statistics, Canberra

¹³ NAB (2016) Australian Residential Property Survey, December 2015, National Australia Bank, Sydney

¹⁴ FIRB (2015) Annual Report, 2013/14, Foreign Investment Review Board, Canberra

¹⁵ AIG (2016) <<http://www.tradingeconomics.com/australia/manufacturing-pmi>>

¹⁶ ABS (2016) International Trade in Goods and Services, Australia, January 2016, Cat No. 5368.0, Australian Bureau of Statistics, Canberra

¹⁷ ABS (2016) National Accounts: National Income, Expenditure and Product, December 2015, Cat No. 5206.0, Australian Bureau of Statistics, Canberra

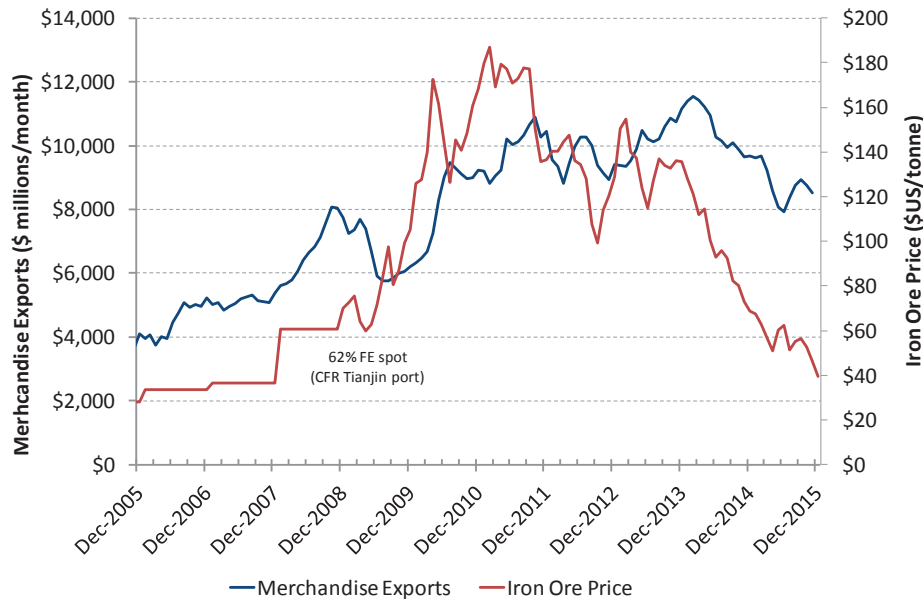


Figure 4 Iron Ore Spot Price, Tianjin Port, 1995-2015¹⁸

Projects that were under-construction or in the well-advanced planning stages continued to support economic conditions and employment (such as the \$10 billion Roy Hill iron ore project) however few new projects have commenced construction.

The transition from construction to production has already resulted in less demand for construction tradespeople and unskilled labour and moderately more demand for operational employment such as technical experts and port and train operators. It is difficult to measure exactly how much new employment has been generated from this transition and how much has been lost. It is however quite clear that operational employment needs have not and will not offset the loss of construction-related roles. Employment across Western Australia's resources sector has already declined by approximately 25,000 workers over the past three years (from 120,000 in 2012)¹⁹. This trend is forecast to continue. Research published by the Chamber of Minerals and Energy found that the number of people employed in the resource sector will continue to decline through to 2020.

Energy glut...

With crude oil spot prices hovering around US\$100/barrel through much of the last five years, new technologies resulted in the expansion of relatively cheap gas production, with the world's biggest exporter – Qatar – adding significant export capacity in 2010 and the world's largest energy market – the United States – seeing a boom in shale gas production. In the US, rock-fracking technology opened up vast deposits which flooded the domestic market (the US however has limited infrastructure and policy constraints on exporting gas) and drove down domestic gas prices by around 70%.

Although declining oil prices over the past 12 months have halted a raft of shale gas projects in the pipeline, the sector has had an enduring impact on the global energy market. In Australia, the gas glut has made it more difficult to for new contract prices to be sought at rates that make new production capacity economical (Woodside has not yet got contracts for gas sales at Browse).

¹⁸ China import Iron Ore Fines 62% FE spot (CFR Tianjin port), US Dollars per Dry Metric Ton <<http://www.indexmundi.com>>

¹⁹ Deloitte (2015) Chamber of Minerals and Energy of Western Australia | Resources Outlook, Deloitte Access Economics, Perth

Additionally, the impact on project costs within the LNG sector was significant and there were estimates that projects cost 20-30% more than competitors in North America²⁰. Chevron's \$54 billion Gorgon project has blown out to more than a year behind schedule and has cost well above the original price tag of \$37 billion. Wheatstone is also facing delays and cost overruns. The cost of an onshore plant at James Price Point had reportedly blown out to \$45 billion (but Woodside did not release costings) and as such joint venture partner Shell prefers a floating LNG facility similar to its \$12 billion Prelude project which is currently under-construction²¹. It is however important to note that costs have declined in recent years, especially the Pilbara where wages have declined between 20% and 30% over the previous two years from some of the highest wage levels in the nation.

These combined trends have resulted in few new projects commencing construction in recent times in the local oil and gas sector. Additionally, there has been a drop in exploration expenditure in the petroleum sector across Western Australia equivalent to \$1.4 billion per annum (or 46.7%)²².

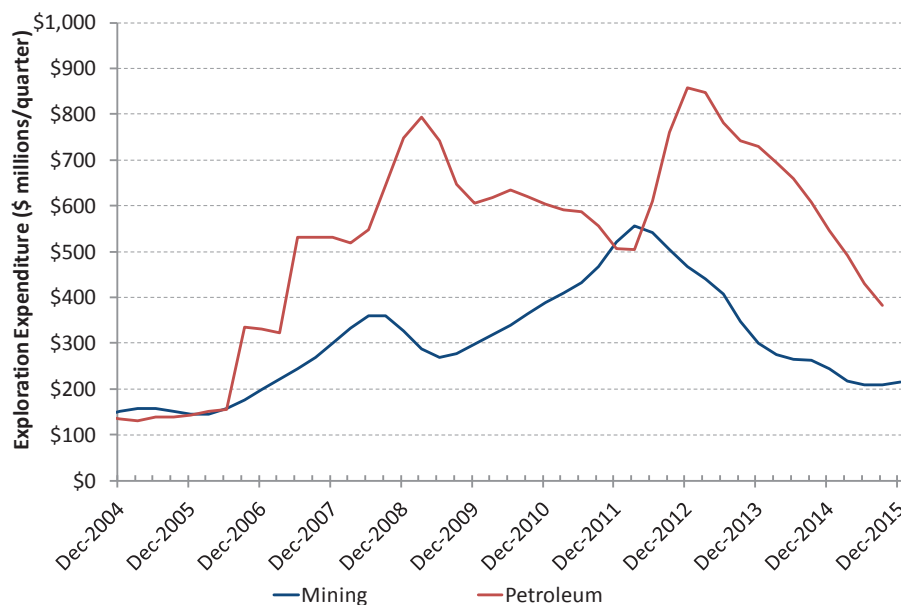


Figure 5 Exploration Expenditure, Western Australia, 2004-2015

The outlook for the oil and gas industry is mixed, with few analysts expecting significant investments in greenfield projects for at least the next 2-3 years. The most significant investment in the pipeline is Woodside's impending decision on Browse and whether to proceed with a FLNG facility. Woodside has reportedly reduced the expected cost base of the project however this reduction has been offset by lower oil prices, with no contract yet signed for future gas from the project. So despite easing costs, future investment decisions are reliant on the outlook for gas prices.

Energy forecasts are however very mixed, though the commonality between all views is that demand going forward will be less than it has been in the past. This consensus view is captured by BP's *Energy Outlook* which suggests that growth over the next two decades will be in the order of 1.4% per annum compared to 2.3% experienced throughout the 21st century²³. Key drivers of this shift are energy efficiency and

²⁰ McKinsey (2013) Extending the LNG Boom: Improving Australian LNG Productivity and Competitiveness, McKinsey & Company (for the Australian Petroleum Production and Exploration Association)

²¹ RDAP (2015) The Cost of Doing Business in the Pilbara, Regional Development Australia Pilbara, Karratha

²² ABS (2016) Mineral and Petroleum Exploration, Australia, December 2015, Cat No. 8412.0, Australian Bureau of Statistics, Canberra

²³ BP (2016) Energy Outlook <<http://www.bp.com/en/global/corporate/energy-economics/energy-outlook-2035.html>>

rebalancing in China towards a less industrial-focussed growth path (China contributes less than 30% of global energy growth forecast compared with nearly 60% over the past decade).

In the short term, the outlook is however not as rosy.

Landed LNG prices in Japan (Australia's largest LNG importer) are estimated to decline from around US\$10.30 a gigajoule to US\$8 a gigajoule, as the effects of the relatively low oil prices flow through²⁴. Spot prices are also expected to remain subdued due to increases in global supply outweighing increases in global demand, with demand for LNG imports from Japan and South Korea both in decline and Chinese LNG imports flat²⁵.

Thereafter, forecasts of energy prices are mixed, with the sector expecting a rebound in 2017/18 and some notable analysts expecting new capacity to accentuate the glut and cause prices to come down to around US\$6 a gigajoule. The bearish scenario is somewhat more relevant to the North American market where supposedly only 40% of new gas capacity under-construction is linked to end-users and the rest in the hands of intermediaries which could flood the spot market. However, Asian markets will not see a similar decline in prices due to the limited ability of US producers to export to these markets.

For future Australian gas projects, the outlook for oil is key. Crude oil prices were more than US\$100/barrel for much of the last five years before declining throughout all of 2015 to sit in the low \$30 range through much of 2016 to date. The ostensible goal of increasing oil supplies to mothball future capacity expansions appears to have been working, with the International Energy Agency cites the huge reduction in investment (from \$520 billion a year to \$320 billion). Very few commentators expect a lift in the oil price above US\$50/barrel until 2018 onwards, with forecasts for the next two 12-18 months ranging from US\$20-\$40/barrel²⁶.

2.3 Population Trends

Perth's migration boom....

As the iron ore price shot up and mining investment with it, net migration reached not only a record 1,200 people each week during 2012, but also a record proportion of Western Australia's population increase (76%) – surpassed perhaps only by the gold rush era in the 1890s.

The turnaround in interstate migration was dramatic. WA experienced several years of negative interstate migration in the late 90s and early 2000s as young workers headed to Victoria and Queensland for better job prospects, but this trend reversed over the last five years and by 2012 net interstate migration was running at an average of 370 people per week²⁷.

²⁴ Industry (2016) Resources and Energy Quarterly, December 2015, Department of Industry, Canberra

²⁵ Ibid.

²⁶ On another note, the decline in the Australian dollar is cushioning the decline in gas prices, though predominantly costs and debt is in USD terms for major offshore projects

²⁷ ABS (2015) Australian Demographic Statistics, June 2015, Cat No. 3101.0, Australian Bureau of Statistics, Canberra

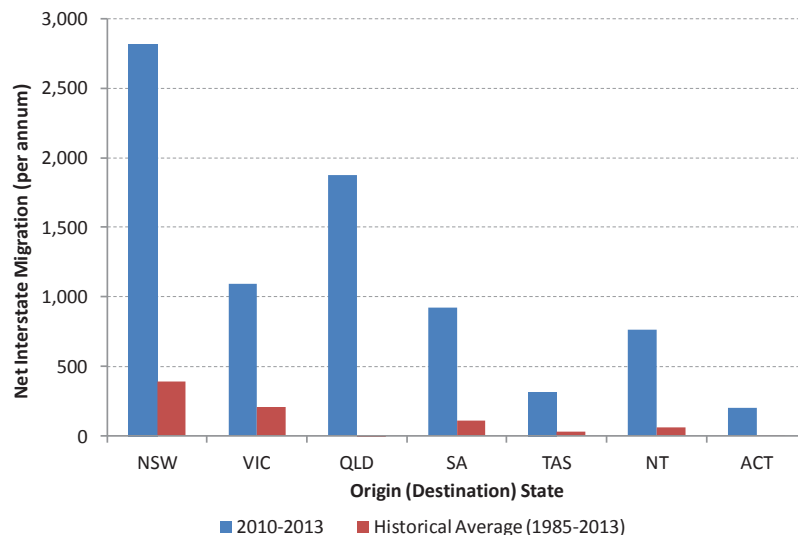


Figure 6 Net Interstate Migration, Western Australia²⁸

The lift in international migration though was the key driver of the state's population growth. With an unemployment rate of less than 4% compared to the OECD average of 7.9%, workers from overseas were heading to WA in droves in search for better job prospects. International migration lifted to 55,000 persons in 2012 (compared to 57,000 in Victoria and 63,000 in NSW) and stayed at relatively high levels in the first half of 2013.

Population growth was significantly inflated by substantial increases in overseas students, long-term business migrants (i.e. 457 visas) and visitors that intend to stay in the country for a continuous 12 months compared to the 80s and 90s where the majority of overseas migration was capped permanent settlement (upwards of 90% in some years)²⁹. Like the rest of Australia, temporary migration became the dominate source of overseas migrants in WA around the middle of last decade; in recent years permanent migration represented less than a third of international migration. This change was largely attributable to policy changes at the national level that encouraged foreign students and workers to enter the country through the uncapped temporary migration program rather than the capped permanent migration program. The ratio of net temporary to permanent migrants changed from one-to-nine in the 80s, reaching one-to-one in 2004/05 and strengthening further to two-to-one in recent years.

Migration patterns have turned....

Perth is no longer the destination of choice for interstate job seekers. The relative improvement in job prospects in the east coast capital cities is leading to a significant reversal in interstate migration. Led by the largest states (NSW, VIC and QLD), net interstate migration fell over 80% from early 2012 highs to just 44 persons per week in late 2013 and dipped into negative in 2014 as people moving interstate outweighs people moving in the other direction. Although interstate migration is in negative, it will only have a moderate impact on overall population growth.

International migration trended down throughout 2013, but the latest official figures were still growing at an annualised rate of 44,000 persons per year. However, large declines in applications for 457 visas for Perth-

²⁸ ABS (2015) Australian Demographic Statistics, June 2015, Cat No. 3101.0, Australian Bureau of Statistics, Canberra

²⁹ ABS (2015) Migration, Australia, 2013/14, Cat No. 3412.0, Australian Bureau of Statistics, Canberra

based jobs (down 44% from 2011) and a relative improvement in economic conditions in New Zealand and the UK are several drivers of an expected decline in international migration over the next three years.

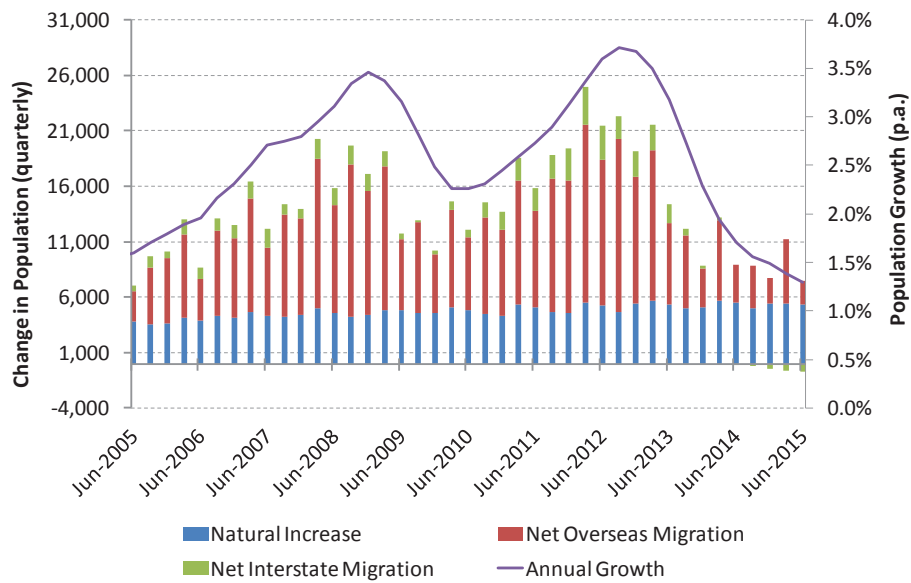


Figure 7 Population Change, Western Australia, 2005-2015³⁰

Looking forward, the State Government is forecasting population growth to moderately increase back to 1.9% by 2019³¹.

³⁰ ABS (2015) Australian Demographic Statistics, June 2015, Cat No. 3101.0, Australian Bureau of Statistics, Canberra

³¹ Treasury (2015) Mid Year Financial Projections, Treasury, Perth

3.0 Regional Profiling

This section provides a summary of the economic and social development characteristics and trends in Perth's Eastern Region and its relative performance against comparable benchmarks. This section is predominantly a desktop analysis exercise, though it also includes local insights and analysis based on RPS' regional experience.

This analysis has afforded focus to identifying a number of key trends and attributes which are expected to influence economic development outcomes in Perth's Eastern Region over the next five years and beyond.

3.1 Residential Profile

3.1.1 Population Growth

The region has experienced considerable growth over the last decade in response to increased economic activity in the resources sector. The region's resident population has increased by an average of 2.5% per annum over the decade to 2015 to 357,850 persons. This is however below growth experienced across Greater Perth (2.8% p.a.).

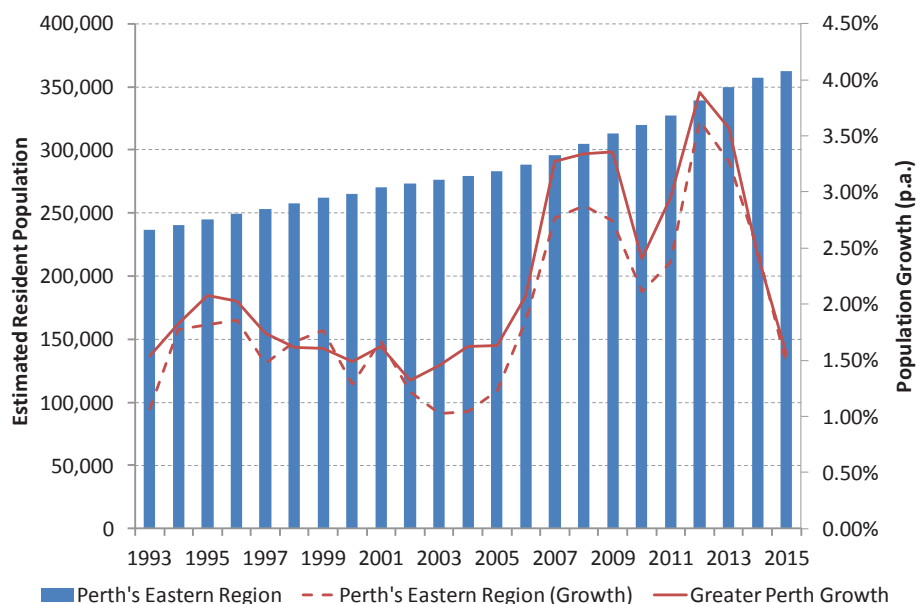


Figure 8 Estimated Population, Perth's Eastern Region, 1993-2015³²

Across Perth, growth has declined considerably over the past three years in line with deteriorating conditions in the resource sector and associated supporting industries. As of 2015, growth was trending in the 1.0-1.5% range and heading for comparable downturn growth rates of 1.1%. This is already starting to translate into short term lower growth within Perth's Eastern Region. This is somewhat confirmed by conditions in the land development sector which have seen sales decline 53.1% from 2013 highs³³.

³² ABS (2015) Regional Population Growth, 2013-14, Cat No. 3218.0, Australian Bureau of Statistics, Canberra

³³ UDIA (2016) UDIA Land Snapshot, Urban Development Institute Of Australia (WA), Perth

Table 2 Average Annual Population Growth, Western Australia³⁴

Population Growth	1980-2015 Average	2007-2012 Average	2014/15
Natural Growth	15,786	19,184	21,053
International Migration	19,301	42,621	14,122
Interstate Migration	2,761	6,641	-1,962

Looking forward, the State Government has recently updated projections for the region's population. These projections are based on historical migration and birth patterns rather than economic drivers and trends. They are therefore helpful illustrations rather than forecasts. The region's population is projected to increase by 1.8% per annum to 443,760 persons by 2026 as per the base case scenario. However, the high growth scenario results in growth of 2.2% per annum to 464,520 residents.

Table 3 Population Projections, Perth's Eastern Region³⁵

Projection	2021	2026	Change (2014-26)
WA Tomorrow – Band A	389,520	423,500	65,648
WA Tomorrow – Band C	405,100	443,760	85,908
WA Tomorrow – Band E	421,410	464,520	106,668
Historical Growth (2004-14)	435,381	500,843	142,991

3.1.2 Local Growth Trends

As a diverse region home to considerable greenfield development and higher density redeveloping areas, population growth within the region has been diverse. The key growth areas have been summarised below.

Table 4 Fastest Growing Urban Areas, Region, 2004-14³⁶

Urban Area (SA2)	Local Authority	2004	2014	Change	Growth
Ellenbrook	Swan	10,288	31,876	21,588	210.0%
Bayswater – Embleton – Bedford	Bayswater	19,380	24,692	5,312	27.4%
Morley	Bayswater	19,111	23,337	4,226	22.1%
Belmont – Ascot - Redcliffe	Belmont	11,464	15,482	4,018	35.1%
Rivervale – Kewdale – Cloverdale	Belmont	19,253	25,421	6,168	32.0%
Beechboro	Swan	14,019	17,886	3,867	27.6%
Maylands	Bayswater	10,671	14,475	3,804	35.7%
Midland – Guildford	Swan	8,410	11,207	2,797	12.2%
The Vines	Swan	4,058	7,190	3,132	77.2%
Mundaring	Mundaring	12,243	13,696	1,453	11.9%

³⁴ ABS (2015) Australian Demographic Statistics, Jun 2015, Cat No. 3101.0, Australian Bureau of Statistics, Canberra

³⁵ The State Government's WA Tomorrow publication develops five population scenarios based on different natural growth and migration profiles, with Band A assuming lower than historical growth profiles, Band C assuming historical levels and Band E assuming above average growth levels.

³⁶ ABS (2015) Regional Population Growth, 2013-14, Cat No. 3218.0, Australian Bureau of Statistics, Canberra

What is notable is the shift towards higher growth within established areas with key transport links. The shift towards apartment living has been driven by a combination of demographics, affordability and government policy.

At one end of the spectrum, young adults are having fewer children later in life, meanwhile the ageing population is also driving demand for smaller household sizes, of which smaller dwellings are filling the gap. Meanwhile, apartment demand in Perth has been encouraged by a State Government target to dramatically increase the density of urban areas by 50% over the next two decades. Overall, however, apartment living in Perth and Perth's Eastern Region is still in its infancy compared to larger, more established cities. Only 11% of new dwellings in Perth are apartments compared to 29% in Brisbane and Melbourne and 52% in Sydney.

There are considerable ambitions to expand medium density development throughout the region. Some of the key areas for redevelopment have been summarised below. Several of these areas are emerging high density mixed use hotspots due to the development of the Forrestfield Airport Link.

- **Midland Redevelopment Area:** Since the forming of the Midland Redevelopment Authority in 2000, numerous developments within the Redevelopment Area have started the revitalisation process in Midland. More than 180 apartments have been completed since 2007, helping activate public open spaces and support shop retail, cafes and restaurants. Furthermore, the Midland Public and Private Hospital is providing an additional 1,000 jobs to the Clayton Precinct which is already home to the WA Police Operations Centre and approximately 35,500m² of large format retail which has been completed since 2005. Building on these initiatives, the Master Plan has set out a vision which includes more than 7,000 dwellings and 620,000m² of employment floorspace, as well as public open space revitalisation projects³⁷. Complementing the MRA work is the Midland Oval redevelopment which is being led by the City of Swan (as a key land holder). This decade-plus long project is beginning to gather momentum. In late 2015, the Council decided to approve the sale of a site which will deliver an eight-storey mixed use development. Overall, redevelopment of the Precinct is expected to deliver up to 1,000 new dwellings, 25,000 square metres of new retail floor space, 12,000 square metres of restaurants and almost 90,000 square metres of new office floor space. A dedicated event space will also be developed.
- **Rivervale:** Springs Rivervale will be home to more than 1,700 people in more than 1,000 dwellings at build-out. Several large apartments have completed construction and numerous others will be complete later in 2016. Combined with future apartments along the Swan River foreshore and the 'Golden Mile', there is expected to continue to be demand for future large-scale apartments within the area, with developments already progressing along Great Eastern Highway in Belmont (e.g. Finbar).
- **Bayswater:** The Bayswater Town Centre is considered the next major priority for the City. This area is considered underutilised given it has key rail access and will be the intersection for the airport link (the dive structure will be constructed in 2016-2017 to allow for the tunnel boring machines to exit, after boring begins at the Forrestfield end of the line – the line will pass under Guildford Road and the interchange slip roads before heading below the Swan River). The City is advocating for PTA to significantly expand bus services to Bayswater to elevate the area as a key bus interchange. The City is pursuing the development of a structure plan for the area which will consider how the area develops in the future. Currently, it is a small retail-based centre with a local resident focus. Higher density residential development in the area is limited, with this wave of densification skipping Bayswater due to political risks.
- **DA6:** This is the key development area to be affected by the airport rail project. The City of Belmont plans to transition the area into a commercial and medium density centre. The Airport Precinct is expected to be encouraged to further increase commercial property opportunities such as business parks.

³⁷ RPS (2015) Midland Master Plan Economic Impact Assessment, RPS Group, Perth

- **Bassendean:** The surrounding areas of the town centre are experiencing private sector redevelopment, with several key developments progressing in recent years. The Town sold one of the development sites (a Crown site purchased by the Town at 5% value) with design regulations which helped to encourage the community of the value of quality development. This development supported the shopping centre redevelopment viability and is resulting in a new demographics moving to the area (leading to new tenancies such as bar). A redevelopment at Bassendean Oval presents an opportunity for future development once land values enable private sector development.
- **Forrestfield:** The key focus for the Shire over the coming years are the expanded opportunities that the new train station at Forrestfield (directly adjacent to the Perth International Airport) will provide. The \$2 billion train line connecting with the Midland line near Bayswater Station, servicing the airport, is scheduled to be up and running from 2020. The Shire has initially undertaken a structure planning process which explored the delivery of high density residential, a new activity centre and a commercially focused Transit Oriented Development precinct based around the new train station. These planned future uses differ from recent planning for the area to be an expansion of the existing industrial area to the south-west of the site. Whilst the land within the precinct is relatively unconstrained, the key challenge is the multitude of land owners and need to amalgamate sites to ensure coordination and quality development outcomes,
- **Maylands:** Maylands has already gone through a wave of gentrification which saw the area transform and develop over the last 15 years. Land values are however supporting a new wave of higher density development close to the rail station, as evidenced by Finbar's first stage of the 347 apartment Unison on Tenth project.
- **Morley:** As a Strategic Metropolitan Centre, the City has undertaken a detailed planning exercise which has set aims to develop the centre into a mixed use precinct with commercial activities and high and medium density residential supporting expanded retail. The shopping centre owner is planning an expansion of the retail provision with a focus on encouraging restaurants and increased vibrancy. Whilst there is a significant bus interchange, the lack of rail to the centre (the only SMC without heavy rail connection in Perth) is considered a major constraint to the attraction of businesses and residents to the centre. The City's core advocacy is for the development of rail to the centre – and this is supported by neighbouring councils which would also benefit. NBN connection is also several years from being introduced in the area. The City is also pursuing government offices for the centre as part of the State Government office decentralisation program (DoH is in Fremantle and Department of Finance is planning to go to Joondalup) – the State has however made it clear that Morley is unlikely to attract a government office of note without heavy rail.

3.1.3 Demographic Characteristics

The age and gender dynamics of Perth's Eastern Region were generally on par with trends across Perth. However, there are an array of local differences which have been summarised below.

- **Young Families:** Growing urban areas in the City of Swan attracted a larger share of young children (less than 15 years of age) at 14.0% above the Greater Perth average as of 2014, especially to the Ellenbrook and Dayton areas³⁸. In recent years, areas in the City of Bayswater and Shire of Kalamunda have become increasingly popular to young families however their population remains skewed towards older residents and childless couples and singles in their twenties and early thirties.
- **Young Adults:** The most significant growth came in the 25-34 cohort over the past decade in the region which was broadly in line with trends across Perth as a result of substantial international and interstate migration over this period. This cohort was increasingly attracted to the City of Belmont, with more than a

³⁸ ABS (2015) Regional Population Growth, Australia, 2013-14, Cat No. 3218.0, Australian Bureau of Statistics, Canberra

third of population growth occurring in this cohort over the ten years to 2014. In contrast, the Shire of Mundaring experienced a decline in residents aged 25 to 45 over this same period equivalent to an estimated 98 persons. The Shire also experienced a decline in children aged less than 15 over this period equivalent to 464 residents.

- **Maturing Families:** Older residents and maturing families represented a generally greater share across the region compared to Perth. This cohort saw considerable growth in the Shire of Mundaring and City of Belmont.
- **Aged Residents:** The population is ageing across Australia and this was a stark trend in the region as well. The portion of residents aged 65 and over grew from 11.4 to 12.7% over the 2004 to 2014 period. Besides the City of Swan, the share of cohort was above the Perth average across the region.

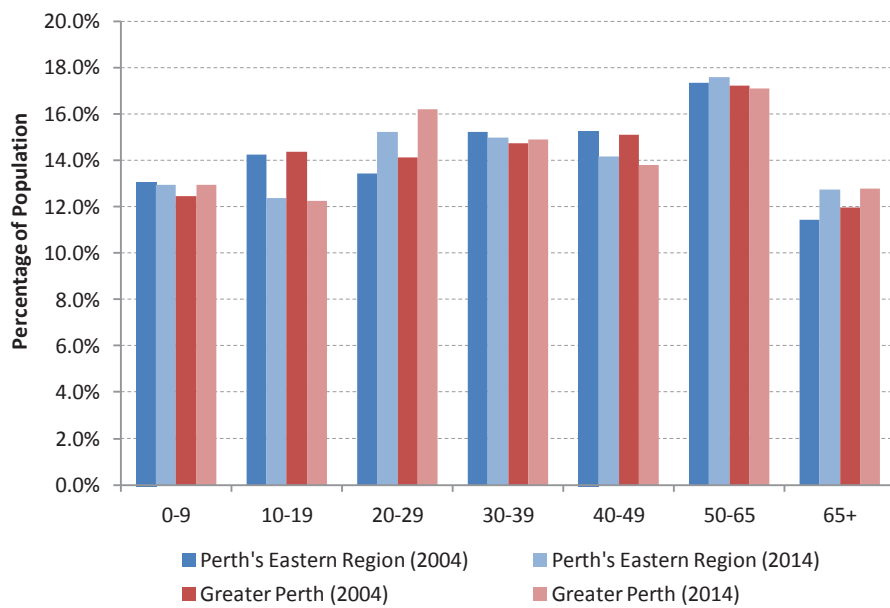


Figure 9 Age Profile, 2004 versus 2014³⁹

3.1.4 Health Attributes

It is widely accepted that links between social determinants and poor health outcomes are profound⁴⁰. The conditions in which people are born, grow, live, work and age shapes and influences the health needs of a society. For the region, RPS has explored the social determinants of health which broadly align with work conducted by the World Health Organisation's Centre for Urban Health. This assessment informs future health facility and service requirements within the region.

³⁹ ABS (2015) Regional Population Growth, Australia, 2013-14, Cat No. 3218.0, Australian Bureau of Statistics, Canberra

⁴⁰ Marmot, M. (2005) Social Determinants of Health Inequalities, The Lancet, Volume 365, Issue 9464, pp. 1099-1104

Table 5 Social Determinants of Health, Region

Attribute	Assessment
Social Gradient	<p>The ABS produces the Socioeconomic Indexes for Areas (SEIFA) which measures the levels of social and economic well-being of Australian geographical areas⁴¹. According to the SEIFA Index of Relative Socioeconomic Disadvantage (IRSD), the region's score was 1,021.3. This SEIFA IRSD score indicates more households with high incomes and more people with qualifications or in high skilled occupations as well as low unemployment than the Australian average.</p> <p>This however masks some clear disparities. For instance, the City of Belmont (986.8) and City of Swan (1,010.6) have lower levels of disadvantage. There are also small pockets of disadvantage in areas with a history of high unemployment and social housing provision such as Midvale (846), Midland (897), Cloverdale (964) and Koongamia (930).</p>
Financial Stress	<p>Stress can include a range of sources and circumstances, from family and relationship related stress, to financial and work related stress. Stress is not only associated with poor mental health; sustained high levels of stress over time can directly impact health outcomes, including premature ageing and premature mortality.</p> <p>Financial stress was modelled as part of the development of the Social Health Atlas of Australia and is based on analysis of the ABS 2010 General Social Survey⁴². Households in the region were found to be more likely to have had at least one cash flow problem in 2010 compared to the WA average, with higher levels in the City of Belmont and Town of Bassendean in particular compared to the Perth average. 2014 data also supports that the region's households are more likely to have been dependent on government income support, especially in the Belmont and Bassendean local authorities.</p>
Early Childhood Development	<p>Health risks that are present before birth and during infancy and childhood can impact individuals for the rest of their lives both biologically and emotionally. Nutrition, socialisation, stimulation and a range of other circumstances during infancy can impact an individual's cognitive functioning and mental health, as well as development of bodily systems.</p> <p>The Australian Early Development Index (AEDI) is a population measure of children's development as they enter school. Based on the scores from a teacher-completed checklist, the AEDI measures five areas, or domains, of early childhood development: physical health and wellbeing; social competence; emotional maturity; language and cognitive skills (school-based) and communication skills and general knowledge. For the region, 22.2% of children were assessed as being developmentally vulnerable on one or more of the domains compared to the Perth average of 22.1%. Across other early childhood indicators, risks were broadly in line with Perth averages besides moderately higher risks of physical wellbeing in the Town of Bassendean.</p>
Social Exclusion	<p>Social exclusion is one of the broader categories among the social determinants of health, and may include factors such as poverty, homelessness, and social isolation, as well as being excluded from society or local community due to a disability (whether due to discrimination, or inadvertently due to poor planning and inappropriate social, health and transportation policies). Social exclusion also relates to harmful circumstances a person might experience such as discrimination, bigotry, racism and stigmatisation. Social exclusion can contribute to or exacerbate health risk factors or risky behaviours and can lead to family breakdown and social isolation.</p>

⁴¹ ABS (2013) Census of Population and Housing: Socio-Economic Indexes for Areas (SEIFA), Australia, 2011, Australian Bureau of Statistics, Canberra

⁴² PHIDU (2014), Social Health Atlas of Australia: Statistical Local Area and Local Government Area, Public Health Information Development Unit, The University of Adelaide, Adelaide

Attribute	Assessment
	<p>In 2014, a resident in the region was more likely to be receiving one of the three major welfare benefits provided by the Commonwealth government in the Belmont, Swan and Bassendean local authorities but less likely elsewhere. Despite the age cohort in the Perth Hills, many are financially independent, with below average pension rates. Of note, youth on unemployment benefits was up to 50% higher in the cities of Swan and Belmont compared to Perth averages.</p> <p>Income support can also contribute to social exclusion for children of parents receiving welfare. In 2014, the proportion of children in low income, welfare dependent families accounted for approximately 19.9% (above than the Perth average of 17.2%).</p>

RPS has also assessed the health attributes of the region in order to inform the identification of key challenges. The following analysis was undertaken using data provided by the Public Health Information Development Unit⁴³. As the analysis of the social determinants of health showed, it was found that the region has a moderately unhealthy population compared to Perth averages, especially within Swan, Belmont and Bassendean local authorities.

3.2 Economic Overview

The region's economy has grown considerably over recent years and played a significant role in the fortunes of Western Australia, with considerable growth driving private investment throughout the construction sectors and nationally significant logistics and manufacturing industries selling services and products throughout the globe. However, achieving substantial increases in prosperity and wellbeing will require building on what the region's enterprises do well and diversifying the nature of the region's economy through the development of emerging and new industries. This task requires an understanding of the current economic strengths to leverage and challenges to overcome. These have been explored below.

3.2.1 Industry Overview

Western Australia experienced an exceptional period of economic growth over the past decade. The growth period was notably felt in Perth's Eastern Region which experienced economic growth of approximately 7.6% per annum between 2008 and 2014 – approximately 38.9% faster growth than the Australian economy⁴⁴.

The \$26.0 billion economy is underpinned by nationally significant manufacturing, logistics and distribution sectors based throughout an array of strategic and light industrial areas. Retail is also a notable and growing industry throughout this fast-growing region. However, despite the considerable growth in the region's economy over recent years, the economy was however an estimated 15.0% smaller than the Greater Perth economy on a per capita basis at \$84,314 as of 2014. Though this is a reflection of the lower number of jobs than workers in the region, it is illustrative of the potential for the region.

⁴³ PHIDU (2014), Social Health Atlas of Australia: Statistical Local Area and Local Government Area, Public Health Information Development Unit, The University of Adelaide, Adelaide

⁴⁴ REMPLAN <<http://www.economicprofile.com.au/easternmetro/>> & EMRC (2011) EDS

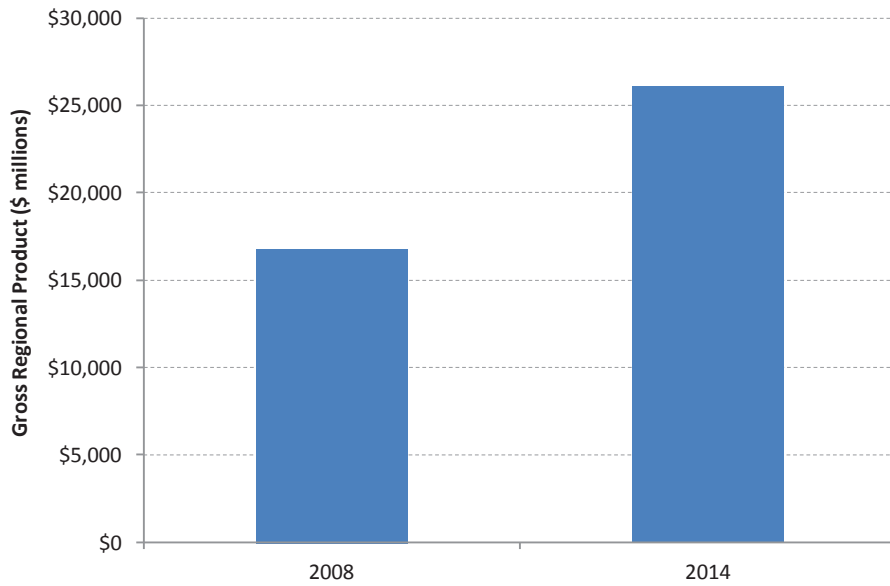


Figure 10 Gross Regional Product, Region⁴⁵

The prominence of the logistics industry is perhaps best illustrated by looking at the skew in employment directly employed in this industry. The figure below illustrates the industries which are prominent in the region, with a value greater than 1 implying the region's workforce has a high representation and comparative advantage in that particular industry compared to Greater Perth as a whole, and vice versa.

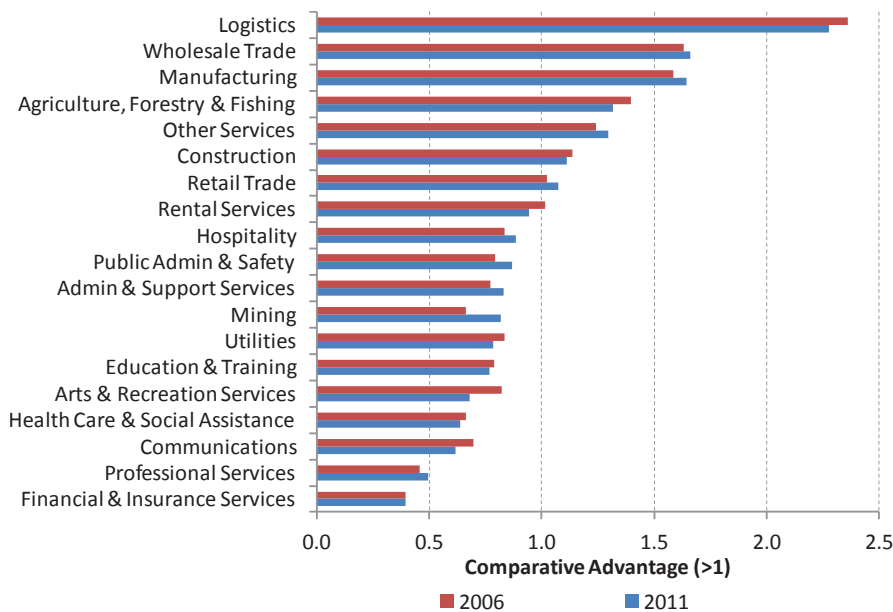


Figure 11 Employment Shares Assessment, Perth's Eastern Region, 2011⁴⁶

Looking at the top industries of employment, the manufacturing sector, logistics sector and related wholesale (distribution) sector are key employers in the region. Combined, these sectors accounted for more than

⁴⁵ Ibid.

⁴⁶ ABS (2012) Census of Population and Housing, Australian Bureau of Statistics, Canberra

39,322 jobs in the region (31.6%). The region also has a considerable retail industry employing more than 15,000 workers.

Other population-based industries are notable employers, such as health care (9,443 jobs) and education (8,619 jobs), however their contribution to employment in the region is relatively low. This is important to recognise give more than a third of new jobs created over the next five years are forecast to be within these two sectors.

Notably, two of the fastest growing sectors between 2006 and 2011 were mining and construction, of which much of this was considered mining related. Other key growth sectors included professional services (up 45.9%) and logistics (up 22.7%).

The region's economy is estimated to be a net importer of goods on a per value basis which is a common attribute for areas with fast growing urban areas. Nonetheless, exports were estimated at \$21.9 billion, with key sectors for exports including the manufacturing (\$10.2 billion per annum), logistics (\$3.7 billion per annum), mining (\$2.5 billion per annum) and wholesale trade (\$2.1 billion per annum) sectors.

From an economic development perspective, exports are key to improving socio-economic outcomes as they allow a region to benefit from growth within other areas.

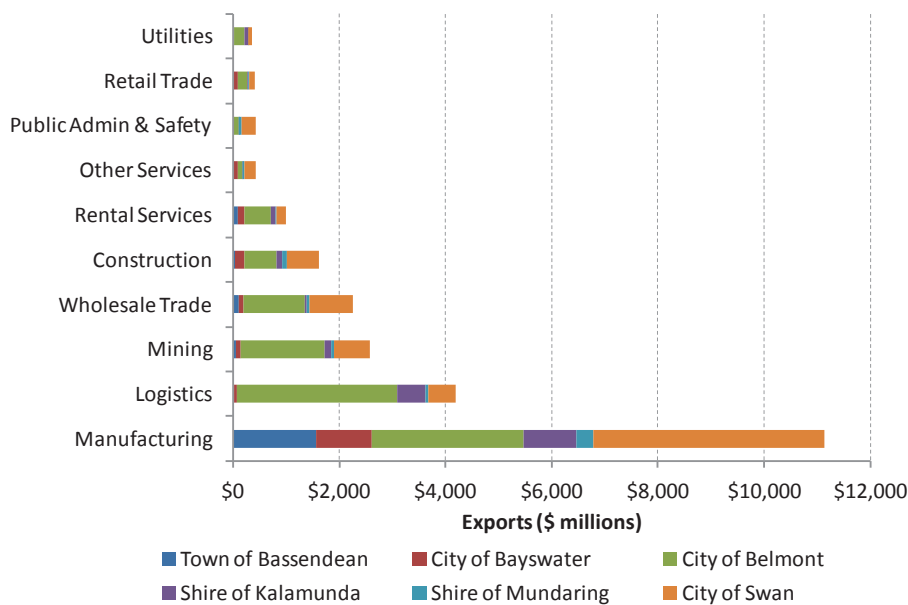


Figure 12 Regional Exports Share, 2014

3.2.2 Workforce

The labour market in the region has historically been moderately stronger than the broader Perth economy, with the unemployment rate averaging 4.4% compared to 4.6% across Greater Perth over the past five years. Unemployment has however trended up recently over the past 2-3 years, with the unemployment at 5.6% and more than 11,000 unemployed residents as of December 2015.

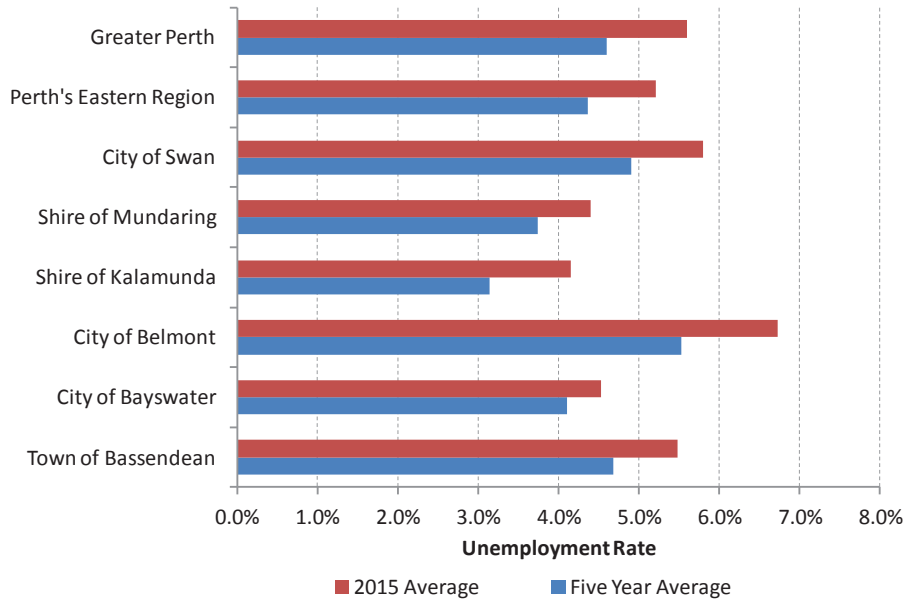


Figure 13 Unemployment Trends, Region⁴⁷

An analysis of unemployment by sector across Greater Perth (which is broadly illustrative of trends within the region) demonstrates the impact of deteriorating conditions in the mining and energy sectors.

The region's workforce is less likely to have university qualifications which is a reflection of employment within trades and industries requiring certificate and diploma qualifications.



Figure 14 Workforce Qualifications, 2011

⁴⁷ Employment (2015) Small Area Labour Markets Publication, Department of Employment, Canberra

4.0 Regional Influences

Regions are increasingly confronted with changing regional and global trends shaping the economic and environmental landscape. These trends are of particular importance to the region given its prominence as a region directly linked to the world economy through trade, increased overseas-born residents and its role within Perth's future development as a global city.

4.1 Megatrends Overview

Global and regional influences that will shape the region have been identified and assessed as part of the development of the study. An overview of these megatrends has been developed below. A more detailed description is included in the appendix.

Table 6 Regional Megatrend Summaries

Megatrend	Driver	Description
Emerging Markets	Urbanisation	Across the globe, the continued shift from rural to urban living will be profound. The world's urban population is now close to 3.9 billion and is expected to reach 6.3 billion in 2050. This will be a strong influencing factor on market demand in an array of areas, including built form development and population services.
	Rising Middle Class	The extraordinary growth of affluence and the reduction in absolute poverty across the globe has brought sweeping economic and social change and it's not over yet. The size of the middle class is expected to increase from 1.8 billion in 2009 to 4.9 billion by 2030. Almost all of this growth (85%) comes from Asia.
	Global Food Consumption	The world's population is expected to increase by more than 25% to 9.1 billion by 2050. At the same time, the world will have to produce more food and fibre with a smaller rural workforce and less arable land, adopt more sustainable methods to adapt to climate change, and adapt to changing food preferences. The UN Food and Agriculture Organisation predicts that feeding a world population of 9.1 billion in 2050 would require raising overall food production by 60% between 2007 and 2050.
Security & Sustainability	Climate Change & Water Security	Regions around the globe face significant environmental and economic impacts from climate change, with changing temperatures, weather patterns and extreme events impacting on biodiversity, agriculture, infrastructure, communities and water supply. Climate scenarios for Western Australia generally point towards a hotter and dryer climate for Perth, with a reduction in water availability adversely affecting river health, human consumption and agriculture production.
	Low Carbon Future	Climate change, and policy and social action directed at responding to climate change, is creating economic opportunities and challenges. It is shifting incentives towards lower carbon energy sources and industrial processes. It is also expanding market demand for carbon-reducing technologies and environmentally friendly products. Global energy demand is expected to increase by 35% between 2010 and 2035. Although coal is expected to account for 59% of the increase in demand, gas, nuclear, hydro and renewables are expected to increase at a faster rate. Gas is expected to increase 49.9% from 2010 to 2035. Biofuels and other renewable energy sources are expected to increase 86.5%.

Megatrend	Driver	Description
Digital Age	Digital Connectivity	Countries which have achieved advanced levels of digital connectivity have realised significant benefits in their economies, societies and the functioning of their public services and this trend is expected to continue. By 2020 there will be 50 billion networked devices that will impact on issues such as labour mobility, the future of urban development and design and investment in digital infrastructure, amongst others. Increasing digital connectivity will stimulate the emergence of new services and tradable commodities through improved access to markets, improved learning and trading platforms and increased mobility through a connected world that will help break down the financial and social costs of remoteness and isolation.
	Automation	The take-up of industrial automation technologies in recent years has been rapid. Over 178,000 industrial robots were sold in 2013, up from 80,000 in 2003. Sales are projected to continue to increase and lift the worldwide stock of industrial robots from 1.4 million to 1.9 million by 2017. Whilst industrial automation is historically focussed in process manufacturing – refining raw materials – and discrete manufacturing – assembling/building parts – it is permeating into other areas of the economy on the back of recent technological advances and rapidly reducing costs. In Perth, the future of automation in mining is already upon us. Advances in computing, signalling and sensing technology have brought driverless trucks and trains, automated drills and other pieces of equipment to the Australian mining scene, of which they are operated from Perth. New and exciting forms of automation are getting closer to reality, with governments already addressing the short term availability of driverless cars.
Population Ageing	Improved Health Care	The population of Australia is ageing rapidly and this represents one of the greatest challenges for policy makers, industry, and communities. Approximately 3 million people in Australia were aged 65 years and over in 2011, representing over one in eight Australians. By 2050, the number of people aged 65 and over is expected to reach one in five people. Traditionally seen as a burden on services such as health, an ageing population can provide business opportunities and economic growth. The impact this trend is having on the future outlook for industry growth is profound, as explored in Section 4.3.

4.2 Local Assessment

Each of the overlapping influences detailed above will influence and shape the future of the region. RPS has assessed their relevance to the region's economy and communities and identified the broad advantages and challenges, with specific opportunities and challenges expanded upon in subsequent sections.

Table 7 Megatrend and Drivers Assessment

Driver	Relevance to Region	Challenges	Advantages
Urbanisation	High	<ul style="list-style-type: none"> Competition from other Australian destinations for workers and residents Increased pressure on utility infrastructure such as water, waste, electricity, roads and internet connections due to increased urban populations Political pressure on increased densities Congestion and lack of integrated transport modes 	<ul style="list-style-type: none"> Availability of developable land for residential and commercial expansion Planned redevelopment precincts capable of supporting future growth Lifestyle destination opportunities for retirees and families in Perth Hills, including to escape urbanisation in Asian cities Exporting of products and services to expanding markets Considerable natural amenity to support urbanisation
Rising Middle Class	Medium	<ul style="list-style-type: none"> Increased competition in services and other high skilled occupations which are transferable across regions Lack of global service exporters located locally International profile 	<ul style="list-style-type: none"> Freight and passenger connections via Perth International Airport and upgrade road infrastructure to Port of Fremantle Increased overseas-born population
Global Food Consumption	Low	<ul style="list-style-type: none"> The current high costs and small scale of farms limit the economic feasibility of agricultural food production in the region Swan Valley Act and water catchment policies can discourage investment Lack of private investment by land owners in their operations Size of lots and operations, with a strong interest in sub-dividing for residential purposes 	<ul style="list-style-type: none"> Established freight infrastructure, including perishables air freight Opposing climate to northern hemisphere The availability of underutilised land Australia's international reputation as a stable provider of quality produce

Driver	Relevance to Region	Challenges	Advantages
Climate Change & Water Security	High	<ul style="list-style-type: none"> Increased evapotranspiration and less rainfall will put additional stress on the available water resources The severity of extreme weather events or storms could increase, especially bush fires 	<ul style="list-style-type: none"> Increased need for affected areas to import fresh food products
Low Carbon Future	Medium	<ul style="list-style-type: none"> Limited locally based research centres Limited feasible pilot developments and projects 	<ul style="list-style-type: none"> Established nationally-significant manufacturing sector Natural assets such as sunshine which supports the development of an industry around renewable energy and low carbon products
Digital Connectivity	High	<ul style="list-style-type: none"> Low mobile coverage in less populated areas The lack of fibre to premises in commercial precincts 	<ul style="list-style-type: none"> Ability to work remotely in high amenity locations Local businesses will have exposure and access to a vastly increased market Cost of production will be vastly reduced with local enterprises being able to outsource to cheaper centres
Automation	High	<ul style="list-style-type: none"> Fibre coverage 	<ul style="list-style-type: none"> Established automation centres servicing mining industry
Improved Health Care	High	<ul style="list-style-type: none"> Access to aged care varies 	<ul style="list-style-type: none"> Establishing aged care services Investment in health facilities such as Midland Hospital

4.3 Industry Outlook

4.3.1 Employment Forecasts

The Department of Employment prepares five year forecasts of employment growth on a regular basis which capture the short term impact these regional influences are having on the industry make up within Australia. Some of the key trends of relevance to the region include:

- **Declining mining employment**, with the number of workers directly employed in the mining sector expected to decline by 14.1% over the next five years to just 193,800 which is lower than all industry sectors apart from utilities;
- **Declining manufacturing sector**, with significant declines in car manufacturing and textile manufacturing offsetting expected increases in food product manufacturing (up 5,200 jobs) and computer and electrical goods manufacturing;
- **Health service increases**, with more than 250,000 additional jobs in the health and social services sector forecast, including a 19.8% growth in social services and 9.0% growth in residential care services;
- **Professional services growth**, with the fastest growth in engineering and technical services (19.5%) followed by computer design (17.3%);
- **Hospitality sector growth**, with increasing spending expected to see growth of 98,800 jobs in this sector (up 10.0%), especially for cafes and dining options (up 14.9%);
- **Retail trade increases**, with growth of 8.4% broadly in line with worker growth, but especially high growth in non-store retailing (37.5%); and
- **Education sector growth**, with growth expected to outpace domestic requirements (at 13.0%) based on forecast increases in overseas student numbers.

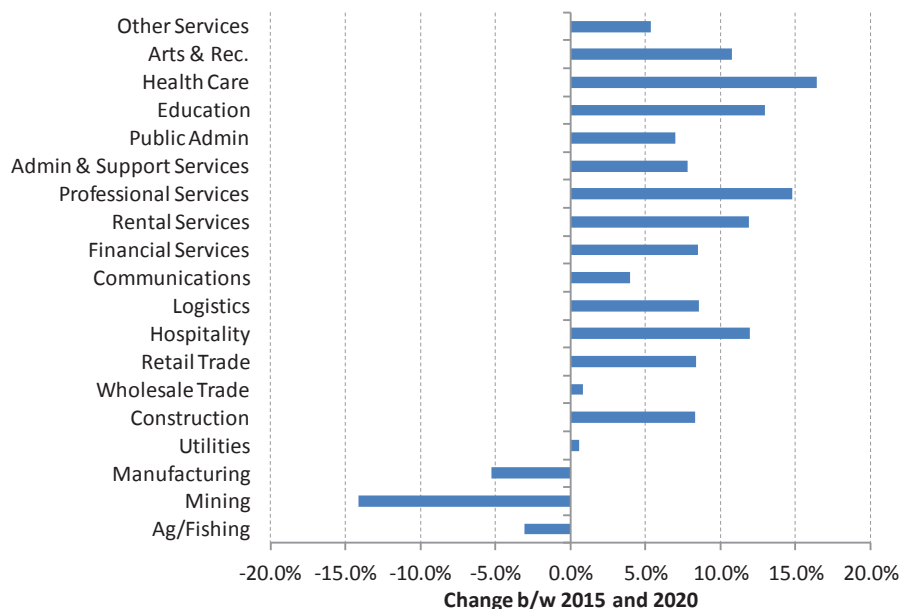


Figure 15 Employment Projections, Australia, 2015 to 2020

4.3.2 Looking Further Ahead

Deloitte regularly releases research endeavouring to predict future growth opportunities in Australia. Their latest research suggests that growth in the next wave will come from gas, agribusiness, tourism, international education and wealth management⁴⁸. These are areas where Australia already has a strong comparative advantage.

However, looking further forward, the picture is not as clear. Deloitte has identified 19 growth areas, of which the following are directly relevant the region:

- **ICT** – devices connect to the Internet and the cloud, and spin off data that can be used to optimise everything from fridges to our national transport and power networks;
- **Trade Financing** – Deloitte Access Economics estimates that Australia's trade ratio will rise to 45% by 2015, before reaching a resource export–assisted 60% by 2025;
- **Medical Research** – Australia is well positioned to export its capabilities through partnerships, education and mentoring with peers in Asia, where ageing and neurological disorders are recognised as a significant and fast-growing threat to public health;
- **Community and Personal Care** – Australians are living busier lives, meaning the future for time-saving services is particularly bright;
- **Retirement Living and Leisure** – the coming wave of retirements among baby boomers will be large, and will come with more ambitious expectations of their retirement years than previous generations;
- **Reskilling an Ageing Workforce** – growing numbers of older Australians are extending their careers by choosing a different role or a new industry;
- **Residential Aged Care** – Just as the baby boomers changed the nature of Australia's schools in the 1950s and 60s, and then our workforce in the decades that followed, they will create a wave of change through the aged care sector;
- **Preventative Health and Wellness** – we're living longer but we also want to keep living better, and that tension will generate billions of dollars in opportunities; and
- **Private Schooling** – non-government schools educated one in every four students three decades ago; the ratio today is more than one in three.

⁴⁸ Deloitte (2014) Positioning for Prosperity, Deloitte Access Economics, Sydney

5.0 Business Competitiveness

The growth and development of the region's economy in the long-term will depend on its capacity use its unique attributes and characteristics to leverage emerging trends. It is therefore important to investigate the prospects for the region through the prism of its economic, social and physical attributes and performance within a regional and global context.

This study has focussed on summarising the key findings in relation to business competitiveness.

A competitive region as one that can attract and maintain successful firms and maintain or increase standards of living for the region's inhabitants. This means that skilled labour and investment will gravitate away from uncompetitive regions towards more competitive ones

RPS has also undertaken a desktop benchmarking exercise in order to determine the performance of the region's economy and communities in regards to an economic and social development criteria. This benchmarking data is appended to the study. The analysis is founded on key input from a range of stakeholders in and outside the region, working across a myriad of fields and sectors as well as targeted research.

5.1 Approach

RPS has undertaken an assessment of the region's competitive strengths and limiting factors based on the five forces Porter's Diamond Model of Competitive Advantage. The Diamond Model represents a form of economic SWOT analysis.

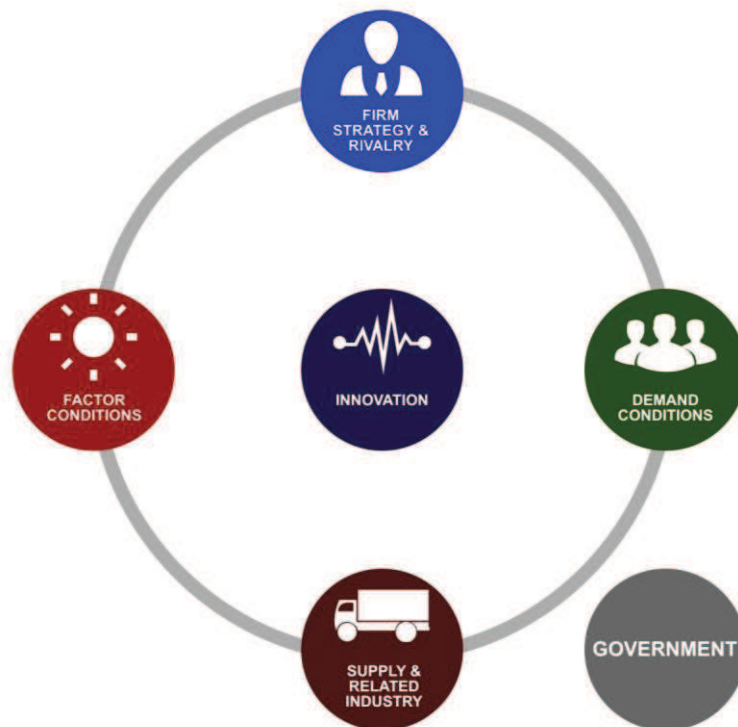


Figure 16 Adjusted Porter Model

5.2 Summary of Findings

Table 8 Business Competitiveness Assessment

	Advantages	Challenges
Factor Conditions	<ul style="list-style-type: none"> ▪ Natural Assets – unique and extensive parks and wildlife ▪ Sunlight – high levels of sunlight per day ▪ Road Transport – good access to major road transport routes ▪ Airport – relatively proximate to airport ▪ Education – high level of technically qualified residents 	<ul style="list-style-type: none"> ▪ Higher Skills Deficit – low level of university qualified residents ▪ Public Transport – limited intra-regional access and fewer services in less developed areas
Demand Conditions	<ul style="list-style-type: none"> ▪ Access to Growing Markets – infrastructure access and physical proximity to Perth ▪ Employment – historically low levels of unemployment ▪ Population Growth – rapid population growth over the last decade ▪ GRP – The area has a Gross Regional Product substantially above the national average ▪ Branding – tourism brand is improving, with an increasing level of visitation recorded over the decade to 2015 ▪ Asian Tourist – the area is popular with Asian tourists who account for nearly half of tourists and has steadily been increasing in volume over the last three years 	<ul style="list-style-type: none"> ▪ Low ESS – at an ESS of around 81.5%, one in five jobs is filled by non-residents of the area, this falls as low as 44% for some LGA's across the area. ▪ Tourist Accommodation – relatively low volume of tourist accommodation in areas outside of Swan ▪ Attraction of Area – the largest segment of international visitors go to visit acquaintances, rather than to experience the region
Supply and Related Industries	<ul style="list-style-type: none"> ▪ Unique Amenity and Lifestyle – unique inland amenity and lifestyle supports population growth at larger settlements ▪ Centralised Production – The region contains a number of key industrial precincts, these improve value chains for businesses located together 	<ul style="list-style-type: none"> ▪ Critical Mass – lack of critical mass in some sectors affects ability of business and industry to form larger value chains
Firm Strategy and Rivalry	<ul style="list-style-type: none"> ▪ Industry Changes – Mining and Construction in particular are experiencing rapid growth ▪ Centralised Business Hubs – The region contains a number of key industrial precincts ▪ Established Retail Trade – The area displays a substantial retail trade industry 	
Innovation	<ul style="list-style-type: none"> ▪ Telecommunications technology – high level of high speed and mobile connectivity 	<ul style="list-style-type: none"> ▪ Higher Skills Deficit – low level of highly qualified residents

6.0 Strategic Context

This section has explored the priorities of member councils of relevance to economic development outcomes in the region. The section also includes a summary of broader regional roles evidenced across Australia in the economic development field.

6.1 Stakeholder Priorities

6.1.1 Core Areas of Focus

RPS engaged with each local council in a face-to-face discussion to identify key priorities of relevance to economic and social development across the region. The following table summarises the key findings. Note, it is not an exhaustive list of priorities⁴⁹.

Table 9 Local Government Priorities and Opportunities

Local Authority	Priorities	Opportunities
Town of Bassendean	<ul style="list-style-type: none"> Bassendean Town Centre Riverfront development Bassendean Oval redevelopment 	<ul style="list-style-type: none"> At home employment Railway Museum Ashfield Precinct Ashfield Industrial Area
City of Bayswater	<ul style="list-style-type: none"> Morley Activity Centre Bayswater Town Centre Bus Interchange Heavy rail 	<ul style="list-style-type: none"> Foreshore activation NBN connectivity Maylands Activity Centre Les Hansman Community Centre redevelopment
City of Belmont	<ul style="list-style-type: none"> Development Area 6 Faulkner Civic Precinct redevelopment Belmont Forum redevelopment Springs Rivervale Belmont Business Park 	<ul style="list-style-type: none"> Foreshore renewal Great Eastern Highway development Kewdale/Welshpool/Perth Airport/ Forreestfield industrial precinct
Shire of Kalamunda	<ul style="list-style-type: none"> Forreestfield North Forreestfield Forum 	<ul style="list-style-type: none"> Kalamunda Central Aged care sector Regional sporting fields and facilities provision Agri-tourism, trails tourism and Perth Observatory Creative industries
Shire of Mundaring	<ul style="list-style-type: none"> Mundaring Indoor Recreation Facility Boya Oval redevelopment Mundaring Town Centre revitalisation 	<ul style="list-style-type: none"> National park/ eco tourism Natural resource extraction At home work Private school education Aged accommodation sector development

⁴⁹ There are numerous regional priorities which need to be recognised as part of the subsequent strategy development. RPS has provided summaries of several key State Government documents which will guide regional investment decisions.

Local Authority	Priorities	Opportunities
City of Swan	<ul style="list-style-type: none"> Tourism development Midland Oval Midland Redevelopment Area 	<ul style="list-style-type: none"> Agriculture sector development Retention of aged persons Bullsbrook intermodal hub

6.1.2 Local Economic Development Tasks

RPS has provided a summary of the key approaches of each local government member below. The summary illustrates the diverse range of approaches to economic development in the region, with grassroots development to active commercial property development.

- **Bassendean:** The main focus for the economic development officer is business development, namely small to medium business entrepreneurship. This involves engaging with local businesses and supporting networking and information sharing. Bassendean Means Business is website developed to promote investment and business development in the area. The website's major focus is information provision, in particular events typically delivered in partnership with the Central Eastern Business Association. The site also includes local business profiles and broader business idea information.
- **Bayswater:** The City has recently appointed an economic development officer⁵⁰. Historically, economic development was delivered within the planning directorate. The major tools for economic development were land use planning and business information dissemination. There is limited business development activity. Business investment attraction is largely an information delivery service, with the City's website providing information on business events run by CEBA or the Small Business Centre, links to business services such as the Business Migration Centre, and a property search. The events team supports and organises local events in the City.
- **Belmont:** Economic development initiatives in the City focus on the areas of property and business investment attraction. Rather than grass-roots local business support, resources are aimed at using property assets and planning controls to encourage quality development, as well as discussions with investors and information provision. The City also supports business groups such as the Belmont Business Advisory Group which contributes to policy development. Other initiatives include grant support, business discounts, development approval process guides and statistical information.
- **Kalamunda:** The Shire's role in economic development is generally at a grass roots level, with business and event support rather than business and investor attraction. There has been considerable success attracting events such as Tour de Perth, Targa Rally and village markets. The Shire additionally funds numerous events and has recently shifted focus towards events that attract regional visitors rather than only locals. Social media marketing is a key area of focus.
- **Mundaring:** The Shire's economic development program is largely grassroots, with small business liaison and event organising being the major tasks. Additionally, many of the economic development levers are regulatory.
- **Swan:** The City has gone through a restructure which resulted in the combination of commercial property functions and economic development. The commercial property area is considered one of the most active in Perth, with an expanding portfolio of properties which are being leased, amalgamated or developed (e.g. purchase of land to amalgamate and develop at Midland Oval). Strategic sites are being purchased for future catalyst investment (e.g. Bullsbrook interchange area). The commercial property component provides

⁵⁰ The City had an economic development officer up to January 2015 however the position remained vacant while they assessed their framework for delivery

the City with an alternative to rate revenue. The commercial property component is complemented by an economic development program focussed on a combination of business support, business attraction and events. These have been summarised below

- » **Business Support:** The City runs a business engagement program to walk businesses through the steps involved in expanding their business or moving/setting-up operations in the City. Although this is a time-intensive process, it is considered beneficial as part of the suite of approaches. The City also hosts a business directory and newsletter service which provides information on upcoming events.
- » **Business Attraction:** The City produces and disseminates business attraction material which provides an overview of the region and its broad opportunities. The City also undertakes a showcase of the region's businesses to Canberra and supports business through subsidies and in-kind logistics support. The first event was recently held in Canberra and was considered a success at showcasing the region's producers. The City intends to organise another showcase.
- » **Events:** The City organises and hosts regular business forums which are open to businesses from outside the City as well. These brief events are focussed on particular topics and have been well attended. The events team – separate to the ED team – organise and support community events.

6.2 Approaches to Economic Development

Shifting the region's population and economic growth from "business as usual" towards a more preferred future, requires the pursuit of a range of initiatives that create new jobs within established industries and within supporting and emerging (and new) industries, as well as the continued development of enabling infrastructure and services to support sustainable economic and social development and population growth. This comprehensive and integrated approach can be classified into three different approaches to development:

- Enabling infrastructure and services;
- Primary industry development and value add; and
- Industry diversification.

These three approaches to growth and development require different levels of intervention from government and stakeholders, but also provide different scales of benefits and impacts. This intervention can take four broad forms for regional bodies:

- **Promotion** – of the region, local assets and opportunities;
- **Facilitation/Coordination** – of projects and industry or stakeholder collaboration;
- **Advocacy** – for policy change or key infrastructure; and
- **Bulk Services** – such as the provision or development of services and information.

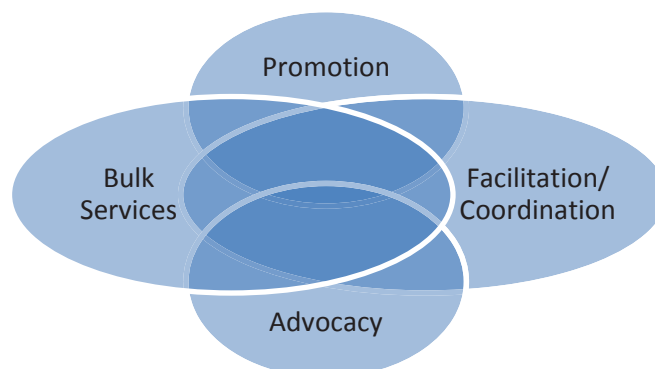


Figure 17 Economic Development Interventions

This model has informed the identification of potential priority areas in Section 7.

7.0 Economic Opportunities

This section details the identified areas of focus which are considered priorities for a regional body such as EMRC to guide economic and social development outcomes in the region.

7.1 Identifying Areas of Focus

The regional analysis and discussion of regional influences led to the identification of the region's comparative advantages and assets and the emerging opportunities that built on these, as well as a number of regional challenges and their implications for growth. Through this process, core areas of focus which are central to the future economic and social development of the region have been identified.

Prioritising core areas of focus required consideration of:

- **Member and stakeholder roles** historically and currently related to the area of focus;
- **Emerging strengths and opportunities** and their potential to be leveraged;
- **Barriers** to progressing with actions and projects that endeavour to take advantage of identified opportunities; and
- **Regional value** of pursuing actions identified with the area of focus.

These priority core areas of focus are not an exhaustive list of the broader economic opportunities of the region over the next five years and beyond. Instead, they reflect core areas of focus where efforts and action from EMRC and member councils would likely result in the greatest transformational effect and achievement of improved wellbeing across the region. RPS has undertaken indicative modelling to demonstrate the potential positive impacts associated with pursuing actions and projects identified with each of the core areas of focus.

Although there are numerous local opportunities within each member council, RPS has afforded focus to economic opportunities that have region-wide impacts and attract growth from outside the region. Additionally, and importantly, this process has recognised opportunities where a regional role would complement rather than duplicate or hinder actions taken at a local and/or state level.

7.2 Core Areas of Focus

RPS has identified two core areas of focus which have been expanded upon in the sections below. These three priority areas of focus include:

- **Regional visitation** – including tourism and visitation to activity centres, attractions and events; and
- **Strategic employment and enabling infrastructure** – such as industries, sectors and businesses which draw growth from outside Perth's Eastern Region.

7.2.1 Regional Visitation

GOAL: Tourism and visitation leverages off the region's natural and heritage assets, unique events calendar and expanding activity centres which provide an array of entertainment, dining and shopping experiences

The region is home to an array of natural assets and tourism experiences for recreation, leisure and corporate visitation. The underutilised Swan River foreshore, Perth Hills, Swan Valley and numerous historic attractions complement a growing range of retail and hospitality amenities.

The Kalamunda and Mundaring local authorities provide a unique environment of high altitude bushland which is unavailable in other areas of Perth, key tourist attractions include numerous national parks and walk trails, Mundaring Weir – a large dam and reservoir, and the only observatory in the Perth area. The City of Swan is the closest wine region to metropolitan Perth and features over 150 tourism focussed business, including breweries, wineries, distilleries, and restaurants.

There are a relatively low number of tourist accommodation establishments within the EMRC, with the region having only 16 of WA's 358 tourist accommodation establishments with 15 rooms or more. This is a reflection of the tourism assets in the region being perceived as solely day visits. However the airport and associated accommodation provides a significant level of local accommodation options.

The region has however successfully improved visitation levels in recent years through regional event collaboration such as the Avon Descent.

Table 10 Issues and Benefits, Regional Visitation

Key Issues	Potential Benefits of Achieving Goal
<ul style="list-style-type: none"> ▪ Lack of public transport, especially connecting the tourism assets in different parts of the region ▪ Perception of distance from Perth ▪ Appropriate accommodation for premium visitors from international destinations ▪ Common marketing, with different branding diluting the regional potential through trip-linking ▪ Under optimisation of foreshore and river cruises/ activation 	<ul style="list-style-type: none"> ▪ Longer stays, increased visitors and more tourism expenditure within the region supporting jobs growth and investment ▪ Increased service population supports amenity improvements across the region ▪ Increased economic development and sustainability through diversification ▪ Diversification of economies and employment opportunities that provide a counter-cyclical balance to main industry activity ▪ A renowned national and international tourism profile ▪ Increasing the recognition and value of environmental assets as major visitation attractors to the region

Whilst individual member councils are encouraging visitation, tourism product development and brand development, there is a role for EMRC to complement these initiatives by focussing on regional visitation. That is, attracting visitors from outside the region rather than locals. A number of potential initiatives have been identified for further exploration.

Table 11 Identified Opportunities, Regional Visitation

Regional Opportunities	Promotion	Facilitation/Coordination	Advocacy	Bulk Services
Potential Initiatives	<ul style="list-style-type: none"> ▪ Websites, signage, showcases 	<ul style="list-style-type: none"> ▪ Event grants/ coordination ▪ Policy controls 	<ul style="list-style-type: none"> ▪ Policy change ▪ Key infrastructure 	<ul style="list-style-type: none"> ▪ Tourism product development ▪ Research (existing transport services, CAT service) ▪ Marketing material (e.g. trip linking)

7.2.2 Strategic Employment and Enabling infrastructure

GOAL: A diverse economy characterised by large national and international export orientated industries and organisations and quality regional infrastructure that complement established employment precincts, providing a new set of employment opportunities for local residents

The region is already characterised by a diverse range of logistics, distribution and manufacturing firms which service customers around the nation and globe. These businesses generate substantial employment and are considered areas of advantage for the region. However the reliance on a key sector/s of employment can create challenges when endeavouring to accommodate a growing population of workers from a range of sectors. The adverse effects are already being felt through increasing unemployment linked to the mining sector and low levels of post-school qualifications.

Opportunity exists to build upon this base to drive the development and attraction of key employers (whether it be private companies or research organisations) which will catalyse development within established areas.

Table 12 Issues and Benefits, Regional Visitation

Key Issues	Potential Benefits of Achieving Goal
<ul style="list-style-type: none"> ▪ Lack of university ▪ Limited growth potential within established employment areas ▪ Lack of heavy rail ▪ Capacity to undertake investment attraction tasks ▪ Capacity to advocate for regional infrastructure 	<ul style="list-style-type: none"> ▪ Attraction of global organisations and investment ▪ Attraction of highly skilled workers who wish to live and work in the region ▪ Export of innovative services and products supporting local business revenue ▪ Higher incomes for local workers ▪ Reduced economic volatility ▪ Improved regional investment risk profile ▪ Improved post-school education and training transitions ▪ Increased business sophistication ▪ Cross industry development ▪ Increased reputation as an innovation region

Whilst individual member councils distribute information about a region and some have resources to assist individual businesses looking to locate within locality, there is limited capacity to proactively engage with potential investors or advocate for required investment. A number of potential initiatives have been identified for further exploration.

Table 13 Identified Opportunities, Regional Visitation

Regional Opportunities	Promotion	Facilitation/Coordination	Advocacy	Bulk Services
Potential Initiatives	<ul style="list-style-type: none"> ▪ Prospectus 	<ul style="list-style-type: none"> ▪ Planning control consistency 	<ul style="list-style-type: none"> ▪ Key public transport infrastructure 	<ul style="list-style-type: none"> ▪ Research of target industry and business requirements

7.3 Next Steps

In order to guide the next steps, RPS has identified the following actions which should be undertaken. These include:

- Prioritisation;
- Action and funding identification;
- Business cases; and
- Stakeholder engagement.

Table 14 Priority Project Example

Element		Description
Project Name		
Project Description		
Rationale/Need		
Intended Outcomes and Benefits		▪
Tasks (timeframe)	Within 12 months	▪
	1 to 3 years	▪
Performance Indicators		▪
Stakeholders		▪
Costs and Funding Requirements		
Strategic Alignment		

Appendix I

Regional Influences

A.1.1 Emerging Markets

The extraordinary growth of affluence and the reduction in absolute poverty across the globe has brought sweeping economic and social change and it's not over yet. The size of the middle class is expected to increase from 1.8 billion in 2009 to 4.9 billion by 2030⁵¹. Almost all of this growth (85%) will come from Asia.

Equally striking is the growth in purchasing power of the middle class. Globally, demand from the middle class may grow from US\$21 trillion to US\$56 trillion by 2030. Again, over 80% of the growth in demand will come from Asia.

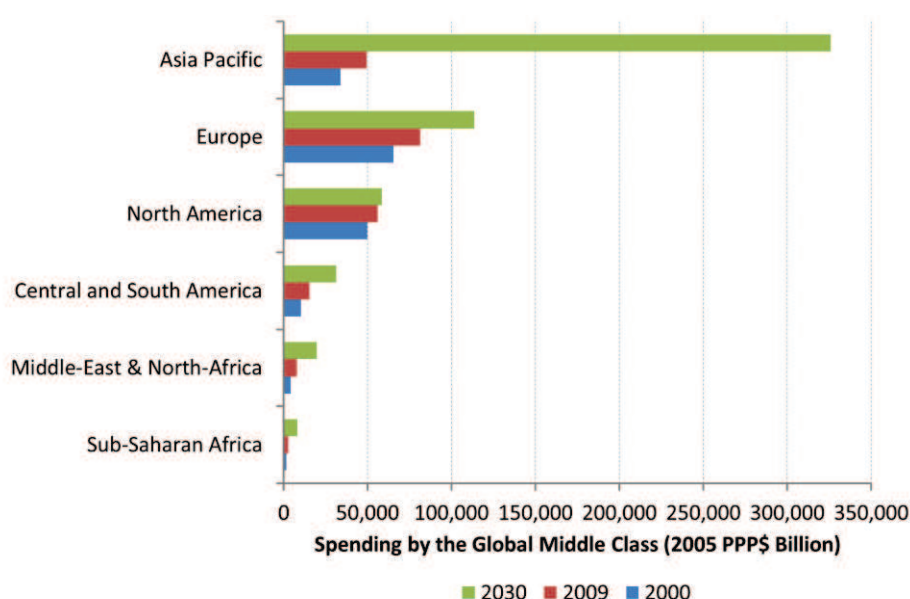


Figure 18 Projected Expenditure of Global Middle Class by Region⁵²

Continued strong growth in the size and diversity of the global middle class is expected to be disruptive but also present enormous opportunities for businesses around the world. In particular, rising wealth is expected to enable customers to access new products; businesses will be able to cater for these markets once considered unviable to operate in due to the costs of transport.

The world's population is expected to increase by more than 25% to 9.1 billion by 2050⁵³. At the same time, the world will have to produce more food and fibre with a smaller rural workforce and less arable land, adopt more sustainable methods to adapt to climate change, and adapt to changing food preferences. The production of biofuels will have an additional impact, competing against food products for land and resources.

⁵¹ OECD (2010) The emerging middle class in developing countries, OECD Development Centre, Working Paper No. 285
<<http://www.oecd.org/dev/44457738.pdf>>

⁵² Ibid.

⁵³ FAO (2012) World agriculture towards 2030/2050 :The 2012 Revision, Food and Agriculture Organisation of the United Nations
<<http://www.fao.org/docrep/016/ap106e/ap106e.pdf>>

The UN Food and Agriculture Organisation predicts that feeding a world population of 9.1 billion in 2050 would require raising overall food production by 60% between 2007 and 2050⁵⁴. Production in developing countries would need to double over this period. This implies significant increases in several key commodities.

The Australian Government has forecast that there will be substantial growth in the trade of meat, dairy and fresh produce to feed a growing and more affluent global consumer. It expects Australian exporters to capture an increasing share of global food exports due to its geographical proximity – lower transport costs – advantage in the production of several commodities and its reputation as a stable provider of quality produce.

Further, CSIRO has undertaken research of the emergence of the “meganiche”. These meganiches are however beyond our traditional idea of a niche, with markets of 50-300 million people⁵⁵. This provides opportunities for regions which can provide opportunities for the sophisticated and agile producer who can offer a product from a well-regulated and clean environment with a focus on individualised service to create a ‘fit-for-specific-purpose’ product.

Finally, air freight will play an important role in assisting with meeting these changing dietary and consumption patterns. Indeed, the world’s population with a preference for foreign food is estimated to grow from 158 million in 2009 to 970 million in 2030, with much of this growth from Asia⁵⁶.

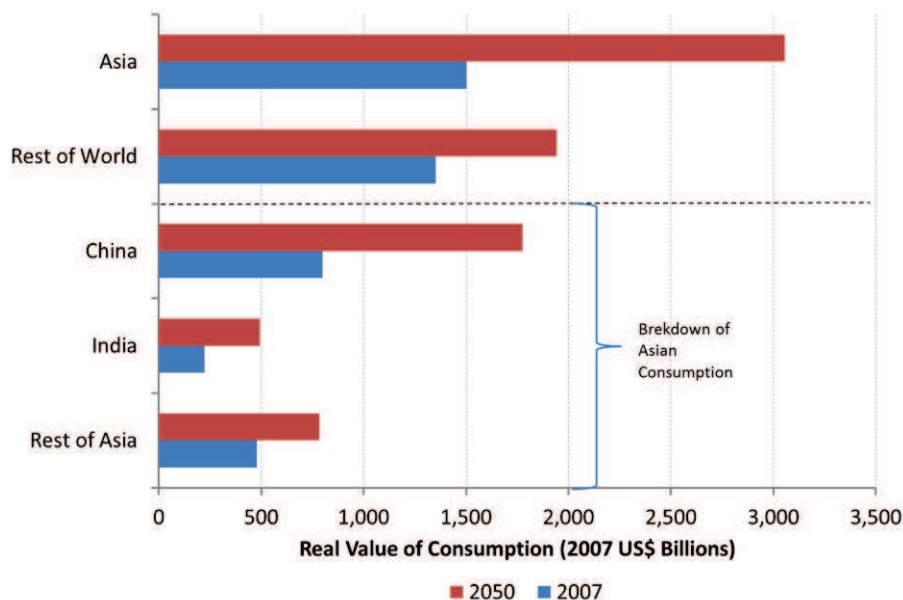


Figure 19 Projected Agriculture Consumption by Region⁵⁷

A.1.2 Security & Sustainability

Regions around the globe face significant environmental and economic impacts from climate change, with changing temperatures, weather patterns and extreme events impacting on biodiversity, agriculture, infrastructure, coastal communities and water supply.

⁵⁴ Ibid.

⁵⁵ CSIRO (2014) Make for Asia: The emerging Asian middle class and opportunities for Australian manufacturing, Telstra & CSIRO
<<http://www.telstra.com.au/business-enterprise/download/document/telstra-business-make-for-asia-whitepaper.pdf>>

⁵⁶ Ibid.

⁵⁷ Ibid.

The average global surface temperature has risen around 0.8°C since 1850 and may continue to rise further in the coming decades as a result of global carbon emissions⁵⁸. For Australia, global temperature increases will be likely to contribute to increased environmental volatility and variability, with both environmental and agricultural systems impacted by the combined effects of higher temperatures and inconsistent and irregular rainfall patterns. These environmental changes also increase the risks from bushfires, floods and other extreme weather, particularly in coastal and rural regions. From 1990 to 2011, Australia's net emissions (carbon dioxide equivalent) increased by 32.2%, growing annually at a rate of 1.3%.

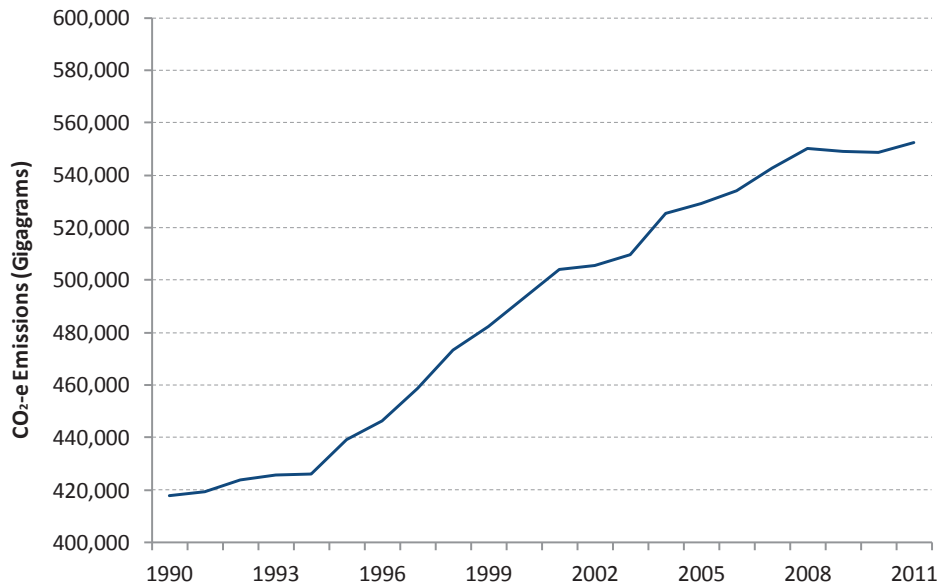


Figure 20 Emissions, Australia, 1990 to 2011⁵⁹

Rainfall in Perth has reduced 15% since the mid-1970's but more evident is the reduction in infiltration of water into dams. Between 1911 and 1974 the average infiltration was 338GL per year, between 1975 and 2000 infiltration fell 50% to 177GL and by 2001 to 2010 infiltration fell another 50% to 75GL per year. With Perth's population expected to increase by 2.2% per year, water demand is expected to increase by 2.4%.

Reduction in water availability adversely affects river health. Taking too much water out of Australia's river and groundwater systems can have detrimental economic and environmental consequences. There is added pressure on the system due to climatic conditions which affect native animal and plant populations, agricultural production and water availability for human consumption.

A.1.3 Digital Age

Technology has played a central role in the globalisation of markets by increasing the reach and speed of communication and reducing costs. It has in turn facilitated the flow of goods, capital, people and information across borders, with profound implications for life and business.

⁵⁸ Pearlman, G. (2008), Climate Change Risk in Australia Under Alternative Emissions Futures, Department of the Treasury, Canberra

⁵⁹ DoE (2013), National Greenhouse Gas Inventory - Kyoto Protocol Accounting Framework, Department of Environment, Canberra

Central to this is expanded telecommunications capacity and new communication mediums which are providing new economic, social and community benefits and opportunities to regional areas, including:

- More reliable base telecommunications;
- Online retail and shopping;
- Virtual education;
- Online entertainment, music and movies;
- Tele-health;
- Telecommuting and virtual work opportunities; and
- E-commerce and web-based business activity.

A key area of change already underway in the region is the take-up of automation technologies in recent years. Whilst industrial automation is historically focussed in process manufacturing – refining raw materials – and discrete manufacturing – assembling/building parts – it is permeating into other areas of the economy on the back of recent technological advances and rapidly reducing costs.

Advances in computing, signalling and sensing technology have brought driverless trucks and trains, automated drills and other pieces of equipment to the Australian mining scene and other transport and logistics industries. Whilst there are still many challenges to overcome, miners are pushing towards fully automated ‘pit to port’ operations in their quest to boost productivity, reduce costs, improve safety and remain globally competitive. This creates opportunities employment within Perth, as evidenced by Rio Tinto operations at Perth International Airport. Further, the region has adopted digital technology in mining exploration through activities such as 3D imaging and data analysis.

With the advent of high speed broadband and wireless technology, and an increasingly connected world, the region needs to ensure that it is positioned to take advantage of the new opportunities the digital revolution offers. This means, identifying where and what investment in enabling communications technologies and infrastructure is required, strong community and business take up of the technology and the implementation of effective strategies to maximise the use of communications technology to promote economic integration between industries, research and development, innovation and service based exports.

A.1.4 Population Ageing

The population of Australia is ageing rapidly and this represents one of the greatest challenges for policy makers, industry, and communities. Approximately 3 million people in Australia were aged 65 years and over in 2011, representing over one in eight Australians. By 2050, the number of people aged 65 and over is expected to reach one in five people. Key challenges include:

- **Housing provision:** Aged people often require more affordable housing as well as housing more appropriate to their needs, such as smaller, easy-to-maintain housing close to services;
- **Infrastructure:** A decreasing level of mobility requires appropriate transport infrastructure and services;
- **Aged care services:** A growing proportion of aged residents requires a growing number of accessible care services;
- **Population retention:** Elderly residents in regional areas typically move to regions with better care and support services; and
- **Community drainage:** The aged are more likely to be engaged in the community and perform vital volunteering work and as they leave a region the community loses a vital resource.

Traditionally seen as a burden on services such as health, an ageing population can provide business opportunities and economic growth. The natural amenity and current aged migration in the Perth Hills in particular, can create a number of opportunities for the region, such as:

- Positioning itself as a destination of choice for retirees seeking affordable housing and an aged friendly lifestyle;

- Developing an aged care industry through the creation and development of high quality aged housing, transport infrastructure and aged care services;
- Supporting the local tourism industry by developing niche-market aged friendly tourism initiatives; and
- Engaging the elderly in the community to take on leadership positions and support community projects and initiatives.

The region needs to look at how it provides services, what those services are and make sure that businesses, governments and communities understand wants and needs of an ageing population and capitalises on that.

Appendix 2

Local Government Priorities

A.2.1 Town of Bassendean

The Town of Bassendean identified a number of economic development priorities.

- **Bassendean Town Centre:** The main focus for the Town's economic development activities relate to revitalising the town centre. The Bassendean Shopping Centre recently underwent a \$23 million redevelopment though there are numerous retail properties within the town centre which have not undergone a face-lift in many years. Many of these retail properties are owned by several land owners which do not have an appetite to invest. The Town is seeking support to encourage redevelopment through regulatory means and requires access to legal advice. The surrounding areas of the town centre are experiencing private sector redevelopment, with several key developments progressing in recent years. The Town sold one of the development sites (a Crown site purchased by the Town at 5% value) with design regulations which helped to encourage the community of the value of quality development. This development supported the shopping centre redevelopment viability and is resulting in a new demographics moving to the area (leading to new tenancies such as bar).
- **Riverfront Development:** The Town has considerable river frontage under-developed and underutilised land with high amenity. Constraints include tenure, environmental considerations and political concerns. The Town considers the area to have potential to support visitation and recreation but requires investment. It is recognised that EMRC assist with broadened the potential of tourism along the riverfront, with support for tourism events such as the Avon Descent.
- **Bassendean Oval Redevelopment:** Low land values are a constraint to attracting the requisite private investment. There are distributed land sites.

The Town also considers there to be a number of opportunities for further economic development.

- **At home employment:** The Shire believes there is an increasing number of at-home businesses and workers which are supporting local businesses. A key area of note is the increasing number of airbnb options in the area which have developed organically. At home business generation is a core priority for the Town's economic development strategy.
- **Railway Museum:** The Rail Transport Museum is considered the key tourism attraction and is accredited by Tourism WA. It however attracts an older demographic largely and is volunteer run which limits further substantial tourism profile development actions.
- **Ashfield Precinct Plan:** Planning was undertaken in 2010 for the development of the Ashfield Activity Centre (within both the Town of Bassendean and City of Bayswater). The main features of the plan include the potential relocation of the Ashfield Train Station, developing a new commercial main street at Pearson Street, the redevelopment of the CSBP industrial site, the realignment of Guildford Road and a general increase in residential densities. The Town subsequently increased densities in the Ashfield urban area.
- **Ashfield Industrial Area:** This industrial area is a major employer for the Town and therefore supports the Town's relatively high employment self sufficiency level. Access to the estate is being improved through Tonkin Highway upgrades. The area remains challenged by ageing infrastructure and premises.

A.2.2 City of Bayswater

The City has afforded focus to two key activity centres that they would like to develop.

- **Morley Activity Centre:** As a Strategic Metropolitan Centre, the City has undertaken a detailed planning exercise which has set aims to develop the centre into a mixed use precinct with commercial activities and high and medium density residential supporting expanded retail. The shopping centre owner is planning an

expansion of the retail provision with a focus on encouraging restaurants and increased vibrancy. Whilst there is a significant bus interchange, the lack of rail to the centre (the only SMC without heavy rail connection in Perth) is considered a major constraint to the attraction of businesses and residents to the centre. The City's core advocacy is for the development of rail to the centre – and this is supported by neighbouring councils which would also benefit. NBN connection is also several years from being introduced in the area. The City is also pursuing government offices for the centre as part of the State Government office decentralisation program (DoH is in Fremantle and Department of Finance is planning to go to Joondalup) – the State has however made it clear that Morley is unlikely to attract a government office of note without heavy rail.

- **Bayswater Town Centre:** The Bayswater Town Centre is considered the next major priority for the City. This area is considered underutilised given it has key rail access and will be the intersection for the airport link (the dive structure will be constructed in 2016-2017 to allow for the tunnel boring machines to exit, after boring begins at the Forrestfield end of the line – the line will pass under Guildford Road and the interchange slip roads before heading below the Swan River). The City is advocating for PTA to significantly expand bus services to Bayswater to elevate the area as a key bus interchange. The City is pursuing the development of a structure plan for the area which will consider how the area develops in the future. Currently, it is a small retail-based centre with a local resident focus. Higher density residential development in the area is limited, with perceived political risks.

The City recognises there are a number of opportunities for future economic growth in the local authority.

- **Foreshore:** The City recognises the potential to further leverage the riverfront, with the need for cafes a priority. The promotion of the area is also seen to be lacking though the City recognises the value of regional promotional activities and events such as the Avon Descent.
- **NBN:** The proposed roll-out will see many urban areas get access to NBN before the employment centres and this is considered a constraint to further business development in the short term.
- **Maylands Activity Centre:** Planning undertaken 7-8 years ago is resulting in increased residential development within the Mayland Activity Centre Zone (e.g. Finbar). The City is undertaking limited work to further support this.
- **Les Hansman Community Centre Redevelopment:** The City is exploring options to redevelop the community centre. Further progression is dependent on funding support.

A.2.3 City of Belmont

The City of Belmont have identified several areas where they are seeking to attract private sector development.

- **Development Area 6:** This is the key development area to be affected by the airport rail project. The City plans to transition the area into a commercial and medium density centre. The Airport Precinct is expected to be encouraged to further increase commercial property opportunities such as business parks.
- **Civic Precinct:** The Faulkner Civic Precinct is undergoing a master planning process which will see the inclusion of multi-purpose facilities and other amenity. It is partly funded through the Commonwealth and land sales. Additional funding will be required to deliver all aspects of the plan. The plan includes the development of a civic centre which will include a new and expanded library, museum, cafe and not-for-profit office space.
- **Belmont Forum:** Perron is progressing plans for a redevelopment of Belmont Forum. The centre is considered well-patronised but many wealthier residents prefer to travel to Garden City due to different tenant mix. The wider area is planned for residential development however many land sites are in private hands and different ownerships.
- **Springs Development:** The Springs remains a major focus for the City. The LandCorp-led development area has seen considerable high density development and has potential for much more along the foreshore side of the development.

- **Belmont Business Park:** This light industry area is undergoing redevelopment. Areas close to the foreshore side of the area have developed into office complexes however there are areas that require investment – particularly old workshop/shed properties. Training is a key area of focus given the proximity of the estate to transport and higher land values in the area. A grant was recently approved which will support transport upgrades.

The City has identified two regional initiatives of focus.

- **Foreshore Renewal:** There is a need for greater co-ordination as to the future uses of this area. Currently, it has limited recreation usage and visitation. It is constrained by limited water-based transport options, with limited tours as well.
- **Great Eastern Highway Area:** Upgrades to the Great Eastern Highway are seen as an opportunity for commercial development. However, currently many proposals are mixed use residential. The area is challenged by a lack of brand awareness which discourages businesses to move to the area.
- **Kewdale:** The City is working with neighbouring councils (Canning and Kalamunda) to support initiatives which will promote the benefits and value of the Kewdale/Welshpool/Perth Airport/Forrestfield industrial precinct. This area is considered an in-land port given the considerable logistics business which is co-ordinated through the precinct. Sewer availability limits the development of smaller sites in Kewdale however it is recognised that future subdivision will make it unviable for larger distribution and logistics organisations to remain in the area. The City recognises the value of industry-led groups to support future outcomes (with local government support) and recognised the value of the previous industry bodies supported by EMRC.

A.2.4 Shire of Kalamunda

The Shire has several key priorities it is progressing plans and projects against.

- **Forrestfield North:** The key focus for the Shire over the coming years is the expanded opportunities that the new train station at Forrestfield (directly adjacent to the Perth International Airport) will provide. The \$2 billion train line connecting with the Midland line near Bayswater Station, servicing the airport, is scheduled to be up and running from 2020. The Shire has initially undertaken a structure planning process which explored the delivery of high density residential, a new activity centre and a commercially focused Transit Oriented Development precinct based around the new train station. These planned future uses differ from recent planning for the area to be an expansion of the existing industrial area to the south-west of the site. Some key points noted include:
 - » The Shire is planning to be ready to receive subdivisions and development applications from 2018, post the endorsement of a local structure plan by the Western Australian Planning Commission;
 - » Whilst the land within the precinct is relatively unconstrained, the key challenge is the multitude of land owners and need to amalgamate sites to ensure coordination and quality development outcomes;
 - » The Brand Road landfill site which covers 9.6 ha is considered likely to require remediation of contaminated soils;
 - » The Shire envisages the industrial and commercial components to attract unique high-value industries rather than distribution and other population-based uses that may be best suited for Welshpool, Canning Vale, Jandakot and Forrestdale;
 - » A key strength of the area is the opportunity to deliver affordable high density housing close to rail infrastructure and employment;
 - » The current connection to the airport is planned to be removed when the third runway is created which will limit the viability of industrial/retail uses, though a future route under the runway is envisaged; and
 - » There is potential that the planned retail would compete with planned retail within Perth Airport, though it is understood that the Perth Airport retail will include larger scale out-of-centre uses.

- **Forrestfield Forum:** The promotion and enhancement of the Forrestfield Forum is the key short term focus for employment generation. Hawaiian recently purchased the shopping centre which has a floorspace of 13,450sqm, including two supermarkets. There is considered to be a lack of discount department stores and therefore there is the potential for this centre to expand. The Shire's role would largely be confined to managing and funding local road and street enhancements.

There are several opportunities being explored and issues which need to be addressed more broadly.

- **Kalamunda Central:** Road and street infrastructure is considered to be in need of a significant upgrade to support operating conditions in the unique 'village' centre.
- **Aged Care:** There is a recognised community need and shortage of aged accommodation across the Shire. This is confirmed by the age profile of the region and migration patterns which show that many residents move to the area in their 50s and have to leave when in their 80s given the difficulty maintaining large lots and the lack of local aged care facilities. The Shire currently provides support for Home and Community Care (HACC) across the region. A key challenge is the identification of sites, with limited potential to develop aged accommodation across Shire-owned sites. The Shire has identified several Crown sites to be rezoned and is in negotiations with the State Government. The Shire is home to a two-year trial of the National Disability Insurance Scheme. There are several retirement villages within the Shire though there is considered to be an undersupply.
- **Regional Sporting Fields and Facilities:** The Shire recognise that there will be a growing need for regional-level facilities and recent upgrades reflect this need. The Shire however raised the need for local governments to better coordinate the delivery of regional sporting infrastructure. Forrestfield North is considered a potential location for regional community and recreational facilities.
- **Agriculture:** Agriculture is a declining employer within the Shire despite recognition from the State Government that the Kalamunda Hills orchard area is a 'priority agriculture zone' as per the Department for Food and Agriculture WA. Many lots are considered too small for larger scale use and many land owners (older Italian families etc.) remain reluctant to innovate and deliver new product. Many land owners therefore would like to subdivide lots for rural and 'hobby farm' use, with many ceasing orchard growing (aerial photos taken in 1985 and 2012 of rural zoned lots in the shire showed 'orcharding' had decreased by 26 per cent). Other constraints to development include the State Government's new bushfire reforms and contamination risk for drinking water. Nonetheless, agri-tourism has increased in recent years, with new owners taking advantage of the unique 'hills' setting which differs from the flat Swan Valley. Numerous boutique wineries and cideries have grown in popularity (see Bickley Valley Wine Trail).
- **Perth Observatory:** This State Heritage-listed attraction no longer operates as a research facility however it is considered to have significant potential for a growth in tourism as an iconic attraction.
- **Facilitating Population:** Numerous land owners in Kalamunda are progressing sub-division of larger lots, with recent power undergrounding supporting this. There is however a lack of sewer infrastructure, with many homes on septic systems which can be a health and environmental hazard. The Shire has explored the cost of sewer infrastructure though it is currently unviable for public Shire funding.
- **Telecommunications Infrastructure:** Mobile coverage remains a community concern and there are considered to be limited plans for upgrades. NBN is expected to be delivered to the west of the Shire.
- **Landfill Sites:** With limited land holdings, the Shire has explored the potential to develop land fill sites however the cost of remediation of sites is a current challenge. The priority landfill site is Pioneer Park.
- **Creative Industries:** The Shire has had recent success providing filming locations for TV, movies and advertising. The Shire uses social media and online platforms to showcase the unique landscape. Generally, there are no charges for utilising sites, with fees waived on paid locations. Key strengths, apart from the Shire's landscape, are its proximity to Perth and availability of affordable accommodation and studios (though there is a recognised need for a studio/storage space in the region) – this is a key competitive advantage over other areas with regular films such as Margaret River.

- **Trails Tourism:** A key tourism attraction to the region is walking and cycling. Mountain biking in particular has increased dramatically to 50,000 bike trips per annum. Key long distance trails also begin or traverse the Shire, such as the 1,000km Munda Biddi Trail and the Kalamunda to Albany Bibbulmun walking track. A key challenge is translating these visits into local expenditure and jobs creation. For instance, there is limited infrastructure and services to encourage mountain bike riders to extend their visit. There is also conflicting land use within private and public land. (RPS: Contact DoT regarding trail strategy and lessons from Albany mountain bike trails.)

A.2.5 Shire of Mundaring

The Shire is managing the construction of several key community developments which are to be delivered over the next two years.

- **Mundaring Indoor Recreational Facility:** A major project being delivered within the Shire is an indoor recreational facility in Mundaring. A tender was awarded for the design and construction of the \$10.1 million project which is expected to be under construction in early 2016 and completed by mid-to-late 2017. A State Government contribution and community grants helped to fund the project. The project will cater for current needs and future growth in the Mount Helena and Stoneville areas.
- **Baya Oval Development:** The Shire has awarded the contract for the construction of the \$8.5 million Baya Community Hub to be built alongside the Baya Oval. The \$7.4million project is expected to take around 18 months to complete.
- **Mundaring Town Centre Revitalisation:** Wastewater capacity has expanded which will support the further development of the town centre. There are numerous sites identified for development, with some major projects progressing such as the new Aldi. There are however constraints to long-term development with limited wastewater capacity to support the development of the centre into a 'district centre' as envisaged by the State Government. Additionally, there is limited Shire-owned land to create high amenity public locations or developments.

Several issues of note were raised.

- **Wastewater:** The availability of wastewater services and prohibitive cost of the infrastructure limits redevelopment of sites, though there are flagged policy changes which may allow 1.5ha lots (currently 2ha is the minimum). This is a barrier within employment precincts as it is difficult to attract businesses to the region and for industrial areas to compete with serviced areas in other parts of Perth. Water catchment policies also limit the further development of industry in the Mundaring area.
- **Public Transport:** Swan View and Midvale are well served by bus routes, but otherwise bus services in the Shire tend to be infrequent and indirect. The low level of public transport provision largely reflects the low-density nature of development within the Shire, but it also disadvantages Shire residents, particularly the aged and others with limited access to private transport.
- **Agriculture:** Much like Kalamunda, many family-owned rural properties are niche and wish to subdivide to take advantage of equity. This need has to however recognise the adverse impact of sub-dividing quality agriculture lots. One driver of the interest in sub-division is the trend by the Shire of Toodyay to allow the development of rural residential lots which are smaller than current lots in the Shire of Mundaring's east. Much of the successful agricultural properties are focussed on livestock and stud farming. There is also an array of hobby/lifestyle farming in the Shire.

Numerous opportunities were noted:

- **Tourism:** The Shire is known for having a national park/eco tourist focus and this has supported the development of niche accommodation and experiences. Largely however the region experiences minimal overnight visitation, with no large accommodation and limited attraction to the caravan park. Additionally the Shire has not identified sites which should be marketed as tourism accommodation. The Shire sees itself liaising more with Mundaring to support tourism associated with mountain biking and other activities. There are numerous events in the region though they are infrequent and not actively pursued by the Shire in a

coordinated or strategic manner – the Shire mentioned that there is limited capacity to manage events. There are several historic sites which attract tourism as well.

- **Natural Resources:** Resource extraction is a small but notable industry in the Shire, with operations limited to basic raw materials (i.e. gravel fill). Bauxite Resources Limited plan to develop a mine in the Shire's northeast however there is substantial community angst surrounding this proposal.
- **At Home Work:** The Shire is considered to have a large number of home-based businesses. This is expected to be supported by the roll-out of the NBN which is planned for several of the Shire's suburbs.
- **Education:** Education is a growing and significant employer in the Shire, with an array of private schools expanding in recent years.
- **Wooroloo Prison:** Acacia Prison and the Wooroloo Prison Farm are significant employers in the Shire's east.
- **Aged Accommodation:** The Shire has seen a significant expansion of aged living accommodation, both aged care and retirement living. The sites that are being developed are privately held which illustrates the viability of these developments in the area.

A.2.6 City of Swan

The City of Swan has identified five core priority areas of focus.

- **Tourism:** Tourism development is a major focus for the City. A key outcome of the City's Tourism Development Strategy is the need for targeted marketing of the Swan Valley brand – Swan Valley is not an area on a map which presents difficulties for branding compared to areas such as Margaret River (the post office is being re-named which will help address this barrier). The City employs a product development officer which works with local operators to improve their services and expand their reach to new markets. The City assists in product marketing through showcases (such as in Canberra). Recent investments have been made regarding signage, entry statements and general road improvements. The Swan Valley Act is seen as a considerable constraint on development opportunities in the region. There is also a recognised need for small accommodation which fits the amenity of the region. A key constraint is also the need for businesses to re-invest in their businesses.
- **Midland Oval:** This decade-plus long project is beginning to gather momentum. In late 2015, the Council decided to approve the sale of a site which will deliver an eight-storey mixed use development. Overall, redevelopment of the Precinct is expected to deliver up to 1,000 new dwellings, 25,000 square metres of new retail floor space, 12,000 square metres of restaurants and almost 90,000 square metres of new office floor space. A dedicated event space will also be developed.
- **Midland Redevelopment Area:** The MRA-controlled area has seen a considerable change in recent years, with the Midland Hospital, Super GP Clinic, Workshops and residential development bringing thousands of workers to the area. The key constraints are in regards to privately owned sites and the viability of development on these. (RPS Economics worked with the MRA on this project.)

Additionally, the City is supporting opportunities in the following areas.

- **Agriculture:** The City is undertaking a pilot of a peri-urban mapping software to help inform decision making regarding the evolution of the City's agriculture sector. The value of this software has yet to be evaluated.
- **Retention of Aged Persons:** The ageing population is a key focus area and formed the development of an ageing strategy. The strategy forms the basis for decisions rather than leading to direct intervention in this area.
- **Bullsbrook Intermodal Hub:** The City has acquired land in Bullsbrook for a future intermodal hub which would service the mining and agricultural sectors and link with the proposed Kwinana outer harbour.

Appendix 3

Policies, Strategies & Research

Policy/Strategy	Description
Regional Freight Transport Network Plan	<p>The Western Australian State Government <i>Regional Freight Network Plan</i> identifies the strategic long-term planning, policy and project priorities required to facilitate growth and ensure optimal network performance for the Western Australian regional freight network to 2031. The plan forecasts significant growth in regional freight movement to 2031:</p> <ul style="list-style-type: none"> Regional road freight load will double from what it was in 2010; Freight movements through the State's port authorities will be 2.5 times what it is today growing to 1 billion tonnes p.a. by 2030; and Rail freight serviced by the State's rail freight network will be 2.25 times what it was in 2010. <p>With reference to the Eastern Metropolitan Area, the Plan refers to two corridors:</p> <ul style="list-style-type: none"> North-eastern corridor: Progress construction of the Great Northern Highway on a new alignment to bypass the Swan Valley from Reid Highway to Muchea near the Brand Highway. Eastern corridor: Progress a long-term solution to address safety, noise and capacity issues on the Northam to Perth section of the Great Eastern Highway and to improve safe access from the area to metropolitan Perth. This will require consideration of the proposed Perth-Adelaide 'Orange Route'. The Greenmount Hill entrance to Perth on the Great Eastern Highway has steep grades and is in close proximity to residential areas. This section of road has had considerable upgrading over the years but safety and amenity issues will continue to occur as traffic and urban development grow along this route <p>The plan envisages Perth's public transport system carrying more than twice as many people by 2031, with the vision for the Plan being to see public transport become the preferred choice of travel to Perth's strategic centres and through the growth corridors.</p> <p>The plan finds that a strategic alignment of objectives between state transport agencies and local government is needed to find a balance between travel demands and community amenity. It also states that this needs to start with a clear realisation that the major roads in the central areas of the City will move substantially more people than now and that public transport is a key part of the solution, especially for access to the strategic centres. Active engagement and collaboration across the three tiers of government, business and the community should form the foundation of successful implementation of this Plan.</p>
WA Government: Public Transport Plan for Perth 2031	
Tourism 2020 WA	<p>The Plan indicates six strategic areas:</p> <ul style="list-style-type: none"> Grow demand from Asia: deepen consumer understanding, strengthen distribution, develop tailored marketing campaigns, and appropriate product, as well as relevant policy frameworks. Build competitive digital capability: Governments will continue to work with industry to ensure more tourism enterprises are

Policy/Strategy	Description
	<p>able to take advantage of online opportunities.</p> <ul style="list-style-type: none"> Encourage investment and implement the regulatory reform agenda: Governments will work with industry to reduce the barriers to investment so that industry can invest in the products and infrastructure consumers are seeking. Ensure tourism transport environment supports growth: Governments will work in partnership with industry to ensure the supply of transport capacity and infrastructure continues to move ahead of demand and facilitates, rather than hinders, tourism traffic. Increase supply of labour, skills and Indigenous participation: Government will work with industry to support industry recruitment, retention, labour mobility, education and training to fill these gaps, and explore ways to increase the supply of skilled tourism labour and Indigenous participation. Build industry resilience, productivity and quality: Building on Australia's competitive advantages, governments will work with industry to increase industry productivity, innovation and quality.
EMRC 2022 10-Y Strategic Plan	<p>The plans focus will be to continue to meet the needs of current and future generations through integration of environmental sustainability, social opportunities and economic development. Underpinning this is the efficient management of the organisation, and this will be achieved through the provision of good governance.</p>
Regional Digital Strategy	<p>The strategy assists with strengthening and diversifying the economy, contributing to business viability and providing access to services, and sustainable employment for the region's residents, businesses and local governments.</p> <p>The Strategy aims for the people and businesses of Perth's Eastern Region to confidently make use of digital technology to enable better living, prosperity, learning and social participation.</p> <p>Seven strategic focus areas are proposed to achieve that vision:</p> <ul style="list-style-type: none"> Lead and collaborate on digital technologies; Extend digital infrastructure; Develop residents' digital capacity and confidence; Promote and celebrate communities; Develop small business digital capacity; Enable new business and work opportunities; and Enhance provision of services.
Industry Cluster Analysis	<p>The study analyses Employment distribution for industries in the EMRC relative to Greater Perth, and finds the following distributions:</p> <ul style="list-style-type: none"> Swan: Motor Vehicle, Parts and Other Transport Equipment Manufacturing, likely to have located here due to the proximity to various freight routes, proximity to the airport and other logistics businesses.

Policy/Strategy	Description
	<ul style="list-style-type: none"> ▪ Bassendean: Professional and Scientific, Computer and Electronic Equipment Manufacturing, likely evolved due to the region's unique blend of freight route access, proximity to the CBD and industrial land space. second cluster identified is Specialised and Other Equipment Manufacturing ▪ Kalamunda: Other Fabricated Metal Product Manufacturing cluster part of a -larger agglomeration of metal manufacturing and basic nonferrous metal fabrication/manufacture that potentially services the building industry. Location choice is likely due to access to major freight routes and available industrial space. ▪ Mundaring: Adult, Community and Other Education and Sports. This is likely due to the older population in the area and thus location has been chosen due to proximity to the market. Second cluster identified is Metal Container and Other Sheet Metal Product Manufacturing ▪ Belmont: logistics, likely located here due to the proximity to major freight networks and infrastructure such as the airport as well as available land. second cluster identified is Professional and Scientific, Computer and Electronic Equipment Manufacturing ▪ Bayswater: Specialised and Other Equipment Manufacturing, category includes the manufacturing of food processing machinery, sewing machinery, tyre retreading or repairing machinery. Next cluster identified is that of Heritage, Creative and Performing Arts
Integrated Transport Strategy 2014-16	<p>The Strategy indicates the key aims to:</p> <ul style="list-style-type: none"> ▪ Support and advocate transport improvement projects. ▪ Promote walking and cycling promotion events. ▪ Identify and advocate walking and cycling infrastructure and issues ▪ Support member councils in lobbying for improved public transport funding ▪ Support planning activity and employment centres to integrate walking and cycling ▪ requirements to enhance and increase opportunities for travel by walking and cycling ▪ Advocate for road safety issues, monitor priority infrastructure list, Support: Northlink WA, Perth-Adelaide National Hwy, freight rail realignment through Midland
Regional Advocacy Strategy 2013-16	<p>The strategy indicates three priority areas:</p> <p>Environmental Sustainability</p> <ol style="list-style-type: none"> 1. The health, protection and sustainable use of the Swan and Helena Rivers. 2. A natural environment that is protected, enhanced and maintained for future generations. 3. The Region is well placed to adapt to the impacts of climate change. 4. The continued improvement of regional resource recovery and waste management activities.

Policy/Strategy	Description
	<p>Economic Growth and Diversity</p> <ol style="list-style-type: none"> 1. An effective and integrated transport system with improved public transport infrastructure and servicing. 2. The establishment and optimum utilisation of high speed, reliable broadband in the Region. 3. The facilitation of economic development and investment opportunities. <p>Strong Communities</p> <ol style="list-style-type: none"> 1. Enhanced social inclusion and access to facilities, health, education and community services for all residents. 2. The provision of infrastructure that ensures quality education outcomes, health, cultural and lifestyle opportunities <p>The Plan recognises Perth's Eastern Region as a major transport hub with strategic air, rail and road transport connections that facilitate the efficient movement of people and freight, and the regions diverse range of commercial and industrial locations, many of which are poised for further growth in line with several state level strategies.</p> <p>The Plan stipulates a number of projects planned or underway, including in:</p> <ul style="list-style-type: none"> ■ Transport/logistics ■ Health; ■ Education; ■ Tourism; ■ Redevelopment; and ■ Sporting.
Perth's Eastern Region Investment and Opportunity	
EMRC Corporate Business Plan 2015-16 to 2019-20	<p>This high level strategic plan concerns; Environmental Sustainability, Social Opportunities, Economic Development, and Good Governance.</p> <p>In particular it includes:</p> <ul style="list-style-type: none"> ■ Plans to guide waste management facilities, such as Hazelmere Resources Recovery Park project, and the development of the Red Hill waste management facilities; ■ Plans on disability and inclusion access for all types of community members, which plan that facilities, services and events are open, available and accessible to all' ■ Digital Research Strategy: aimed at strengthening and diversifying the economy through the uptake of digital technologies and contributing to business viability and competitiveness; and ■ Environmental Strategies, which include the articulation of principles to assist in the effective management of the Swan and Helena Rivers.

Policy/Strategy	Description
Transport Issues in Perth's Eastern Region - Community Engagement Exercise	<p>This exercise found key transport concerns for each of the areas, including:</p> <ul style="list-style-type: none"> ■ Belmont: Cycle upgrades required (connectivity/safety improvements), Road upgrade requirements; ■ Bayswater: Improve cycling paths safety and facilities (paths/parking/etc), Morley to CBD Monorail, Bayswater Train-station upgrade; ■ Bassendean: Improve cycling facilities, increase Midland Train frequency; ■ Kalamunda: Improve cycling safety, improve public transport availability; ■ Mundaring: Improve cycling facilities and safety, improve public transport options, freight vehicle safety risk concerns; and ■ Swan: Upgrade cycling facilities and paths, improve vehicle intersection safety.
Kalamunda Advancing - Strategic Community Plan to 2023	<p>The purpose of the Plan is to identify the community's main priorities and aspirations for the future and to plan strategies for achieving them.</p> <p>The plan aims for six key outcomes:</p> <ol style="list-style-type: none"> 1: Our people will live in harmony and thrive in diverse, safe, healthy, caring and inclusive communities. 2: A community that is enriched and deeply connected through a diverse range of cultural opportunities, experiences, events and lifelong learning. 3: A number of environmental policies, including: <ul style="list-style-type: none"> ■ Greater protection and enhancement of bushland reserves, local natural areas and overall biodiversity conservation; ■ Decreasing energy consumption; ■ Sustainable water management; ■ A reduction in per capita waste produced; and ■ A decrease in the production of greenhouse gas emissions 4: A built environment of high quality and maximum utility for the current and future community to enjoy. 5: A number of policies related to enterprises within the shire, including: <ul style="list-style-type: none"> ■ The Shire is a new hub for business investment in the Perth metropolitan area; ■ The Shire has global companies operating from its new industrial precincts; ■ The Shire has a very high level of employment self-sufficiency and employment self containment; and ■ The Shire is recognised as a tourism destination 6: The Shire's Elected Members and staff act with integrity and in the best interests of the community. The Shire provides effective leadership to its community. The Shire operates with clear understanding of the wishes of its community. Highly efficient and cost effective Council and administration that the community trusts and respects.

Policy/Strategy	Description
Kalamunda Achieving - Corporate Business Plan 2013-17	<p>The Corporate Business Plan is the Shire's four year services and projects delivery program. The purpose of Kalamunda Achieving is to outline all the major projects, including capital works and operational recurrent services, and link these projects and services to the Asset Plans, Long Term Financial Plan and the Workforce Plan. Kalamunda Achieving is the Plan that clearly demonstrates how the objectives and strategies outlined in Kalamunda Advancing - the Shire's Strategic Community Plan to 2023 will be achieved. Additionally it supports the Shire's annual planning and budgeting processes.</p> <p>The Community Health and Wellbeing Plan identifies the health and wellbeing needs of the Kalamunda community and establishes priorities and strategies to guide the Shire over the next three years.</p> <p>The Plan has identified six key priority areas</p> <ul style="list-style-type: none"> ■ Alcohol Consumption; ■ Children's Health & Development; ■ Community Engagement; ■ Environmental Health; ■ Obesity Prevention; and ■ Smoking.
Shire of Kalamunda Community Health and Wellbeing Plan 2013	
Shire of Kalamunda Local Housing Strategy	<p>The Kalamunda Local Housing Strategy provides a rationale for careful and strategic housing density changes around town centres and other focus areas. The Local Housing Strategy identifies the areas in the Shire that will benefit most from the density changes.</p> <p>The plan identifies six objectives:</p> <ul style="list-style-type: none"> ■ To ensure new residential development and infill residential development is based on good design principles which protect amenity, and ensures that growth in the Shire occurs in an orderly, sustainable and desirable manner; ■ To provide for a variety of lot sizes and housing types that will cater for the diverse housing needs of the community at a density that can ultimately support the provision of local services, while at the same time meeting the social and economic needs of the Shire's changing demographics; ■ To identify suitable areas for greater housing choice which: <ul style="list-style-type: none"> ■ Are strategically located, i.e., close to, or well connected to, existing and future services (for example, employment centres, main transport routes/hubs, community facilities, shopping centres, and most importantly, the two District Centres within the Shire – Kalamunda and Forrestfield), ■ Are in need of private investment to regenerate ageing housing stock, and ■ Will make more effective use of existing community infrastructure and facilities.

Policy/Strategy	Description
	<ul style="list-style-type: none"> To provide incentives for land owners in appropriate areas with the aim of encouraging them to develop or redevelop their land more intensively, and to provide greater housing choice; To encourage cost-effective and resource-efficient development with the aim of promoting affordable housing; To provide the means whereby residential streetscapes are enhanced in regard to the quality of edging development forms and street tree plantings; and To contribute appropriately to the urban infill aspirations of Directions 2031 and The Outer Metropolitan Perth and Peel Sub-regional Strategy.
Bassendean Strategic Community Plan	<p>The purpose of the Plan is to identify the community's main priorities and aspirations for the future and to plan strategies for achieving them. The plan identifies a number of priority outcomes focusing on key areas such as:</p> <ul style="list-style-type: none"> Housing types and options; Enhanced public space, and environmental landscapes; Redevelopment and revitalisation of local areas; Heritage, culture, and place; Environmental protection; and Local economy.
Bayswater Strategic Community Plan	<p>The purpose of the Plan is to identify the community's main priorities and aspirations for the future and to plan strategies for achieving them. The plan identifies five key aims for Bayswater, including:</p> <ul style="list-style-type: none"> A resilient community with a strong sense of purpose that is able to celebrate its diversity in numerous ways; Conservation and management of natural environment, which makes the City of Bayswater a great place and we live in a sustainable way to protect our environment for future generations; A well connected mix of business, residential and community areas, which are high quality and support our thriving community; Vibrant business hubs which provide opportunities for business growth, community activity, learning and employment opportunities; and The provision of responsible governance and recognition for operating with integrity and delivering quality services.
Bayswater Local Housing Strategy	<p>The Bayswater Local Housing Strategy provides a rationale for careful and strategic housing density changes around town centres and other focus areas. The Local Housing Strategy identifies the areas in the Shire that will benefit most from the density changes.</p> <p>The Strategy identifies several 'Focus Areas for Change' as being suitable areas for increased residential development, with minimal change to the planning framework outside of these areas.</p>

Policy/Strategy	Description
Belmont Strategic Community Plan	<p>The purpose of the Plan is to identify the community's main priorities and aspirations for the future and to plan strategies for achieving them. The current version is under review, but the previous version indicated key aims pertaining to:</p> <ul style="list-style-type: none"> ■ Providing social services to the disadvantaged and the community at large ■ Creating and managing the natural environment ■ Supporting local businesses ■ Building community facilities and amenities
Belmont Local Housing Strategy	<p>The Belmont Local Housing Strategy provides a rationale for careful and strategic housing density changes around town centres and other focus areas. The Local Housing Strategy identifies the areas in the Shire that will benefit most from the density changes. The principles of 'new urbanism' and 'liveable neighbourhoods' is applied in the preparation of the Local Housing Strategy, this includes:</p> <ul style="list-style-type: none"> ■ Identifying walkable catchments for a range of services and facilities within the City; ■ Increasing residential density and promoting a variety of housing types around Belmont Regional Centre; ■ Increasing residential density around Local and Neighbourhood Centres; and ■ Increasing residential density around select transport corridors and district open space areas.
Mundaring Strategic Community Plan	<p>The purpose of the Plan is to identify the community's main priorities and aspirations for the future and to plan strategies for achieving them.</p> <p>The plan identifies several key aims, including:</p> <ul style="list-style-type: none"> ■ Continued delivery of existing services; ■ Renewal and upgrade of community facilities at Mt Helena/Glen Forrest/Sawyers Valley/Boya Oval, a Mundaring Civic Precinct Master Plan and library replacements; ■ Investigation of an indoor sports facility; ■ Consideration of community ownership and management models for Chidlow Hall and Mahogany Creek Hall; ■ Promoting and supporting shared responsibility for protection of our natural environment (bush fire prevention, weed and pest control); ■ Progressive move towards locality based planning and action; ■ Resolving sewerage capacity constraint in the Mundaring Town Centre; ■ Balanced development (protecting environment and maintaining hills/village lifestyle); and ■ Investigation of a cost-effective trail link across Morrison Road on the Railway Reserves Heritage Trail in Swan View.

Policy/Strategy	Description
City of Swan Strategic Community Plan	<p>The purpose of the Plan is to identify the community's main priorities and aspirations for the future and to plan strategies for achieving them. The City states its key aims as:</p> <ul style="list-style-type: none"> ▪ (To) be nationally and globally recognised as a great place and strategic location to invest, visit and establish commercial and business centres. We will provide easy access to Perth, intrastate, national and international transport routes. Midland will be developed as an economic centre, which is strategically located at the northern/eastern gateway to WA and Australia; ▪ For the City to lead by example, responding to the changing global climate and its impact on the environment; ▪ For the City to lead the state in providing diverse and connected Places, providing housing options for the growing and diverse population, young and old; ▪ The City will strengthen its Place based approach, building on the uniqueness and diversity of culture and age providing local services within safe central hubs and central locations across identified places; and ▪ For the City to be proactive, focused and known as a Council that provides good governance.
City of Swan Urban Housing Policy	<p>The Housing Strategy provides a rationale for careful and strategic housing density changes around town centres and other focus areas. The Local Housing Strategy identifies the areas in the Shire that will benefit most from the density changes. Key component of UHS is its Infill Housing Strategy which introduces a Dual Residential Code and five new design Criteria.</p>
City of Swan Transport Strategy	<p>The Transport Strategy attempts to address the vast range of needs of the City's current transport system, recognising the significant growth projected within the City. It aims to create a high quality integrated planning and transport environment that supports economic, environmental and social activities. Within core areas of the City, particularly around Activity Centres, but also within Town Centres, local communities and near transport nodes the pedestrian environment forms the basis for transport and land-use synergies and must be considered in the context of the road environment and adjacent land uses. Other modes provide crucial links or efficient access within precinct boundaries and there is therefore a balance required between pedestrian demands and the requirements of other modes</p>
City of Swan Tourism Development Strategy	<p>The tourism strategy indicates four key aims for the City's tourism sector, including;</p> <ul style="list-style-type: none"> ▪ Leveraging the forecast growth in domestic tourism and the opportunity to tap into an Asian middle class of more than one billion within 20 years; ▪ Developing the unfulfilled potential of our high quality tourism, environmental and heritage assets; ▪ Capitalising on large scale planned infrastructure development in the City of Swan and Perth region; and ▪ A united City working with regional and state partners to maximise tourism opportunities.
Youth Futures Report (2012)	<p>The Report on the areas youth found five key focus areas for consideration:</p> <ul style="list-style-type: none"> ▪ Youth capacity building and leadership; ▪ Regional collaboration;

Policy/Strategy	Description
	<ul style="list-style-type: none"> Youth in environmental management; Creative and engaged youth; and Supporting youth.
Regional Road Safety Plan (2015-18)	<p>The safety plan indicates four key focus areas and subsequent actions, including:</p> <ul style="list-style-type: none"> Safe Roads and Roadside: monitor and review infrastructure, subsequently advocate for improvements; Safe Speeds: Advocate changing speed in line with land use changes, id high risk speed locations, support speed awareness campaigns; Safe Road Use: implement vehicle safety measures for government fleets, i.e. compulsory safety features; and Road Safety Planning and Governance: Community engagement exercises, support public transport initiatives, monitor and support development of state and local government strategies which relate to transport and specifically road safety.
Regional Environment Strategy (2011-16)	<p>The strategy indicates the role of the EMRC in environmental management within Perth's Eastern Region. These include:</p> <ul style="list-style-type: none"> Facilitate the cooperative, regional implementation of environmental initiatives; Lead by innovation; Enhance and promote cost effective and sustainable environmental management programs and practices, through regional cooperation in research, capacity building and information exchange between the EMRC and its member Councils; and Attract funding and resources to Perth's Eastern Region to research, design and deliver innovative best practice in environmental management policies and programs.
Industry Innovation and Competitiveness	<p>The plan indicates the Governments' intention of refocusing industry policy to drive innovation and entrepreneurship, not dependence on government handouts and protection. Industry policies will be re-targeted to capitalise on Australia's strengths and accelerate the growth prospects of our high-potential small and medium sized enterprises and most promising sectors. It also intends to consult with industry and researchers on a plan to focus the Government's \$9.2 billion per year investment in research to get a better commercial return.</p>
Industry Growth Centre's Initiative	<p>The Industry Growth Centres Initiative (the Initiative) is an industry-led approach that will drive innovation, productivity and competitiveness by focusing on areas of competitive strength and strategic priority. This will help Australia transition into smart, high value and export focused industries. The Initiative will enable national action on key issues such as deregulation, skills, collaboration and commercialisation. It will drive excellence, not dependence and create an economy that ensures Australia's ongoing prosperity. The Initiative is ongoing with \$248 million in Australian Government funding over the four years from 2015/16 to 2018/19. Growth Centres are being established to deliver the Initiative in six industry sectors of competitive strength and strategic priority</p>

Policy/Strategy	Description
Urban Transport Strategy (2013)	<p>The Strategy identifies key issues including:</p> <ul style="list-style-type: none"> Integrating transport systems; Integrating long term infrastructure planning and land-use planning; The impact of urban transport systems on productivity; The importance of urban access and equity; and Coherent and consistent funding and financing; consistent measurement and reporting of results.
Walking, Riding, and Access to Public Transport (2013)	<p>The plan identifies a number of principles to support increased levels of active transport, including;</p> <ul style="list-style-type: none"> Work within a clear hierarchy of planning; Design networks of continuous, convenient connections; Create safe environments for pedestrians and bicycle riders; Incorporate pedestrian and bicycle facilities when building other infrastructure; Leverage infrastructure investment; Ensure best practice governance arrangements; and Provide consistent standards and guidelines, monitoring and evaluation.
WA Grain Freight Review (2013)	<p>The review makes the following recommendations:</p> <ul style="list-style-type: none"> Investment in rail infrastructure should aim to enhance economies of scale by increasing or preserving the size of trains (tonnes carried), increasing loading rates at sidings and outloading rates at ports, and reducing cycle times. Where these outcomes cannot be achieved at reasonable cost, there is no case for investment; Governments' long-term commitment to the rail transport network serving the grain belt should focus on investment in a core network of Tier 1 rail lines, and selected Tier 2 rail lines where the cost of road upgrades and economic disbenefits resulting from rail closure would be greater than the savings available from withdrawing them from service; and Excessive costs are being incurred by local governments to maintain a very large number of roads on which grain trucks are currently allowed to operate under permits issued by Main Roads WA. Heavy vehicle permit policy should be revised by the government and MainRoads WA with input from WALGA and CBH to substantially reduce the network of routes used for inter-bin and bin-to-port movements, to reduce on local road maintenance costs and 'externality' costs.

Appendix 4

Regional Benchmarking

Table 15 Regional Benchmarking, Perth's Eastern Region

Area of Focus	Indicator	Bassendean	Bayswater	Belmont	Kalamunda	Mundaring	Swan	EMRC	Nation
Digital Connectivity	Broadband Coverage Rating (1-10)	5.8	6.1	3.3	6.1	5.5	6.9	5.6	5.4
	Mobile Coverage	100%	100%	100%	97%	96%	100%	98.8%	80.00%
	Mobile Internet Rating (1-6)	5.3	6.0	6.0	4.4	3.8	4.1	4.9	3.1
	Technology-Related Employment	8.6%	10.1%	7.9%	6.7%	7.7%	5.8%	-	0.1
	Household Internet Connections	77.5%	79.0%	76.0%	84.5%	84.2%	83.0%	-	0.8
Movement of People and Freight	Airport RPT Usage (per capita)	-	-	327.6	-	-	-	54.6	6.3
	Overseas Born Residents	29.7%	40.7%	40.3%	29.4%	25.7%	31.8%	33.3%	30.2%
	Road Infrastructure Proximity (km)	1.6	1.6	1.0	2.6	1.7	2.2	1.8	19.4
	Distance to Airport (km)	9.4	6.6	6.9	16	26	17.6	13.75	79.7
	Businesses (per 1000 residents)	72.6	81.4	89.3	76.4	85.6	77.2	80.0	
Economic Sustainability	Unemployment	4.6%	4.0%	5.2%	3.1%	3.7%	4.8%	4.2%	5.9%
	Welfare Dependence	22.8%	19.6%	20.5%	17.6%	17.3%	17.8%	19.3%	23.1%
	Leadership Capacity	31.6%	33.3%	28.3%	28.2%	31.0%	23.7%	29.4%	34.9%
Community Vibrancy and Diversity	Volunteer Activity	15.5%	14.1%	12.0%	17.1%	19.6%	12.9%	15.2%	17.7%
	Aged Residents (65+)	14.2%	14.4%	13.8%	13.9%	13.2%	9.4%	13.2%	14.2%
	Family Households	66.8%	65.4%	63.1%	78.4%	79.7%	78.1%	71.9%	71.5%
	Access to Allied Health Services	10.8%	10.4%	8.4%	9.0%	9.5%	8.9%	9.5%	11.0%
Health and Educational Access	Access to GP Services (per capita)	4.9	4.9	4.7	4.7	4.7	4.7	4.8	5.4
	Adult Health	55.2%	53.4%	53.9%	49.7%	50.3%	53.5%	52.7%	55.5%

Area of Focus	Indicator	Bassendean	Bayswater	Belmont	Kalamunda	Mundaring	Swan	EMRC	Nation
	Child Development Vulnerability	30.7%	25.7%	32.3%	19.0%	42.1%	25.6%	29.2%	24.3%
	Distance to Medical Facility (km)	1.8	3.1	4.4	4.4	8.8	7.1	4.9	38.9
	Distance to Primary Education Services (km)	0.8	0.9	0.8	1.1	2.1	2.0	1.3	24.0
	Distance to Secondary Education Services (km)	3.2	1.3	2.0	2.8	4.1	2.5	2.7	23.3
Workforce Participation	Adult Participation Rate	69.7%	67.4%	61.2%	73.3%	71.7%	64.6%	68.0%	65.6%
	Adult Female Participation Rate	63.3%	61.5%	68.8%	62.5%	60.5%	58.6%	62.5%	59.9%
	Aboriginal Adult Participation Rate	52.2%	59.3%	54.5%	62.0%	29.9%	53.5%	51.9%	53.3%
Skills	Early School Leavers	46.7%	39.7%	41.6%	49.9%	47.7%	50.9%	46.1%	46.1%
	University Qualified	21.0%	25.5%	20.0%	17.1%	18.0%	12.3%	19.0%	22.8%
	Technical Qualified	33.9%	31.6%	30.7%	36.6%	35.7%	32.9%	33.6%	31.6%
	English Proficiency	93.5%	90.2%	88.6%	94.4%	91.3%	92.1%	91.7%	92.0%
Training	Earning or Learning	77.9%	81.4%	72.9%	80.7%	78.5%	76.9%	78.1%	80.1%
	Primary School Performance	57.4%	64.4%	51.9%	60.2%	56.3%	57.1%	57.9%	62.8%
	Secondary School Performance	27.5%	36.9%	22.8%	37.0%	33.0%	31.2%	31.4%	37.4%

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1.5 SWAN AND HELENA RIVERS MANAGEMENT FRAMEWORK UPDATE

REFERENCE: D2016/05900 (CEOAC) – D2016/07726

PURPOSE OF REPORT

The purpose of this report is to update Council on the Swan and Helena Rivers Management Framework (SHRMF) and the establishment of the River Protection Strategy Advisory Group.

KEY ISSUE(S)

- In October 2013, a review of the SHRMF recommended that strategic co-ordination of the SHRMF should be facilitated by the EMRC in collaboration with a strategic steering group made up of senior level member Council staff and key stakeholders. The strategic steering group would convene annually at a SHRMF summit to monitor progress and identify priorities for implementation.
- On 19 February 2015 Council resolved to re-establish the strategic steering group and to hold an annual SHRMF summit.
- On 20 October 2015 the Swan River Trust released the Swan Canning River Protection Strategy (RPS).
- A River Protection Strategy Advisory Group (RPSAG) has been formed to enable closer coordination on key river management issues.
- The RPSAG comprises similar to the EMRCs proposed SHRMF Strategic Steering Group. The re-establishment of the SHRMF Strategic Steering Group is therefore no longer required as the RPSG supersedes this.
- The Director Regional Services is the EMRC's representative on the RPSAG.

SOURCE OF REPORT

Director Regional Services

BACKGROUND

The Swan and Helena Rivers Management Framework was initiated by the EMRC in 2007 on behalf of member Councils, with the support of the Swan River Trust and the Western Australian Planning Commission.

In October 2013, the EMRC engaged consultants SDF Global to conduct a major review of the Swan and Helena Rivers Management Framework (SHRMF) with the objectives to:

- Evaluate SHRMF progress;
- Inform the future direction of the SHRMF project; and
- Identify the EMRC's role in ongoing management of the project.

Based on the overall assessment of the SHRMF, the following approaches and key actions were recommended:

- Strengthening strategic relationships between EMRC member Councils and key agencies;
- Developing a communication and co-ordination mechanism at a strategic level through a senior co-ordination group; and
- Strategic mobilisation of resources.



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The SHRMF Review Report proposed a new approach involving two levels of implementation: strategic and operational coordination.

Strategic co-ordination involves:

- Strengthening strategic relationships between EMRC, member Councils and key agencies such as Swan River Trust, Department of Planning, Western Australian Planning Commission, Western Australian Local Government Association and Department of Parks and Wildlife; and
- Developing a strategic level communication and co-ordination mechanism through a strategic steering group including key decision-makers and stakeholders which monitors and identifies strategic priorities.

Operational co-ordination involves:

- Convening working groups as required to implement specific actions or projects related to strategic priorities and the annual operation plan. Working groups may be ongoing for several years (project implementation) or short term to achieve specific outcomes.

The SHRMF Review Report recommended that an annual SHRMF summit be held to facilitate strategic and operational co-ordination.

The outcomes of stakeholder comments on the SHRMF Review Report and the proposed implementation mechanism were presented to EMRC Council at its 19 February 2015 Council meeting (Ref: D2015/00181) where it was resolved:

“THAT:

- 1. COUNCIL ENDORSE THE SWAN AND HELENA RIVERS MANAGEMENT FRAMEWORK REVIEW REPORT AND ACTION PLAN.*
- 2. A SWAN AND HELENA RIVERS MANAGEMENT FRAMEWORK STRATEGIC STEERING GROUP BE RE-ESTABLISHED.*
- 3. A SWAN AND HELENA RIVERS MANAGEMENT FRAMEWORK ANNUAL SUMMIT BE HELD IN 2015.”*

REPORT

On 20 October 2015 the Swan River Trust released the Swan Canning River Protection Strategy (RPS) and established the River Protection Strategy Advisory Group (RPSAG) to enable closer coordination on key management issues relating to implementation of the Strategy. The Group includes representation from agencies that have a role to play in managing the rivers, including:

- Department of Aboriginal Affairs;
- Department of Agriculture and Food;
- Department of Environment Regulation;
- Department of Fisheries;
- Department of Health;
- Department of Parks and Wildlife (chair);
- Department of Planning;
- Department of Transport;
- Department of Water;



Item 1.5 continued

- Metropolitan Redevelopment Authority;
- Tourism WA;
- Water Corporation;
- Western Australian Local Government Association;
- Eastern Metropolitan Regional Council; and
- Other agencies, groups and individuals will be consulted and/or asked to contribute as issues require.

With the EMRC being a member of the RPSAG this represents similar membership to the proposed SHRMF Strategic Steering Group and hence the re-establishment of the SHRMF Strategic Steering Group is not considered necessary. The proposed summit was also put on hold pending the formation of the RPSAG and will be reconsidered in the future when the need arises.

STRATEGIC/POLICY IMPLICATIONS

Key Result Area 1 – Environmental Sustainability

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

Key Result Area 2 – Social Opportunities

- 2.1 To facilitate regional cultural and recreational activities

FINANCIAL IMPLICATIONS

The implementation of SHRMF projects and activities included in the EMRC's 2015/2016 approved operating budget.

SUSTAINABILITY IMPLICATIONS

- Best practice management of river foreshore areas along the Swan and Helena Rivers;
- Conservation and protection of biodiversity along the Swan and Helena Rivers;
- Protection and improvement of the river ecosystem;
- Opportunities to value add to individual local government river projects;
- Increased tourism and recreational opportunities at key sites along the Swan River; and
- Improved community engagement in Swan and Helena rivers foreshore management activities.



Item 1.5 continued

MEMBER COUNCIL IMPLICATIONS

Member Council	Implication Details	
Town of Bassendean	}	Support for regional funding applications and relevant actions arising from the RPSAG.
City of Bayswater		
City of Belmont		
City of Swan		
Shire of Kalamunda	}	Nil
Shire of Mundaring		

ATTACHMENTS

Nil



15 REPORTS OF COMMITTEES

15.1 CHIEF EXECUTIVE OFFICERS ADVISORY COMMITTEE MEETING HELD 7 JUNE 2016 (REFER TO MINUTES OF COMMITTEE – MAUVE PAGES) REFERENCE: D2016/00100 (CEOAC) – D2016/07848

The minutes of the Chief Executive Officers Advisory Committee meeting held on **7 June 2016** accompany and form part of this agenda – (refer to mauve section of 'Minutes of Committees' for Council accompanying this Agenda).

QUESTIONS

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

RECOMMENDATION(S)

That with the exception of items, which are to be withdrawn and dealt with separately, Council adopts the recommendations in the Chief Executive Officers Advisory Committee report (Section 15.1).

COUNCIL RESOLUTION(S)

MOVED CR MCDONNELL

SECONDED CR O'CONNOR

THAT COUNCIL ADOPTS THE RECOMMENDATIONS IN THE CHIEF EXECUTIVE OFFICERS ADVISORY COMMITTEE REPORTS (SECTION 15.1).

CARRIED UNANIMOUSLY

CHIEF EXECUTIVE OFFICERS ADVISORY COMMITTEE

MINUTES

7 June 2016

REF: D2016/00100 (CEOAC) – D2016/07848

A meeting of the Chief Executive Officers Advisory Committee was held at the EMRC Administration Office, 1st Floor, 226 Great Eastern Highway, BELMONT WA 6104 on **Tuesday, 7 June 2016**. The meeting commenced at **12:30pm**.

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The Chairman opened the meeting at 12:30pm.

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

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

Nil

Nil

Nil

That the minutes of the Chief Executive Officers Advisory Committee meeting held on 17 November 2015, which have been distributed, be confirmed.

CARRIED UNANIMOUSLY

Nil

**8 QUESTIONS BY MEMBERS WITHOUT NOTICE**

Nil

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

Nil

10 BUSINESS NOT DEALT WITH FROM A PREVIOUS MEETING

Nil



11 REPORTS OF EMPLOYEES

11.1 REGIONAL ADVOCACY 2015/2016

REFERENCE: D2016/06871 (CEOAC) – D2016/08027

PURPOSE OF REPORT

The purpose of this report is to provide Council with an update on the progress of the Regional Advocacy program and regional outcomes and initiatives for 2015/2016 and to seek endorsement for the regional advocacy areas of focus and proposed actions for 2016/2017.

KEY ISSUES AND RECOMMENDATION(S)

- The EMRC has undertaken a program of regional advocacy since 2008.
- The Regional Advocacy Strategy 2013-2016 outlined the key components to be utilised to develop advocacy campaigns and identified three priority areas for actions:
 - Environmental sustainability;
 - Economic growth and diversity; and
 - Strong communities.
- The advocacy framework remains flexible enough to respond to emerging issues and opportunities for Perth's Eastern Region whilst providing an agreed agenda for targeted issues facing the Region.
- Regular meetings with State ministers and local members of both Federal and State Parliament will continue throughout 2016/2017 as the need arises.
- The advocacy outcomes from 2015/2016, to date, are outlined in Attachment 1 of this report.
- A new Regional Advocacy Strategy 2016-2020 is currently being developed and will include the Council endorsed priority areas of focus and advocacy actions for 2016/2017.

Recommendation(s)

- That Council endorses the Regional Advocacy Strategy priority areas of focus and advocacy actions for 2016/2017 forming Attachment 2 of this report.

SOURCE OF REPORT

Director Regional Services

BACKGROUND

At its 3 December 2009 meeting, Council adopted a Regional Advocacy Strategy (RAS) 2010-2013 (Ref: DMDOC/122766) to provide an overarching framework from which advocacy activities would be guided. The strategy established the principles that would underpin strategic advocacy activities and identify regional issues to be addressed.

At its meeting held on 23 May 2013, Council adopted a revised Regional Advocacy Strategy (RAS) 2013-2016 (Ref: DMDOC/176755). The RAS 2013-2016 outlined the key components to be utilised to develop advocacy campaigns across three priority areas:

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



Item 11.1 continued

At its 20 March 2014 meeting, Council approved a delegation to Canberra in August to raise awareness of Perth's Eastern Region and discuss key strategic issues (Ref: D2014/02932). Meetings were held with 12 federal members where discussions on waste, environment, regional development and transport occurred. A report outlining the discussion and actions arising from the delegation was presented to Council on 23 October 2014 (Ref: D2014/12118).

An advocacy report was presented to Council at its 18 June 2015 meeting outlining the key achievements for 2014/2015 (up to April 2015) and the proposed advocacy priorities for 2015/2016.

REPORT

The RAS areas of focus and actions are reviewed on an annual basis by Council. The advocacy areas of focus for 2015/2016 included:

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.

The actions arising from the abovementioned areas of focus are outlined in Attachment 1.

EMRC submissions developed and submitted during 2015/2016 included the following:

- 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; and
- Perth and Peel Green Growth Plan.



Item 11.1 continued

In addition to the above, other actions of regional relevance included 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 Strategic 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;
- Australian Organics Recycling Association Ltd; and
- Strategic Waste Infrastructure Planning Working Group (Waste Authority).

Successful regional grants applied for during 2015/2016, totalling \$734,535, included the following:

- Green Army Round 2;
- Steam Weed project;
- 20 Million Trees;
- Green Army Round 4 (comprises 2 grants);
- Protecting priority tributaries and preventing the spread of priority weed species;
- Event recycling trailer and portable display;
- Regional Funding program grant (Waste Authority);
- Perth's Autumn Festival 2016;
- Healthy Wildlife project;
- Bikeweek; and
- Avon Descent Family Fun Days.

EMRC continues to actively engage with its six member Councils, relevant ministers, local members of parliament, government agencies and key stakeholders on the delivery of services in waste management, resource recovery, transport, economic development, natural resource management, sustainability and climate change.



Item 11.1 continued

The advocacy framework needs to remain flexible in order to respond to emerging issues and opportunities for Perth's Eastern Region. EMRC is regarded as a credible partner for regional projects and the EMRC model is held in high regard by other regional councils and the state and federal government and its agencies.

STRATEGIC/POLICY IMPLICATIONS

Key Result Area 3 – Economic Development

- 3.1 To facilitate increased investment in regional infrastructure

Key Result Area 4 – Good Governance

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

FINANCIAL IMPLICATIONS

The financial cost of advocacy activities is included in the annual budget.

SUSTAINABILITY IMPLICATIONS

The future sustainability of Perth's Eastern Region is enhanced by the strength and ability of the region to pool its resources to compete for and attract government funding into the region. Government and agencies have consistently indicated that regional funding applications provide the strength required for strategic funding support.

MEMBER COUNCIL IMPLICATIONS

Member Council	Implication Details
Town of Bassendean City of Bayswater City of Belmont Shire of Kalamunda Shire of Mundaring City of Swan	Member Councils continue to support and promote the benefits of a regional approach to advocacy and acknowledge the EMRC as their peak advocacy body when dealing with regional issues.

ATTACHMENT(S)

1. Regional Advocacy Strategy – 2015/2016 priorities, areas of focus, approved actions and outcomes (Ref: D2016/08028)
2. Regional Advocacy Strategy - 2016/2017 proposed priorities, areas of focus and actions (Ref: D2016/08029)

VOTING REQUIREMENT

Simple Majority



Item 11.1 continued

RECOMMENDATION(S)

That Council endorses the Regional Advocacy Strategy priority areas of focus and advocacy actions for 2016/2017 forming Attachment 2 of this report.

Mr Schneider gave a brief overview of the report.

Discussion ensued and the CEOAC members requested amendments which have been reflected in Attachment 2.

CEOAC RECOMMENDATION(S)

MOVED MR THROSSELL SECONDED MR FOLEY

That Council endorses the Regional Advocacy Strategy priority areas of focus and advocacy actions for 2016/2017 forming Attachment 2 of this report.

CARRIED UNANIMOUSLY

COUNCIL RESOLUTION(S)

MOVED CR MCDONNELL SECONDED CR O'CONNOR

THAT COUNCIL ENDORSES THE REGIONAL ADVOCACY STRATEGY PRIORITY AREAS OF FOCUS AND ADVOCACY ACTIONS FOR 2016/2017 FORMING ATTACHMENT 2 OF THIS REPORT.

CARRIED UNANIMOUSLY

REGIONAL ADVOCACY STRATEGY - ACTIONS AND OUTCOMES TO 31 MAY 2016

Priority	Areas of Focus	Actions for 2015/2016	Outcomes
Environmental Sustainability	1. The health, protection and sustainable use of the Swan and Helena Rivers.	Undertake advocacy as identified in Swan and Helena Rivers Management Framework Review Report and Action Plan. Include issues facing the Swan and Helena Rivers in advocacy to the Federal Government under the Plan for a Cleaner Environment.	EMRC appointed to represent the Region on the River Protection Strategy Advisory Group, May 2016. Steam weed machine purchased with successful grant funding providing an alternative weed control measure. Free training was provided to member Councils. Completion of the first stage of the flood study with \$100,000 funding from the National Disaster Resilience Program. Application lodged for stage two of the flood project through AWARE funding.
	2. A natural environment that is protected, enhanced and maintained for future generations.	Undertake advocacy as identified in Regional Climate Change Adaptation Action Plan. Seek opportunities to revegetate urban environments, strengthen natural resource management, reduce carbon emissions, improve water quality and build resilience in communities under the Federal Government Plan for a Cleaner Environment.	20 Million Trees \$100,000 project funded. A further three Green Army projects funded. Transitioned participating member Councils from Greensense to Planet Footprint software. Completed the \$1.3 million Community Energy Efficiency Program. Partnered with 2020 Vision and other key partners to host an Urban Forest. Masterclass. Submission lodged on the Green Growth Plan.

Priority	Areas of Focus	Actions for 2015/2016	Outcomes
Environmental Sustainability	3. The Region is well placed to adapt to the impacts of climate change.	<p>Undertake advocacy as identified in Regional Climate Change Adaptation Action Plan.</p> <p>Seek opportunities to strengthen the environment's resilience to the impacts of climate change under the Federal Government Plan for a Cleaner Environment.</p> <p>Seek funding to undertake research and support member councils to implement stormwater harvesting, re-use of water and managed aquifer recharge projects to address water availability issues in a drying climate.</p>	<p>Climate Change Risk Awareness Seminar Series continued to be delivered with a seminar on biodiversity well attended.</p> <p>Member of the Regional Advisory Panel on the CRC for Water Sensitive Cities.</p> <p>City of Swan selected to trial the CRC Water Sensitive Cities Index.</p> <p>Delivered the free Non-Residential Waterwise Retrofit Program funded by Water Corporation.</p>
	4. The continued improvement of regional resource recovery and waste management activities.	<p>Continue awareness raising of the role of regional councils in waste management and resource recovery.</p> <p>Continue advocacy for the use of the Waste Avoidance and Resource Recovery Levy hypothecated to the Waste Authority for investment in waste management infrastructure.</p> <p>Pursue avenues for funding of resource recovery technologies and resource recovery infrastructure.</p> <p>Advocate for the introduction of a Container Deposit Scheme.</p>	<p>Promoted through MWAC and other forums.</p> <p>Advocacy through the Waste Authority, WALGA and MWAC.</p> <p>The Hazelmere Wood Waste to Energy Project has received federal funding via Ansac Pty Ltd under the Clean Energy Innovation Fund.</p> <p>MWAC are advocating for a Container Deposit Scheme and seeking member support.</p>

Priority	Areas of Focus	Actions for 2015/2016	Outcomes
Economic Growth and Diversity	1. An effective and integrated transport system with improved public transport infrastructure and servicing.	<p>Undertake advocacy for projects identified in the Priority Project List including:</p> <ul style="list-style-type: none"> • Sufficient funding to complete the upgrade of Great Eastern Highway Greenmount Hill to Mundaring Town Site. • Dual carriage way for Reid Highway from Tonkin Highway to West Swan Road. • Upgrade of Great Eastern Highway between Tonkin Highway and Great Eastern Highway bypass. • Staged planning of Perth – Adelaide National Highway - Stage 2. <p>Continued membership of Gateway Project Coordination and NorthLink WA Reference Groups.</p> <p>Continued support for the Forrestfield - Airport rail link.</p> <p>Advocate for rapid transit services for Morley City Centre.</p> <p>Advocate for the provision of rail transit infrastructure for Ellenbrook.</p> <p>Advocate for the extension of the Principal Shared Path between Bassendean and Guildford.</p>	<p>Priority Project List of road upgrades and funding conveyed at Regional Integrated Transport Strategy Implementation Advisory Group (RITS IAG) meetings. Prioritised in the Regional Integrated Transport Strategy 2014-2016 (RITS).</p> <p>Prioritised in the RITS 2014-2016 to move from planning phase to construction phase.</p> <p>Advocated for at a meeting with Road Safety Commission.</p> <p>Membership on Gateway now concluded. Current membership on the NorthLink Freight and Road User Group and NorthLink Southern Construction Group.</p> <p>Both Morley City Centre and Ellenbrook services and infrastructure included in the Curtin University report on rapid transit options.</p> <p>Rapid bus transit now preferred option by State Government.</p> <p>Funded by State Government under the Western Australian Bicycle Network Plan 2014-2031.</p>

Priority	Areas of Focus	Actions for 2015/2016	Outcomes
Economic Growth and Diversity	2. The establishment and optimum utilisation of high speed, reliable broadband in the region.	<p>Implement the Regional Digital Strategy.</p> <p>Monitor the progress of the rollout of broadband and provide feedback to Federal members on the needs for the region.</p>	<p>Regional Digital Strategy implemented and actions completed included hosting a Digital Forum, preparing Digital Report Card and a Digital Directory.</p> <p>NBN presentation held with Economic Development Officer group on progress and future roll out plans for the region. The Digital Report Card included roll out plan of broadband. Feedback on broadband in the region provided to Federal members.</p>
	3. The facilitation of economic development and investment opportunities.	<p>Promote the region as an attractive investment destination.</p> <p>Review the Perth's Eastern Region Investment and Opportunity document.</p> <p>Respond to the <i>Perth and Peel @ 3.5 million</i> draft sub regional planning frameworks for the central and north east metropolitan areas.</p>	<p>Perth's Eastern Region Investment and Opportunity document is promoted and available in hard copy and as an eBook.</p> <p>The document has been reviewed.</p> <p>Two submissions; the Central Sub Regional Planning Framework and the North East Sub Regional Planning Framework were completed.</p>
Strong Communities	1. Enhanced social inclusion and access to facilities, health, education and community services for all residents.	<p>Advocacy for improved services and regional facility provision for young people.</p> <p>Advocate for increased and effective public transport in Perth's Eastern Region.</p>	<p>Advocacy occurred through Bush Skills 4 Youth, Youth workshop and Youth Advisory Paper.</p> <p>Issues raised through the Regional Integrated Transport Strategy Implementation Advisory Group.</p>
	2. The provision of infrastructure that ensures quality education outcomes, health, cultural and lifestyle opportunities.	Support the establishment of the Curtin University Medical School in Midland in 2019/2020.	Federal Government to fund medical Commonwealth Supported Places for Curtin University Medical School in Midland from 2019/2020.

REGIONAL ADVOCACY STRATEGY - PROPOSED ACTIONS FOR 2016/2017

Priority	Areas of Focus	Proposed Actions for 2016/2017
Regional Waste Management Priorities	1. Waste reduction and recovery	<p>Continue awareness-raising of the role of regional councils in waste management and resource recovery.</p> <p>Continue advocacy for the use of the Waste Avoidance and Resource Recovery Levy hypothecated to the Waste Authority for investment in waste management infrastructure.</p> <p>Advocate development of new waste management practices and services.</p> <p>Pursue best practice waste management practices.</p> <p>Advocate to state government for the implementation of a Container Deposit Scheme in Western Australia.</p>
	2. Sustainable and environmentally friendly solutions	<p>Advocate to state government for funding to support the EMRC's best practice, sustainable and efficient waste services planned to meet the future needs of the region.</p> <p>Continue community engagement and awareness-raising of the benefits of the wood waste to energy plant, converting surplus wood waste to renewable energy and biochar.</p>
	3. Capacity for the future	<p>Promote the continued diversion and recovery of waste to extend the life of the Red Hill landfill site, support state government diversion targets and reduce waste management costs for member Councils.</p> <p>Continue to pursue avenues for funding of resource recovery technologies and resource recovery infrastructure into the future.</p> <p>Advocate for the use of resource recovery products that have been diverted from landfill.</p> <p>Continue awareness-raising of all elements of the Resource Recovery Park and source funding partners as required.</p>

Priority	Areas of Focus	Proposed Actions for 2016/2017
Regional Environmental Priorities	4. Swan and Helena Rivers	<p>Undertake advocacy as identified in the Swan and Helena Rivers Management Framework Review Report and Action Plan.</p> <p>Include issues facing the Swan and Helena Rivers in advocacy to the Federal Government under the Plan for a Cleaner Environment.</p>
	5. Natural Resource Management	<p>Undertake advocacy as identified in the Regional Environmental Strategy 2016-2020.</p> <p>Seek opportunities to revegetate urban environments, strengthen natural resource management, reduce carbon emissions, improve water quality and build resilience in communities under the Federal Government Plan for a Cleaner Environment.</p> <p>Seek funding to undertake research and support member councils to implement stormwater harvesting, re-use of water and managed aquifer recharge projects to address water availability issues in a drying climate.</p> <p>Promote sustainable and adaptive environmental initiatives to maintain and enhance the region's natural assets.</p> <p>Advocate towards improved regional air, water and land quality and regional biodiversity conservation.</p>
	6. Climate Change	<p>Undertake advocacy as identified in the Regional Environmental Strategy 2016-2020.</p> <p>Seek opportunities to strengthen the environment's resilience to the impacts of climate change under the Federal Government Plan for a Cleaner Environment.</p> <p>Continue to raise awareness of, and opportunities to deal with, emerging environmental issues.</p>

Priority	Areas of Focus	Proposed Actions for 2016/2017
Regional Economic Development Priorities	1. Business growth, investment and innovation	<p>Promote the region as an attractive investment destination.</p> <p>Advocate for the priority areas identified in the Regional Economic Development Strategy 2016-2020.</p> <p>Foster and enhance relationships with key stakeholders including government agencies and business groups.</p> <p>Promote partnership opportunities with organisations for the development of initiatives and projects.</p>
	2. Infrastructure to support strategic centres and population growth	<p>Advocate for increased investment and upgrades in regional infrastructure including:</p> <ul style="list-style-type: none"> • Mundaring Town Centre wastewater capacity • Helena Valley community recreational infrastructure • Morley heavy rail • Ellenbrook rail (rapid transport connection) • Belmont DA6 • Midland train station relocation • Forrestfield Transit Orientated Development (TOD) <p>Facilitate and advocate for sustainable economic development of the region.</p> <p>Advocate to the state government for the 'Your Move' program.</p>
	3. Maximise infrastructure benefits	<p>Undertake a regional approach to research, advocacy and grant funding to create a stronger voice.</p> <p>Foster relationships with businesses in the region and promote awareness of opportunities to maximise national broadband network rollout benefits.</p> <p>Promote opportunities to facilitate regional, cultural and recreation activities.</p>

Priority	Areas of Focus	Proposed Actions for 2016/2017
Regional Transport Priorities	1. Increase and maximise benefits of infrastructure and services	<p>Advocate for increased investment in regional transport infrastructure priorities including:</p> <ul style="list-style-type: none"> • Reid Highway between West Swan Road and Beechboro Road North • Great Eastern Highway between Tonkin Highway and the Great Eastern Highway bypass, widening to 6 lanes, • Helena River bridge to complete connection of Lloyd Street through to Abernethy Road and the Great Eastern Highway bypass • Tonkin Highway “Gap Project” between Gateway WA and Northlink WA • Proposed Perth to Adelaide Highway • Midland train station relocation • Bayswater train station upgrade • Abernethy Road railway bridge and dual carriageway • Grade separation of Roe/Kalamunda and Roe/Great Eastern Highway bypass <p>Advocate for priorities in the Regional Integrated Transport Strategy 2016-2020.</p> <p>Review and advocate for improved public transport options throughout the region.</p>
	2. Behaviour change	<p>Advocate for improved social equity, connectivity and community health through greater active transport opportunities.</p> <p>Advocate for the Your Move program.</p>
	3. Safety	<p>Advocate for safe roads and roadsides, safe road use, safe vehicles, safe speeds and road safety planning and governance.</p>



11.2 ITEMS CONTAINED IN THE INFORMATION BULLETIN

REFERENCE: D2016/00545 (CEOAC) – D2016/07819

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

1. REGIONAL SERVICES

- 1.1 REGIONAL SERVICES ACTIVITY REPORT JULY 2015 TO MAY 2016 (Ref: D2016/06918)
- 1.2 BUSH SKILLS 4 YOUTH PROJECT UPDATE (Ref: D2016/03964)
- 1.3 NATIONAL CLIMATE CHANGE ADAPTATION RESEARCH FACILITY'S LOCAL GOVERNMENT WORKSHOP (Ref: D2016/03967)
- 1.4 RESEARCH ADVISORY PAPER TO GUIDE THE REGIONAL ECONOMIC DEVELOPMENT STRATEGY 2016 – 2020 (Ref: D2016/03958)
- 1.5 SWAN AND HELENA RIVERS MANAGEMENT FRAMEWORK UPDATE (D2016/05900)

RECOMMENDATION

That the Chief Executive Officers Advisory Committee notes the items contained in the Information Bulletin.

CEOAC RESOLUTION

MOVED MR FOLEY

SECONDED MR JARVIS

THAT THE CHIEF EXECUTIVE OFFICERS ADVISORY COMMITTEE NOTES THE ITEMS CONTAINED IN THE INFORMATION BULLETIN.

CARRIED UNANIMOUSLY



12 REPORTS OF DELEGATES

Nil

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

Nil

14 GENERAL BUSINESS

14.1 EVENTS IN THE REGION

8 October 2016	City of Belmont	Mayoral Dinner
TBA	City of Bayswater	Mayoral Dinner / Cocktail Party

14.2 OTHER GENERAL BUSINESS

Mr Schneider advised the CEO's that the Works Approval for the Wood Waste to Energy Facility had been advertised on Monday, 6 June 2016 in the West Australian.

16 FUTURE MEETINGS OF THE CHIEF EXECUTIVE OFFICERS ADVISORY COMMITTEE

The next meeting of the Chief Executive Officers Advisory Committee will be held on **5 July 2016 (informal)** at the Shire of Mundaring, 7000 Great Eastern Highway, Mundaring WA 6073 commencing at 12:30pm with lunch at 12noon.

Future Meetings 2016

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

Tuesday	5	July (informal)	at	Shire of Mundaring
Tuesday	2	August	at	Hon Tony Simpson MLA, Minister for Local Government; Community Services; Seniors and Volunteering; Youth Dumas House
Tuesday	6	September (informal)	at	City of Bayswater
Tuesday	4	October (if required)	at	EMRC Administration Office
Tuesday	15	November	at	EMRC Administration Office

The Hon Tony Simpson MLA invited the CEOAC members to meet with him on 2 August 2016 and therefore the CEOAC meeting scheduled will not be held. Should any urgent matter arise which requires resolution a meeting will be arranged.

17 DECLARATION OF CLOSURE OF MEETING

There being no further business the meeting was closed at 1:30pm.



**15.2 RESOURCE RECOVERY COMMITTEE MEETING HELD 9 JUNE 2016
(REFER TO MINUTES OF COMMITTEE – SAND PAGES)
REFERENCE: D2016/07121 (RRC) – D2016/07846**

The minutes of the Resource Recovery Committee meeting held on **9 June 2016** accompany and form part of this agenda – (refer to sand section of 'Minutes of Committees' for Council accompanying this Agenda).

QUESTIONS

The Chairman invited general questions from members on the minutes of the Resource Recovery Committee.

RECOMMENDATION(S)

That with the exception of items, which are to be withdrawn and dealt with separately, Council adopts the recommendations in the Resource Recovery Committee report (Section 15.2).

COUNCIL RESOLUTION(S)

MOVED CR LEWIS

SECONDED CR STALLARD

THAT COUNCIL ADOPTS THE RECOMMENDATIONS IN THE RESOURCE RECOVERY COMMITTEE REPORTS (SECTION 15.2).

CARRIED UNANIMOUSLY

RESOURCE RECOVERY COMMITTEE

MINUTES

9 June 2016

REF: D2016/07121 (RRC) – D2016/07846

A meeting of the Resource Recovery Committee was held at the EMRC Administration Office, 1st Floor, 226 Great Eastern Highway, BELMONT WA 6104 on **Thursday, 9 June 2016** The meeting commenced at **4.58pm**.

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1 DECLARATION OF OPENING AND ANNOUNCEMENT OF VISITORS

The Chairman opened the meeting at 5:00pm and welcomed Mr John King and Ms Casey Felmingham from Talis Consulting and Mr Kevin Donnelly from Stantons International.

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

Committee Members

Cr David McDonnell (Chairman)	EMRC Member	City of Swan
Cr John Daw (Deputy Chairman)	EMRC Member	Shire of Mundaring
Cr Michael Lewis (<i>from 5:03pm</i>)	EMRC Member	Town of Bassendean
Cr Janet Powell	EMRC Member	City of Belmont
Cr Geoff Stallard	EMRC Member	Shire of Kalamunda
(Deputising for Cr O'Connor)		
Mr Simon Stewert-Dawkins	Director Operational Services	Town of Bassendean
Mr Doug Pearson	Director Technical Services	City of Bayswater
Mr Steve Morrison	Acting Director Technical Services	City of Belmont
(Deputising for Mr Ric Lutey)		
Mr Dennis Blair	Director Infrastructure Services	Shire of Kalamunda
Mr Shane Purdy	Director Infrastructure Services	Shire of Mundaring
Mr Jim Coten	Executive Manager Operations	City of Swan
Mr Peter Schneider	Chief Executive Officer	EMRC

Apologies

Cr Dylan O'Connor	EMRC Member	Shire of Kalamunda
Mr Ric Lutey	Director Technical Services	City of Belmont

EMRC Officers

Mr Stephen Fitzpatrick	Director Waste Services
Mrs Wendy Harris	Director Regional Services
Mr Dave Beresford	Manager Resource Recovery
Miss Melinda Berwick	Functions and Communications Officer (Minutes)

Visitor(s)

Mr John King	Talis Consulting
Ms Casey Felmingham	Talis Consulting
Mr Kevin Donnelly	Stantons International

3 DISCLOSURE OF INTERESTS

Nil

4 ANNOUNCEMENTS BY THE CHAIRMAN OR PRESIDING MEMBER WITHOUT DISCUSSION

Nil

5 PETITIONS, DEPUTATIONS AND PRESENTATIONS

5.1 CONFIDENTIAL PRESENTATION ON RESOURCE RECOVERY FACILITY IMPLEMENTATION

A confidential presentation was provided by Mr John King of Talis Consulting under Item 14.1 Resource Recovery Facility Implementation.



6 CONFIRMATION OF MINUTES OF PREVIOUS MEETINGS

6.1 MINUTES OF THE RESOURCE RECOVERY COMMITTEE MEETING HELD ON 4 FEBRUARY 2016

That the Minutes of the Resource Recovery Committee meeting held on 4 February 2016, which have been distributed, be confirmed.

RRC RESOLUTION(S)

MOVED MR COTEN

SECONDED CR DAW

THAT THE MINUTES OF THE RESOURCE RECOVERY COMMITTEE MEETING HELD ON 4 FEBRUARY 2016, WHICH HAVE BEEN DISTRIBUTED, BE CONFIRMED.

CARRIED UNANIMOUSLY

Cr Lewis entered the meeting at 5:03pm.

7 QUESTIONS BY MEMBERS OF WHICH DUE NOTICE HAS BEEN GIVEN

Nil

8 QUESTIONS BY MEMBERS WITHOUT NOTICE

Nil

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

NOTE: Section 5.23(2) of the *Local Government Act 1995*, details a number of matters upon which Council may discuss and make decisions without members of the public being present. These matters include: matters affecting employees; personal affairs of any person; contractual matters; legal advice; commercial-in-confidence matters; security matters; among others.

The following presentation is covered in section 14 of this agenda.

9.1 RESOURCE RECOVERY FACILITY IMPLEMENTATION - PRESENTATION

10 BUSINESS NOT DEALT WITH FROM A PREVIOUS MEETING

Nil



11 REPORTS OF EMPLOYEES

11.1 HAZELMERE RESOURCE RECOVERY PARK PROGRESS REPORT

REFERENCE: D2016/07119 (RRC) - D2016/08026

PURPOSE OF REPORT

The purpose of this report is to update Council on the development of the Hazelmere Resource Recovery Park.

KEY ISSUES AND RECOMMENDATION(S)

- The Hazelmere Wood Waste to Energy Plant has received approval from the Minister for Environment that the proposal may be implemented and a Works Approval has been issued by the Department of Environment Regulation allowing construction of the facility to commence.
- Construction of the Commercial & Industrial Waste Sorting Facility is underway with completion scheduled for September 2016.
- Other site infrastructure planning and development is underway.

Recommendation(s)

That the report be received.

SOURCE OF REPORT

Director Waste Services

BACKGROUND

Following a feasibility study in 2012 on the pyrolysing of wood waste using technology developed by Ansac Pty Ltd, Council agreed to undertake a detailed engineering study for a plant to be located at the Hazelmere Resource Recovery Park and support a grant application by Ansac to the Federal Government Clean Technology Innovation Fund.

Ansac were successful with the grant application and the detailed engineering study coupled with financial modelling showed that the project would provide an acceptable return and mitigate the surplus wood chip problem at Hazelmere.

The 20 June 2013 meeting of Council resolved (Ref: DMDOC/180018):

"THAT COUNCIL:

1. *PROCEED WITH THE HAZELMERE WOOD WASTE PYROLYSIS PROJECT.*
2. *BY ABSOLUTE MAJORITY IN ACCORDANCE WITH SECTION 5.42 OF THE LOCAL GOVERNMENT ACT 1995 AUTHORISE THE CEO TO ENTER INTO A CONTRACT BETWEEN EMRC AND ANSAC FOR THE ENGINEERING, PROCUREMENT, CONSTRUCTION AND COMMISSIONING OF THE HAZELMERE WOOD WASTE PYROLYSIS PLANT TO THE VALUE OF \$7,440,000 SUBJECT TO A, B, AND C;*
 - a) *EXECUTION OF A FUNDING AGREEMENT BETWEEN THE COMMONWEALTH GOVERNMENT AND ANSAC PTY LTD FOR GRANT FUNDING UNDER THE CLEAN ENERGY INNOVATION FUND;*
 - b) *RECEIPT OF ENVIRONMENTAL AND OTHER STATUTORY APPROVALS FOR THE PROJECT; AND*
 - c) *DEVELOPMENT OF A POWER PURCHASE AGREEMENT BETWEEN EMRC AND AN ELECTRICITY RETAILER."*



Item 11.1 continued

As part of the concept plan for the Hazelmere Resource Recovery Park the EMRC investigated a commercial and industrial waste sorting plant and the December 2015 meeting of Council resolved (Ref: D2015/19399):

“THAT COUNCIL:

- 1. AWARD TENDER NUMBER 2015-006 COMMERCIAL AND INDUSTRIAL WASTE SORTING FACILITY, SEPARABLE PORTION A TO BE PROJECTS FOR \$1,418,231 (EX. GST).*
- 2. AUTHORISE A 10% CONTINGENCY ON THE CONTRACT SUM FOR CONTRACT VARIATIONS FOR TENDER 2015-006 COMMERCIAL AND INDUSTRIAL WASTE SORTING FACILITY, SEPARABLE PART A.*
- 3. AUTHORISE THE CEO TO ENTER INTO A CONTRACT, ON BEHALF OF THE EMRC, WITH BE PROJECTS IN ACCORDANCE WITH THEIR SUBMITTED TENDER FOR SEPARABLE PART A, SUBJECT TO ANY MINOR VARIATIONS THAT MAY BE AGREED ON BETWEEN THE CEO AND BE PROJECTS.*
- 4. AWARD TENDER NUMBER 2015-006 COMMERCIAL AND INDUSTRIAL WASTE SORTING FACILITY, SEPARABLE PART B TO OPS SCREENING & CRUSHING EQUIPMENT PTY LTD T/A OPS ENVIRONMENTAL EQUIPMENT FOR \$1,438,050 (EX. GST).*
- 5. AUTHORISE THE CEO TO ENTER INTO A CONTRACT, ON BEHALF OF THE EMRC, WITH OPS SCREENING & CRUSHING EQUIPMENT PTY LTD T/A OPS ENVIRONMENTAL EQUIPMENT PTY LTD IN ACCORDANCE WITH THEIR SUBMITTED TENDER FOR SEPARABLE PART B, SUBJECT TO ANY MINOR VARIATIONS THAT MAY BE AGREED ON BETWEEN THE CEO AND OPS SCREENING & CRUSHING EQUIPMENT PTY LTD T/A OPS ENVIRONMENTAL EQUIPMENT.*
- 6. AUTHORISE A 10% CONTINGENCY ON THE CONTRACT SUM FOR SEPARABLE PART B FOR THE PURCHASE AND INSTALLATION OF AN AUTOMATIC BALER SHOULD THIS BE REQUIRED.”*

REPORT

On 1 April 2016, the Hazelmere Wood Waste to Energy Plant (WWTE) received approval from the Minister for Environment that the proposal may be implemented subject to various conditions of approval. A Works Approval was subsequently issued by the Department of Environment Regulation with various commissioning and monitoring conditions, which allows construction of the facility to commence.

The timeline for completion of the WWTE Plant is being revised at present. The facility is expected to be completed towards the end of calendar 2016. A request for tender has been issued for a power export cable to Perth Airport, with whom the EMRC has a power purchase agreement.

Construction of the Commercial & Industrial (C&I) Waste Sorting Facility is underway with completion scheduled for September 2016. This project is receiving grant funding from the Waste Authority under the Regional Funding Program. A marketing plan is being developed for the waste to be processed by the facility and sale of recycled products and will include discussions with member Councils about the type of waste that can be received. Fees and charges for the C&I plant will be set closer to the opening date.

Site infrastructure development is continuing with relocation of the vehicle maintenance to the rear of the site and planning for a new commercial entrance being well advanced. The new entrance will be undertaken in conjunction with relocation of the weighbridge and a new vehicle traffic route through the site.



Item 11.1 continued

Development of the community section of the Hazelmere Resource Recovery Park is still waiting for the final part of the land exchange with the West Australian Planning Commission (WAPC). The WAPC expect to have Lot 99(2) cleared by 30 June 2016 after which there will be a survey and construction of the new dividing fence and the EMRC can then begin developing this part of the site which is intended to include a Reuse store, recyclables drop off area and a public transfer station.

The other proposed developments on the site include a new administration office and education centre in 2016/2017, a Materials Recovery Facility (MRF) in 2017/2018 and a greenwaste processing area in 2018/2019.

STRATEGIC/POLICY IMPLICATIONS

Key Result Area 1 – Environmental Sustainability

- 1.1 To provide sustainable waste disposal operations
- 1.2 To improve regional waste management
- 1.3 To provide resource recovery and recycling solutions in partnership with member Councils


FINANCIAL IMPLICATIONS

The cost of these proposed developments has been budgeted in the approved 2015/2016 budget at \$3,410,000 for the WWTE Plant and \$6,475,000 for the C&I Waste Sorting Plant.

SUSTAINABILITY IMPLICATIONS

The WWTE Plant will divert wood chip from landfill and produce renewable power and the C&I Waste Sorting Plant will provide more sustainable waste management for the Region and an additional source of timber for the timber recycling operation.

MEMBER COUNCIL IMPLICATIONS

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



Item 11.1 continued

ATTACHMENT(S)

Nil

VOTING REQUIREMENT

Simple Majority

RECOMMENDATION(S)

That the report be received.

RRC RECOMMENDATION(S)

MOVED MR COTEN

SECONDED CR LEWIS

That the report be received.

CARRIED UNANIMOUSLY

COUNCIL RESOLUTION(S)

MOVED CR LEWIS

SECONDED CR STALLARD

THAT THE REPORT BE RECEIVED.

CARRIED UNANIMOUSLY



11.2 RESOURCE RECOVERY FACILITY - PROJECT UPDATE

REFERENCE: D2016/07118 (RRC) – D2016/08030

PURPOSE OF REPORT

The purpose of this report is to provide an update on the status of the tender process for the Resource Recovery Facility (RRF).

KEY ISSUES AND RECOMMENDATION(S)

- Following Council's February 2016 resolutions, work has been proceeding by the project team on the preparation of the RRF Request for Tender (RFT) pack and associated legal and probity documentation.
- The community engagement strategy to support the tender process has been prepared and is ready for implementation.
- Confidential briefings of member Councils on the RRF tender process are being scheduled in late June and July 2016.
- The confidentiality requirement placed on the 18 February 2016 report to Council related to the possible siting of the RRF needs to be amended prior to the issue of the RFT and implementation of the community engagement strategy.

Recommendation(s)

That:

1. Council authorise the reference to possible siting of the proposed Resource Recovery Facility in the 18 February 2016 report Resource Recovery Facility – Project Review and Implementation (Ref: D2016/19265) be no longer regarded as confidential as of 4 July 2016.
2. The confidential report and presentation to Council of 18 February 2016 otherwise remain confidential.

SOURCE OF REPORT

Director Waste Services

BACKGROUND

In a confidential report to the 18 February 2016 meeting of Council (D2016/19265) it was resolved:

"THAT:

1. *COUNCIL APPROVE PROCEEDING WITH PREPARATIONS FOR THE RESOURCE RECOVERY FACILITY (RRF) TENDER PROCESS USING BOTH DESIGN BUILD OPERATE AND MAINTAIN (DBOM) AND WASTE SUPPLY AGREEMENT (WSA) CONTRACT MODEL OPTIONS.*
2. *COUNCIL APPROVE THE RRF TECHNOLOGY OPTIONS UNDER A DBOM CONTRACT MODEL ARE ANAEROBIC DIGESTION WITH OR WITHOUT A MECHANICAL SORTING FACILITY AND GASIFICATION AT THE APPROVED LOCATION AT RED HILL WASTE MANAGEMENT FACILITY.*
3. *COUNCIL APPROVE THE RRF TECHNOLOGY OPTIONS UNDER A WSA CONTRACT MODEL TO BE DETERMINED BY THE TENDERER.*
4. *COUNCIL APPROVE THE SITING OPTIONS UNDER A WSA TO INCLUDE THE APPROVED LOCATION AT RED HILL WASTE MANAGEMENT FACILITY TOGETHER WITH POSSIBLE ALTERNATIVE LOCATIONS NOMINATED BY THE TENDERERS.*



Item 11.2 continued

5. *COUNCIL APPROVE THE FINANCING OPTIONS BE DEVELOPED TO UNDERPIN THE DBOM CONTRACT MODEL.*
6. *COUNCIL APPROVE A SINGLE PHASED REQUEST FOR TENDER (RFT) PROCUREMENT PROCESS BE UNDERTAKEN.*
7. *COUNCIL APPROVE A COMMUNITY ENGAGEMENT STRATEGY BE PREPARED PRIOR TO THE COMMENCEMENT OF THE PROCUREMENT PROCESS TO BE IMPLEMENTED CONCURRENT WITH THAT PROCESS.*
8. *THE REPORT AND DETAILS OF THE PRESENTATION REMAIN CONFIDENTIAL AND BE CERTIFIED BY THE CHAIRMAN AND CEO."*

REPORT

Following Council's February 2016 resolutions, work has been proceeding by the project team on the preparation of the Request for Tender (RFT) pack and associated legal and probity documentation. Drafting of the request for tender document is well advanced and is being discussed with the Project Advisory Group (PAG) comprising the Technical Advisory Committee members, EMRC staff, Talis consultants and the probity advisor.

Completion of the tender documents is anticipated at the end of June 2016 and the call for tenders will be issued in July 2016, closing in December 2016.

The community engagement strategy to support the tender process has been prepared and is ready for implementation.

Confidential briefings of member Councils on the tender process, community engagement process and the participants agreement are being scheduled for late June and early July 2016.

The 18 February 2016 report titled Resource Recovery Facility – Project Review and Implementation (Ref: D2016/19265) and presentation to Council is a confidential report. It is proposed that the reference to the possible siting of the RRF be no longer regarded as confidential as it will be included in the RFT document but that otherwise, the 18 February 2016 report and presentation remain confidential because of information within the report that is related to the forthcoming tender request.

STRATEGIC/POLICY IMPLICATIONS

Key Result Area 1 – Environmental Sustainability

- 1.1 To provide resource recovery and recycling solutions in partnership with member Councils

FINANCIAL IMPLICATIONS

The cost of implementing the RRF is budgeted in the 2015/2016 budget and subsequent years.

SUSTAINABILITY IMPLICATIONS

The RRF will contribute towards minimising the environmental impact of waste by facilitating the sustainable use and development of resources.



Item 11.2 continued

MEMBER COUNCIL IMPLICATIONS

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

ATTACHMENT(S)

Nil

VOTING REQUIREMENT

Simple Majority

RECOMMENDATION(S)

That:

1. Council authorise the reference to possible siting of the proposed Resource Recovery Facility in the 18 February 2016 report Resource Recovery Facility – Project Review and Implementation (Ref: D2016/19265) be no longer regarded as confidential as of 4 July 2016.
2. The confidential report and presentation to Council of 18 February 2016 otherwise remain confidential.

RRC RECOMMENDATION(S)

MOVED MR PEARSON

SECONDED CR STALLARD

That:

1. Council authorise the reference to possible siting of the proposed Resource Recovery Facility in the 18 February 2016 report Resource Recovery Facility – Project Review and Implementation (Ref: D2016/19265) be no longer regarded as confidential as of 4 July 2016.
2. The confidential report and presentation to Council of 18 February 2016 otherwise remain confidential.

CARRIED UNANIMOUSLY



Item 11.2 continued

COUNCIL RESOLUTION(S)

MOVED CR LEWIS

SECONDED CR STALLARD

THAT:

1. COUNCIL AUTHORISE THE REFERENCE TO POSSIBLE SITING OF THE PROPOSED RESOURCE RECOVERY FACILITY IN THE 18 FEBRUARY 2016 REPORT RESOURCE RECOVERY FACILITY – PROJECT REVIEW AND IMPLEMENTATION (REF: D2016/19265) BE NO LONGER REGARDED AS CONFIDENTIAL AS OF 4 JULY 2016.
2. THE CONFIDENTIAL REPORT AND PRESENTATION TO COUNCIL OF 18 FEBRUARY 2016 OTHERWISE REMAIN CONFIDENTIAL.

CARRIED UNANIMOUSLY



12 REPORTS OF DELEGATES

Nil

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

Nil

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

RECOMMENDATION (Closing meeting to the public)

That the meeting be closed to members of the public in accordance with Section 5.23 (2)(c) of the *Local Government Act 1995* for the purpose of dealing with matters of a confidential nature.

RRC RESOLUTION

MOVED MR STEWERT-DAWKINS SECONDED MR COTEN

THAT THE MEETING BE CLOSED TO MEMBERS OF THE PUBLIC IN ACCORDANCE WITH SECTION 5.23 (2)(C) OF THE *LOCAL GOVERNMENT ACT 1995* FOR THE PURPOSE OF DEALING WITH MATTERS OF A CONFIDENTIAL NATURE.

CARRIED UNANIMOUSLY

The doors of the meeting were closed at 5:06pm.

The Director Waste Services, Director Regional Services, Manager Resource Recovery, Mr John King, Ms Casey Felmingham, Mr Kevin Donnelly and the Functions and Communications Officer (Minutes) remained in the Council Chambers.

14.1 RESOURCE RECOVERY FACILITY IMPLEMENTATION - PRESENTATION

This presentation is recommended to be confidential because it contains matters of a commercial-in-confidence-nature.

Mr John King of Talis Consulting provided a confidential presentation on the Resource Recovery Facility Implementation at this point in the meeting and discussion ensued.

RECOMMENDATION [Meeting re-opened to the public]

That the meeting be re-opened, the members of the public be invited to return to the meeting and the recommendations passed behind closed doors be recorded.

RRC RESOLUTION

MOVED MR COTEN SECONDED CR DAW

THAT THE MEETING BE RE-OPENED, THE MEMBERS OF THE PUBLIC BE INVITED TO RETURN TO THE MEETING AND THE RECOMMENDATIONS PASSED BEHIND CLOSED DOORS BE RECORDED.

CARRIED UNANIMOUSLY

The doors of the meeting were re-opened at 5:47pm.



15 FUTURE MEETINGS OF THE RESOURCE RECOVERY COMMITTEE

The next meeting of the Resource Recovery Committee will be held on **Thursday, 7 July 2016 (if required)** at the EMRC Administration Office, 1st Floor, Ascot Place, 226 Great Eastern Highway, Belmont WA 6104 commencing at 5:00pm.

Future Meetings 2016

Thursday	7	July (if required)	at	EMRC Administration Office
Thursday	4	August (if required)	at	EMRC Administration Office
Thursday	8	September (if required)	at	EMRC Administration Office
Thursday	6	October (if required)	at	EMRC Administration Office
Thursday	17	November (if required)	at	EMRC Administration Office

16 DECLARATION OF CLOSURE OF MEETING

There being no further business, the Chairman declared the meeting closed at 5:48pm.



**15.3 AUDIT COMMITTEE MEETING HELD 9 JUNE 2016
(REFER TO MINUTES OF COMMITTEE – PINK PAGES)
REFERENCE: D2016/06080 (AC) – D2016/07844**

The minutes of the Audit Committee meeting held on **9 June 2016** accompany and form part of this agenda – (refer to pink section of 'Minutes of Committees' for Council accompanying this Agenda).

QUESTIONS

The Chairman invited general questions from members on the minutes of the Audit Committee.

RECOMMENDATION(S)

That with the exception of items, which are to be withdrawn and dealt with separately, Council adopts the recommendations in the Audit Committee report (Section 15.3).

COUNCIL RESOLUTION(S)

MOVED CR KENYON

SECONDED CR PERKS

THAT COUNCIL ADOPTS THE RECOMMENDATIONS IN THE AUDIT COMMITTEE REPORTS (SECTION 15.3).

CARRIED UNANIMOUSLY

AUDIT COMMITTEE

MINUTES

9 June 2016

REF: D2016/06080 (AC) – D2016/07844

A meeting of the Audit Committee was held at the EMRC Administration Office, 1st Floor, 226 Great Eastern Highway, BELMONT WA 6104 on **Thursday, 9 June 2016**. The meeting commenced at **6:30pm**.

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1 DECLARATION OF OPENING AND ANNOUNCEMENT OF VISITORS

The Chairman opened the meeting at 6:30pm and welcomed Mr Tony Macri and Mr Mit Gudka from Macri Partners.

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

Councillor Attendance

Cr Steve Wolff (Chairman)	EMRC Member	City of Belmont
Cr Bob Perks (Deputy Chairman)	EMRC Member	Shire of Mundaring
Cr Paul Bridges	EMRC Member	Town of Bassendean
Cr Geoff Stallard	EMRC Member	Shire of Kalamunda
Cr David McDonnell (Deputising for Cr Färdig)	EMRC Member	City of Swan

Leave of Absence Previously Approved

Cr Färdig, (from 03/05/2016 to 13/06/2016 inclusive)

EMRC Officers

Mr Peter Schneider	Chief Executive Officer
Mr Hua Jer Liew	Director Corporate Services
Mr Steve Fitzpatrick	Director Waste Services
Mrs Wendy Harris	Director Regional Services
Mr David Ameduri	Manager Financial Services
Mrs Annie Hughes-d'Aeth	Personal Assistant to Director Corporate Services (Minutes)

Visitors

Mr Tony Macri (<i>departed 6:48pm</i>)	Macri Partners
Mr Mit Gudka (<i>departed 6:48pm</i>)	Macri Partners

Deputy Committee Members – Observers

Cr Michael Lewis	Town of Bassendean
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3 DISCLOSURE OF INTERESTS

Nil

4 ANNOUNCEMENTS BY THE CHAIRMAN OR PRESIDING MEMBER WITHOUT DISCUSSION

The Chairman announced that there would be a change to the order of business at Item 11 Reports of Employees. Item 11.3 Interim Audit Report For Year Ending 30 June 2016 and Item 11.4 Renewal of Audit Contract would be considered before Item 11.1 Draft Corporate Business Plan 2016/2017 To 2020/2021 and Item 11.2 Eastern Metropolitan Regional Council (EMRC) 2016/2017 Draft Annual Budget.

5 PETITIONS, DEPUTATIONS AND PRESENTATIONS

Nil



6 CONFIRMATION OF MINUTES OF PREVIOUS MEETINGS

6.1 MINUTES OF AUDIT COMMITTEE MEETING HELD ON 10 MARCH 2016

That the Minutes of the Audit Committee meeting held 10 March 2016, which have been distributed, be confirmed.

AC RESOLUTION(S)

MOVED CR PERKS

SECONDED CR STALLARD

THAT THE MINUTES OF THE AUDIT COMMITTEE HELD ON 10 MARCH 2016 WHICH HAVE BEEN DISTRIBUTED, BE CONFIRMED.

CARRIED UNANIMOUSLY

7 QUESTIONS BY MEMBERS OF WHICH DUE NOTICE HAS BEEN GIVEN

Nil

8 QUESTIONS BY MEMBERS WITHOUT NOTICE

Nil

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

Nil

10 BUSINESS NOT DEALT WITH FROM A PREVIOUS MEETING

Nil



11 REPORTS OF EMPLOYEES

Item 11.3 Interim Audit Report For Year Ending 30 June 2016 and Item 11.4 Renewal of Audit Contract were dealt with at this point in the meeting.

11.1 DRAFT CORPORATE BUSINESS PLAN 2016/2017 TO 2020/2021

REFERENCE: D2016/06075 (AC) – D2016/08101

PURPOSE OF REPORT

The purpose of this report is to present the draft Corporate Business Plan 2016/2017 to 2020/2021 to Council for adoption.

KEY ISSUES AND RECOMMENDATION(S)

- Sections 5.56(1) and (2) of the *Local Government Act 1995 (the Act)* require that each local government is 'to plan for the future of the district', by developing plans in accordance with the regulations. The *Local Government (Administration) Regulations 1996* specify that a 'plan for the future' comprises the following:
 - A Strategic Community Plan – a minimum 10 year timeframe (r.19C).
 - A Corporate Business Plan – a four to five year plan, which translates the 10 year strategic plan into operations (r.19DA).
- Council adopted EMRC's Strategic Community Plan titled *EMRC 2022 – 10 Year Strategic Plan* on 6 December 2012 and EMRC's first Corporate Business Plan 2013/2014 to 2017/2018 on 20 June 2013.
- Regulation 19DA states that each local government must review its Corporate Business Plan annually.
- The previous Corporate Business Plan 2015/2016 to 2019/2020 has been reviewed and the *draft Corporate Business Plan 2016/2017 to 2020/2021* has been prepared (attached).
- The *draft Corporate Business Plan 2016/2017 to 2020/2021* sets out the actions that staff will undertake over the next five years to deliver on EMRC 2022 – 10 Year Strategic Plan.
- It is intended to report to Council against the Corporate Business Plan on a periodic basis.
- Section 5.53 of *the Act* requires that an overview of the 'plan for the future' must be made in the Annual Report, including major initiatives that are proposed to commence or to continue in the next financial year. Therefore a report will be provided within the 2016/2017 Annual Report.
- In accordance with Section 6.2(2) of *the Act*, Council is to give regard to the "plan for the future" when adopting EMRC's Annual Budget.
- The 2016/2017 Annual Budget is tabled separately for adoption.
- In accordance with r.19DA, Council is to determine whether or not to adopt the Corporate Business Plan by absolute majority.

Recommendation(s)

That:

1. Council by absolute majority, in accordance with r.19DA(6) of the *Local Government (Administration) Regulations 1996*, adopt the Corporate Business Plan 2016/2017 to 2020/2021 which is attached to this report.
2. Local public notice of the adoption of the Corporate Business Plan 2016/2017 to 2020/2021 be given in accordance with r.19D of the *Local Government (Administration) Regulations 1996*.

SOURCE OF REPORT

Director Corporate Services



Item 11.1 continued

BACKGROUND

Section 5.56(1) and (2) of the *Local Government Act 1995 (the Act)* require that each local government is 'to plan for the future of the district', by developing plans in accordance with the regulations. The *Local Government (Administration) Regulations 1996 (the Regulations)* specify that a 'plan for the future' comprise the following:

- A Strategic Community Plan – a minimum 10 year timeframe (r.19C); and
- A Corporate Business Plan – a four to five year plan, which translates the 10 year strategic plan into operations (r.19DA).

Regulation 19DA states that the Corporate Business Plan (the Plan) is to:

- Be for a minimum of 4 years;
- Identify and prioritise the principal strategies and activities Council will undertake in response to the objectives stated in the Strategic Community Plan;
- State the services, operations and projects that a local government will deliver over the period of the plan, the method for delivering these and the associated cost;
- Reference resourcing considerations such as asset management plans, finances and workforce plans;
- Be adopted by absolute majority; and
- Be reviewed annually – this can be scheduled to align with the setting of the Annual Budget.

In addition to the above requirements local public notice must be given when the Plan is adopted or modified.

Council adopted EMRC's Strategic Community Plan titled *EMRC 2022 – 10 Year Strategic Plan* on 6 December 2012 (Ref: DMDOC/172950) and EMRC's Corporate Business Plan 2013/2014 to 2017/2018 on 20 June 2013 (Ref: D2014/05562).

REPORT

EMRC – draft Corporate Business Plan 2016/2017 to 2020/2021

EMRC has in place an integrated planning framework to ensure that strategic priorities drive operational activities.

The 10 Year Strategic Plan (EMRC 2022) guides, at a strategic level, the direction that the EMRC will take over the next ten years towards achievement of its vision: *"To be a responsive and innovative leader in assisting Perth's Eastern Region to be a great place to live, work, play and do business"*.

The draft *Corporate Business Plan 2016/2017 to 2020/2021* is an element of the integrated planning framework and has been developed to articulate the strategic direction into operational activities. Both documents form EMRC's 'plan for the future'.

Structure of the draft Corporate Business Plan 2016/2017 to 2020/2021

The draft *Corporate Business Plan 2016/2017 to 2020/2021* sets out the actions that staff will undertake over the next five years to deliver on *EMRC 2022 – 10 Year Strategic Plan*. It provides high level information on capital and operating projects planned over the next five years.



Item 11.1 continued

Annual Budget

Section 6.2(2) of *the Act* states that “in the preparation of the annual budget the local government is to have regard to the contents of the plan for the future of the district made in accordance with section 5.56”.

Both *EMRC 2022 – 10 Year Strategic Plan* and the draft *Corporate Business Plan 2016/2017 to 2020/2021* constitute the ‘plan for the future’, and Council is to give regard to both these when adopting EMRC’s Annual Budget.

The 2016/2017 Annual Budget is tabled separately for adoption as part of this Council Agenda (Ref: D2016/06077).

Reporting

It is intended to report to Council against the Corporate Business Plan on a periodic basis.

Section 5.53 of *the Act* requires that an overview of the ‘plan for the future’ must be made in the Annual Report, including major initiatives that are proposed to commence or to continue in the next financial year. A report will be provided within the 2016/2017 Annual Report.

Review & Significant Modifications

Regulation 19CA requires that any significant modifications to the adopted *Corporate Business Plan 2016/2017 to 2020/2021* must be reported through the Annual Report. *The Act* does not define what constitutes a ‘significant’ modification. Therefore there will be a need to exercise judgement and apply a test of materiality in determining whether to report any changes.

Adoption requirements

In accordance with r.19DA(6) of the *Regulations* Council is to determine whether or not to adopt the Corporate Business Plan by absolute majority.

The draft *Corporate Business Plan 2016/2017 to 2020/2021* (attached) is before Council for adoption.

STRATEGIC/POLICY IMPLICATIONS

Key Result Area 4 – Good Governance

- 4.3 To provide responsible and accountable governance and management of the EMRC
- 4.4 To continue to improve financial and asset management practices

FINANCIAL IMPLICATIONS

As reflected in budgets and long term financial plans.

SUSTAINABILITY IMPLICATIONS

Nil



Item 11.1 continued

MEMBER COUNCIL IMPLICATIONS

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

ATTACHMENT(S)

Draft Corporate Business Plan 2016/2017 to 2020/2021 (Ref: D2016/08097)

VOTING REQUIREMENT

Absolute Majority

RECOMMENDATION

That:

1. Council by absolute majority, in accordance with r.19DA(6) of the *Local Government (Administration) Regulations 1996*, adopt the Corporate Business Plan 2016/2017 to 2020/2021 which is attached to this report.
2. Local public notice of the adoption of the Corporate Business Plan 2016/2017 to 2020/2021 be given in accordance with r.19D of the *Local Government (Administration) Regulations 1996*.

The CEO provided a brief overview of the Draft Corporate Business Plan 2016/2017 to 2020/2021 and discussion ensued.

AC RECOMMENDATION

MOVED CR STALLARD

SECONDED CR BRIDGES

That:

1. Council by absolute majority, in accordance with r.19DA(6) of the *Local Government (Administration) Regulations 1996*, adopt the Corporate Business Plan 2016/2017 to 2020/2021 which is attached to this report.
2. Local public notice of the adoption of the Corporate Business Plan 2016/2017 to 2020/2021 be given in accordance with r.19D of the *Local Government (Administration) Regulations 1996*.

CARRIED UNANIMOUSLY



Item 11.1 continued

COUNCIL RESOLUTION(S)

MOVED CR KENYON

SECONDED CR PERKS

THAT:

1. COUNCIL BY ABSOLUTE MAJORITY, IN ACCORDANCE WITH R.19DA(6) OF THE *LOCAL GOVERNMENT (ADMINISTRATION) REGULATIONS 1996*, ADOPT THE CORPORATE BUSINESS PLAN 2016/2017 TO 2020/2021 WHICH IS ATTACHED TO THIS REPORT.
2. LOCAL PUBLIC NOTICE OF THE ADOPTION OF THE CORPORATE BUSINESS PLAN 2016/2017 TO 2020/2021 BE GIVEN IN ACCORDANCE WITH R.19D OF THE *LOCAL GOVERNMENT (ADMINISTRATION) REGULATIONS 1996*.

CARRIED BY ABSOLUTE MAJORITY 12/0



A proud history with a bright future ➡

CORPORATE BUSINESS PLAN



2016/2017 to 2020/2021



TEL (08) 9424 2222 FAX (08) 9277 7598 EMAIL mail@emrc.org.au WEB www.emrc.org.au

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1. Perth's Eastern Region – a snapshot

Perth's Eastern Region - an economic powerhouse

Strategically located, 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 major industrial areas of Malaga, Welshpool, Kewdale, Hazelmere, Forrestfield, Bayswater and Bassendean play key roles in transport, storage, manufacturing and logistics servicing the state's construction and resource sectors.

Perth's Eastern Region is undergoing rapid expansion and growth with major capital investments including intermodal freight terminal development, major airport and road redevelopment, and education and health 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 city, key stakeholders and major transport routes.

Perth's Eastern Region provides employment for about 124,512 workers across key industries representing 16.75% of the 743,399 people working in Greater Perth¹. 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 strong growth and represents an attractive investment destination.

Perth's Eastern Region – a healthy environment

Perth's Eastern Region has some of the state's most beautiful national parks and walking trails. The Swan and Helena Rivers and their tributaries provide iconic recreational and heritage precincts, as well as supporting the renowned vineyards along its valley and hills. Other major features include the Perth Hills wine region, Mundaring Weir and Lake Leschenaultia.

The region also has urban residential areas, commercial and industrial areas, major transport hubs, peri-urban agricultural land and large amounts of bushland. It is important that these diverse land uses are managed so that there is minimal impact on the Region's environmental assets.

The region aspires to have a natural environment that is protected, enhanced and maintained for future generations.

Perth's Eastern Region – a cultural and recreational experience

With forested hills, picturesque vineyards, a ribbon of stunning river ways, and a kaleidoscope of gourmet food, wine, heritage and arts - Perth's Eastern Region offers an enviable getaway all within a half hour drive of the Perth city centre.

The region boasts a vibrant event program suited to residents and visitors alike, including two key regional festivals supported by EMRC; Perth's Autumn Festival and the Avon Descent Family Fun Days.

¹ RemPlan Economic Profile, April 2016



2. About the Eastern Metropolitan Regional Council

The Eastern Metropolitan Regional Council (EMRC) works in partnership with six member Councils located in Perth's Eastern Region — Town of Bassendean, City of Bayswater, City of Belmont, Shire of Kalamunda, Shire of Mundaring and City of Swan. Together, these six councils constitute around one third of the area of metropolitan Perth. EMRC assists the councils to ensure that the entire region fulfils its potential as one of Western Australia's most vibrant and fast growing areas.

An Establishment Agreement was approved and signed by all member Councils in 1998, which states that 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.

3. Committees

EMRC Council has established six committees to assist in decision making.

- **Audit Committee (AC)** – assists the Council with audits and financial management.
- **Chief Executive Officers Advisory Committee (CEOAC)** – consists of the member Councils' Chief Executive Officers and the EMRC Chief Executive Officer.
- **Chief Executive Officer Performance Review Committee (CEOPRC)** – reviews the EMRC Chief Executive Officer's Performance.
- **The Investment Committee (IC)** - deals with matters related to EMRC's Management of Investment Policy.
- **Resource Recovery Committee (RRC)** – reviews and provides reports on resource recovery activities for the region.
- **Technical Advisory Committee (TAC)** - reviews and provides reports on technical matters.



4. Vision, Mission and Values

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.

Mission: The Eastern Metropolitan Regional Council, by partnering with member Councils (and other stakeholders), facilitates strategies and actions for the benefit and sustainability of Perth's Eastern Region.

Values: Excellence
Recognition
Innovation
Responsiveness
Integrity

5. Stakeholders

Primary Stakeholders

- EMRC and Member Council Elected Members
- EMRC and Member Council Staff

Secondary Stakeholders

- Federal Government Agencies
- State Government Agencies
- Non-Government Agencies
- Politicians
- Regional Business Groups
- Regional Community and Reference Groups

Tertiary Stakeholders

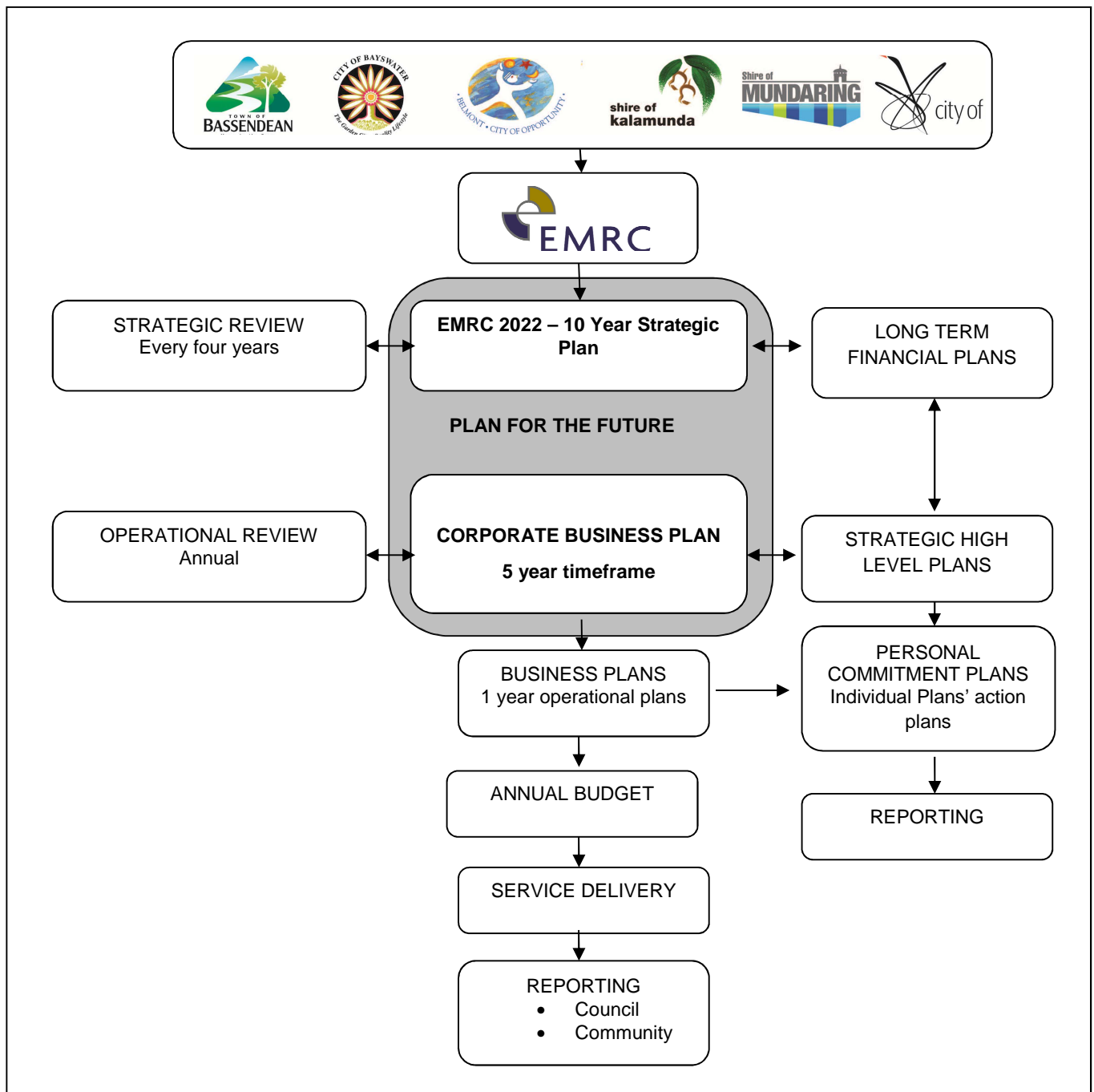
- Customers and Clients
- Visitors and Tourists
- Investors
- Businesses
- Regional Volunteers
- Regional Residents



6. Integrated Planning Framework

EMRC has developed an Integrated Planning Framework to ensure that strategic priorities drive operational activities. **EMRC 2022 – 10 Year Strategic Plan** is a shared vision between 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 is used to drive operational activities and is aligned to the priorities identified in EMRC 2022 – 10 Year Strategic Plan. Strategic high level plans guide development of actions which are prioritised during annual business planning workshops.





7. Corporate Business Plan – Legislative Requirements

Section 5.56(1) and (2) of the *Local Government Act 1995* (the Act) requires that each local government is 'to plan for the future of the district', by developing plans in accordance with the regulations.

The *Local Government (Administration) Regulations 1996* (the Regulations) requires each local government to adopt a Strategic Community Plan and a Corporate Business Plan.

Both these documents comprise a local government's 'plan for the future' under the requirements of s56 of the Act.

With reference to the Corporate Business Plan the Regulations state:

19DA. Corporate business plans, requirements for (Act s. 5.56)

- 1) A local government is to ensure that a corporate business plan is made for its district in accordance with this regulation in respect of each financial year after the financial year ending 30 June 2013.
- 2) A corporate business plan for a district is to cover the period specified in the plan, which is to be at least 4 financial years.
- 3) A corporate business plan for a district is to —
 - (a) set out, consistently with any relevant priorities set out in the strategic community plan for the district, a local government's priorities for dealing with the objectives and aspirations of the community in the district; and
 - (b) govern a local government's internal business planning by expressing a local government's priorities by reference to operations that are within the capacity of the local government's resources; and
 - (c) develop and integrate matters relating to resources, including asset management, workforce planning and long-term financial planning.
- 4) A local government is to review the current corporate business plan for its district every year.
- 5) A local government may modify a corporate business plan, including extending the period the plan is made in respect of and modifying the plan if required because of modification of the local government's strategic community plan.
- 6) A council is to consider a corporate business plan, or modifications of such a plan, submitted to it and is to determine* whether or not to adopt the plan or the modifications.

*Absolute majority required.

- 7) If a corporate business plan is, or modifications of a corporate business plan are, adopted by the council, the plan or modified plan applies to the district for the period specified in the plan.



8. How to use the Corporate Business Plan

The Corporate Business Plan is informed by a suite of documents:

No.	COMPONENT	DESCRIPTION	REVIEW
✓	Corporate Business Plan	<p>The Corporate Business Plan is an essential management tool designed to ensure that the organisation as a whole is able to deliver on Council's high level priorities.</p> <p>It summarises the services, operations and projects EMRC will deliver over the next five years.</p>	Reviewed annually
✓	Financial Plans	<p>The 10 year and 5 year financial plans enable delivery of projects and services.</p> <p>Both these plans:</p> <ul style="list-style-type: none"> • project EMRC's financial position over a period of time • provide EMRC reliable information to develop the capacity for maintaining financial sustainability • enable EMRC to fund and replace capital projects • enable EMRC to fund projects, programs and services • enable EMRC to manage investments 	Reviewed annually
✓	Strategic High Level Plans	<p>Strategic high level plans have been developed for specific issues. Examples are:</p> <ul style="list-style-type: none"> • Red Hill Development Plan – to manage the future development of Red Hill Waste Management Facility • Regional Integrated Transport Strategy – to develop an integrated strategic transport network within Perth's Eastern Region <p>These high level plans provide EMRC the framework for developing initiatives for the benefit and sustainability of the region</p>	As identified within each plan

Notes:

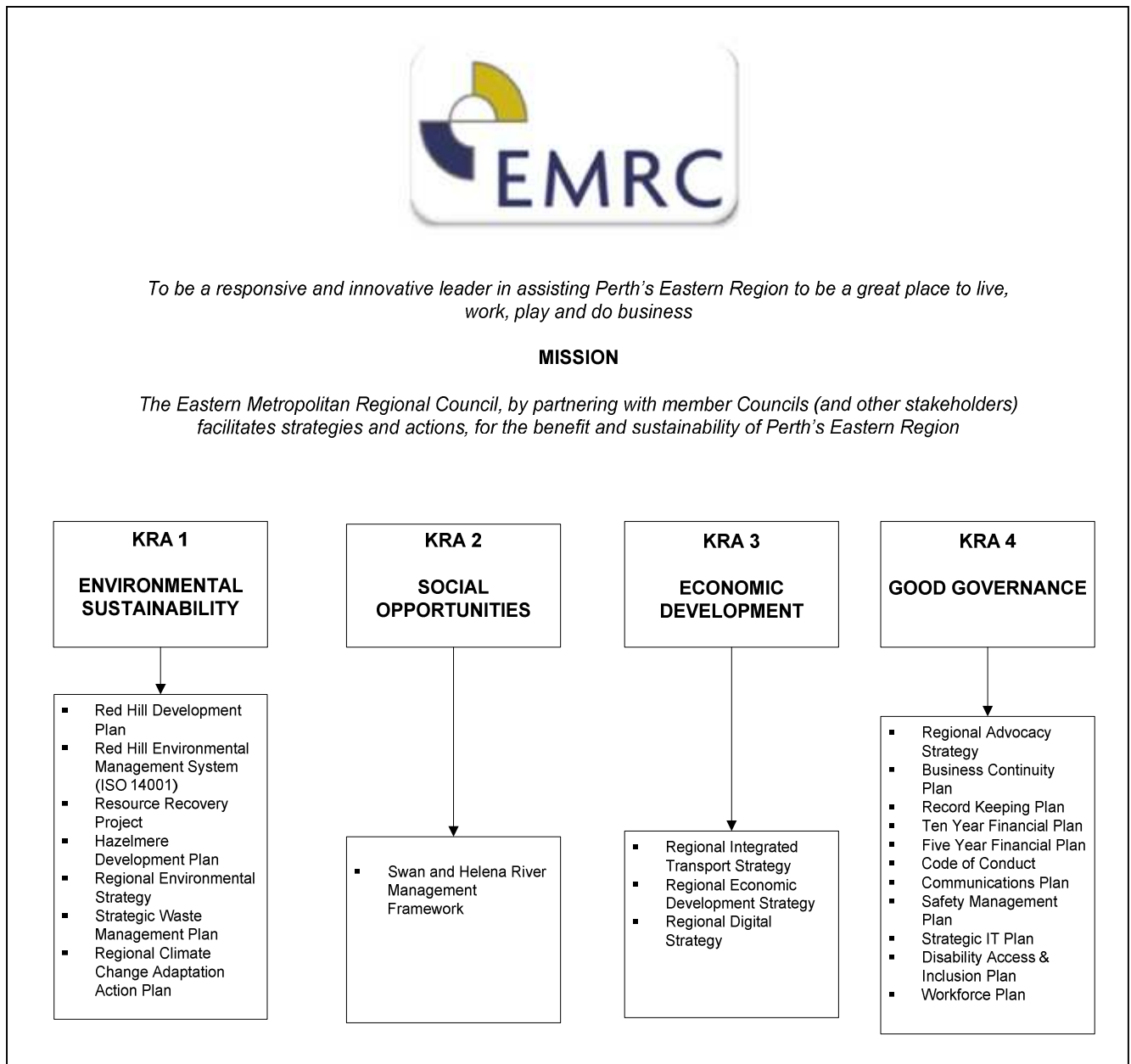
- The first year of the Corporate Business Plan establishes EMRC's annual Budget.
- This Corporate Business Plan provides high level information on capital and operating projects planned over the next five years.
- Planned capital projects in excess of \$100,000 and key projects, programmes and services (operating budget) have been included in this Corporate Business Plan.
- Detailed expenditure is provided in the 5 & 10 year financial plans.
- Detailed project information is found in Strategic High Level Plans and each business unit's annual Business Plans.



9. Delivering the Corporate Business Plan

The Corporate Business Plan identifies projects, programs and services that will be delivered over the next five years. To ensure that these meet our stakeholders' needs EMRC has developed a number of strategic high level plans under each of the four Key Result Areas.

The strategic high level plans are key reference points identified during annual business planning workshops. These form the basis for identifying priority projects and initiatives, which are then recommended to Council during the budget deliberation process for funding.



A short description of each of the strategic high level plans can be found at Appendix One. The abbreviations used within this document are explained at Appendix Two.



10. Organisational Structure

1.1 Office of the Chief Executive Officer

BUSINESS UNIT	SERVICES
CEO's Office	<ul style="list-style-type: none"> • Advocacy • Public Relations • Governance • Strategic and Corporate Planning

Staff	2016/17
FTE*:	3

1.2 Waste Services

BUSINESS UNIT	SERVICES
Red Hill Waste Management Facility	<u>Red Hill Waste Management Facility</u> <ul style="list-style-type: none"> • Classes I,II, III & IV waste • Transfer station – Red Hill • Greenwaste processing <u>Transfer Stations</u> (operated by EMRC on behalf of the Shire of Mundaring) <ul style="list-style-type: none"> • Coppin Road • Mathieson Road
Waste Engineering	<ul style="list-style-type: none"> • Design & Construction • Project Management
Waste Environmental Operations	<ul style="list-style-type: none"> • Environmental Compliance • Environmental Advice
Resource Recovery	<u>Hazelmere Resource Recovery Park</u> <ul style="list-style-type: none"> • Timber Recycling • Mattress Recycling • Wood Waste to Energy Plant • Commercial and Industrial Waste Sorting Plant • Greenwaste Processing • Materials Recovery Facility • Community Reuse Store <u>Resource Recovery Facility</u>



BUSINESS UNIT	SERVICES
Resource Recovery (continued)	<u>Waste Education</u> <ul style="list-style-type: none"> • Waste Education Centre • Waste Education projects

Staff	2016/17
FTE*:	56

1.3 Regional Services

BUSINESS UNIT	SERVICES
Regional Development	<ul style="list-style-type: none"> • Economic Development • Transport Planning • Regional Events and Tourism Website • Digital Projects
Environmental Services	<ul style="list-style-type: none"> • Environmental Projects • Natural Resource Management • River Management • Water Quality and conservation Program • Climate Change • Water and Energy Audits • Education (environment and sustainability)

Staff	2016/17
FTE*:	14



1.4 Corporate Services

BUSINESS UNIT	SERVICES
Administration and Compliance	<ul style="list-style-type: none"> • Procurement, Fleet & Building (Ascot Place) • Compliance • Corporate Functions
Human Resources	<ul style="list-style-type: none"> • Organisational Development • Human Resource Management • Occupational Safety and Health
Communications	<ul style="list-style-type: none"> • Corporate Communications • Corporate websites
Information Services	<ul style="list-style-type: none"> • Help Desk • Projects • Computing Services • Records Management
Finance Services	<ul style="list-style-type: none"> • Financial Management and Reporting • Asset Management • Payroll
Risk Services	<ul style="list-style-type: none"> • Strategic Risk Management

Staff	2016/17
FTE*:	19

*FTE count is as at 2 May 2016



11. Structure of the Corporate Business Plan

The Corporate Business Plan is built on the foundation of four strategic Key Result Areas (KRA) identified within **EMRC 2022 – 10 Year Strategic Plan**. The Corporate Plan sets out the actions that staff will undertake to deliver on Council's strategic priorities.

KRA 1: Environmental Sustainability

Aim:

- ✓ Provide and maintain a world class waste and recycling service which is sustainable, efficient and meets the needs of the region.
- ✓ Deliver a range of environmental services that enables the region and member Councils to meet their responsibilities and community expectations for sustainable and adaptive environmental initiatives, and to maintain and enhance the natural assets of the region.

KRA 2: Social Opportunity

Aim:

- ✓ Facilitate social opportunities within the region and assist member Councils achieve their social outcomes

KRA3: Economic Development

Aim:

- ✓ Facilitate the sustainable economic development of the region

KRA 4: Good Governance

Aim:

- ✓ Assist the good governance of member Councils and ensure that EMRC is a responsive, progressive and responsible organisation.



12. Key Result Area 1 Environmental Sustainability

OBJECTIVE

1.1 To provide sustainable waste disposal operations

Minimise the environmental impact of waste management operations

Key Actions	Budget	16/17	17/18	18/19	19/20	20/21
Leachate Project	Capex	✓				
Construct Class III leachate pond	Capex	✓				
Construct storm water and siltation ponds	Capex	✓	✓			
Responsible:	Waste Engineering / Environmental Operations					

Provide a waste disposal service at Red Hill Waste Management Facility

Key Actions	Budget	16/17	17/18	18/19	19/20	20/21
Review and update Red Hill Development Plan	Opex	✓	✓	✓	✓	✓
Operate Red Hill Waste Management Facility	Opex	✓	✓	✓	✓	✓
Construct Class III Cell Stage 15B	Capex	✓				
Construct Class III Farm Stage 3	Capex	✓	✓			
Construct Class III Farm Stage 4	Capex					✓
Design and construct Class IV Cell Stage 2	Capex	✓				
Relocate greenwaste processing area	Capex					✓
Construct roads / carparks – Red Hill	Capex	✓	✓	✓	✓	✓
Construct access Roads to Lots 8,9 & 10	Capex	✓				
Construct water storage dams	Capex		✓	✓		
Responsible:	Waste Engineering / Waste Operations					



Develop Hazelmere Resource Recovery Park

Key Actions	Budget	16/17	17/18	18/19	19/20	20/21
Review and update Hazelmere Development Plan	Opex	✓	✓	✓	✓	✓
Construct and commission Resource Recovery Park site infrastructure	Capex	✓	✓			
Construct and commission C&I Building	Capex	✓				
Wood Waste to Energy Building – utilities and infrastructure	Capex	✓				
Construct and commission Administration Building	Capex	✓	✓			
Construct and commission Community Transfer Station	Capex		✓	✓		
Construct and commission Community Reuse Store	Capex	✓	✓			
Construct and commission Materials Recovery Facility (MRF)	Capex		✓			
Construct and commission Site Workshop	Capex	✓				
Construct and commission Weighbridge	Capex	✓				
Construct and commission Reuse Store carpark	Capex	✓	✓			
Construct storage bunkers for wood fines	Capex	✓				
Purchase plant and equipment (C&I, Woodwaste to Energy Plant, Community Transfer Station, MRF)	Capex	✓	✓			
Responsible:	Resource Recovery					



OBJECTIVE

1.2 To improve regional waste management

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

Key Actions	Budget	16/17	17/18	18/19	19/20	20/21
Implement priority projects (refer the Waste Education Strategy)	Opex	✓	✓	✓	✓	✓
Review Waste Education Strategy	Opex	✓				
Promote and co-ordinate Red Hill Education Tours	Opex	✓	✓	✓	✓	✓
Responsible:	Resource Recovery					

Operate member councils' waste transfer stations where applicable

Key Actions	Budget	16/17	17/18	18/19	19/20	20/21
Operate Coppin Road Transfer Station	Opex	✓	✓	✓	✓	✓
Operate Mathieson Road Transfer Station	Opex	✓	✓	✓	✓	✓
Responsible:	Waste Operations					

Provide a Waste Management Advisory Service

Key Actions	Budget	16/17	17/18	18/19	19/20	20/21
Rehabilitate former landfill cells	Opex	✓	✓	✓	✓	✓
Monitor environmental impacts from waste management operations and ensure all environmental legislative requirements are met	Opex	✓	✓	✓	✓	✓
Undertake contaminated sites investigations	Opex	✓	✓	✓	✓	✓
Provide environmental consultancy service to member Councils and other clients	Opex	✓	✓	✓	✓	✓
Responsible:	Waste Environmental Operations					



OBJECTIVE

1.3 To provide resource recovery and recycling solutions in partnership with member councils

Establish a Resource Recovery Facility (RRF)

Key Actions	Budget	16/17	17/18	18/19	19/20	20/21
Administer RRF construction contract	Capex		✓	✓		
Construct and commission the RRF building	Capex			✓		
Purchase RRF plant & equipment	Capex			✓	✓	
Responsible:	Resource Recovery					

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

Key Actions	Budget	16/17	17/18	18/19	19/20	20/21
Develop and implement programs to increase sales of Red Hill by-products	Opex	✓	✓	✓	✓	✓
Develop and implement programs to increase sales of Hazelmere by-products	Opex	✓	✓	✓	✓	✓
Responsible:	Sales and Market Development					



OBJECTIVE

1.4 To investigate leading edge waste management practices

Undertake research into Integrated Waste Management

Key Actions	Budget	16/17	17/18	18/19	19/20	20/21
Undertake Resource Recovery Project Study Tour of Australian and other facilities	Opex	✓	✓	✓	✓	✓
Responsible:	Resource Recovery					

1.4.2 Provide leadership in the development of waste policy and practices

Key Actions	Budget	16/17	17/18	18/19	19/20	20/21
Undertake initiatives and projects in partnership with Regional Waste Education Steering Group	Opex	✓	✓	✓	✓	✓
Responsible:	Resource Recovery					

OBJECTIVE

1.5 To contribute towards improved regional air, water and land quality and regional biodiversity conservation

Review and implement the Regional Environmental Strategy

Key Actions	Budget	16/17	17/18	18/19	19/20	20/21
Implement priority projects (refer Regional Environmental Strategy)	Opex	✓	✓	✓	✓	✓
Responsible:	Environmental Services					

Implement the Eastern Region Catchment Management Program (ERCMP)

Key Actions	Budget	16/17	17/18	18/19	19/20	20/21
Implement priority initiatives (refer ERCMP)	Opex	✓	✓	✓	✓	✓
Responsible:	Environmental Services					



Implement the Water Quality and Conservation Program

Key Actions	Budget	16/17	17/18	18/19	19/20	20/21
Implement the Water Campaign for EMRC and participating member Councils	Opex	✓	✓	✓	✓	✓
Responsible:	Environmental Services					

OBJECTIVE

1.6 To address climate change issues within the Region

Implement the ACER Program

Key Actions	Budget	16/17	17/18	18/19	19/20	20/21
Implement the ACER Program for EMRC and participating member Councils	Opex	✓	✓	✓	✓	✓
Responsible:	Environmental Services					

Implement the Regional Climate Change Adaptation Action Plan

Key Actions	Budget	16/17	17/18	18/19	19/20	20/21
Implement priority actions (refer RCCAAP)	Opex	✓	✓	✓	✓	✓
Responsible:	Environmental Services					



13. Key Result Area 2 Social Opportunities

OBJECTIVE

2.1 To facilitate regional cultural and recreational activities

Continue the coordination of regional events

Key Actions	Budget	16/17	17/18	18/19	19/20	20/21
Co-ordinate the Avon Descent Family Fun Days	Opex	✓	✓	✓	✓	✓
Co-ordinate the Perth's Autumn Festival	Opex	✓	✓	✓	✓	✓
Administer the Perth Tourism.com.au regional tourism website	Opex	✓	✓	✓	✓	✓
Responsible:	Regional Development					

Implement the Swan and Helena Rivers Framework

Key Actions	Budget	16/17	17/18	18/19	19/20	20/21
Implement priority projects (refer SHRMF)	Opex	✓	✓	✓	✓	✓
Responsible:	Environmental Services					



14. Key Result Area 3 Economic Development

OBJECTIVE:

3.1 To facilitate increased investment in regional infrastructure

Continue the implementation of the Regional Integrated Transport Strategy

Key Actions	Budget	16/17	17/18	18/19	19/20	20/21
Implement priority projects (refer RITS)	Opex	✓	✓	✓	✓	✓
Implement priority TravelSmart initiatives	Opex	✓	✓	✓	✓	✓
Responsible:	Regional Development					

OBJECTIVE:

3.2 To facilitate regional economic development activities

Review and implement the Regional Economic Development Strategy

Key Actions	Budget	16/17	17/18	18/19	19/20	20/21
Implement priority projects (refer REDS)	Opex	✓	✓	✓	✓	✓
Provide regional tools (REMPAN, Profile ID, Atlas ID)	Opex	✓	✓	✓	✓	✓
Responsible:	Regional Development					

Identify and investigate strategic regional development project and investment opportunities

Key Actions	Budget	16/17	17/18	18/19	19/20	20/21
Implement priority digital actions	Opex	✓	✓	✓	✓	✓
Responsible:	Regional Development					



15. Key Result Area 4 Good Governance

OBJECTIVE

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

Review and implement the Regional Advocacy Strategy

Key Actions	Budget	16/17	17/18	18/19	19/20	20/21
Facilitate meetings and discussions with key stakeholders including state and federal politicians for investment into Perth's Eastern Region	Opex	✓	✓	✓	✓	✓
Responsible:	Chief Executive Officer					

OBJECTIVE

4.2 To manage partnerships and relationships with stakeholders

Continue to foster and enhance relationships with member councils

Key Actions	Budget	16/17	17/18	18/19	19/20	20/21
Implement biennial Stakeholder Perception Survey	Opex		✓		✓	
Co-ordinate EMRC's Community Grants Program	Opex	✓	✓	✓	✓	✓
Produce EMRC's Annual Report	Opex	✓	✓	✓	✓	✓
Responsible:	Communications					

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

Key Actions	Budget	16/17	17/18	18/19	19/20	20/21
Hold Stakeholders' Dinner / Cocktail Function	Opex	✓	✓	✓	✓	✓
Responsible:	Chief Executive Officer					



Review and implement the Marketing and Communications Plan

Key Actions	Budget	16/17	17/18	18/19	19/20	20/21
Implement priority initiatives (refer Marketing and Communications Plan)	Opex	✓	✓	✓	✓	✓
Responsible:	Communications					

OBJECTIVE

4.3 To provide responsible and accountable governance and management of the EMRC

Implement EMRC's Integrated Planning Framework

Key Actions	Budget	16/17	17/18	18/19	19/20	20/21
Review the 10 Year Strategic Plan	Opex	✓				
Review the Corporate Business Plan	Opex	✓	✓	✓	✓	✓
Review and update Management Guidelines as required	Opex	✓	✓	✓	✓	✓
Responsible:	Human Resources					

Continue to improve organisational governance

Key Actions	Budget	16/17	17/18	18/19	19/20	20/21
Review and update the Recordkeeping Plan	Opex	✓				
Responsible:	Information Services					
Review and update Council Policies	Opex			✓		
Co-ordinate Council and Committee elections	Opex		✓			✓
Responsible:	Administration and Compliance					



Develop and implement a Risk Management Plan

Key Actions	Budget	16/17	17/18	18/19	19/20	20/21
Implement priority actions (refer Risk Management Plan)	Opex	✓	✓	✓	✓	✓
Responsible:	Risk Services					

Review and implement the Disability Access and Inclusion Plan

Key Actions	Budget	16/17	17/18	18/19	19/20	20/21
Implement priority projects (refer DAIP)	Opex	✓	✓	✓	✓	✓
Responsible:	Human Resources					

OBJECTIVE

4.4 To continue to improve financial and asset management practices

Develop and review long term financial plans

Key Actions	Budget	16/17	17/18	18/19	19/20	20/21
Review the 5 and 10 Financial Plans	Opex	✓	✓	✓	✓	✓
Monitor and review financial investment portfolio	Opex	✓	✓	✓	✓	✓
Responsible:	Finance Services					



Develop and implement an Asset Management Plan

Key Actions	Budget	16/17	17/18	18/19	19/20	20/21
Purchase and replace plant (Red Hill)	Capex	✓	✓	✓	✓	✓
Purchase and replace minor plant (Red Hill)	Capex	✓	✓			
Purchase and replace vehicles (Red Hill)	Capex		✓	✓	✓	
Refurbish waste transfer station (Red Hill)	Capex	✓				
Responsible:	Waste Operations					
Purchase and replace plant (Hazelmere)	Capex	✓	✓	✓	✓	✓
Responsible:	Resource Recovery					
Purchase and replace corporate fleet	Capex	✓	✓	✓	✓	✓
Capital improvements to Ascot Place Building	Capex	✓				
Responsible:	Administration and Compliance					
Purchase IT equipment	Capex	✓	✓	✓	✓	✓
Responsible:	Information Services					

Review and implement the Strategic IT Plan

Key Actions	Budget	16/17	17/18	18/19	19/20	20/21
Implement priority projects (refer Strategic IT Plan)	Opex	✓	✓	✓	✓	✓
Responsible:	Information Services					



OBJECTIVE

4.5 To improve organisational culture, health, welfare and safety

Develop and implement a Workforce Plan

Key Actions	Budget	16/17	17/18	18/19	19/20	20/21
Implement priority projects (refer Workforce Plan)	Opex	✓	✓	✓	✓	✓
Develop new Management Guidelines, where required	Opex	✓	✓	✓	✓	✓
Responsible:	Human Resources					

Review and implement the Safety Management Plan

Key Actions	Budget	16/17	17/18	18/19	19/20	20/21
Review the Business Continuity Plan	Opex	✓	✓	✓	✓	✓
Responsible:	Risk Services					
Co-ordinate Health Promotion Program	Opex	✓	✓	✓	✓	✓
Implement actions from the Safety Advisory Group	Opex	✓	✓	✓	✓	✓
Responsible:	Occupational Safety & Health					



16. Reporting & Review

1.5 Reporting

It is intended to provide periodic reports to Council against the Corporate Business Plan.

The *Local Government (Administration) Regulations 1996* (the Regulations) in relation to reporting states:

19CA. Information about modifications to certain plans to be included (Act s. 5.53(2)(i))

- 1) This regulation has effect for the purposes of section 5.53(2)(i).
- 2) If a modification is made during a financial year to a local government's strategic community plan, the annual report of the local government for the financial year is to contain information about that modification.
- 3) If a significant modification is made during a financial year to a local government's corporate business plan, the annual report of the local government for the financial year is to contain information about that significant modification.

Where applicable the EMRC will also provide a report against the Corporate Plan through its Annual Report.

1.6 Reviewing

The Corporate Business Plan will be reviewed annually in accordance with current legislation

Any significant modifications will be reported through the Annual Report



17. Appendix One - Strategic High Level Plans

DOCUMENT	DESCRIPTION
Asset Management Plan	This plan will be developed to define current levels of service and the processes used to manage each of EMRC's asset classes.
Business Continuity Plan	This Plan outlines the key steps to be taken by the EMRC to respond to and recover from a disaster.
Disability Access and Inclusion Plan	This plan ensures that EMRC's facilities, services and events are open, available and accessible to everyone regardless of ability, ethnicity, gender, age or any other perceived difference.
Establishment Agreement	This document was signed by all EMRC member Councils in 1998 replacing the Constitution on which the EMRC was founded in 1983.
Hazelmere Resource Recovery Park - Project Plan	This plan guides the effective development of the Hazelmere Resource Recovery Park.
Local Government Act 1995	The principal legislative instrument which sets out the legislative framework for local governments in Western Australia
Long Term Financial Plans	The 10 year and 5 year financial plans enable delivery of projects and services
Marketing & Communications Plan	This document outlines the marketing and communications activities to assist the organisation in achieving strategic objectives.
Record Keeping Plan	This document ensures that EMRC records are created, managed and maintained in accordance with the <i>State Records Act 2000</i> .
Red Hill Development Plan	The Red Hill Development Plan indicates infrastructure requirements for the ongoing development of the Red Hill Waste Management Facility.
Regional Advocacy Strategy	The strategy builds capacity within EMRC and its member Councils to attract an increased share of benefits and services to Perth's Eastern Region through a framework that delivers effective regional advocacy campaigns.
Regional Climate Change Adaptation Action Plan	This plan details actions for member councils and EMRC to undertake, in order to maximise any opportunities and reduce or eliminate the risks to the community as a result of climate change.
Regional Economic Development Strategy	This strategy supports sustainable economic growth, increased investment and industry attraction within Perth's Eastern Region.
Regional Digital Strategy	The strategy is aimed at strengthening and diversifying the economy through the uptake of digital technologies and contributing to business viability and competitiveness.
Regional Environmental Strategy	The Regional Environmental Strategy seeks to ensure a sustainable approach for the future development, protection and management of Perth's Eastern Region.
Regional Integrated Transport Strategy	This strategy guides the creation of a transport network in Perth's Eastern Region that is efficient, safe and integrates all modes of transport.



DOCUMENT	DESCRIPTION
TravelSmart Program	This Program is an element of RITS and has been developed to promote and increase use of public transport, and sustainable and active methods of transport.
Resource Recovery Project Study	This study investigates the introduction of resource recovery to the region.
Safety Management Plan	This plan provides a framework for protection of EMRC staff and property, and other people who may interface with EMRC operations.
Strategic Waste Management Plan	The Strategic Waste Management Plan provides a regional approach to waste management.
Strategic IT Plan	This document outlines the Information Technology infrastructure requirements for the EMRC.
Swan and Helena Rivers Management Framework	This plan articulates principles to assist in the effective management of the Swan and Helena Rivers.
Workforce Plan	This plan enables the EMRC to ensure that it has a workforce capable of delivering organisational objectives now and in the future.



18. Appendix Two - Abbreviations

ABBREVIATION	EXPLANATION
ABR	Australian Business Register used for engaging with local businesses
OPEX	Operating Expenditure
CAPEX	Capital Expenditure
DAIP	Disability Access and Inclusion Plan
ERCMP	Eastern Region Catchment Management Program
EMRC	Eastern Metropolitan Regional Council
FTE	Full Time Equivalent (used to describe staffing levels)
IT	Information Technology
LCCAAP	Local Climate Change Adaption Action Plan
RCCAAP	Regional Climate Change Adaption Action Plan
REDS	Regional Economic Development Strategy
RITS	Regional Integrated Transport Strategy
RRF	Resource Recovery Facility
SHRMF	Swan and Helena Rivers Management Framework



For further information please contact:

The Eastern Metropolitan Regional Council
226 Great Eastern Highway, Belmont WA 6104
Phone: 9424 2222

THIS PLAN IS AVAILABLE IN ALTERNATIVE FORMATS



11.2 EASTERN METROPOLITAN REGIONAL COUNCIL (EMRC) 2016/2017 DRAFT ANNUAL BUDGET

REFERENCE: D2016/06077 (AC) – D2016/08102

PURPOSE OF REPORT

The purpose of this report is to present the 2016/2017 Draft Annual Budget for Council adoption.

KEY ISSUES AND RECOMMENDATION(S)

- The 2016/2017 Draft Annual Budget has been prepared using the Ten Year Financial Plan 2016/2017 - 2025/2026 that has been reviewed and adjusted to take into consideration forecast financial results for 2015/2016, budget provisions from 2015/2016 required to be carried forward into the 2016/2017 Budget, the draft 2016/2017 fees and charges relating to Waste Management and Regional Services, along with other variations and adjustments as outlined within the report.

AC RESOLUTION(S)

That:

- The Audit Committee endorses the EMRC 2016/2017 Annual Budget.
- The EMRC 2016/2017 Annual Budget be referred to Council for adoption at its 23 June 2016 meeting.

AC RECOMMENDATION(S)

That:

- Council, by absolute majority, in accordance with section 6.2(1) of the *Local Government Act 1995* and *Local Government (Financial Management) Regulations 1996*, adopts the EMRC 2016/2017 Annual Budget and supporting schedules which have been prepared in compliance with the Australian Accounting Standards.
- For the 2016/2017 financial year a material variance percentage of 10% of the appropriate base, and a dollar value of \$20,000, whichever is the greater, be adopted for reporting variances in the statements of financial activity.
- In accordance with Regulation 33 of the *Local Government (Financial Management) Regulations 1996*, a copy of the 2016/2017 Annual Budget be submitted to the Departmental CEO, Department of Local Government and Communities, within 30 days of its adoption by Council.

SOURCE OF REPORT

Director Corporate Services

BACKGROUND

Section 6.2(2) of the *Local Government Act 1995* states "In the preparation of the annual budget the local government is to have regard to the contents of the plan for the future of the district made in accordance with section 5.56".



Item 11.2 continued

EMRC's Strategic Community Plan titled *EMRC 2022 - 10 Year Strategic Plan*, adopted by Council on 6 December 2012 (Ref: DMDOC/172950) and the Corporate Business Plan 2016/2017 to 2020/2021 (Ref: D2016/06075), considered as part of this Council Agenda, together constitutes the EMRC's 'Plan for the Future' in accordance with section 5.56 of the *Local Government Act 1995*. From 30 June 2013 onwards, both must be taken into account in budget preparations.

The 2016/2017 Annual Budget draws from the priorities as identified in the EMRC's 'Plan for the Future'.

As part of the budget preparation process, financial forecasts within the EMRC's Ten Year Financial Plan are regularly reviewed in order to provide an indicative forecast of the EMRC's ten year financial position.

The revised plan includes key assumptions which provide the framework for the 2016/2017 budget and includes fees and charges for Waste Management and Regional Services and project funding for Regional Services.

Annual budget review meetings were undertaken by the Executive Management Team initially during the period 21 - 23 March 2016 and again during the period 6 - 10 May 2016.

The proposed Regional Services Consulting Rates 2016/2017 and Miscellaneous Administration Fees were presented to Council at its meeting dated 18 February 2016 (Ref: D2016/00678) where it was resolved as follows:

"THAT THE PROPOSED 2016/2017 REGIONAL SERVICES CONSULTING RATES, ADMINISTRATION FEES AND CHARGES AND STEAM WEEDER HIRE CHARGES, FORMING ATTACHMENT 1 AND 2 TO THIS REPORT, BE UTILISED IN DEVELOPING THE DRAFT BUDGET FOR 2016/2017."

The EMRC's Ten Year Financial Plan tonnage forecasts are reviewed regularly and have been used to derive forecast income and expenditure for the Red Hill Waste Management Facility and Hazelmere Recycling Facility. These tonnages are included within the budget document (refer attachment, page 38 of 84).

All business units have developed detailed financial estimates for 2016/2017 to 2025/2026. These estimates have been entered into the EMRC's financial management system to produce the ten year financial forecasts.

As the EMRC will not commence the process of preparing its Annual Financial Statements for 2015/2016 until July 2016, the forecast results for 2015/2016 have been used as a basis for the finalisation of the 2016/2017 Budget.

REPORT

In producing the 2016/2017 Budget, the EMRC's Ten Year Financial Plan has been reviewed and adjusted to take into consideration the following:

- Forecast financial results for 2015/2016; and
- Budget provisions from 2015/2016 required to be carried forward into the 2016/2017 Budget.

The budgeted 2016/2017 Net Result from operations of \$6,940,334 compares to a forecast surplus in 2015/2016 of \$6,545,412.



Item 11.2 continued

Major variances to the 2015/2016 forecast are attributable to an increase in user charges resulting from increased fees and charges together with an increase in budgeted tonnages of 223,954 for 2016/2017 compared to the 2015/2016 tonnage forecast of 220,293, an increase in depreciation expenses resulting from the proposed capital expenditure during 2016/2017, an increase in salary expenses for which full budget provisions have been allowed for unfilled positions and an increase in miscellaneous expenses relating to the landfill levy which will increase from \$55 per tonne to \$60 per tonne from 1 July 2016.

Key Budget Assumptions

The following key assumptions have been used in development of the Ten Year Financial Plan and the 2016/2017 Budget:

- An increase of \$3.50 per tonne (ex GST) for 2016/2017 in the member Council base waste disposal charge;
- The Comprehensive Waste Education Strategy (CWES) Levy of \$3.50 per tonne (ex GST) to remain unchanged for 2016/2017;
- An annual increase of \$2.00 per tonne (ex GST) for 2016/2017 for member Councils in the Secondary Waste charge as per Council resolution at its 2 June 1999 meeting;
- An increase in the State Government's Landfill Levy of \$5.00 per tonne (ex GST);
- An increase of \$5.00 (ex GST) per tonne for 2016/2017 in the Commercial Waste Disposal charge;
- The Regional Services consulting rates for 2016/2017 to remain unchanged;
- A 5% increase in Insurance Premiums for 2016/2017;
- A 5% increase in Fuel costs for 2016/2017;
- The interest rate for term deposit investments for the 2016/2017 financial year is budgeted at 2.53% per annum; and
- The funding for Regional Services projects is based on the schedules used in the Regional Services Funding Program presented to Council at its meeting held on 3 December 2015 (Ref:D2015/19325).

Tonnages - (page 38 of 84)

Budgeted total tonnages for 2016/2017 of 223,954 tonnes is slightly above the 2015/2016 forecast of 220,293 tonnes and below the 2015/2016 budget of 248,653 tonnes.

Class IV tonnages which have been budgeted at 3,000 tonnes for 2016/2017 is higher than the 2015/2016 forecast of 2,110 tonnes and the same as the 2015/2016 budget of 3,000 tonnes. This budget provision represents the average historical base tonnages for Class IV waste in the absence of specific contracts being in place.

	Actual 2013/2014	Actual 2014/2015	Budget 2015/2016	Forecast 2015/2016	Budget 2016/2017
Class II & III	270,300	233,773	230,533	208,540	211,118
Class IV & V	0	0	3,000	2,110	3,000
Greenwaste	15,545	13,310	15,120	9,643	9,836
Total	285,875	247,083	248,653	220,293	223,954



Item 11.2 continued

Disposal Fees and Charges - (pages 31-34 of 84)

The member Council disposal charge for Class III waste has increased from \$146.55 per tonne (ex GST) to \$157.05 (ex GST). This increase of \$10.50 per tonne (ex GST) is attributable to a \$5.00 per tonne increase in the State Government's Landfill Levy, a \$2.00 per tonne increase in the Secondary Waste levy (Council resolution 2 June 1999), and \$3.50 per tonne increase in the general disposal charge.

EMRC Consulting Fees - (pages 35 of 84)

The proposed 2016/2017 Regional Services consulting fees were accepted by Council at its meeting held on 18 February 2016 (Ref: D2016/00678) for use in developing the draft budget for 2016/2017.

No increase in the Regional Services consulting rates have been proposed for 2016/2017.

Statement of Comprehensive Income - (pages 2-4 of 84)

The Statement of Comprehensive Income provides a "*normal operating result*" before "*other revenues and expenses*".

The "*Normal Operating Result*" has been calculated by removing the impact of the Secondary Waste levy, Resource Recovery expenditure and capital revenues and expenses and thus provides a better indication of underlying operating performance.

The proposed "*Normal Operating Result*" of \$2,215,306 surplus for 2016/2017 compares with a budgeted surplus of \$1,770,330 for 2015/2016 and a forecast surplus of \$408,947 for 2015/2016. As outlined earlier in this report, the variance in budgeted normal operating result year on year is attributable to an increase in user charges resulting from increased fees and charges together with an increase in budgeted tonnages of 223,954 for 2016/2017 compared to the 2015/2016 tonnage forecast of 220,293, an increase in depreciation expenses resulting from the proposed capital expenditure during 2016/2017, an increase in salary expenses for which full budget provisions have been allowed for unfilled positions and an increase in miscellaneous expenses relating to the landfill levy which will increase from \$55 per tonne to \$60 per tonne from 1 July 2016.

The "*Net Result*" includes Secondary Waste Disposal Charge Income and is also dependent on the volumes of Commercial Class III and Class IV Waste accepted at the Red Hill Waste Management Facility.

The budgeted "*Net Result*" is a surplus of \$6,940,334 for 2016/2017 compared with a budgeted surplus of \$7,922,660 for 2015/2016 and a forecast surplus of \$6,545,412 for 2015/2016.

Also provided is a Statement of Comprehensive Income by Local Government Program.

Staffing Levels

As part of the budget development, the following two (2) new positions have been identified in the 2016/2017 budget:

- Occupational Safety and Health Officer - To provide assistance to the current OS&H Coordinator particularly due to the increase in EMRC projects at the Resource Recovery Park and the Red Hill Waste Management Facility.
- Waste Services Environmental Officer (Compliance) - To provide assistance to the Waste Services Environmental Operations team relating particularly to compliance requirements.

However, neither of these new positions identified will be automatically filled and will need to be supported by a business case at the appropriate time.



Item 11.2 continued

Capital Works - (pages 75-84 of 84)

The total proposed Capital Works expenditure for 2016/2017 is \$33,620,638 which includes carried forward capital expenditure of \$23,808,875. This compares with 2015/2016 budgeted expenditure of \$34,487,814.

Major capital expenditure items for 2016/2017 include:

- | | |
|---------------------------------------------------------------------------------------------------------------------------------------------|-------------|
| • Construction of Class III Cell (Farm Stage 3) - Red Hill Waste Management Facility (\$1,919,252 carried forward from 2015/2016). | \$5,969,252 |
| • Resource Recovery Park - C & I Building and Plant (\$5,043,585 carried forward from 2015/2016). | \$5,043,585 |
| • Resource Recovery Park - Wood Waste to Energy Building, Infrastructure, Plant and Equipment (\$3,643,633 carried forward from 2015/2016). | \$4,143,633 |
| • Leachate Project - Red Hill Waste Management Facility (\$3,335,000 carried forward from 2015/2016). | \$3,385,000 |
| • Purchase/Replace Plant - Red Hill Waste Management Facility (\$1,890,000 carried forward from 2015/2016). | \$2,635,000 |
| • Construct and Commission Resource Recovery Park - Site Infrastructure (\$1,217,000 carried forward from 2015/2016). | \$2,560,000 |
| • Purchase/Replace Plant - Hazelmere (\$1,830,000 carried forward from 2015/2016). | \$1,830,000 |
| • Construction of Class III Cell (Stage 15B) - Red Hill Waste Management Facility (\$1,670,000 carried forward from 2015/2016). | \$1,670,000 |
| • Construct and Commission Resource Recovery Park - Community Reuse Store and Infrastructure. | \$750,000 |
| • Construct Class III Leachate Pond - Red Hill Waste Management Facility (\$600,000 carried forward from 2015/2016). | \$600,000 |
| • Purchase Information Technology and Communications Equipment - Ascot Place (\$226,000 carried forward from 2015/2016). | \$507,550 |
| • Construct Storage Bunkers for Wood Fines - Hazelmere | \$500,000 |
| • Design and Construct Class IV Cell Stage 2 - Red Hill Waste Management Facility (\$500,000 carried forward from 2015/2016). | \$500,000 |
| • Construct Access Roads to Lots 8, 9, & 10 - Red Hill Waste Management Facility (\$475,000 carried forward from 2015/2016). | \$475,000 |



Item 11.2 continued

Statement of Cash Flows - (page 6 of 84)

The format of the Statement of Cash Flows separates “*Normal Operating Activities*” from Resource Recovery activities.

The budgeted net cash provided by normal operating activities is \$8,472,838. This represents an increase of \$285,536 when compared with the 2015/2016 budget and an increase of \$2,160,272 compared with the forecast position in 2015/2016.

Municipal Cash and Restricted Investments (Reserves) - (pages 7-10 of 84)

The cash and investments (Municipal and Restricted Investments) as at 30 June 2017 has been forecast to be \$51,097,706 compared with the forecast cash and investments for 2015/2016 of \$70,920,945.

The overall decrease in budgeted cash (Municipal and Restricted Investments) year on year is attributable to the capital expenditure exceeding the net budgeted cash flow from normal and other operating activities during the 2016/2017 financial year. Funds have been set aside in Reserve funds and will be utilised in accordance with the budgeted expenditure.

Approximately 73% of total cash and restricted investments budgeted for 30 June 2017 will be held in the Secondary Waste Reserve (\$37,448,572) to fund the development of a Resource Recovery Facility. Other restricted cash investments will be used to fund future capital works projects including:

- Major plant replacements at the Red Hill and Hazelmere Waste Management Facilities;
- Site rehabilitation at Red Hill Waste Management Facility; and
- Future Class III cell construction.

Reporting Requirements

It is a requirement of the *Local Government (Financial Management) Regulations 1996 - Regulation 34(5)* that a local government is to establish and adopt materiality levels either as a percentage and/or dollar value to be used in statements of financial activity for reporting variances.

The concept of materiality is defined in the accounting standard, AASB 108 as:

“Omissions or misstatements of items are material if they could, individually or collectively, influence the economic decisions that users make on the basis of the financial statements. Materiality depends on the size and nature of the omission or misstatement judged in the surrounding circumstances. The size or nature of the item, or a combination of both, could be the determining factor.”

In determining whether the variance amount of an item is material, the variance is to be compared with the corresponding budgeted revenue and expense amount to the end of the month to which the statement of financial activity relates.

Council adopted 10% as the percentage, and a dollar value of \$20,000, whichever is the greater to be used during the 2015/2016 financial year when reporting variances. It is recommended that for the 2016/2017 financial year the materiality percentage of 10% and a dollar value of \$20,000, whichever is the greater, be retained and adopted for reporting variances in the statements of financial activity.

STRATEGIC/POLICY IMPLICATIONS

Key Result Area 4 - Good Governance

- 4.3 To provide responsible and accountable governance and management of the EMRC
- 4.4 To continue to improve financial and asset management practices



Item 11.2 continued


FINANCIAL IMPLICATIONS

As detailed in the attachment to this report.

SUSTAINABILITY IMPLICATIONS

Nil

MEMBER COUNCIL IMPLICATIONS

Member Council	Implication Details
Town of Bassendean	 As per budget implications.
City of Bayswater	
City of Belmont	
Shire of Kalamunda	
Shire of Mundaring	
City of Swan	

ATTACHMENT(S)

Financial Statements - 2016/2017 Budget (Ref: D2016/08098)

VOTING REQUIREMENT

Absolute Majority

AC RESOLUTION(S)

That:

1. The Audit Committee endorses the EMRC 2016/2017 Annual Budget.
2. The EMRC 2016/2017 Annual Budget be referred to Council for adoption at its 23 June 2016 meeting.

AC RECOMMENDATION(S)

That:

1. Council, by absolute majority, in accordance with section 6.2(1) of the *Local Government Act 1995* and *Local Government (Financial Management) Regulations 1996*, adopts the EMRC 2016/2017 Annual Budget and supporting schedules which have been prepared in compliance with the Australian Accounting Standards.
2. For the 2016/2017 financial year a material variance percentage of 10% of the appropriate base, and a dollar value of \$20,000, whichever is the greater, be adopted for reporting variances in the statements of financial activity.
3. In accordance with Regulation 33 of the *Local Government (Financial Management) Regulations 1996*, a copy of the 2016/2017 Annual Budget be submitted to the Departmental CEO, Department of Local Government and Communities, within 30 days of its adoption by Council.



Item 11.2 continued

The CEO provided a brief overview of the EMRC 2016/2017 budget process and discussion ensued.

AC RESOLUTION(S)

MOVED CR BRIDGES

SECONDED CR MCDONNELL

THAT:

1. THE AUDIT COMMITTEE ENDORSES THE EMRC 2016/2017 ANNUAL BUDGET.
2. THE EMRC 2016/2017 ANNUAL BUDGET BE REFERRED TO COUNCIL FOR ADOPTION AT ITS 23 JUNE 2016 MEETING.

CARRIED UNANIMOUSLY

AC RECOMMENDATION(S)

MOVED CR MCDONNELL

SECONDED CR STALLARD

That:

1. Council, by absolute majority, in accordance with section 6.2(1) of the *Local Government Act 1995 and Local Government (Financial Management) Regulations 1996*, adopts the EMRC 2016/2017 Annual Budget and supporting schedules which have been prepared in compliance with the Australian Accounting Standards.
2. For the 2016/2017 financial year a material variance percentage of 10% of the appropriate base, and a dollar value of \$20,000, whichever is the greater, be adopted for reporting variances in the statements of financial activity.
3. In accordance with Regulation 33 of the *Local Government (Financial Management) Regulations 1996*, a copy of the 2016/2017 Annual Budget be submitted to the Departmental CEO, Department of Local Government and Communities, within 30 days of its adoption by Council.

CARRIED UNANIMOUSLY

COUNCIL RESOLUTION(S)

MOVED CR KENYON

SECONDED CR PERKS

THAT:

1. COUNCIL, BY ABSOLUTE MAJORITY, IN ACCORDANCE WITH SECTION 6.2(1) OF THE *LOCAL GOVERNMENT ACT 1995 AND LOCAL GOVERNMENT (FINANCIAL MANAGEMENT) REGULATIONS 1996*, ADOPTS THE EMRC 2016/2017 ANNUAL BUDGET AND SUPPORTING SCHEDULES WHICH HAVE BEEN PREPARED IN COMPLIANCE WITH THE AUSTRALIAN ACCOUNTING STANDARDS.
2. FOR THE 2016/2017 FINANCIAL YEAR A MATERIAL VARIANCE PERCENTAGE OF 10% OF THE APPROPRIATE BASE, AND A DOLLAR VALUE OF \$20,000, WHICHEVER IS THE GREATER, BE ADOPTED FOR REPORTING VARIANCES IN THE STATEMENTS OF FINANCIAL ACTIVITY.
3. IN ACCORDANCE WITH REGULATION 33 OF THE *LOCAL GOVERNMENT (FINANCIAL MANAGEMENT) REGULATIONS 1996*, A COPY OF THE 2016/2017 ANNUAL BUDGET BE SUBMITTED TO THE DEPARTMENTAL CEO, DEPARTMENT OF LOCAL GOVERNMENT AND COMMUNITIES, WITHIN 30 DAYS OF ITS ADOPTION BY COUNCIL.

CARRIED BY ABSOLUTE MAJORITY 12/0

FINANCIAL STATEMENTS

2016/2017 BUDGET

**STATEMENT OF COMPREHENSIVE INCOME
FOR THE YEAR ENDING 30 JUNE 2017**

	NOTE	BUDGET 2015/2016 \$	FORECAST 2015/2016 \$	BUDGET 2016/2017 \$
REVENUE FROM ORDINARY ACTIVITIES				
User Charges	5	32,680,933	28,464,087	30,959,709
Special Charges	5	430,789	450,800	460,601
Contributions		683,725	661,770	529,323
Operating Grants		623,500	481,790	650,662
Interest Municipal Cash Investments	9	195,300	572,717	210,000
Reimbursements		720,384	783,589	701,203
Other		2,022,862	2,893,299	2,381,452
TOTAL REVENUE FROM ORDINARY ACTIVITIES		37,357,493	34,308,052	35,892,950
OPERATING EXPENSES FROM ORDINARY ACTIVITIES				
Salary Expenses		9,277,385	8,515,484	8,997,886
Contract Expenses		6,429,957	5,978,266	6,131,460
Material Expenses		962,379	944,158	921,694
Fuel Expenses		805,032	659,770	634,241
Utility Expenses		300,206	275,186	299,728
Insurance Expenses		353,824	267,720	280,005
Finance Fees and Interest Expenses		22,068	25,000	22,900
Provision Expenses		72,227	216,401	219,964
Miscellaneous Expenses		12,920,000	11,628,885	13,121,385
Depreciation Expenses		6,321,375	5,658,221	6,013,588
Costs Allocated		(1,877,290)	(269,986)	(2,965,207)
TOTAL OPERATING EXPENSES FROM ORDINARY ACTIVITIES		35,587,163	33,899,105	33,677,644
NORMAL OPERATING RESULT		1,770,330	408,947	2,215,306

**STATEMENT OF COMPREHENSIVE INCOME
FOR THE YEAR ENDING 30 JUNE 2017**

	NOTE	BUDGET 2015/2016 \$	FORECAST 2015/2016 \$	BUDGET 2016/2017 \$
REVENUE FROM OTHER ACTIVITIES				
User Charges	5	2,600,000	0	2,000,000
Secondary Waste Charge	5	4,822,149	4,897,900	5,248,491
Interest Restricted Cash Investments	9	1,477,403	2,043,970	1,391,758
Reimbursements		50	50	50
Other		1,327,500	0	1,756,572
Proceeds from Sale of Assets		306,500	301,341	280,707
TOTAL REVENUE FROM OTHER ACTIVITIES		10,533,602	7,243,261	10,677,578
OPERATING EXPENSES FROM OTHER ACTIVITIES				
Salary Expenses		638,435	259,259	879,747
Contract Expenses		1,013,900	470,207	1,115,345
Material Expenses		31,050	8,750	42,199
Fuel Expenses		80,000	0	139,002
Utility Expenses		42,500	2,500	61,936
Insurance Expenses		23,653	1,480	9,885
Miscellaneous Expenses		160,461	37,111	194,697
Depreciation Expenses		263,255	1,703	336,415
Costs Allocated		1,827,290	207,486	2,914,206
Carrying Amount of Assets Disposed Of		300,727	118,300	259,118
TOTAL OPERATING EXPENSES FROM OTHER ACTIVITIES		4,381,272	1,106,796	5,952,550
REALISED/ UNREALISED GAIN/(LOSS) FROM CHANGE IN FAIR VALUE OF INVESTMENTS				
Unrealised Gain/(Loss)		0	0	0
Realised Gain/(Loss)		0	0	0
TOTAL REALISED / UNREALISED GAIN/(LOSS)		0	0	0
NET RESULT		7,922,660	6,545,412	6,940,334

**STATEMENT OF COMPREHENSIVE INCOME BY PROGRAM
FOR THE YEAR ENDING 30 JUNE 2017**

	NOTE	BUDGET 2015/2016 \$	FORECAST 2015/2016 \$	BUDGET 2016/2017 \$
REVENUE FROM ORDINARY ACTIVITIES				
General Purpose Funding		1,672,703	2,616,686	1,601,759
Governance		208,606	782,237	158,383
Community Amenities		45,813,161	36,792,589	45,827,020
Other Property and Services		1,388,424	1,255,959	1,343,742
TOTAL REVENUE FROM ORDINARY ACTIVITIES		49,082,894	41,447,471	48,930,904
EXPENSES FROM ORDINARY ACTIVITIES				
Governance		1,251,102	1,612,753	1,149,271
Community Amenities		35,749,857	29,508,408	36,537,008
Other Property and Services		4,165,048	3,963,939	4,325,880
TOTAL EXPENSES FROM ORDINARY ACTIVITIES		41,166,007	35,085,100	42,012,159
INCREASE / (DECREASE)		7,916,887	6,362,371	6,918,745
DISPOSAL OF ASSETS				
Proceeds from Sale of Assets		306,500	301,341	280,707
Less Carrying Amount of Assets Disposed Of		(300,727)	(118,300)	(259,118)
PROFIT / (LOSS) ON DISPOSALS	10	5,773	183,041	21,589
REALISED / UNREALISED GAIN / (LOSS) FROM CHANGE IN FAIR VALUE OF INVESTMENTS				
General Purpose Funding		0	0	0
TOTAL REALISED / UNREALISED GAIN / (LOSS)		0	0	0
NET RESULT		7,922,660	6,545,412	6,940,334

**STATEMENT OF FINANCIAL POSITION
AS AT 30 JUNE 2017**

	NOTE	BUDGET 2015/2016 \$	FORECAST 2015/2016 \$	BUDGET 2016/2017 \$
CURRENT ASSETS				
Cash and Cash Equivalents	4(i)	51,802,750	70,920,945	51,097,706
Investments		0	0	0
Trade and Other Receivables		2,974,194	2,765,944	2,765,944
Inventories		78,895	67,598	67,598
Other Assets		60,664	41,930	41,930
TOTAL CURRENT ASSETS		54,916,503	73,796,417	53,973,178
CURRENT LIABILITIES				
Trade and Other Payables		4,067,102	4,021,539	4,021,539
Provisions		1,359,389	1,376,155	1,404,136
TOTAL CURRENT LIABILITIES		5,426,491	5,397,694	5,425,675
NET CURRENT ASSETS		49,490,012	68,398,723	48,547,503
NON CURRENT ASSETS				
Land		48,327,000	48,512,462	48,512,462
Buildings		9,798,649	8,665,136	12,078,705
Structures		27,896,107	14,747,879	29,748,561
Plant		18,488,857	12,392,845	20,582,265
Equipment		1,335,090	1,073,040	1,413,919
Furniture and Fittings		204,363	192,070	224,037
Work in Progress		783,353	7,449,639	7,484,639
TOTAL NON CURRENT ASSETS		106,833,419	93,033,071	120,044,588
NON CURRENT LIABILITIES				
Provisions		6,942,660	7,270,050	7,490,014
TOTAL NON CURRENT LIABILITIES		6,942,660	7,270,050	7,490,014
NET ASSETS		149,380,771	154,161,744	161,102,077
EQUITY				
Accumulated Surplus		102,239,424	92,095,355	112,963,319
Reserves		47,141,347	62,066,389	48,138,758
TOTAL EQUITY		149,380,771	154,161,744	161,102,077

**STATEMENT OF CASH FLOWS
FOR THE YEAR ENDING 30 JUNE 2017**

	NOTE	BUDGET 2015/2016 \$	FORECAST 2015/2016 \$	BUDGET 2016/2017 \$
CASH FLOWS FROM NORMAL OPERATING				
Cash receipts in the course of normal operations		38,660,493	33,932,835	38,324,032
Cash payments in the course of normal operations		(30,668,491)	(28,192,986)	(30,061,194)
Interest receipts - Municipal Cash		195,300	572,717	210,000
Net Cash Provided by Normal Operating Activities	4(ii)	8,187,302	6,312,566	8,472,838
CASH FLOWS FROM OTHER OPERATING				
<u>Resource Recovery</u>				
Cash receipts from secondary waste charge		4,822,149	4,897,900	5,248,491
Cash receipts from resource recovery project		3,927,550	50	3,756,622
Cash payments for resource recovery project		(3,813,289)	(973,993)	(5,353,017)
Interest receipts - secondary waste restricted		1,152,955	1,567,693	1,030,989
<u>Other Activities</u>				
Interest receipts - other restricted investments		324,448	476,276	360,769
Net Cash Provided by Other Operating Activities	4(ii)	6,413,813	5,967,926	5,043,854
CASH FLOWS FROM INVESTING ACTIVITIES				
Cash receipts from sale of property, plant and		306,500	301,341	280,707
Cash payments for property, plant and equipment		(34,487,815)	(17,305,912)	(33,620,638)
Net Cash Provided by Investing Activities		(34,181,315)	(17,004,571)	(33,339,931)
CASH FLOWS FROM FINANCE ACTIVITIES				
Cash receipts from sale of investments		0	0	0
Net Cash Used in Financing Activities		0	0	0
SUMMARY OF CASH FLOWS				
Cash at the beginning of the year		71,382,950	75,645,024	70,920,945
Net Increase (Decrease) in Cash Held		(19,580,200)	(4,724,079)	(19,823,239)
Cash at the end of the year	4(i)	51,802,750	70,920,945	51,097,706

**BUDGETED STATEMENT OF CASH MOVEMENTS
FOR THE YEAR ENDING 30 JUNE 2017**

	NOTE	BUDGET 2015/2016 \$	FORECAST 2015/2016 \$	BUDGET 2016/2017 \$
Municipal Fund (Cash and Investment)				
Opening Balance		13,735,784	16,703,255	8,032,094
Transfer to Restricted Investments		(19,469,306)	(15,549,777)	(19,805,876)
Transfer from Restricted Investments		30,653,162	13,646,664	35,082,944
Transfer to/from Municipal Investments		0	0	0
Interest on Municipal Funds		195,300	572,717	210,000
Payments and Receipts		(21,252,903)	(7,340,765)	(21,424,997)
Movement in Accrued Interest		0	0	0
Closing Balance		3,862,037	8,032,094	2,094,165
Plant and Equipment Reserve				
Opening Balance		2,510,369	3,635,347	487,372
Transfer to Restricted Investments		5,319,958	4,147,148	4,386,814
Transfer from Restricted Investments		(7,085,000)	(7,421,909)	(4,625,000)
Interest on Restricted Investments		45,737	126,786	21,013
Closing Balance		791,064	487,372	270,199
Site Rehabilitation Reserve				
Opening Balance		1,772,264	1,930,073	2,131,253
Transfer to Restricted Investments		0	133,868	136,072
Transfer from Restricted Investments		0	0	0
Interest on Restricted Investments		50,156	67,312	56,295
Closing Balance		1,822,420	2,131,253	2,323,620
Future Development Reserve				
Opening Balance		3,646,916	3,648,218	6,064,453
Transfer to Restricted Investments		2,289,000	2,289,000	0
Transfer from Restricted Investments		(3,650,000)	0	(6,100,000)
Interest on Restricted Investments		83,494	127,235	84,681
Closing Balance		2,369,410	6,064,453	49,134
Environmental Monitoring Reserve				
Opening Balance		586,328	680,965	787,247
Transfer to Restricted Investments		0	82,533	83,891
Transfer from Restricted Investments		0	0	0
Interest on Restricted Investments		16,593	23,749	21,194
Closing Balance		602,921	787,247	892,332

**BUDGETED STATEMENT OF CASH MOVEMENTS
FOR THE YEAR ENDING 30 JUNE 2017**

	NOTE	BUDGET 2015/2016 \$	FORECAST 2015/2016 \$	BUDGET 2016/2017 \$
Environmental Insurance Reserve				
Opening Balance		88,691	89,410	40,549
Transfer to Restricted Investments		0	0	0
Transfer from Restricted Investments		(51,980)	(51,980)	(40,000)
Interest on Restricted Investments		1,774	3,119	533
Closing Balance		38,485	40,549	1,082
Risk Management Reserve				
Opening Balance		13,437	13,507	13,977
Transfer to Restricted Investments		0	0	0
Transfer from Restricted Investments		0	0	0
Interest on Restricted Investments		380	470	359
Closing Balance		13,817	13,977	14,336
Class IV Cell Reserve				
Opening Balance		18,873	19,475	544,811
Transfer to Restricted Investments		535,057	524,657	35,057
Transfer from Restricted Investments		(500,000)	0	(500,000)
Interest on Restricted Investments		1,020	679	7,800
Closing Balance		54,950	544,811	87,668
Regional Development Reserve				
Opening Balance		99,570	99,650	359,139
Transfer to Restricted Investments		845,000	845,000	900,000
Transfer from Restricted Investments		(928,385)	(588,986)	(671,664)
Interest on Restricted Investments		1,629	3,475	11,315
Closing Balance		17,814	359,139	598,790
Secondary Waste Reserve				
Opening Balance		45,586,858	44,950,540	46,676,120
Transfer to Restricted Investments		4,822,149	4,880,500	5,248,491
Transfer from Restricted Investments		(14,477,797)	(4,722,613)	(15,507,028)
Interest on Restricted Investments		1,152,955	1,567,693	1,030,989
Closing Balance		37,084,165	46,676,120	37,448,572

**BUDGETED STATEMENT OF CASH MOVEMENTS
FOR THE YEAR ENDING 30 JUNE 2017**

	NOTE	BUDGET 2015/2016 \$	FORECAST 2015/2016 \$	BUDGET 2016/2017 \$
Class III Cells Reserve				
Opening Balance		2,705,432	2,710,350	4,555,998
Transfer to Restricted Investments		5,637,795	2,612,297	8,994,593
Transfer from Restricted Investments		(3,960,000)	(861,176)	(7,639,252)
Interest on Restricted Investments		100,025	94,527	134,405
Closing Balance		4,483,252	4,555,998	6,045,744
Long Service Leave - Restricted Asset				
Opening Balance		757,299	761,142	822,462
Transfer to Restricted Investments		20,347	34,774	20,958
Transfer from Restricted Investments		0	0	0
Interest on Restricted Investments		21,720	26,546	21,363
Closing Balance		799,366	822,462	864,783
Building Refurbishment Reserve				
Opening Balance		67,847	68,200	70,578
Transfer to Restricted Investments		0	0	0
Transfer from Restricted Investments		0	0	0
Interest on Restricted Investments		1,920	2,378	1,811
Closing Balance		69,767	70,578	72,389
Cash and Investments at the end of the Year		52,009,470	70,586,053	50,762,814
<u>Less</u> Unrealised losses from change in fair value of investments		(601,485)	0	0
<u>Add</u> Accrued Interest - Restricted Assets		394,765	334,892	334,892
Cash and Investments as per Statement of Financial Position		51,802,750	70,920,945	51,097,706

**BUDGETED STATEMENT OF CASH MOVEMENTS
FOR THE YEAR ENDING 30 JUNE 2017**

	NOTE	BUDGET 2015/2016 \$	FORECAST 2015/2016 \$	BUDGET 2016/2017 \$
SUMMARY				
MUNICIPAL FUND (CASH AND INVESTMENTS)				
Opening Balance		13,735,784	16,703,255	8,032,094
Transfer to Restricted Investments		(19,469,306)	(15,549,777)	(19,805,876)
Transfer from Restricted Investments		30,653,162	13,646,664	35,082,944
Interest on Municipal Funds		195,300	572,717	210,000
Payments and Receipts		(21,252,903)	(7,340,765)	(21,424,997)
Movement in Accrued Interest		0	0	0
Closing Balance	4(i)	3,862,037	8,032,094	2,094,165
RESTRICTED INVESTMENTS				
Opening Balance		57,853,886	58,606,876	62,553,959
Transfer to Restricted Investments		19,469,306	15,549,777	19,805,876
Transfer from Restricted Investments		(30,653,162)	(13,646,664)	(35,082,944)
Interest on Restricted Investments		1,477,403	2,043,970	1,391,758
Closing Balance		48,147,433	62,553,959	48,668,649
Sub Total		52,009,470	70,586,053	50,762,814
<u>Less</u> Unrealised Losses from change in fair value of investments		(601,485)	0	0
<u>Add</u> Accrued Interest - Restricted Assets		394,765	334,892	334,892
Cash and Investments as per Statement of Financial Position		51,802,750	70,920,945	51,097,706

**NET CURRENT ASSETS CARRIED FORWARD
FOR THE YEAR ENDING 30 JUNE 2017**

	BUDGET 2015/2016 \$	FORECAST 2015/2016 \$	BUDGET 2016/2017 \$
NET CURRENT ASSETS REPRESENTED BY			
CURRENT ASSETS			
Cash at Bank - Unrestricted	3,862,037	8,032,094	2,094,165
Receivables	2,974,194	2,765,944	2,765,944
Inventory	78,895	67,598	67,598
Prepayments	60,664	41,930	41,930
	<u>6,975,790</u>	<u>10,907,566</u>	<u>4,969,637</u>
LESS: CURRENT LIABILITIES			
Creditors	4,067,102	4,021,538	4,021,538
Current Provisions	1,359,389	1,376,156	1,404,137
	<u>5,426,491</u>	<u>5,397,694</u>	<u>5,425,675</u>
(DEFICIT) SURPLUS - OTHER FUNDS	<u>1,549,299</u>	<u>5,509,872</u>	<u>(456,038)</u>
ADD BALANCE OF NET RESTRICTED INVESTMENTS *	47,940,713	62,888,851	49,003,541
ESTIMATED NET CURRENT ASSET POSITION	<u><u>49,490,012</u></u>	<u><u>68,398,723</u></u>	<u><u>48,547,503</u></u>

* Net of unrealised gains or losses from change in fair value of investments and accrued interest

BUDGET NOTES

2016/2017 BUDGET

**EASTERN METROPOLITAN REGIONAL COUNCIL
NOTES TO AND FORMING PART OF THE BUDGET
FOR THE YEAR ENDING 30 JUNE 2017**

1. SIGNIFICANT ACCOUNTING POLICIES

The significant accounting policies which have been adopted in the preparation of this financial report are presented below and have been consistently applied unless stated otherwise:

Basis of Preparation

The financial report is a general purpose financial report which has been prepared in accordance with Australian Accounting Standards (as they apply to local governments and not-for-profit entities), Australian Accounting Interpretations, other authoritative pronouncements of the Australian Accounting Standards Board, the *Local Government Act 1995* and accompanying regulations.

Except for cash flow information, the report has also been prepared on the accrual basis and is based on historical costs, modified, where applicable, by the measurement at fair value of selected non-current assets, financial assets and liabilities.

The Local Government Reporting Entity

All funds through which the Council controls resources to carry on its functions have been included in the financial statements forming part of this financial report.

In the process of reporting on the local government as a single unit, all transactions and balances between those funds (for example, loans and transfers between Funds) have been eliminated.

(a) Trust Funds

Monies held in the Trust Fund, which Council holds in a custodian role, are excluded from the Financial Report.

The EMRC currently does not hold any trust fund monies.

(b) Cash and Cash Equivalents

Cash and cash equivalents in the Statement of Financial Position comprise cash at bank and in hand and short-term deposits that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value.

For the purposes of the Statement of Cash Flows, cash and cash equivalents consist of cash and cash equivalents as defined above, net of outstanding bank overdrafts. Bank overdrafts, where applicable, are included as short-term borrowings in current liabilities on the Statement of Financial Position.

(c) Fixed Assets

Each class of fixed assets within either property, plant and equipment or infrastructure, is carried at cost or fair value as indicated less, where applicable, any accumulated depreciation and impairment losses.

Mandatory Requirements to Revalue Non-Current Assets

Effective from 1 July 2012, the *Local Government (Financial Management) Regulations 1996* were amended and the measurement of non-current assets at Fair Value became mandatory.

The amendments allow for the phasing in of fair value in relation to fixed assets over three years as follows:

- (a) For the financial year ending on 30 June 2013, the fair value of all assets of the local government that are plant and equipment; and
- (b) For the financial year ending on 30 June 2014, the fair value of all of the assets of the local government -
 - (i) that are plant and equipment; and
 - (ii) that are –
 - (I) land and buildings; or-
 - (II) Infrastructure;

**EASTERN METROPOLITAN REGIONAL COUNCIL
NOTES TO AND FORMING PART OF THE BUDGET
FOR THE YEAR ENDING 30 JUNE 2017**

1. SIGNIFICANT ACCOUNTING POLICIES (Continued)

(c) Fixed Assets (continued)

and

(c) For the financial year ending on or after 30 June 2015, the fair value of all the assets of the local government.

Thereafter, in accordance with the regulations, each asset class must be revalued every 3 years.

In 2013, Council commenced the process of adopting Fair Value in accordance with the Regulations.

Relevant disclosures, in accordance with the requirements of Australian Accounting Standards, have been made in the financial report as necessary.

Land Under Control

In accordance with *Local Government (Financial Management) Regulations 1996 r.16(a)*, the Council is required to include as an asset (by 30 June 2013), Crown Land operated by the local government as a golf course, showground, racecourse or other sporting or recreational facility of State or regional significance.

The Council does not have any crown land which comes under this regulation.

Land Under Roads

In Western Australia, all land under roads is Crown land, the responsibility for managing which, is vested in the local government.

Effective as at 1 July 2008, Council elected not to recognise any value for land under roads acquired on or before 30 June 2008. This accords with the treatment available in Australian Accounting Standard AASB 1051 *Land Under Roads* and the fact *Local Government (Financial Management) Regulations 1996 r.16(a)(i)* prohibits local governments from recognising such land as an asset.

In respect of land under roads acquired on or after 1 July 2008, as detailed above, *Local Government (Financial Management) Regulations 1996 r.16(a)(i)* prohibits local governments from recognising such land as an asset.

Whilst such treatment is inconsistent with the requirements of AASB 1051, *Local Government (Financial Management) Regulations 1996 r.4(2)* provides, in the event of such an inconsistency, the *Local Government (Financial Management) Regulations* prevail.

Consequently, any land under roads acquired on or after 1 July 2008 is not included as an asset of the Council.

Initial Recognition and Measurement between Mandatory Revaluation Dates

All assets are initially recognised at cost and subsequently revalued in accordance with the mandatory measurement framework detailed above.

In relation to this initial measurement, cost is determined as the fair value of the assets given as consideration plus costs incidental to the acquisition. For assets acquired at no cost or for nominal consideration, cost is determined as fair value at the date of acquisition. The cost on non-current assets constructed by the Council includes the cost of all materials used in construction, direct labour on the project and an appropriate proportion of variable and fixed overheads.

Individual assets acquired between initial recognition and the next revaluation of the asset class in accordance with the mandatory measurement framework detailed above, are carried at cost less accumulated depreciation as management believed this approximates fair value. They will be subject to subsequent revaluation at the next anniversary date in accordance with the mandatory measurement framework detailed above.

**EASTERN METROPOLITAN REGIONAL COUNCIL
NOTES TO AND FORMING PART OF THE BUDGET
FOR THE YEAR ENDING 30 JUNE 2017**

1. SIGNIFICANT ACCOUNTING POLICIES (Continued)

(c) Fixed Assets (continued)

Revaluation

Increases in the carrying amount arising on revaluation of assets are credited to a revaluation surplus in equity. Decreases that offset previous increases of the same asset are recognised against revaluation surplus directly in equity. All other decreases are recognised in the Statement of Comprehensive Income.

Depreciation

The depreciable amount of all fixed assets including buildings but excluding freehold land, are depreciated on a straight-line basis over the individual asset's useful life from the time the asset is held ready for use. Leasehold improvements are depreciated over the shorter of either the unexpired period of the lease or the estimated useful life of the improvements.

When an item of property, plant and equipment is revalued, any accumulated depreciation at the date of the revaluation is treated in one of the following ways:

- a) Restated proportionately with the change in the gross carrying amount of the asset so that the carrying amount of the asset after revaluation equals its revalued amount; or
- b) Eliminated against the gross carrying amount of the asset and the net amount restated to the revalued amount of the asset.

Major depreciation rates used for each class of depreciable asset are:

• Buildings	0.48 - 6.67% (based on components)
• Structures	
General	1.10 - 18.10% (based on components)
Class III and IV Waste Cells	% of actual usage
• Plant	15.00 - 40.00%
• Furniture and fittings	10.00 - 40.00%
• Equipment	10.00 - 40.00%

The asset residual values and useful lives are reviewed, and adjusted if appropriate, at the end of each reporting period.

An asset's carrying amount is written down immediately to its recoverable amount if the asset's carrying amount is greater than its estimated recoverable amount.

Gains and losses on disposals are determined by comparing proceeds with the carrying amount. These gains and losses are included in the Statement of Comprehensive Income in the period in which they arise.

When revalued assets are disposed of, amounts included in the revaluation surplus relating to that asset are transferred to retained surplus.

Capitalisation Threshold

Expenditure on items of major equipment under \$5,000 and minor equipment under \$1,000 are not capitalised. Rather, they are recorded on an asset inventory listing.

(d) Fair Value of Assets and Liabilities

When performing a revaluation, the Council uses a mix of both independent and management valuations using the following as a guide:

Fair Value is the price that Council would receive to sell the asset or would have to pay to transfer the liability, in an orderly (i.e. unforced) transaction between independent, knowledgeable and willing market participants at the measurement date.

**EASTERN METROPOLITAN REGIONAL COUNCIL
NOTES TO AND FORMING PART OF THE BUDGET
FOR THE YEAR ENDING 30 JUNE 2017**

1. SIGNIFICANT ACCOUNTING POLICIES (Continued)

(d) Fair Value of Assets and Liabilities (continued)

As fair value is a market-based measure, the closest equivalent observable market pricing information is used to determine fair value. Adjustments to market values may be made having regard to the characteristics of the specific asset. The fair values of assets that are not traded in an active market are determined using one or more valuation techniques. These valuation techniques maximise, to the extent possible, the use of observable market data.

To the extent possible, market information is extracted from either the principal market for the asset (i.e. the market with the greatest volume and level of activity for the asset) or, in the absence of such a market, the most advantageous market available to the entity at the end of the reporting period (i.e. the market that maximises the receipts from the sale of the asset after taking into account transaction costs and transport costs).

For non-financial assets, the fair value measurement also takes into account a market participant's ability to use the asset in its highest and best use or to sell it to another market participant that would use the asset in its highest and best use.

Fair Value Hierarchy

AASB 13 requires the disclosure of fair value information by level of the fair value hierarchy, which categorises fair value measurement into one of three possible levels based on the lowest level that an input that is significant to the measurement can be categorised into as follows:

Level 1

Measurements based on quoted prices (unadjusted) in active markets for identical assets or liabilities that the entity can access at the measurement date.

Level 2

Measurements based on inputs other than quoted prices included in Level 1 that are observable for the asset or liability, either directly or indirectly.

Level 3

Measurements based on unobservable inputs for the asset or liability.

The fair value of assets and liabilities that are not traded in an active market are determined using one or more valuation techniques. These valuation techniques maximise, to the extent possible, the use of observable market data. If all significant inputs required to measure fair value are observable, the asset or liability is included in Level 2. If one or more significant inputs are not based on observable market data, the asset or liability is included in Level 3.

Valuation Techniques

The Council selects a valuation technique that is appropriate in the circumstances and for which sufficient data is available to measure fair value. The availability of sufficient and relevant data primarily depends on the specific characteristics of the asset or liability being measured. The valuation techniques selected by the Council are consistent with one or more of the following valuation approaches:

Market Approach

Valuation techniques that use prices and other relevant information generated by market transactions for identical or similar assets or liabilities.

Income Approach

Valuation techniques that convert estimated future cash flows or income and expenses into a single discounted present value.

**EASTERN METROPOLITAN REGIONAL COUNCIL
NOTES TO AND FORMING PART OF THE BUDGET
FOR THE YEAR ENDING 30 JUNE 2017**

1. SIGNIFICANT ACCOUNTING POLICIES (Continued)

(d) Fair Value of Assets and Liabilities (continued)

Cost Approach

Valuation techniques that reflect the current replacement cost of an asset at its current service capacity.

Each valuation technique requires inputs which reflect the assumptions that buyers and sellers would use when pricing the asset or liability, including assumptions about risks. When selecting a valuation technique, the Council gives priority to those techniques that maximise the use of observable inputs and minimise the use of unobservable inputs. Inputs that are developed using market data (such as publicly available information on actual transactions) and reflect the assumptions that buyers and sellers would generally use when pricing the asset or liability are considered observable, whereas inputs for which market data is not available and therefore are developed using the best information available about such assumptions are considered unobservable.

As detailed above, the mandatory measurement framework imposed by the *Local Government (Financial Management) Regulations 1996* requires, as a minimum, all assets carried at a revalued amount to be revalued at least every 3 years.

(e) Intangible Assets

Easements

Regulation 16 of the *Local Government (Financial Management) Regulations 1996* requires easements to be recognised as assets. The EMRC does not have any easements.

(f) Rates

The EMRC does not levy rates. Accordingly rating information as required under the *Local Government (Financial Management) Regulations 1996* has not been presented in this financial report.

(g) Grants, Donations and Other Contributions

Grants, donations and other contributions are recognised as revenues when the local government obtains control over the assets comprising the contributions.

Conditional grants and contributions income is recognised subject to conditions applicable to the use of such income. Expenditure of those monies has been made in the manner specified under the conditions upon which the Eastern Metropolitan Regional Council received those monies.

(h) Trade and Other Payables

Trade and other payables represent liabilities for goods and services provided to the local government prior to the end of the financial year that are unpaid and arise when the Local Government becomes obliged to make future payments in respect of the purchase of these goods and services. The amounts are unsecured and are usually paid within 30 days of recognition.

(i) Impairment

In accordance with Australian Accounting Standards the Council's assets, other than inventories, are assessed at each reporting date to determine whether there is any indication they may be impaired. Where such an indication exists, an estimate of the recoverable amount of the asset is made in accordance with AASB 136 'Impairment of Assets' and appropriate adjustments made.

**EASTERN METROPOLITAN REGIONAL COUNCIL
NOTES TO AND FORMING PART OF THE BUDGET
FOR THE YEAR ENDING 30 JUNE 2017**

1. SIGNIFICANT ACCOUNTING POLICIES (Continued)

(i) Impairment (continued)

An impairment loss is recognised whenever the carrying amount of an asset or its cash-generating unit exceeds its recoverable amount. Impairment losses are recognised immediately in profit or loss, unless the asset is carried at a revalued amount in accordance with another standard (e.g. AASB 116) whereby an impairment loss of a revalued asset is treated as a revaluation decrease in accordance with that other standard.

(j) Revenue Recognition

Waste Services

Revenue from waste services is recognised when the waste is received.

Generation of Gas Services

Revenue from the generation of gas services is recognised on an accrual basis. Proceeds from the sale of Renewable Energy Certificates are only recognised when the certificates are sold.

Interest Income

Interest income is recognised on an accrual basis.

Sale of Goods and Disposal of Assets

Revenue from the sale of goods and disposal of other assets is recognised when the Council has passed control of the goods or other assets to the buyer.

Rendering of Services

Revenue from the provision of services is recognised on an accrual basis.

Royalties

Royalty revenue is recognised on an accrual basis.

(k) Inventories

General

Inventories are valued at the lower of cost and net realisable value. Net realisable value is the estimated selling price in the ordinary course of business less the estimated costs of completion and the estimated costs necessary to make the sale.

Land Held for Resale

Land purchased for development and/or resale is valued at the lower of cost and net realisable value. Cost includes the cost of acquisition, development and interest incurred on the financing of that land during its development. Interest and holding charges incurred after development is complete are recognised as expenses.

(l) Goods and Services Tax

In accordance with recommended practice, revenues, expenses and assets capitalised are stated net of any GST recoverable. Receivables and payables in the Statement of Financial Position are stated inclusive of applicable GST. The net amount of GST recoverable from, or payable to the ATO is included with receivables or payables in the Statement of Financial Position.

Cash flows are included in the Statement of Cash Flows on a gross basis. The GST component of cash flows arising from investing and financing activities which is recoverable from, or payable to, the taxation authority is classified as operating cash flows.

**EASTERN METROPOLITAN REGIONAL COUNCIL
NOTES TO AND FORMING PART OF THE BUDGET
FOR THE YEAR ENDING 30 JUNE 2017**

1. SIGNIFICANT ACCOUNTING POLICIES (Continued)

(m) Provisions

Provisions are recognised when: The Council has a present legal or constructive obligation as a result of past events; it is more likely than not that an outflow of resources will be required to settle the obligation; and the amount has been reliably estimated.

Provisions are measured using the best estimate of the amounts required to settle the obligations at the end of the reporting period.

(n) Provision for Site Rehabilitation

A provision for the future costs associated with closing and restoring the landfill is recognised as liabilities within the financial accounts. The nature of work planned by Council includes cell capping, landform reconstruction, dismantling of site operating facilities and implementation of a revegetation plan to suit the final land use. The cost is based on estimated current costs, determined on a non-discounted basis.

The obligation for the EMRC to recognise the provision for site rehabilitation arises at the time the landfill cell is first put into use. Increments in the provision are calculated on the basis of the volumetric usage of the landfill cell air space during the year, present value of the costs for site rehabilitation and remaining capacity of the landfill site.

From June 2015, the present value for the rehabilitation of the site has been calculated to be \$6,920,000 and has been deemed sufficient for post closure management purposes.

The provision is measured using the best estimate of the amounts required and is reassessed internally on an annual basis with an independent review being undertaken on a three year cycle in line with the revaluation of infrastructure assets.

In addition, Council has also adopted an incremental charge based on volumetric usage of landfill airspace for ongoing site rehabilitation during the in-use operations of the landfill.

(o) Provision for Environmental Monitoring

A provision for the future costs associated with closing and restoring the landfill is recognised as liabilities within the financial accounts. The nature of work planned by Council includes monitoring of groundwater, surface water, leachate and landfill gas generation. The cost is based on estimated current costs, determined on a non-discounted basis.

The obligation for the EMRC to recognise the provision for environmental monitoring arises at the time the landfill cell is first put into use. Increments in the provision are calculated on the basis of the volumetric usage of the landfill cell air space during the year, present value of the costs for environmental monitoring and remaining capacity of the landfill site.

From June 2015, the present value for the environmental monitoring of the site has been calculated to be \$3,760,000 and has been deemed sufficient for post closure management purposes.

The provision is measured using the best estimate of the amounts required and is reassessed internally on an annual basis with an independent review being undertaken on a three year cycle in line with the revaluation of infrastructure assets.

(p) Borrowing Costs

Borrowing costs are recognised as an expense when incurred except where they are directly attributable to the acquisition, construction or production of a qualifying asset. Where this is the case, they are capitalised as part of the cost of the particular asset.

**EASTERN METROPOLITAN REGIONAL COUNCIL
NOTES TO AND FORMING PART OF THE BUDGET
FOR THE YEAR ENDING 30 JUNE 2017**

1. SIGNIFICANT ACCOUNTING POLICIES (Continued)

(q) Critical Accounting Estimates

The preparation of a financial report in conformity with Australian Accounting Standards requires management to make judgements, estimates and assumptions that effect the application of policies and reported amounts of assets and liabilities, income and expenses.

The estimates and associated assumptions are based on historical experience and various other factors that are believed to be reasonable under the circumstances. The results of this experience and other factors combine to form the basis of making judgements about carrying values of assets and liabilities not readily apparent from other sources. Actual results may differ from these estimates.

(r) Trade and Other Receivables

Trade and other receivables include amounts due from member Councils and non-members for unpaid fees and charges and other amounts due from third parties for goods sold and services performed in the ordinary course of business.

Receivables expected to be collected within 12 months of the end of the reporting period are classified as current assets. All other receivables are classified as non-current assets.

Collectability of trade receivables is reviewed on an ongoing basis. Debts that are known to be uncollectible are written off when identified. An allowance for doubtful debts is raised when there is objective evidence that they will not be collectible.

(s) Employee Entitlements

The provisions for employee benefits relate to amounts expected to be paid for long service leave, annual leave, wages and salaries and are calculated as follows:

(i) Wages, Salaries, Annual Leave and Long Service Leave (Short-term Benefits)

Provision is made for the Council's obligations for short-term employee benefits. Short-term employee benefits are benefits (other than termination benefits) that are expected to be settled wholly before 12 months after the end of the annual reporting period in which the employees render the related service, including wages, salaries and sick leave. Short-term employee benefits are measured at the (undiscounted) amounts expected to be paid when the obligation is settled.

The Council's obligations for short-term employee benefits such as wages, salaries and sick leave are recognised as a part of current trade and other payables in the statement of financial position. The Council's obligations for employees' annual leave and long service leave entitlements are recognised as provisions in the statement of financial position.

(ii) Long Service Leave (Long-term Benefits)

The liability for long service leave is recognised in the provision for employee benefits and measured as the present value of expected future payments to be made in respect of services provided by employees up to the reporting date. Consideration is given to expected future wage and salary levels, experience of employee departures and periods of service. Expected future payments are discounted using market yields at the reporting date on government bonds with terms to maturity and currency that match as closely as possible, the estimated future cash outflows. Where Council does not have the unconditional right to defer settlement beyond 12 months, the liability is recognised as a current liability.

(iii) Superannuation Fund

The Council contributes to the WA Local Government Superannuation Plan (LGSP) and other choice funds for qualifying employees as per statutory requirements (9.50% for 2016/17). It also co-contributes to the LGSP and other choice funds for full scheme members (5% for 2016/17). Contributions to defined contribution plans are recognised as an expense as they become payable.

**EASTERN METROPOLITAN REGIONAL COUNCIL
NOTES TO AND FORMING PART OF THE BUDGET
FOR THE YEAR ENDING 30 JUNE 2017**

1. SIGNIFICANT ACCOUNTING POLICIES (Continued)

(t) Rounding Of Amounts

All amounts shown in this annual financial report, other than the Schedule of Fees and Charges, are rounded to the nearest dollar. As a result of rounding, some minor reconciliation discrepancies may be present in the disclosures to the financial report.

(u) Comparative Figures

Where required, comparative figures have been adjusted to conform with changes in presentation for the current financial year.

(v) Budget Comparative Figures

Unless otherwise stated, the budget comparative figures shown in this annual financial budget relate to the original budget estimate for the relevant item of disclosure.

(w) Leases

Leases of property, plant and equipment, where substantially all the risks and benefits incidental to the ownership of the asset, but not legal ownership, are transferred to the Council, are classified as finance leases. Finance leases are capitalised recording an asset and a liability equal to the present value of the minimum lease payments, including any guaranteed residual value. Leased assets are amortised over their estimated useful lives. Lease payments are allocated between the reduction of the lease liability and the lease interest expense for the period.

The EMRC does not currently have any finance leases and operating leases.

(x) Financial Instruments

Initial recognition and measurement

Financial assets and financial liabilities are recognised when the entity becomes a party to the contractual provisions to the instrument. For financial assets, this is equivalent to the date that the Council commits itself to either the purchase or sale of the asset (i.e. trade date accounting is adopted).

Financial instruments are initially measured at fair value plus transactions costs, except where the instrument is classified 'at fair value through profit or loss', in which case transaction costs are expensed to profit or loss immediately.

Classification and subsequent measurement

Financial assets are subsequently measured at either fair value, amortised cost using the effective interest rate method or cost. Fair value represents the amount for which an asset could be exchanged or a liability settled, between knowledgeable, willing parties. Where available, quoted prices in an active market are used to determine fair value. In other circumstances, valuation techniques are adopted.

Amortised cost is calculated as:

- (i) the amount at which the financial asset or financial liability is measured at initial recognition;
- (ii) less principal repayments;
- (iii) plus or minus the cumulative amortisation of the differences, if any, between the amount initially recognised and the maturity amount calculated using the effective interest method; and
- (iv) less any reduction for impairment.

**EASTERN METROPOLITAN REGIONAL COUNCIL
NOTES TO AND FORMING PART OF THE BUDGET
FOR THE YEAR ENDING 30 JUNE 2017**

1. SIGNIFICANT ACCOUNTING POLICIES (Continued)

(x) Financial Instruments (continued)

The effective interest method is used to allocate interest income or interest expense over the related period and is equivalent to the rate that exactly discounts estimated future cash payments or receipts (including fees, transaction costs and other premiums or discounts) through the expected life (or when this cannot be reliably predicted, the contractual term) of the financial instrument to the net carrying amount of the financial asset or financial liability. Revisions to expected future net cash flows will necessitate an adjustment to the carrying value with a consequential recognition of an income or expense in profit or loss.

The Council does not designate any interest in subsidiaries, associates or joint venture entities as being subject to the requirements of accounting standards specifically applicable to financial instruments.

(i) Financial assets at fair value through profit or loss

Financial assets are classified at 'fair value through profit or loss' when they are either held for trading for the purpose of short term profit taking, derivatives not held for hedging purposes, or when they are designated as such to avoid an accounting mismatch or to enable performance evaluation where a group of financial assets is managed by key management personnel on a fair value basis in accordance with a documented risk management or investment strategy. Such assets are subsequently measured at fair value with changes in carrying value being included in profit or loss.

(ii) Loans and Receivables

Loans and receivables are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market are subsequently measured at amortised cost.

Loans and receivables are included in current assets, except for those which are not expected to mature within 12 months after the end of the reporting period. (All other loans and receivables are classified as non-current assets.)

(iii) Held-to-maturity investments

Held-to-maturity investments are non-derivative financial assets that have fixed maturities and fixed or determinable payments, and it is the Council's intention to hold these investments to maturity. They are subsequently measured at amortised cost.

Held-to-maturity investments are included in non-current assets, except for those which are expected to mature within 12 months after the end of the reporting period. (All other investments are classified as current assets.)

If during the period the Council sold or reclassified more than a significant amount of the held-to-maturity investments before maturity, the entire held-to-maturity investments category would be tainted and reclassified as available-for-sale.

(iv) Available for sale financial assets

Available-for-sale financial assets are non-derivative financial assets that are either not suitable to be classified into other categories of financial assets due to their nature, or they are designated as such by management. They comprise investments in the equity of other entities where there is neither a fixed maturity nor fixed or determinable payments.

Available-for-sale financial assets are included in non-current assets, except for those which are expected to mature within 12 months after the end of the reporting period. (All other financial assets are classified as current assets.)

**EASTERN METROPOLITAN REGIONAL COUNCIL
NOTES TO AND FORMING PART OF THE BUDGET
FOR THE YEAR ENDING 30 JUNE 2017**

1. SIGNIFICANT ACCOUNTING POLICIES (Continued)

(x) Financial Instruments (continued)

(v) Financial Liabilities

Non-derivative financial liabilities (excluding financial guarantees) are subsequently measured at amortised cost.

(vi) Fair Value

Fair value is determined based on current bid prices of all quoted investments. Valuation techniques are applied to determine the fair value of all unlisted securities, including arm's length transactions, reference to similar instruments and option pricing models.

Impairment

At each reporting date, the Council assesses whether there is objective evidence that a financial instrument has been impaired. In the case of available-for-sale financial instruments, a prolonged decline in the value of the instrument is considered to determine whether an impairment has arisen. Impairment losses are recognised in the statement of comprehensive income.

Derecognition

Financial assets are derecognised where the contractual rights to receipt of cash flows expires or the asset is transferred to another party whereby the entity no longer has any significant continuing involvement in the risks and benefits associated with the asset. Financial liabilities are derecognised where the related obligations are either discharged, cancelled or expired. The difference between the carrying value of the financial liability extinguished or transferred to another party and the fair value of consideration paid, including the transfer of non-cash assets or liabilities assumed is recognised in profit or loss.

(y) Current and Non-Current Classification

In the determination of whether an asset or liability is current or non-current, consideration is given to the time when each asset or liability is expected to be settled. The asset or liability is classified as current if it is expected to be settled within the next 12 months, being the Council's operational cycle. In the case of liabilities where the Council does not have the unconditional right to defer settlement beyond 12 months, such as vested long service leave, the liability is classified as current even if not expected to be settled within the next 12 months.

Inventories held for trading are classified as current even if not expected to be realised in the next 12 months except for land held for sale where it is held as non-current based on the Council's intentions to release for sale.

(z) Landfill Cells

There are three general components of cell construction:

- Cell excavation and development costs;
- Cell liner costs; and
- Cell capping costs.

All cell excavation and development costs and cell liner costs are capitalised and depreciated over the useful life of the cell based on the volumetric usage of the landfill cell air space during the year.

Cell capping costs are expensed as they occur as part of ongoing site rehabilitation.

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**EASTERN METROPOLITAN REGIONAL COUNCIL
NOTES TO AND FORMING PART OF THE BUDGET
FOR THE YEAR ENDING 30 JUNE 2017**

2. PROGRAMS

The activities relating to the Eastern Metropolitan Regional Council's programs reported on in the Operating Statement are as follows:

Governance

Records income and expenditure relating to the administration and operation of facilities and services to members of Council together with other administrative governance costs.

General Purpose Funding

Records interest revenue as well as other general purpose revenue.

Community Amenities

Records income and expenditure associated with the Class III cell, Class IV cell, weighbridge, and transfer station at the Red Hill Waste Management Facility, the Hazelmere Site and the Coppin Road and Mathieson Road transfer stations.

Other Property and Services

Records income and expenditure for public works overheads, plant operation, materials, salaries and wages. It also records income and expenditure for the Environmental Service departments (incorporating various Environmental Projects), the operations of the Ascot Place activity, Risk Management services, and income and expenditure relating to the Regional Development activity incorporating various projects.

**EASTERN METROPOLITAN REGIONAL COUNCIL
NOTES TO AND FORMING PART OF THE BUDGET
FOR THE YEAR ENDING 30 JUNE 2017**

3. RECONCILIATION OF RATES LEVIED

The Eastern Metropolitan Regional Council does not levy rates therefore a Rate Setting Statement [Local Government (Financial Management) Regulations 1996: 22(1)(d) and 30(1)(c)] has not been prepared.

4. NOTES TO THE STATEMENT OF CASH FLOWS

(i) Reconciliation of Cash

For the purpose of the statement of cash flows, The Eastern Metropolitan Regional Council considers cash to include cash on hand, cash at bank and bank term deposits. Cash at the end of the reporting period as shown in the statement of cash flows is as follows:

	BUDGET 2015/2016 \$	FORECAST 2015/2016 \$	BUDGET 2016/2017 \$
Cash - Unrestricted	3,862,037	8,032,094	2,094,165
Cash - Restricted	47,940,713	62,888,851	49,003,541
Total Cash	51,802,750	70,920,945	51,097,706

(ii) Reconciliation of net cash used in operating activities to change in net assets arising from operations

	BUDGET 2015/2016 \$	FORECAST 2015/2016 \$	BUDGET 2016/2017 \$
Net Change in assets from operations	7,922,660	6,545,412	6,940,334
Write back Depreciation	6,584,630	5,659,924	6,350,003
Write back Provisions	72,227	216,401	219,964
Write back Accruals - Staff Entitlements	27,371	41,796	27,980
Write back (Profit)/Loss on sale of assets	(5,773)	(183,041)	(21,589)
Write back Movement in Accrued Interest earnings	0	0	0
Net cash from operating activities	14,601,115	12,280,492	13,516,692

(iii) Depreciation of Assets

Details of depreciation expenditure budgets for each program are as follows

	BUDGET 2015/2016 \$	FORECAST 2015/2016 \$	BUDGET 2016/2017 \$
Administration	538,858	391,567	487,144
Community Amenities	4,016,850	3,254,322	3,774,417
Other Property and Services	2,028,922	2,014,034	2,088,442
Total Depreciation all Programs	6,584,630	5,659,923	6,350,003

**EASTERN METROPOLITAN REGIONAL COUNCIL
NOTES TO AND FORMING PART OF THE BUDGET
FOR THE YEAR ENDING 30 JUNE 2017**

5. FEES AND CHARGES SUMMARY BY PROGRAM

	BUDGET 2015/2016 \$	FORECAST 2015/2016 \$	BUDGET 2016/2017 \$
Administration	5,280	5,280	0
Community Amenities	40,528,591	33,807,507	38,658,801
Other Property and Services	0	0	10,000
Total Statutory Fees and Charges	40,533,871	33,812,787	38,668,801

	BUDGET 2015/2016 \$	FORECAST 2015/2016 \$	BUDGET 2016/2017 \$
<u>User Charges</u>			
Ordinary activities	32,680,933	28,464,087	30,959,709
Other activities	2,600,000	0	2,000,000
<u>Special Charges</u>			
Ordinary activities	430,789	450,800	460,601
<u>Secondary Waste Charge</u>			
Other activities	4,822,149	4,897,900	5,248,491
Total Statutory Fees and Charges	40,533,871	33,812,787	38,668,801

6. FEES AND CHARGES - REDUCTION OF REVENUE

Cumulative Commercial & Contaminated Soils tonnages disposed in excess of 15,000, 20,000, 25,000, 30,000 and 35,000 tonnes are subject to discounts as outlined on page 4 of the 2016/2017 Waste Management Schedule of Fees and Charges.

It is estimated that the total value of applicable discounts during 2016/2017 will be \$337,700 (inclusive of GST).

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**EASTERN METROPOLITAN REGIONAL COUNCIL
NOTES TO AND FORMING PART OF THE BUDGET
FOR THE YEAR ENDING 30 JUNE 2017**

7. LOAN BORROWINGS

(a) Loan Repayments

No loans existed as at 30 June 2016 and no loans are anticipated during the 2016/2017 financial year.

(b) Unspent Loans

No unspent loan funds existed as at 30 June 2016 and no unspent loan funds are anticipated during the 2016/2017 financial year.

(c) New Borrowings

The Eastern Metropolitan Regional Council does not propose to undertake new borrowings during the 2016/2017 financial year.

(d) Overdraft

Council has not utilised an overdraft facility during the 2015/2016 financial year and it is not anticipated that any such facility will be utilised during the 2016/2017 financial year.

**EASTERN METROPOLITAN REGIONAL COUNCIL
NOTES TO AND FORMING PART OF THE BUDGET
FOR THE YEAR ENDING 30 JUNE 2017**

8. COUNCILLOR FEES AND ALLOWANCES

Each Councillor, other than the Chairman, is entitled to an annual meeting fee of \$10,455.

The Chairman is entitled to an annual meeting fee of \$15,682 as well as an annual Local Government fee of \$19,864.

The Deputy Chairman is entitled to an annual Local Government fee of \$4,966.

A provision of \$9,912 for meeting fees has been provided for deputy Councillors when deputising for a Councillor at a meeting. All fees paid to Councillors and the Chairman are paid quarterly in arrears.

The budget provided for Councilor(s) fee, allowances and expenses is as follows:

	BUDGET 2015/2016 \$	FORECAST 2015/2016 \$	BUDGET 2016/2017 \$
Councillor(s) meeting fees	110,000	113,300	115,005
Chairman's meeting fees	15,000	15,450	15,682
Chairman's Local Government fee	19,000	19,570	19,864
Deputy Chairman's Local Government fee	4,750	4,893	4,966
Deputy Councillors' meeting fees	9,800	5,337	9,912
Total Fees and Allowances	158,550	158,550	165,429

9. INVESTMENT INTEREST

The total estimated earnings from interest on investments is made up as follows:

	BUDGET 2015/2016 \$	FORECAST 2015/2016 \$	BUDGET 2016/2017 \$
Interest on Restricted Assets			
Interest on funds held in Reserve	1,455,683	2,017,424	1,370,395
Interest on other restricted investments (LSL)	21,720	26,546	21,363
Sub-Total Interest on Restricted Assets	1,477,403	2,043,970	1,391,758
Interest on Other Funds			
Interest on Municipal funds	195,300	572,717	210,000
Total Interest on Investments	1,672,703	2,616,687	1,601,758

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EASTERN METROPOLITAN REGIONAL COUNCIL
NOTES TO AND FORMING PART OF THE BUDGET
FOR THE YEAR ENDING 30 JUNE 2017

10. ASSET PROFIT OR LOSS ON DISPOSAL

	BUDGET 2015/2016 \$	FORECAST 2015/2016 \$	BUDGET 2016/2017 \$
Buildings			
Carrying Amount of Assets Disposed	0	0	0
(Profit) Loss on Disposal	0	0	0
Equipment			
Proceeds from Sale of Assets	0	0	0
Carrying Amount of Assets Disposed	0	(140)	0
(Profit) Loss on Disposal	0	(140)	0
Furniture and Fittings			
Carrying Amount of Assets Disposed	0	0	0
(Profit) Loss on Disposal	0	0	0
Land			
Proceeds from Sale of Assets	0	0	0
Carrying Amount of Assets Disposed	0	0	0
(Profit) Loss on Disposal	0	0	0
Plant			
Proceeds from Sale of Assets	306,500	301,341	280,707
Carrying Amount of Assets Disposed	(300,727)	(118,160)	(259,118)
(Profit) Loss on Disposal	5,773	183,181	21,589
Structures			
Carrying Amount of Assets Disposed	0	0	0
(Profit) Loss on Disposal	0	0	0
Net Profit / (Loss) on Disposal	5,773	183,041	21,589

11. PLAN FOR THE FUTURE

EMRC's Strategic Community Plan titled *EMRC 2022 - 10 Year Strategic Plan*, adopted by Council at its meeting held on 6 December 2012 and the Corporate Business Plan 2016/17 to 2020/21, which was adopted by Council at its meeting held on 23 June 2016 together constitute EMRC's 'Plan For The Future' in accordance with *section 5.56 of the Local Government Act 1995*.

The 2016/2017 Annual Budget draws from the priorities as identified in the EMRC's 'Plan For The Future'.

FEES AND CHARGES

**For the Year Ending
30 June 2017**

EASTERN METROPOLITAN REGIONAL COUNCIL
PROPOSED 2016-2017 - WASTE MANAGEMENT SCHEDULE OF FEES AND CHARGES

Description	Unit	2015/2016 Charges with no GST \$	Value of GST \$	2015/2016 Charges inc GST \$	2016/2017 Charges with no GST \$	Value of GST \$	2016/2017 Charges inc GST \$
Waste Management Charges							
Disposal Rates							
Member Councils							
Base Tipping Fee	1 tonne	56.05			59.55		
CWES Levy		3.50			3.50		
Secondary Waste Reserve		32.00			34.00		
Landfill Levy		55.00			60.00		
Total Member Council disposal rate		146.55	14.65	161.20	157.05	15.70	172.75
Councils - Other							
Domestic Refuse Tip Pass (Giddegannup @ 3bags/wk)	n/a	5.18	0.52	5.70	5.64	0.56	6.20
Council Refuse Tip Passes - Trailers (up to 500kg)	n/a	48.09	4.81	52.90	51.82	5.18	57.00
Council Greenwaste Tip Passes (up to 500 kg)	n/a	N/A	N/A	N/A	30.00	3.00	33.00
General Waste							
Cars / Station Wagons	n/a	29.09	2.91	32.00	30.00	3.00	33.00
Trailers (6 x 4)	n/a	51.36	5.14	56.50	52.73	5.27	58.00
Trailers (6 x 4) High Sides	n/a	64.09	6.41	70.50	66.37	6.64	73.00
Tandem/ Horse Floats (< 1 tonne)	n/a	95.00	9.50	104.50	97.73	9.77	107.50
Vans / Utes	n/a	49.55	4.95	54.50	51.37	5.13	56.50
Commercial (General)	1 tonne	145.45	14.55	160.00	150.45	15.05	165.50
Minimum Commercial Charges	0.50 tonnes	72.73	7.27	80.00	75.23	7.52	82.75
Greenwaste							
Greenwaste - Member Councils (uncontaminated - Red Hill & Hazelmere)	1 tonne	45.00	4.50	49.50	45.00	4.50	49.50
Greenwaste - MGB (Member Councils)	1 tonne	101.55	10.15	111.70	107.05	10.70	117.75
Greenwaste - Commercial (uncontaminated - Red Hill)	1 tonne	60.00	6.00	66.00	60.00	6.00	66.00
Greenwaste - shredded to EMRC specification (to Red Hill)	1 tonne	50.00	5.00	55.00	50.00	5.00	55.00
(Minimum charge for greenwaste 0.5 tonne)							
(Cumulative Commercial tonnages & Contaminated Soils tonnages disposed of at the Red Hill Waste Management Facility in excess of 5,000, 10,000, 15,000, 20,000, 25,000, 30,000 & 35,000 tonnes are subject to discounts as outlined on page 4 of this schedule)							
Note:							
In the event that the weighbridges at Red Hill Waste Management Facility are not operational, vehicles will be charged according to their carrying capacity (in tonnes) multiplied by the appropriate rate from the schedule of fees and charges according to the type of waste being disposed.							

EASTERN METROPOLITAN REGIONAL COUNCIL
PROPOSED 2016-2017 - WASTE MANAGEMENT SCHEDULE OF FEES AND CHARGES

Description	Unit	2015/2016 Charges		2015/2016 Charges		2016/2017 Charges		2016/2017 Charges	
		with no GST	Value of GST	with no GST	Value of GST	with no GST	Value of GST	with no GST	Value of GST
		\$	\$	\$	\$	\$	\$	\$	\$
Waste Management Charges continued...									
Disposal Rates continued..									
Special Wastes									
Asbestos (Wrapped)	1 tonne	160.00	16.00	176.00		163.18	16.32	179.50	
Asbestos (Wrapped) - Member Council residents only	1 tonne	85.00	8.50	93.50		86.82	8.68	95.50	
Asbestos (Wrapped) - Minimum Charge		27.27	2.73	30.00		27.73	2.77	30.50	
Car Bodies - Commercial	each	50.00	5.00	55.00		50.91	5.09	56.00	
Car Bodies - Member Council residents only	each	25.00	2.50	27.50		25.45	2.55	28.00	
Quarantine Waste	1 tonne	175.45	17.55	193.00		180.45	18.05	198.50	
Burial Fee (for immediate burial requirements)	n/a	145.45	14.55	160.00		145.45	14.55	160.00	
Handling Fee (for special handling requirements)	n/a	145.45	14.55	160.00		145.45	14.55	160.00	
Tyre Disposal (off rim) *	each	5.00	0.50	5.50		5.00	0.50	5.50	
Tyre Disposal (with rim) *	each	6.82	0.68	7.50		6.82	0.68	7.50	
Tyre Recovery Charges (for tyres at the landfill face)	each	23.64	2.36	26.00		23.64	2.36	26.00	
Mattress disposal fee (Member Council Residents)	each	16.36	1.64	18.00		15.00	1.50	16.50	
Mattress disposal fee (Charitable Organisations)	each	16.36	1.64	18.00		15.00	1.50	16.50	
Mattress disposal fee (Commercial)	each	24.55	2.45	27.00		24.55	2.45	27.00	
E-Waste (Price applicable after quota has been reached under	each	9.10	0.90	10.00		9.10	0.90	10.00	
Infocative agreement)									
Wash Facility Fee	n/a	36.36	3.64	40.00		36.36	3.64	40.00	
Class III Contaminated Waste	1 tonne	145.45	14.55	160.00		134.55	13.45	148.00	
Class III Contaminated Soil	1 tonne	143.64	14.36	158.00		134.55	13.45	148.00	
Class IV Contaminated Waste	1 tonne	207.27	20.73	228.00		212.27	21.23	233.50	
Class IV Contaminated Soil	1 tonne	177.82	17.78	195.60		182.73	18.27	201.00	
Class V Waste - Concrete encapsulated drums (L 900mm D 600mm)	each	600.00	60.00	660.00		618.18	61.82	680.00	
Class V Waste - Concrete encapsulated bulka bags (1.1m x 1.1m x 1.1m)	each	1418.18	141.82	1560.00		1460.00	146.00	1606.00	
Administration Charge - Class III (for waste acceptance approvals)	consignment	118.18	11.82	130.00		118.18	11.82	130.00	
Administration Charge - Class IV (for waste acceptance approvals)	consignment	145.45	14.55	160.00		145.45	14.55	160.00	
Administration Charge - Reprinting of Signed Weighbridge Dockets	per docket	20.00	2.00	22.00		20.00	2.00	22.00	
Administration Charge - Reprinting of Unsigned Weighbridge Dockets	per docket	4.55	0.45	5.00		4.55	0.45	5.00	

(Cumulative Commercial tonnages & Contaminated Soils tonnages disposed of at the Red Hill Waste Management Facility in excess of 5,000, 10,000, 15,000, 20,000, 25,000, 30,000 & 35,000 tonnes are subject to discounts as outlined on page 4 of this schedule)

* Only car and 4 wheel drive vehicle tyres accepted. Member Council residents only maximum 4 per person.

EASTERN METROPOLITAN REGIONAL COUNCIL
PROPOSED 2016-2017 - WASTE MANAGEMENT SCHEDULE OF FEES AND CHARGES

Description	Unit	2015/2016 Charges		2015/2016 Charges		2016/2017 Charges		2016/2017 Charges	
		with no GST	Value of GST	inc GST		with no GST	Value of GST	inc GST	
		\$	\$	\$		\$	\$	\$	
Waste Management Charges continued...									
Hazelmere									
Wood Waste (per cubic metre)									
- Grade 1	1 m ³	8.82	0.88	9.70		8.00	0.80	8.80	
- Grade 2	1 m ³	9.90	1.00	10.90		9.00	0.90	9.90	
- Contaminated	1 m ³	27.50	2.75	30.25		55.95	5.60	61.55	
Wood Waste (per tonne)									
- Grade 1	1 tonne	88.18	8.82	97.00		52.00	5.20	57.20	
- Grade 2	1 tonne	99.09	9.91	109.00		58.50	5.85	64.35	
- Contaminated	1 tonne	275.00	27.50	302.50		363.64	36.36	400.00	
Sale of Materials (all ex stockpile, minimum 10 tonnes)									
Mixed clay/fill (purchaser to load) **	1 tonne	4.55	0.45	5.00		4.55	0.45	5.00	
Mixed clay/fill (loaded) **	1 tonne	7.27	0.73	8.00		7.27	0.73	8.00	
Ferricrete/Laterite Filter Rock **	1 tonne	11.82	1.18	13.00		11.82	1.18	13.00	
Ferricrete (20 - 40 mm) **	1 tonne	11.82	1.18	13.00		11.82	1.18	13.00	
Ferricrete (40 - 80 mm) **	1 tonne	11.82	1.18	13.00		11.82	1.18	13.00	
Ferricrete (Member Councils)	1 tonne	10.00	1.00	11.00		10.00	1.00	11.00	
Manufactured Products (per cubic metre)									
Fine Mulch	1 m ³	21.91	2.19	24.10		N/A	N/A	N/A	
Mixed Mulch	1 m ³	19.91	1.99	21.90		19.91	1.99	21.90	
Coarse Mulch	1 m ³	22.91	2.29	25.20		N/A	N/A	N/A	
Soil Improver	1 m ³	23.64	2.36	26.00		23.64	2.36	26.00	
Premium Recycled Wood Chip (Coloured) - Hazelmere	1 m ³	54.55	5.45	60.00		54.55	5.45	60.00	
Standard Recycled Wood Chip (Coloured) - Hazelmere	1 m ³	N/A	N/A	N/A		38.18	3.82	42.00	
Premium Recycled Wood Chip - Hazelmere	1 m ³	7.73	0.77	8.50		9.09	0.91	10.00	
Standard Recycled Wood Chip - Hazelmere	1 m ³	5.91	0.59	6.50		7.73	0.77	8.50	
Wood Chip (fines) - Hazelmere	1 m ³	13.18	1.32	14.50		13.73	1.37	15.10	
Manufactured Products (per tonne)									
Fine Mulch **	1 tonne	36.36	3.64	40.00		N/A	N/A	N/A	
Mixed Mulch **	1 tonne	34.87	3.48	38.35		34.87	3.48	38.35	
Coarse Mulch **	1 tonne	36.36	3.64	40.00		N/A	N/A	N/A	
Mulch (Member Council)	1 tonne	21.41	2.14	23.55		21.41	2.14	23.55	
Soil Improver **	1 tonne	25.82	2.58	28.40		25.82	2.58	28.40	
Soil Improver (Member Councils)	1 tonne	20.00	2.00	22.00		22.00	2.20	24.00	
Premium Recycled Wood Chip (Coloured) - Hazelmere	1 tonne	272.73	27.27	300.00		272.73	27.27	300.00	
Standard Recycled Wood Chip (Coloured) - Hazelmere	1 tonne	N/A	N/A	N/A		190.91	19.09	210.00	
Premium Recycled Wood Chip - Hazelmere	1 tonne	38.19	3.81	42.00		44.55	4.45	49.00	
Standard Recycled Wood Chip - Hazelmere	1 tonne	27.27	2.73	30.00		35.45	3.55	39.00	
Wood Chip (fines) - Hazelmere	1 tonne	60.00	6.00	66.00		62.41	6.24	68.65	
Shredded, Unprocessed Greenwaste	1 tonne	10.00	1.00	11.00		10.00	1.00	11.00	
Trailer Loaded Products (per scoop)									
Soil Improver	1 scoop	13.64	1.36	15.00		14.09	1.41	15.50	
Mixed Mulch	1 scoop	13.64	1.36	15.00		14.09	1.41	15.50	
Ferricrete	1 scoop	9.09	0.91	10.00		N/A	N/A	N/A	

** Material purchases in excess of 200 tonnes and 1,000 tonnes over the financial year are subject to a discount of 15% and 20% respectively.

EASTERN METROPOLITAN REGIONAL COUNCIL
PROPOSED 2016-2017 - WASTE MANAGEMENT SCHEDULE OF FEES AND CHARGES

Description	Unit	2015/2016 Charges with no GST \$	Value of GST \$	2015/2016 Charges inc GST \$	2016/2017 Charges with no GST \$	Value of GST \$	2016/2017 Charges inc GST \$
Waste Management Charges continued..							
Waste Services Environmental Consulting Fees							
Miscellaneous Plant Hire (per hour)							
Wet Hire of Water Tanker	1 hour	136.36	13.64	150.00	N/A	N/A	N/A
Wet Hire of Loader (Volvo L120 or equivalent)	1 hour	136.36	13.64	150.00	N/A	N/A	N/A
Wet Hire of Tip Truck (11 m3)	1 hour	113.64	11.36	125.00	N/A	N/A	N/A
Wet Hire of 17m ³ Articulated Dump Truck	1 hour	204.55	20.45	225.00	N/A	N/A	N/A
Labour Hire	1 hour	50.00	5.00	55.00	N/A	N/A	N/A
Member Councils Consulting Fees							
Consultant Director	1 hour	114.00	11.40	125.40	117.30	11.73	129.03
Consultant Manager	1 hour	101.00	10.10	111.10	103.00	10.30	113.30
Senior Consultant	1 hour	87.00	8.70	95.70	89.00	8.90	97.90
Consultant	1 hour	78.00	7.80	85.80	80.00	8.00	88.00
Project Officer	1 hour	60.00	6.00	66.00	62.00	6.20	68.20
Commercial Consulting Fees							
Consultant Director	1 hour	195.00	19.50	214.50	199.00	19.90	218.90
Consultant Manager	1 hour	172.00	17.20	189.20	176.00	17.60	193.60
Senior Consultant	1 hour	156.00	15.60	171.60	159.00	15.90	174.90
Consultant	1 hour	131.00	13.10	144.10	134.00	13.40	147.40
Project Officer	1 hour	104.00	10.40	114.40	106.00	10.60	116.60

(Cumulative Commercial tonnages & Contaminated Soils tonnages disposed of at the Red Hill Waste Management Facility in excess of 5,000, 10,000, 15,000, 20,000, 25,000, 30,000 & 35,000 tonnes are subject to discounts as outlined on page 4 of this schedule)

Discount Applicable Once Threshold is reached

Threshold (per financial year	2015/2016 Discount per tonne (Inc. GST)	2016/2017 Discount per tonne (Inc. GST)	Discount Rate Applied To The Following Tonnages
15,000 tonnes	\$5.00	\$5.00	From 1 up to 15,000 tonnes
20,000 tonnes	\$20.00	\$20.00	From 15,001 up to 24,999 tonnes
25,000 tonnes	\$22.00	\$22.00	From 20,001 up to 29,999 tonnes
30,000 tonnes	\$24.00	\$24.00	From 25,001 up to 34,999 tonnes
35,000 tonnes	\$27.00	\$27.00	From 30,001 tonnes

NOTE: Contracts with attractive discounts available to major customers and Local Governments.

Draft 2016/2017 - Regional Services (Environmental Services & Regional Development) Consulting Rates

	Prior Year Actuals						Proposed	
	2011/2012 (exc. GST)	2012/2013 (exc. GST)	2013/2014 (exc. GST)	2014/2015 (exc. GST)	2015/2016 (exc. GST)	2016/2017 (exc. GST)	2016/2017 (inc. GST)	
Member Council Consulting Fees								
Consultant Director	\$99.00	\$102.00	\$105.00	\$108.00	\$111.00	\$111.00	\$122.10	
Consultant Manager	\$88.50	\$91.00	\$93.00	\$95.00	\$97.50	\$97.50	\$107.25	
Consultant Coordinator	\$76.00	\$78.00	\$80.00	\$82.00	\$84.00	\$84.00	\$92.40	
Consultant	\$68.00	\$70.00	\$72.00	\$74.00	\$76.00	\$76.00	\$83.60	
Project Officer	\$51.50	\$53.00	\$54.50	\$56.00	\$57.50	\$57.50	\$63.25	
Other Organisations Consulting Fees								
Consultant Director	\$187.50	\$187.50	\$187.50	\$187.50	\$187.50	\$187.50	\$206.25	
Consultant Manager	\$165.00	\$165.00	\$165.00	\$165.00	\$165.00	\$165.00	\$181.50	
Consultant Coordinator	\$165.00	\$150.00	\$150.00	\$150.00	\$150.00	\$150.00	\$165.00	
Consultant	\$149.50	\$125.00	\$125.00	\$125.00	\$125.00	\$125.00	\$137.50	
Project Officer	\$131.00	\$100.00	\$100.00	\$100.00	\$100.00	\$100.00	\$110.00	
Hire Charges for Steam Weed Machine								
- Hire without an EMRC operator								
Hourly Charge out rate (min 4 hrs applies)	N/A	N/A	N/A	N/A	N/A	\$18.87	\$20.76	
Daily rate	N/A	N/A	N/A	N/A	N/A	\$150.00	\$165.00	
- EMRC Hourly Operator Charge								
EMRC Operator (min 4 hrs applies)	N/A	N/A	N/A	N/A	N/A	\$57.50	\$63.25	

Draft 2016/2017 - Administration Fees and Charges

Photocopy Fees	\$ Per Page (Inclusive of GST)
Black & White A4 print	\$0.35
Black & White A3 print	\$0.50
Colour A4 print	\$0.45
Colour A3 print	\$0.60

WASTE DISPOSAL TONNAGES

**For the Year Ending
30 June 2017**

TONNAGE ANALYSIS

COUNCIL	ACTUAL 2013/14 TONNES	ACTUAL 2014/15 TONNES	BUDGET 2015/16 TONNES	FORECAST 2015/16 TONNES	PROJECTED 2016/17 TONNES
Bayswater - MSW	18,817	18,844	18,041	20,350	20,757
Belmont	12,950	12,926	13,139	13,510	13,780
Bassendean	6,474	6,440	6,875	7,130	7,273
Swan - MSW	45,666	47,665	44,320	47,740	48,919
Mundaring	14,586	13,628	14,515	14,480	14,770
Kalamunda	24,371	25,685	26,193	25,590	26,102
Sub-total - Member Councils (MSW)	122,863	125,188	123,083	128,800	131,600
Bayswater - Greenwaste	4,797	4,935	5,496	5,136	5,239
Swan - Greenwaste	1,732	936	1,489	7	7
Bassendean - Greenwaste	602	568	0	0	0
Belmont - Greenwaste	145	0	0	0	0
Kalamunda - Greenwaste	2,952	4,365	5,510	1,600	1,632
Mundaring - Greenwaste	367	480	510	900	918
Transfer Station - Greenwaste	1,031	955	924	860	877
Commercial/Other - Greenwaste	3,920	1,071	1,191	1,140	1,163
Sub-total - Greenwaste	15,545	13,310	15,120	9,643	9,836
Non-Member Local Governments	12,109	2,071	0	1,740	0
EMRC Transfer Stn (Trailers & Commercial etc)	8,722	7,279	8,138	6,570	6,701
Commercial/Other Class III	119,468	78,389	80,212	69,320	70,706
Contaminated Class III	7,168	20,499	19,100	2,110	2,110
Class IV Waste	0	348	3,000	2,110	3,000
Sub-total - Other Tonnages	147,467	108,585	110,450	81,850	82,518
TOTAL TONNAGES	285,875	247,083	248,653	220,293	223,954
Class III	270,330	233,774	230,533	208,540	211,118
Class IV & V	0	0	3,000	2,110	3,000
Greenwaste	15,545	13,310	15,120	9,643	9,836
TOTAL TONNAGES	285,875	247,083	248,653	220,293	223,954

BASE INCOME (INCLUDING LANDFILL LEVY) FROM TONNAGES ANALYSIS

BASE INCOME (INCLUDING LANDFILL LEVY) FROM TONNAGES ANALYSIS

COUNCIL	A/C#	IE	ACTUAL 2011/12 \$	ACTUAL 2012/13 \$	ACTUAL 2013/14 \$	ACTUAL 2014/15 \$	BUDGET 2015/16 \$	FORECAST 2015/16 \$	PROJECTED 2016/17 \$
Bayswater	53310/00	BB	1,542,193	1,402,865	1,553,049	1,704,041	1,760,267	2,259,868	2,481,499
Belmont	53310/00	BC	872,127	1,028,565	1,196,098	1,232,785	1,315,822	1,500,286	1,647,423
Bassendean	53310/00	BA	425,731	487,188	675,202	603,766	648,541	791,787	869,439
Swan - MSW	53310/00	BD	2,983,130	3,518,167	3,843,782	4,562,354	4,583,476	5,301,527	5,848,288
Mundaring	53310/00	BF	1,067,925	1,162,308	1,260,578	1,290,054	1,344,621	1,608,004	1,765,706
Kalamunda	53310/00	BE	1,684,897	2,019,728	2,110,587	2,425,327	2,508,756	2,841,770	3,120,470
Sub-total - Member Councils			8,576,002	9,618,822	10,639,296	11,818,327	12,161,483	14,303,240	15,732,825
Bayswater - Greenwaste	58864/00	BB	331,590	345,529	437,578	567,049	504,820	521,561	560,805
Swan - Greenwaste	58864/00	BD	179	70,101	70,865	173,041	66,001	315	323
Bassendean - Greenwaste	58864/00	BA	27,360	21,081	24,457	0	33,826	0	0
Belmont - Greenwaste	58864/00	BC	9,495	8,226	5,930	14,421	13,547	0	0
Kalamunda - Greenwaste	58864/00	BE	145,272	164,943	116,179	127,683	167,732	72,000	73,440
Mundaring - Greenwaste	58864/00	BF	8,642	0	13,959	35,952	0	40,500	41,310
Commercial/Other - Greenwaste	58864/00	BK	132,761	154,781	164,875	147,502	135,331	117,000	119,340
Sub-total - Greenwaste			655,297	764,660	833,844	1,065,648	921,258	751,376	795,218
W.M.R.C	53310/00	BG	476,079	0	0	0	0	0	0
W.M.R.C Commercial	53310/00	BH	0	0	0	0	0	0	0
Non-Member Local Governments	53310/00	BS	0	8,745,105	1,276,942	224,500	0	237,597	0
EMRC Transfer Stn (Trailers etc)	58857/00	BI	1,047,558	1,153,782	1,414,362	1,517,545	1,277,522	1,263,547	1,367,235
EMRC Transfer Stn (Commercial)	58857/00	BK	200,940	284,111	262,259	354,386	319,381	290,887	316,809
Contaminated Class III	53310/00	BJ	1,260,829	980,532	714,698	2,729,178	595,000	303,080	283,901
Class IV Waste	53330/00	BK	459,493	359,264	298	526,350	0	375,200	548,190
Class V - Concrete Encapsulation	53330/01	BK	35,993	0	0	0	0	0	0
Commercial/Other Class III	53310/00	BK	15,565,473	11,913,220	12,155,481	8,798,172	15,417,485	9,082,394	9,623,714
Sub-total - Other			19,046,365	23,436,014	15,824,040	14,150,131	17,609,388	11,552,705	12,139,848
TOTAL BASE			28,277,664	33,819,496	27,297,180	27,034,106	30,692,129	26,607,321	28,667,991
Class III			27,126,882	32,695,572	26,463,038	25,442,108	29,770,871	25,480,745	27,324,483
Class IV			495,485	359,264	298	526,350	0	375,200	548,190
Greenwaste			655,297	764,660	833,844	1,065,648	921,258	751,376	795,218
TOTAL BASE			28,277,664	33,819,496	27,297,180	27,034,106	30,692,129	26,607,321	28,667,991

ANNUAL BUDGET SUMMARY

**For the Year Ending
30 June 2017**

Annual Budget Summary 2016/2017

	Budget 2015/2016	Forecast 2015/2016	Budget 2016/2017
Governance			
Operating Income	0	0	0
Less Operating Expenditure	865,494	717,937	837,597
Total for Governance - Net Income/(Expenditure)	(865,494)	(717,937)	(837,597)
Corporate Services			
Operating Income	124,506	704,578	129,818
Less Operating Expenditure	(145,501)	503,902	(135,502)
Add Other Income	181,750	121,659	133,565
Less Other Expenditure	183,320	103,607	118,307
Less Capital Expenditure	973,585	829,644	822,673
Total for Corporate Services - Net Income/(Expenditure)	(705,148)	(610,916)	(542,095)
Waste Management Services			
Operating Income	37,430,213	32,169,298	37,140,473
Less Operating Expenditure	32,021,500	29,296,058	31,665,094
Add Other Income	124,750	179,682	147,142
Less Other Expenditure	121,407	27,493	144,811
Less Capital Expenditure	18,937,229	10,399,424	18,966,747
Total for Waste Management Services - Net Income/(Expenditure)	(13,525,173)	(7,373,995)	(13,489,037)
Environmental Services			
Operating Income	769,058	724,092	806,117
Less Operating Expenditure	2,176,050	1,830,030	2,112,790
Less Capital Expenditure	2,000	10,844	0
Total for Environmental Services - Net Income/(Expenditure)	(1,408,992)	(1,116,782)	(1,306,673)
Regional Development			
Operating Income	434,366	378,867	352,625
Less Operating Expenditure	1,834,474	1,467,853	1,524,289
Less Capital Expenditure	2,000	0	0
Total for Regional Development - Net Income/(Expenditure)	(1,402,108)	(1,088,986)	(1,171,664)

Annual Budget Summary 2016/2017

	Budget 2015/2016	Forecast 2015/2016	Budget 2016/2017
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Risk Management Services

Operating Income	0	0	0
Less Operating Expenditure	(11,273)	(2,959)	(10,700)
Less Capital Expenditure	1,000	0	0
Total for Risk Management Services - Net Income/(Expenditure)	10,273	2,959	10,700

Resource Recovery

Other Income	8,749,699	4,897,950	9,005,113
<u>Less</u> Other Expenditure	4,076,544	975,696	5,689,432
<u>Less</u> Capital Expenditure	14,312,000	5,806,000	13,574,218
Total for Resource Recovery - Net Income/(Expenditure)	(9,638,845)	(1,883,746)	(10,258,537)

Ascot Place

Operating Income	0	0	0
Less Operating Expenditure	344,718	283,784	325,159
Less Capital Expenditure	260,000	260,000	257,000
Total for Ascot Place - Net Income/(Expenditure)	(604,718)	(543,784)	(582,159)

Investment

Operating Income	97,650	528,717	105,000
Add Other Income	1,477,403	2,043,969	1,391,758
Total for Investment - Net Income/(Expenditure)	1,575,053	2,572,686	1,496,758

Net Operating and Capital Expenditure	(26,565,154)	(10,760,501)	(26,680,304)
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FINANCIAL PERFORMANCE BY ACCOUNT

**For the Year Ending
30 June 2017**

Financial Performance by Account 2016/2017²⁹⁵

Governance and Corporate Services

Budget
2015/2016

Forecast
2015/2016

Budget
2016/2017

Manage Governance and Corporate Services

Operating Income

54440/00	Income Vehicles - Ascot Place	100	7,693	100
59981/00	Income Governance and Corporate Services Business Unit	0	62	0
		100	7,755	100

Operating Expenditure

61440/00	Internal Revenue Vehicles - Ascot Place	(203,531)	(190,924)	(175,900)
65420/06	Operate and Maintain Power Supply Equipment - Ascot Place	8,420	8,420	8,865
65420/07	Operate and Maintain Office Furniture and Miscellaneous Plant and	15,058	16,092	13,806
65440/00	Operate and Maintain Vehicles - Ascot Place	204,674	160,708	187,953
66510/01	Operate and Maintain Office Equipment - Corporate Services	5,847	4,211	9,339
66520/10	Operate and Maintain Fire Fighting Equipment - Ascot Place	250	260	250
67610/01	Operate and Maintain Office Furniture and Fittings - Corporate	1,588	1,213	1,241
73918/01	Recruit Staff - Corporate Services	20,000	10,000	15,000
73918/08	Recruit Senior Staff	19,600	14,600	20,100
73922/01	Provide Staff Long Service Leave - Governance and Corporate	0	14,427	0
73981/00	Manage Governance and Corporate Services Business Unit	756,600	674,982	814,478
73987/00	Provide Corporate Environmental Advice and Monitor Business Risk	62,000	62,000	62,000
		890,506	775,989	957,132

Net Income/(Expenditure)

(890,406) (768,234) (957,032)

Provide Governance

Operating Expenditure

73993/00	Governance - Council Members	722,810	604,187	708,749
73994/00	Conduct Committee Meetings	7,500	6,500	7,700
73995/00	Conduct Council Meetings	30,684	26,250	31,750
73995/01	Catering Kitchen - Provisions	12,800	8,300	8,818
		773,794	645,237	757,017

Net Income/(Expenditure)

(773,794) (645,237) (757,017)

Allocate Corporate Services Costs

Operating Expenditure

71981/00	Internal Revenue Governance and Corporate Services Business	(4,832,317)	(3,603,985)	(4,562,017)
		(4,832,317)	(3,603,985)	(4,562,017)

Net Income/(Expenditure)

4,832,317 3,603,985 4,562,017

Facilitate Continuous Organisational Improvement Programmes

Operating Expenditure

73988/01	Implement Business Improvement Projects	1,500	1,000	0
73988/02	Facilitate Continuous Improvement Programme	2,000	1,500	2,500
73988/03	Implement the Rewards and Recognition Programme	5,000	3,000	2,500
		8,500	5,500	5,000

Net Income/(Expenditure)

(8,500) (5,500) (5,000)

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Identify and Coordinate Networking Opportunities

Operating Income

58996/00	Income Conduct Other Functions	21,426	21,426	23,568
		21,426	21,426	23,568

Operating Expenditure

73904/01	Attend Corporate and Award Functions and Events - Governance	1,200	1,200	1,300
73965/00	Conduct Promotions/Public Relations Events - Marketing	9,050	4,525	6,000
73992/00	Hold Biennial Dinner/ Cocktail Function	50,000	40,000	40,000
73996/00	Conduct Other Functions	27,500	21,000	28,280
73996/02	EMRC Staff Kitchen - Provisions	13,000	10,500	11,000
		100,750	77,225	86,580

Net Income/(Expenditure)

(79,324) **(55,799)** **(63,012)**

Implement Employee Assistance Programme (EAP)

Operating Expenditure

73911/00	Provide Staff Health Welfare - EAP	5,100	5,050	5,000
73911/01	Promote Staff Health and Welfare - Corporate	7,300	7,300	9,000
73911/02	Provide Staff Health Welfare - 1st Aid	0	0	900
		12,400	12,350	14,900

Net Income/(Expenditure)

(12,400) **(12,350)** **(14,900)**

Implement EMRC's Strategic Information Plan

Capital Expenditure

24550/00	Purchase Information Technology & Communication Equipment	632,250	588,250	507,550
		632,250	588,250	507,550

Net Income/(Expenditure)

(632,250) **(588,250)** **(507,550)**

Implement Governance and Corporate Services Staff Training and Development

Operating Expenditure

73919/00	Train and Develop Staff - Corporate General	15,500	15,500	12,000
73919/01	Train and Develop Staff - Governance and Corporate Services	60,700	63,873	45,200
		76,200	79,373	57,200

Net Income/(Expenditure)

(76,200) **(79,373)** **(57,200)**

Implement Governance and Corporate Services Study Assistance Programme

Operating Expenditure

73914/01	Implement Governance and Corporate Services Study Assistance	4,000	4,000	4,000
		4,000	4,000	4,000

Net Income/(Expenditure)

(4,000) **(4,000)** **(4,000)**

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Integrate EMRC's Strategic Future Business Unit Plans and Budget Process

Operating Expenditure

73989/00	Undertake Strategic Planning Research and Special Projects	70,300	20,300	50,300
73999/00	Prepare Strategic Plan and Plan for the Future	22,500	15,500	24,500
73999/01	Facilitate Business Planning Workshops	1,000	1,000	500
73999/04	Implement Workforce Plan Initiatives	2,000	2,050	2,000
		95,800	38,850	77,300
Net Income/(Expenditure)		(95,800)	(38,850)	(77,300)

Manage Corporate Administration Facilities (Ascot Place)

Operating Expenditure

63240/01	Operate and Maintain Administration Building - Ascot Place	309,671	254,030	294,834
63240/02	Clean Administration Building - Ascot Place	33,975	28,975	29,253
66530/01	Operate and Maintain Security System - Ascot Place	1,072	778	1,072
66590/00	Operate and Maintain Miscellaneous Equipment - Corporate	2,237	2,464	2,237
		346,955	286,248	327,396
Capital Expenditure				
25240/01	Capital Improvement Administration Building - Ascot Place	260,000	260,000	257,000
		260,000	260,000	257,000
Net Income/(Expenditure)		(606,955)	(546,248)	(584,396)

Manage Portfolio of Assets

Other Income

82440/00	Income Disposal of Vehicles - Ascot Place	181,750	121,659	133,565
		181,750	121,659	133,565

Other Expenditure

83440/00	Disposal of Vehicles - Ascot Place	183,320	103,607	118,307
		183,320	103,607	118,307

Capital Expenditure

24440/00	Purchase Vehicles - Ascot Place	279,435	179,494	226,473
24510/01	Purchase Furniture Fittings & Equipment - Corporate Services	28,250	28,250	55,000
24620/00	Purchase Art Works	30,000	30,000	30,000
25530/01	Upgrade Security Equipment - Ascot Place	3,650	3,650	3,650
		341,335	241,394	315,123
Net Income/(Expenditure)		(342,905)	(223,342)	(299,865)

Monitor Stakeholder Satisfaction with Type and Quality of Services Provided

Operating Expenditure

73961/01	Conduct Biennial Stakeholder Perception Survey	29,203	29,000	29,000
		29,203	29,000	29,000
Net Income/(Expenditure)		(29,203)	(29,000)	(29,000)

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Provide Administration Services

Operating Income

59901/00	Income Administration Services	0	3,942	0
		0	3,942	0

Operating Expenditure

73901/00	Provide Administrative Service	530,180	492,063	319,922
		530,180	492,063	319,922

Net Income/(Expenditure)

(530,180) **(488,121)** **(319,922)**

Provide Financial Services

Operating Income

59943/00	Income Financial Services	0	622,175	1,100
59945/00	Income Municipal Cash Investments	97,650	528,717	105,000
59945/02	Income Municipal Cash at Bank	97,650	44,000	105,000
		195,300	1,194,892	211,100

Operating Expenditure

73943/00	Provide Financial Services	943,396	849,811	882,370
73943/01	Provide Financial Services - Non GST Fees and Charges	850	1,000	900
93999/01	Clearing Account - Salaries Paid	0	0	0
93999/02	Clearing Account - Salaries Allocated	0	0	0
		944,246	850,811	883,270

Other Income

59945/01	Income Restricted Cash Investments	1,477,403	2,043,969	1,391,758
		1,477,403	2,043,969	1,391,758

Net Income/(Expenditure)

728,457 **2,388,050** **719,588**

Provide Human Resource Management Services

Operating Income

58912/00	Income Human Resource Services	5,280	5,280	0
		5,280	5,280	0

Operating Expenditure

73912/00	Provide Human Resource Management Service	418,990	410,694	515,466
73912/01	Conduct Staff Recognition Presentations	4,100	3,100	3,500
93999/99	Clearing Account - Payroll	0	0	0
		423,090	413,794	518,966

Net Income/(Expenditure)

(417,810) **(408,514)** **(518,966)**

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Provide Information and Technology Service

Operating Expenditure

66550/00	Operate and Maintain Information Technology & Communication	484,730	351,033	405,097
66560/00	Operate and Maintain Network Communications Equipment	500	1,320	1,385
66570/00	Operate and Maintain Information Technology Servers	500	1,320	1,385
73951/00	Manage Information Technology Services	398,855	337,457	477,004
73951/01	Provide Records Management Services	0	0	7,200
73952/00	Manage Application and Operating System Software	356,600	355,562	356,027
		1,241,185	1,046,692	1,248,098

Net Income/(Expenditure)

(1,241,185) **(1,046,692)** **(1,248,098)**

Provide Internal Audit and Compliance Services

Operating Expenditure

73906/00	Provide Compliance Services and Internal Audit	53,560	53,560	53,560
		53,560	53,560	53,560

Net Income/(Expenditure)

(53,560) **(53,560)** **(53,560)**

Provide Organisation Marketing and Communication Services

Operating Income

59961/00	Income Marketing and Communications	50	0	50
		50	0	50

Operating Expenditure

73961/00	Manage Marketing and Communications Services	204,366	170,366	113,950
73963/00	Prepare Annual Report	10,814	8,070	11,000
		215,180	178,436	124,950

Net Income/(Expenditure)

(215,130) **(178,436)** **(124,900)**

Update Maintain and Promote EMRC's Web Presence

Operating Expenditure

73953/00	Manage Web Based Communications	96,480	90,480	99,980
73953/01	Update Style and Content of EMRC Web Sites	55,000	30,000	25,000
		151,480	120,480	124,980

Net Income/(Expenditure)

(151,480) **(120,480)** **(124,980)**

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Manage Engineering and Waste Management Services

Operating Income

59982/00	Income Engineering / Waste Management Business Unit	150	150	150
		150	150	150

Operating Expenditure

66510/02	Operate and Maintain Office Equipment - Waste Management	147	101	202
66590/02	Operate and Maintain Miscellaneous Equipment -Waste	3,070	3,523	3,710
67610/02	Operate and Maintain Office Furniture and Fittings - Waste	1,550	1,399	800
67610/09	Operate and Maintain Office Furniture and Fittings - Hazelmere	626	404	476
71915/02	Internal Revenue Staff Leave Entitlements - Engineering and Waste	(144,882)	(268,683)	(247,800)
73917/02	Provide Staff Annual Leave - Engineering Waste Management	159,720	193,012	171,572
73918/02	Recruit Staff - Engineering / Waste Management	6,000	6,000	5,000
73921/02	Provide Staff Sick Leave - Engineering Waste Management	34,418	35,870	36,551
73922/02	Provide Staff Long Service Leave - Engineering Waste Management	4,371	4,371	4,502
73923/02	Provide Staff RDO and TIL Leave - Engineering Waste Management	0	2,689	0
73924/02	Provide Staff Public Holiday Leave - Engineering Waste	68,836	48,188	73,101
73925/02	Provide Staff Workers' Compensation - Engineering Waste	0	3,860	0
73982/00	Manage Engineering / Waste Management Business Unit	2,129,075	2,155,041	2,251,778
		2,262,931	2,185,775	2,299,892

Capital Expenditure

24510/02	Purchase / Replace Office Equipment - Engineering / Waste	550	550	550
24590/03	Purchase/Replace Other Equipment - Engineering and Waste	3,000	3,000	2,000
24610/03	Purchase Office Furniture and Fittings-Engineering and Waste	1,000	1,000	500
24610/10	Purchase Office Furniture and Fittings-Hazelmere	2,000	2,000	2,000
		6,550	6,550	5,050

Net Income/(Expenditure)

(2,269,331) (2,192,175) (2,304,792)

By-Products - Red Hill Waste Management Facility

Operating Income

58857/05	Income Tip Face Steel Recycling - Red Hill Waste Management	6,000	661	0
58861/00	Income Surplus Clay	10,000	0	1,000
58862/00	Income Laterite	406,000	538,873	417,365
58863/00	Income Methane	120,000	400,000	465,000
		542,000	939,534	883,365

Operating Expenditure

72857/04	Manage Tip Face Steel Recycling - Red Hill Waste Management	10,897	15,122	0
72860/00	Market Waste Facility Products	23,125	18,000	23,521
72861/00	Manage Surplus Clay Stock Pile	5,806	4,072	3,044
72862/00	Manage Laterite	43,543	154,481	94,451
72862/01	Market Laterite	247	73	0
72862/02	Crush and Screen Lateritic Caprock	857,500	607,500	770,000
72863/00	Manage Methane	15,487	9,084	13,470
		956,605	808,332	904,486

Net Income/(Expenditure)

(414,605) 131,202 (21,121)

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Collect Problematic Waste in the Region

Operating Expenditure

72866/00	Manage Household Hazardous Waste	8,946	8,111	13,451
72866/02	Dispose of Household Hazardous Waste	0	2,775	9,887
72866/03	Market Household Hazardous Waste Collections	3,500	3,500	2,000
		12,446	14,386	25,338

Net Income/(Expenditure)	(12,446)	(14,386)	(25,338)
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Coppin Road Transfer Station

Operating Income

58857/03	Income Coppin Road Transfer Station Operations	500,895	471,153	486,448
		500,895	471,153	486,448

Operating Expenditure

72857/03	Manage Coppin Road Transfer Station Operations	455,359	498,819	442,225
		455,359	498,819	442,225

Net Income/(Expenditure)	45,536	(27,666)	44,223
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Develop an Education Programme to Address Problematic Waste in the Region

Operating Expenditure

72866/01	Conduct School Battery Collection Programme	35,376	38,340	44,587
		35,376	38,340	44,587

Net Income/(Expenditure)	(35,376)	(38,340)	(44,587)
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Develop and implement an Education Programme for the Red Hill Education Centre

Operating Expenditure

72873/00	Conduct Waste Education Programmes	74,524	71,307	66,082
		74,524	71,307	66,082

Capital Expenditure

24690/01	Purchase Miscellaneous Furniture and Fittings - Red Hill Education	3,000	0	3,000
		3,000	0	3,000

Net Income/(Expenditure)	(77,524)	(71,307)	(69,082)
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Develop Environmental Management System for Red Hill Waste Management Facility

Operating Expenditure

72856/00	Develop Environmental Management System - Red Hill Landfill	51,500	31,532	36,500
		51,500	31,532	36,500

Net Income/(Expenditure)	(51,500)	(31,532)	(36,500)
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Greenwaste Operations - Red Hill Waste Management Facility

Operating Income

58864/00	Income Greenwaste Operations - General	1,266,063	1,138,261	1,050,838
58884/01	Income Greenwaste Waste Stream Audits	25,000	25,000	0
		1,291,063	1,163,261	1,050,838

Operating Expenditure

64395/00	Operate and Maintain Greenwaste Processing Area (Unsealed	35,991	50,255	36,603
72864/01	Manage Greenwaste Composting	121,004	134,633	199,058
72864/02	Manage Greenwaste Mulching	389,929	512,286	434,694
72884/03	Undertake Greenwaste Waste Stream Audits	50,000	50,000	0
		596,924	747,174	670,355

Capital Expenditure

24395/00	Construct Greenwaste Processing Area - Red Hill Landfill Facility	0	0	0
24395/04	Relocate Greenwaste Processing area - Red Hill Landfill Facility	200,000	0	0
		200,000	0	0

Net Income/(Expenditure)

494,139 416,087 380,483

Identify and Coordinate Networking Opportunities

Operating Expenditure

73904/02	Attend Corporate and Award Functions and Events - Engineering	200	200	200
		200	200	200

Net Income/(Expenditure)

(200) (200) (200)

Implement Red Hill Master Plan Planning Recommendations

Capital Expenditure

24320/01	Construct Class III Leachate Pond - Red Hill Landfill Facility	600,000	0	600,000
24320/02	Leachate Project - Red Hill Landfill Facility	3,500,000	200,000	3,385,000
24350/00	Construct Siltation Ponds - Red Hill Landfill Facility	0	0	0
24350/01	Construct Stormwater and Siltation Ponds - Red Hill Landfill Facility	200,000	200,000	175,804
24370/00	Construct Roads / Carparks - Red Hill Landfill Facility	490,000	120,000	271,000
24370/02	Construct Access Road to Lots 8 9 10 - Red Hill Landfill Facility	475,000	0	475,000
24393/01	Construct Water Storage Dams/Tanks - Hazelmere	0	0	0
24394/00	Construct Perimeter Fencing - Red Hill Landfill Facility	0	0	0
24394/05	Construct Litter Fence - Redhill Landfill Facility	50,000	50,000	0
24396/00	Construct Monitoring Bores - Red Hill Landfill Facility	34,000	34,000	60,000
24399/10	Air Supply lines - Waste Management Structures - Red Hill Landfill	150,000	70,000	0
24410/08	Purchase Plant for Leachate Project - Red Hill Landfill Facility	0	0	0
24420/06	Purchase Minor Plant for Leachate Project - Red Hill Landfill Facility	0	0	0
		5,499,000	674,000	4,966,804

Net Income/(Expenditure)

(5,499,000) (674,000) (4,966,804)

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Implement Red Hill Master Plan Recommendations (Other)

Operating Expenditure

73939/02	Update Red Hill Development Plan	500	500	500
		500	500	500

Net Income/(Expenditure)

(500) **(500)** **(500)**

Implement Regional Waste Education Plan

Operating Income

58873/01	Income Stakeholder Waste Education	432,289	449,100	460,601
		432,289	449,100	460,601

Operating Expenditure

72873/01	Provide Stakeholder Waste Education Service	98,155	63,188	67,091
72873/02	Conduct Waste Education Research / Surveys	20,000	10,000	20,000
72873/04	Produce Regional Waste Education Marketing Materials	100,000	57,000	80,000
72873/06	Conduct Earth Carers Volunteer Program	13,356	8,000	17,271
72873/08	Conduct Keep Australia Beautiful - Litter Control	0	0	0
		231,511	138,188	184,362

Net Income/(Expenditure)

200,778 **310,912** **276,239**

Implement Waste Management Services Study Assistance Programme

Operating Expenditure

73914/02	Implement Engineering/Waste Management Services Study	1,000	1,000	1,000
73914/03	Implement Red Hill Landfill Facility Administration Staff Study	750	500	750
73914/08	Implement Red Hill Landfill Facility Operations Staff Study	500	500	500
		2,250	2,000	2,250

Net Income/(Expenditure)

(2,250) **(2,000)** **(2,250)**

Implement Waste Management Staff Training and Development

Operating Expenditure

73919/02	Train and Develop Staff - Engineering / Waste Management	45,339	40,067	47,072
73919/03	Train and Develop Staff - Red Hill Landfill Facility	19,933	17,379	21,016
73919/08	Train and Develop Staff - Waste Management Landfill Operations	25,618	7,466	10,729
73919/09	Train and Develop Staff - Hazelmere Operations Staff	8,708	9,259	10,079
		99,598	74,171	88,896

Net Income/(Expenditure)

(99,598) **(74,171)** **(88,896)**

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Manage Major & Minor Plant - Hazelmere

Operating Expenditure

65410/02	Operate and Maintain Plant - Hazelmere	669,571	438,173	526,542
65420/08	Operate and Maintain Miscellaneous Plant - Hazelmere	115,332	122,235	113,252
		784,903	560,408	639,794

Capital Expenditure

24410/01	Purchase / Replace Plant - Hazelmere	2,630,000	3,036,000	1,830,000
24420/02	Purchase / Replace Minor Plant and Equipment - Hazelmere	15,000	15,000	10,000
25410/01	Refurbish Plant - Hazelmere	70,000	25,000	40,000
		2,715,000	3,076,000	1,880,000

Net Income/(Expenditure)

(3,499,903) (3,636,408) (2,519,794)

Manage Major and Minor Plant (Red Hill Waste Disposal Facility)

Operating Income

58410/00	Income Plant	185,000	153,000	185,000
		185,000	153,000	185,000

Operating Expenditure

61410/00	Internal Revenue Plant	(3,395,451)	(2,488,621)	(2,586,679)
61430/00	Internal Revenue Vehicles - Red Hill Landfill Facility	(127,602)	(100,000)	(120,000)
65410/00	Operate and Maintain Plant - Waste Management Facilities	2,941,815	2,901,456	2,972,452
65410/01	Operate and Maintain Plant - Arrange for servicing repairs and	23,198	28,229	59,144
65410/07	Operate and Maintain Major Plant - Red Hill Leachate Project	0	14,718	16,056
65420/01	Operate and Maintain Minor Plant - Water Pumps	151,657	105,325	134,932
65420/02	Operate and Maintain Minor Plant - Generators	30,794	30,236	30,476
65420/03	Operate and Maintain Minor Plant - Water Tanker	221	243	221
65420/04	Operate and Maintain Minor Plant-Trailers-Red Hill	10,802	11,819	10,802
65420/11	Operate and Maintain Minor Plant - Red Hill Leachate Project	0	321	393
65420/99	Operate and Maintain Minor Plant - Misc Attachments - Red Hill	22,237	25,091	21,181
65430/00	Operate and Maintain Vehicles - Red Hill Landfill Facility	103,723	102,556	103,458
		(238,606)	631,373	642,436

Other Income

82410/00	Income Disposal of Plant - Red Hill Landfill Facility	100,000	151,500	100,000
82430/00	Income Disposal of Vehicles - Red Hill Landfill Facility	24,750	28,182	47,142
		124,750	179,682	147,142

Other Expenditure

83410/00	Disposal of Plant - Red Hill Landfill Facility	101,000	9,000	101,000
83430/00	Disposal of Vehicles - Red Hill Landfill Facility	20,407	18,353	43,811
		121,407	27,353	144,811

Capital Expenditure

24410/00	Purchase / Replace Plant - Red Hill Landfill Facility	4,220,000	4,220,000	2,635,000
24430/00	Purchase / Replace Vehicles - Red Hill Landfill Facility	39,179	39,179	70,141
25410/00	Refurbish Plant - Red Hill Landfill Facility	20,000	20,000	10,000
		4,279,179	4,279,179	2,715,141

Net Income/(Expenditure)

(3,852,230) (4,605,223) (3,170,246)

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Mathieson Road Transfer Station

Operating Income

58857/02	Income Mathieson Road Transfer Station Operations	353,726	334,010	348,101
		353,726	334,010	348,101

Operating Expenditure

72857/02	Manage Mathieson Road Transfer Station Operations	321,569	351,150	316,455
		321,569	351,150	316,455

Net Income/(Expenditure)

32,157 **(17,140)** **31,646**

Mattress Project - Red Hill Waste Management Facility

Operating Income

58888/04	Income Mattress Project - Red Hill	14,887	14,887	15,334
		14,887	14,887	15,334

Net Income/(Expenditure)

14,887 **14,887** **15,334**

Mattress Project - Resource Recovery Park Hazelmere

Operating Income

58888/02	Income Mattress Project - Hazelmere	389,075	210,659	328,648
		389,075	210,659	328,648

Operating Expenditure

64250/01	Operate and Maintain structures Mattress Recycling Centre -	957	0	0
72888/02	Manage Mattress Project - Hazelmere	253,862	273,726	247,785
		254,819	273,726	247,785

Net Income/(Expenditure)

134,256 **(63,067)** **80,863**

Operate & Maintain Site - Hazelmere

Operating Income

53221/00	Income - Hazelmere Site General Income	36,100	46,100	36,100
		36,100	46,100	36,100

Operating Expenditure

62120/00	Operate and Maintain Hazelmere Site	214,184	176,623	212,304
63221/00	Operate and Maintain Hazelmere Buildings	48,519	47,974	46,765
63259/02	Operate and Maintain Other Waste Management Buildings	4,135	3,344	6,390
64392/01	Operate and Maintain Weighbridge Structure - Hazelmere	11,583	3,730	7,475
64393/01	Operate and Maintain Water Storage Dams/Tanks - Hazelmere	55	84	76
64394/01	Operate and Maintain Perimeter Fencing - Hazelmere	1,927	4,877	3,205
64395/02	Operate and Maintain Hardstand & Road - Hazelmere	66,129	30,274	33,197
64396/03	Operate and Maintain Monitoring Bores - Hazelmere	720	226	205
66520/09	Operate and Maintain Fire Fighting Equipment - Hazelmere	72,588	76,616	73,270
66530/09	Operate and Maintain Security System - Hazelmere	32,980	33,689	36,927
66590/09	Operate and Maintain Other Equipment - Hazelmere	16,236	12,979	12,478
		469,056	390,417	432,292

Net Income/(Expenditure)

(432,956) **(344,317)** **(396,192)**

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Other Facilities - Hazelmere

Capital Expenditure

24250/02	Construct Waste Management Facility Buildings - Hazelmere	0	1,263	0
24250/05	Construct Storage Shed for Mattresses - Hazelmere	63,000	63,000	63,000
24395/01	Construct Hardstand and Road - Hazelmere	124,000	124,000	114,000
24399/08	Plant Washdown Bay - Hazelmere	40,000	20,000	0
24530/10	Purchase / Replace Security System - Hazelmere	6,000	6,270	60,000
		233,000	214,533	237,000
Net Income/(Expenditure)		(233,000)	(214,533)	(237,000)

Promote Red Hill Landfill Facility Operations

Operating Income

58253/00	Income Battery Collection - Hazelmere Facility	10,000	0	10,000
		10,000	0	10,000

Operating Expenditure

63252/00	Operate and Maintain Training Centre Buildings (House) - Red Hill	7,732	10,489	10,232
63253/00	Operate and Maintain Environ. Education Centre Blds - Red Hill	14,325	31,451	14,511
63253/03	Establish Battery Collection Facility - Hazelmere Facility	10,000	0	10,000
66530/10	Operate and Maintain Security System Education / Training Centre	500	500	500
68690/01	Operate and Maintain Misc Furn and Fittings - Educ / Trng Centre	492	101	392
72851/03	Support EMRC Community Grants Program	15,766	8,059	15,775
72871/00	Provide Site Tours - Red Hill Landfill Facility	11,429	8,431	27,914
		60,244	59,031	79,324

Capital Expenditure

25253/00	Refurbish Environmental Education Centre - Redhill Landfill Facility	10,000	0	5,000
		10,000	0	5,000

Net Income/(Expenditure)

(60,244) (59,031) (74,324)

Provide Environmental Consulting Services to External Organisations

Operating Income

58712/03	Income Waste Mngmt Environ. Cons. - Other Clients	30,000	0	30,000
58712/04	Income Waste Management Environmental Consulting - Member	150,000	140,734	154,500
		180,000	140,734	184,500

Operating Expenditure

72712/03	Provide Waste Management Consulting Services - Contaminated	146,363	75,871	86,891
		146,363	75,871	86,891

Net Income/(Expenditure)

33,637 64,863 97,609

Financial Performance by Account 2016/2017

Waste Management

Budget
2015/2016

Forecast
2015/2016

Budget
2016/2017

Provide Waste Disposal Service (Class IV) - Red Hill Waste Management

Operating Income

53330/00	Income Class IV Cells - Red Hill Landfill Facility	533,460	375,200	548,190
		533,460	375,200	548,190

Operating Expenditure

64330/01	Operate and Maintain Class IV Cells - Receive and Compact Waste	4,233	2,469	2,180
64330/02	Operate and Maintain Class IV Cells - Suppress Dust	2,975	1,294	500
64330/03	Operate and Maintain Class IV Cells - Maintain Liner / Sand Filter	932	694	651
64330/04	Operate and Maintain Class IV Cells - Manage Traffic and Maintain	7,493	2,973	2,165
64330/05	Operate and Maintain Class IV Cells - Supply and Maintain	1,466	3,420	4,773
64330/06	Operate and Maintain Class IV Cells - Sample / Test Materials /	5,000	5,000	5,000
64330/07	Operate and Maintain Class IV Cell Drainage System - Red Hill	31,933	26,632	43,255
64330/08	Operate and Maintain Class IV Cells - Cell Usage (Airspace	187,785	84,773	203,739
64330/09	Operate and Maintain Class IV Cell - Encapsulate Material in	0	63	146
64330/10	Rehabilitate Class IV Cells - Red Hill Landfill Facility	80,238	14,436	39,040
64330/11	Operate and Maintain Class IV Cell - Leachate Removal - Red Hill	500,000	500,000	750,000
		822,055	641,754	1,051,449

Capital Expenditure

24330/04	Design and Construct Class IV Cell Stage 2 - Red Hill Landfill	500,000	0	500,000
		500,000	0	500,000

Net Income/(Expenditure)

(788,595) (266,554) (1,003,259)

Financial Performance by Account 2016/2017

Waste Management

Budget
2015/2016

Forecast
2015/2016

Budget
2016/2017

Provide Waste Disposal Service (Red Hill Waste Disposal Facility)

Operating Income

58581/01	Income Workers Compensation Reimbursement - Red Hill Landfill	0	12,000	0
58851/00	Income Red Hill Landfill Administration	500	6,459	2,000
58857/00	Income Waste Transfer Station Operations - Red Hill Landfill	1,952,452	1,575,434	1,735,043
		1,952,952	1,593,893	1,737,043

Operating Expenditure

62150/00	Operate and Maintain Waste Management Land - Redhill Landfill	115,765	75,589	84,087
62150/03	Operate and Maintain Waste Management Land - Lot 501 (Lot 81 Hills Spine Road Realignment	4,500	2,500	2,500
62150/05		15,000	10,000	15,000
62150/06	Operate and Maintain Waste Management Land - Lots 8 9 and 10	5,600	2,100	5,600
62151/00	Operate and Maintain Waste Management Land - Red Hill Farm	32,315	17,675	13,581
63251/00	Operate and Maintain Administration Buildings - Red Hill Landfill	55,032	42,100	41,500
63259/00	Operate and Maintain Other Waste Management Buildings Red Hill	46,324	46,894	63,354
64320/01	Operate and Maintain Class III Leachate Ponds - Red Hill Landfill	214,187	124,571	224,824
64340/01	Operate and Maintain Class IV Leachate Ponds - Red Hill Landfill	38,234	13,874	12,791
64350/00	Operate and Maintain Siltation Ponds - Red Hill Landfill Facility	64,074	41,215	40,551
64360/00	Operate and Maintain Nutrient Stripping Ponds - Red Hill Landfill	9,574	3,582	6,250
64370/00	Operate and Maintain Roads / Car Parks - Red Hill Landfill Facility	154,430	125,055	78,727
64380/00	Operate and Maintain Stormwater System - Red Hill Landfill Facility	50,248	47,669	59,262
64391/00	Operate and Maintain Waste Transfer Station Buildings - Red Hill	5,994	3,452	3,563
64392/00	Operate and Maintain Weighbridge Structure - Red Hill	28,152	21,130	28,129
64393/00	Operate and Maintain Water Storage Dams - Red Hill Landfill	2,902	2,324	1,600
64394/00	Operate and Maintain Perimeter Fencing - Red Hill Landfill Facility	33,337	30,054	41,162
64394/03	Operate and Maintain Perimeter Fencing - Lot 501 (81North)	1,583	958	916
64394/04	Operate and Maintain Perimeter Fencing - Red Hill Farm	12,046	11,793	8,077
64394/05	Operate and Maintain Perimeter Fencing - Lots 8 9 and 10 - Red	1,000	1,000	1,000
64396/00	Operate and Maintain Monitoring Bores - Red Hill Landfill Facility	17,816	26,076	17,774
64396/01	Operate and Maintain Monitoring Bores - Red Hill Farm	850	0	1,500
64398/00	Operate and Maintain Miscellaneous Waste Management Structures	51,024	33,459	36,695
66510/08	Operate and Maintain Office Equipment - Redhill Landfill Facility	5,626	3,140	3,787
66520/08	Operate and Maintain Fire Fighting Equipment - Red Hill Landfill	9,800	9,600	9,800
66530/08	Operate and Maintain Security System - Red Hill Waste	75,718	69,965	71,981
66590/08	Operate and Maintain Other Equipment - Red Hill Landfill Facility	48,606	29,100	35,139
67610/08	Operate and Maintain Office Furniture and Fittings - Red Hill Landfill	2,108	1,744	2,108
71915/03	Internal Revenue Staff Leave Entitlements - Red Hill Landfill	(103,319)	(86,844)	(91,443)
71916/00	Internal Revenue Red Hill Operations Staff On Costs	(1,215,817)	(781,593)	(1,004,878)
72851/00	Manage and Administer Red Hill Landfill Facility	2,298,062	1,892,697	2,127,984
72851/01	Market Waste Facilities	0	1,056	0
72851/02	Manage Red Hill Landfill Facility Safety Requirements	3,600	3,600	3,100
72857/00	Manage Waste Transfer Station Operations - Red Hill Landfill	734,113	702,683	935,542
72858/00	Manage Weighbridge Operations - Red Hill Landfill Facility	257,089	232,147	281,153
73916/00	Manage Red Hill Landfill Operations Staff On Costs	233,027	188,218	230,953
73917/03	Provide Staff Annual Leave - Red Hill Landfill Facility Administration	40,331	71,582	37,114
73917/08	Provide Staff Annual Leave - Waste Management Landfill	123,628	130,679	123,026
73918/03	Recruit Staff - Red Hill Landfill	7,500	7,500	4,000
73921/03	Provide Staff Sick Leave - Red Hill Landfill Facility Administration	8,581	24,318	8,012
73921/08	Provide Staff Sick Leave - Waste Management Landfill Operations	25,554	22,913	25,482
73922/03	Provide Staff Long Service Leave - Red Hill Landfill Facility	0	16,576	0
73922/08	Provide Staff Long Service Leave - Waste Management Landfill	7,426	23,823	7,649
73923/03	Provide Staff RDO and TIL Leave - Red Hill Landfill Facility	0	1,159	0
73923/08	Provide Staff RDO and TIL Leave - Waste Management Landfill	0	646	0
73924/03	Provide Staff Public Holiday Leave - Red Hill Landfill Facility	17,162	11,503	16,024
73924/08	Provide Staff Public Holiday Leave - Waste Management Landfill	51,109	32,440	50,965
73925/08	Provide Staff Workers' Compensation - Waste Management Landfill	0	7,776	0
73936/00	Manage Workshop Operations	10,300	10,416	11,450
73939/01	Undertake Geotechnical and Materials Investigations	140,000	40,000	0
		3,740,190	3,349,913	3,677,391

Financial Performance by Account 2016/2017

Waste Management

Budget
2015/2016

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2016/2017

Provide Waste Disposal Service (Red Hill Waste Disposal Facility)

Other Expenditure

83590/00	Disposal of Miscellaneous Equipment - Red Hill Landfill Facility	0	140	0
		0	140	0

Capital Expenditure

24250/01	Construct Waste Management Facility Buildings - Red Hill Landfill	0	0	25,000
24259/11	Refurbish Workshops - Red Hill Landfill Facility	40,000	40,000	0
24360/00	Construct Nutrient Stripping Pond - Red Hill Landfill Facility	186,000	186,000	0
24380/00	Construct Drainage Diversion and Earthworks Infrastructures - Red	500,000	500,000	0
24399/04	Washdown bay Upgrade - Red Hill Landfill Facility	70,000	70,000	0
24399/05	Truck Washdown Bay for Member Councils - Red Hill Landfill	30,000	30,000	30,000
24399/12	Construct Brick Structure around Diesel Tank area - Red Hill Landfill	0	5,886	0
24399/13	Workshop No 2 Washdown Bay - Red Hill Landfill Facility	0	0	40,000
24420/00	Purchase / Replace Minor Plant and Equipment-Red Hill Landfill	220,000	145,000	150,000
24510/08	Purchase / Replace Office Equipment - Red Hill Landfill Facility	24,000	4,000	4,000
24520/07	Purchase Fire Fighting System/Equipment - Hazelmere	10,000	10,000	10,000
24520/08	Purchase / Replace Fire Fighting Equipment - Red Hill Landfill	1,000	1,000	1,000
24530/08	Purchase / Replace Security System - Red Hill Waste Management	159,000	29,000	37,500
24590/00	Purchase / Replace Other Equipment - Red Hill Landfill Facility	146,000	120,000	69,000
24590/02	Purchase / Replace Miscellaneous Equipment - Hazelmere	2,500	4,100	6,000
24610/08	Purchase / Replace Office Furniture and Fittings - Red Hill Landfill	3,000	3,000	3,000
25259/01	Refurbish Waste Transfer Station Building - Red Hill Landfill Facility	140,000	140,000	140,000
		1,531,500	1,287,986	515,500

Net Income/(Expenditure)

(3,318,738) **(3,044,146)** **(2,455,848)**

Provide Waste Disposal Services (Class III) - Red Hill Waste Management

Operating Income

53310/00	Income Class III Cells - Red Hill Landfill Facility	28,488,977	24,017,811	28,172,051
53310/01	Income Tyre Recovery Charge Class III Cells - Red Hill Landfill	7,500	10,000	7,500
		28,496,477	24,027,811	28,179,551

Operating Expenditure

64310/01	Operate and Maintain Class III Cells - Receive and Compact Waste	1,633,133	1,375,536	1,469,962
64310/02	Operate and Maintain Class III Cells - Suppress Dust	116,195	125,610	106,201
64310/03	Operate and Maintain Class III Cells - Manage Litter	184,404	132,530	144,567
64310/04	Operate and Maintain Class III Cells - Manage Traffic and Maintain	239,994	147,424	184,500
64310/05	Operate and Maintain Class III Cells - Supply and Maintain	623,059	559,218	625,235
64310/06	Operate and Maintain Class III Cells - Sample/Test Materials/Waste	4,108	4,044	4,408
64310/07	Operate and Maintain Class III Cell Drainage System - Red Hill	120,401	91,165	122,852
64310/08	Operate and Maintain Class III Cells - Cell Usage (Airspace)	14,217,304	13,056,212	14,155,281
64310/09	Operate and Maintain Class III Cells - Maintain Liner	10,371	59,009	83,642
64310/10	Rehabilitate Class III Cells - Red Hill Landfill Facility	585,216	484,326	541,761
		17,734,185	16,035,074	17,438,409

Capital Expenditure

24310/11	Construct Class III Cell Farm Stage 2 - Red Hill Landfill Facility	0	1,176	0
24310/12	Construct Class III Cell Stage 14 - Red Hill Landfill Facility	160,000	0	0
24310/13	Construct Class III Landfill Cell Farm Stage 3 - Red Hill Landfill	2,000,000	760,000	5,969,252
24310/16	Construct Class III Cell Stage 15 - Red Hill Landfill Facility	1,800,000	100,000	0
24310/18	Construct Class III Cell Stage 15B - Red Hill Landfill Facility	0	0	1,670,000
		3,960,000	861,176	7,639,252

Net Income/(Expenditure)

6,802,292 **7,131,561** **3,101,890**

Financial Performance by Account 2016/2017

Waste Management		Budget 2015/2016	Forecast 2015/2016	Budget 2016/2017
Satisfy Red Hill Legislative Environmental Requirements				
Operating Expenditure				
72853/00	Monitor Environmental Impacts - Red Hill Water Monitoring	241,290	249,194	247,314
72854/00	Monitor Environmental Impacts - Red Hill Groundwater Remediation	133,010	133,010	133,666
72859/00	Monitor Environmental Impacts - Red Hill Landfill Other	81,755	111,755	82,083
72859/02	Monitor Environmental Impacts - Red Hill & Hazelmere	5,500	5,500	10,500
72859/06	Monitor Environmental Impacts - Red Hill Odour Monitoring	41,400	10,000	30,000
72859/07	Monitor Environmental Impacts - Hazelmere Occupational Dust	5,100	5,100	5,100
72859/08	Monitor Environmental Impacts - Hazelmere Water Monitoring	10,350	15,000	10,700
72859/09	Monitor Environmental Impacts - Hazelmere Ambient Dust	15,000	15,000	15,000
72859/11	Monitor Environmental Impacts - Environmental Offsets	100,000	82,205	100,000
		633,405	626,764	634,363
Net Income/(Expenditure)		(633,405)	(626,764)	(634,363)
Undertake Waste Management Research and Development				
Operating Expenditure				
73918/10	Recruit Staff - Hazelmere	150	400	150
73932/00	Undertake Engineering / Waste Management Research and	20,000	20,000	10,000
73939/04	Support Forum of Regional Councils (FORC)	5,000	0	0
		25,150	20,400	10,150
Net Income/(Expenditure)		(25,150)	(20,400)	(10,150)
Woodwaste Project - Resource Recovery Park Hazelmere				
Operating Income				
58888/01	Income Woodwaste Project	2,482,138	2,213,377	2,656,603
58888/05	Income Woodwaste Project (broiler growers guarantee fee) -	30,000	36,428	30,000
		2,512,138	2,249,805	2,686,603
Operating Expenditure				
72888/01	Manage Woodwaste Project - Hazelmere	2,458,444	1,633,025	1,612,682
72888/05	Woodwaste Project - Hazelmere (broiler growers guarantee fee)	30,000	36,428	30,000
		2,488,444	1,669,453	1,642,682
Capital Expenditure				
24399/09	Construct Storage Bunkers for Wood Fines (QA process) -	0	0	500,000
		0	0	500,000
Net Income/(Expenditure)		23,694	580,352	543,921

Financial Performance by Account 2016/2017³¹¹

Environmental Services		Budget 2015/2016	Forecast 2015/2016	Budget 2016/2017
20 Million Trees Program				
Operating Income				
58721/12	Income 20 Million Trees Program	0	0	41,950
		0	0	41,950
Operating Expenditure				
72721/30	Implement 20 Million Trees Program (EMRC)	0	27,140	52,610
		0	27,140	52,610
Net Income/(Expenditure)		0	(27,140)	(10,660)
Bush Skills for Youth				
Operating Income				
58721/14	Income Community Bushskills for Youth	0	0	28,155
		0	0	28,155
Operating Expenditure				
73984/09	Environmental Services - Bushskills for our Youth	59,310	54,562	48,878
		59,310	54,562	48,878
Net Income/(Expenditure)		(59,310)	(54,562)	(20,723)
Community Capability Project				
Operating Income				
58721/13	Income Community Capability Project	0	0	142,057
		0	0	142,057
Operating Expenditure				
72721/34	Community Capability Project (EHCM)	0	0	126,955
		0	0	126,955
Net Income/(Expenditure)		0	0	15,102
Healthy Wildlife Project				
Operating Income				
58721/11	Income Healthy Wildlife Project	0	0	107,500
		0	0	107,500
Operating Expenditure				
72721/27	Implement Healthy Wildlife Project	118,575	74,999	157,264
		118,575	74,999	157,264
Net Income/(Expenditure)		(118,575)	(74,999)	(49,764)

Financial Performance by Account 2016/2017

Environmental Services	Budget 2015/2016	Forecast 2015/2016	Budget 2016/2017
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Implement Cities For Climate Protection (CCP) Programme

Operating Income

58725/00	Income Achieving Carbon Emissions Reduction (ACEr)	89,558	93,558	34,613
		89,558	93,558	34,613

Operating Expenditure

72725/00	Achieving Carbon Emissions Reduction (ACEr)	71,067	64,116	54,759
72725/01	EMRC - Achieving Carbon Emissions Reduction EMRC (ACEr)	49,010	49,010	3,000
72725/09	Implement Community Energy Efficiency Program (CEEP)	1,000	2,000	0
		121,077	115,126	57,759

Net Income/(Expenditure)

(31,519)	(21,568)	(23,146)
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Implement Eastern Hills Catchment Management Action Project

Operating Income

58721/00	Income Eastern Hills Catchment Management (EHCM)	337,990	365,640	107,990
		337,990	365,640	107,990

Operating Expenditure

72721/00	Implement Eastern Hills Catchment Management Project - EHCM	41,284	39,647	41,198
72721/06	Implement Eastern Hills Catchment Management Project - NRM	81,176	96,333	71,432
72721/10	Implement Eastern Hills Catchment Management Project - NRM	76,672	78,720	69,850
72721/28	Water Quality Monitoring - Lower Industrial Catchments lower	30,000	26,140	19,365
72721/31	Implement 20 Million Trees (City of Bayswater)	0	20,250	0
72721/32	Implement 20 Million Trees (Town of Victoria Park)	0	5,900	0
72721/33	Implement 20 Million Trees (City of South Perth)	0	5,000	0
		229,132	271,990	201,845

Net Income/(Expenditure)

108,858	93,650	(93,855)
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Implement Eastern Hills Catchment Management Project - NRM Coordinator

Operating Income

58721/10	Income Implement Eastern Hills Catchment Management Project -	0	0	105,000
		0	0	105,000

Operating Expenditure

72721/07	Implement Eastern Hills Catchment Management Project - NRM	102,457	102,652	101,601
		102,457	102,652	101,601

Net Income/(Expenditure)

(102,457)	(102,652)	3,399
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Implement Environmental Services Staff Training and Development

Operating Expenditure

73919/05	Train and Develop Staff - Environmental Services	31,400	16,906	27,496
		31,400	16,906	27,496

Net Income/(Expenditure)

(31,400)	(16,906)	(27,496)
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Financial Performance by Account 2016/2017

Environmental Services		Budget 2015/2016	Forecast 2015/2016	Budget 2016/2017
Implement Future Proofing Climate Change Adaptation Project				
Operating Income				
58725/02	Income Future Proofing Climate Change Adaptation Project	75,000	60,000	30,900
		75,000	60,000	30,900
Operating Expenditure				
72725/07	Implement Future Proofing Climate Change Adaptation Project	100,484	69,711	55,887
		100,484	69,711	55,887
Net Income/(Expenditure)		(25,484)	(9,711)	(24,987)
Implement Steaming to Success				
Operating Income				
58721/09	Implement Steaming to Success	0	0	16,000
		0	0	16,000
Operating Expenditure				
72721/29	Implement Steaming to Success	0	12,060	21,155
		0	12,060	21,155
Net Income/(Expenditure)		0	(12,060)	(5,155)
Implement Swan and Helena River Management Framework				
Operating Income				
58799/02	Income Natural Disaster Resilience Program	130,000	60,000	90,000
		130,000	60,000	90,000
Operating Expenditure				
72799/03	Implement Swan and Helena River Management Framework	283,545	175,283	253,764
		283,545	175,283	253,764
Net Income/(Expenditure)		(153,545)	(115,283)	(163,764)
Implement Water Campaign Programme				
Operating Income				
58739/05	Income Regional Water Campaign	103,335	86,059	73,763
		103,335	86,059	73,763
Operating Expenditure				
72739/05	Undertake Regional Water Campaign	109,870	81,196	97,747
		109,870	81,196	97,747
Net Income/(Expenditure)		(6,535)	4,863	(23,984)

Financial Performance by Account 2016/2017

Environmental Services	Budget 2015/2016	Forecast 2015/2016	Budget 2016/2017
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Manage and Deliver Environmental Services

Operating Income

58984/00	Income Environmental Services Business Unit	0	0	0
58984/01	Income Environmental Services - Vehicle Costs Reimbursement	2,275	2,275	2,275
		2,275	2,275	2,275

Operating Expenditure

66510/05	Operate and Maintain Office Equipment - Environmental Services	339	264	239
66590/06	Operate and Maintain Miscellaneous Equipment - Environmental	890	3,539	3,426
67610/05	Operate and Maintain Office Furniture and Fittings - Environmental	650	0	550
71915/05	Internal Revenue Staff Leave Entitlements - Environmental Services	(122,969)	(109,497)	(101,043)
73917/05	Provide Staff Annual Leave - Environmental Services	76,469	48,234	58,425
73918/05	Recruit Staff - Environmental Services	2,000	1,200	1,000
73921/05	Provide Staff Sick Leave - Environmental Services	15,875	15,102	12,080
73922/05	Provide Staff Long Service Leave - Environmental Services	6,365	16,808	6,556
73923/05	Provide Staff RDO and TIL Leave - Environmental Services	0	3,202	0
73924/05	Provide Staff Public Holiday Leave - Environmental Services	31,749	17,508	24,160
73984/00	Manage Environmental Services Business Unit	861,639	727,556	825,632
73984/07	Environmental Services Research & Development - Marri Canker	800	334	0
73984/10	Environmental Services Research & Development	21,500	11,500	21,500
		895,307	735,750	852,525

Capital Expenditure

24510/05	Purchase Office Equipment - Environmental Services	1,000	1,000	0
24590/05	Purchase Other Equipment - Environmental Services	0	3,935	0
24610/05	Purchase Office Furniture and Fittings - Environmental Services	1,000	0	0
		2,000	4,935	0

Net Income/(Expenditure)

(895,032) (738,410) (850,250)

Manage Portfolio of Assets

Capital Expenditure

24420/05	Purchase / Replace Minor Plant and Equipment - Environmental	0	5,909	0
		0	5,909	0

Net Income/(Expenditure)

0 (5,909) 0

Participate in Environmental Issues and Projects that Affect the Region

Operating Expenditure

72739/00	Implement Other Environmental Projects	0	1,198	0
		0	1,198	0

Net Income/(Expenditure)

0 (1,198) 0

Priority Tributary Restoration Project

Operating Expenditure

72721/26	Priority Tributary Restoration in Perth's Eastern Region	0	7,990	7,890
		0	7,990	7,890

Net Income/(Expenditure)

0 (7,990) (7,890)

Financial Performance by Account 2016/2017

Environmental Services

Budget
2015/2016

Forecast
2015/2016

Budget
2016/2017

Provide Environmental Consulting Service to member Councils

Operating Income

58711/01	Income Environmental Services Future Projects	30,900	56,560	25,914
		30,900	56,560	25,914

Operating Expenditure

72711/00	Provide Environmental Consulting Services	0	20,518	0
73984/01	Undertake Environmental Services Future Projects	124,893	62,949	49,414
		124,893	83,467	49,414

Net Income/(Expenditure)

(93,993) (26,907) (23,500)

Financial Performance by Account 2016/2017³⁴⁶

Regional Development		Budget 2015/2016	Forecast 2015/2016	Budget 2016/2017
Develop Advocacy and Lobbying Protocol				
Operating Income				
58966/00	Income Regional Advocacy Strategy	300	300	0
		300	300	0
Operating Expenditure				
73966/02	Implement Regional Advocacy Strategy	184,307	157,209	184,290
		184,307	157,209	184,290
Net Income/(Expenditure)		(184,007)	(156,909)	(184,290)
Develop and Promote Perth's Eastern Region as a Tourism Destination				
Operating Income				
58983/01	Income Regional Events	40,767	40,768	24,796
		40,767	40,768	24,796
Operating Expenditure				
72818/02	Manage Perth Tourism Website	8,449	12,519	5,000
		8,449	12,519	5,000
Net Income/(Expenditure)		32,318	28,249	19,796
Facilitate Regional Youth Strategies				
Operating Expenditure				
72762/00	Develop Youth Education Projects	10,800	10,250	10,800
		10,800	10,250	10,800
Net Income/(Expenditure)		(10,800)	(10,250)	(10,800)
Implement Perth's Eastern Autumn Festival Regional Publicity Campaign				
Operating Income				
58802/01	Income Perth's Autumn Festival	30,000	26,000	26,000
		30,000	26,000	26,000
Operating Expenditure				
72802/01	Perth's Autumn Festival	102,748	85,293	50,100
		102,748	85,293	50,100
Net Income/(Expenditure)		(72,748)	(59,293)	(24,100)
Implement Regional Development Services Study Assistance Programme				
Operating Expenditure				
73914/04	Implement Regional Development Staff Study Assistance	1,000	0	1,000
		1,000	0	1,000
Net Income/(Expenditure)		(1,000)	0	(1,000)

Financial Performance by Account 2016/2017³⁴⁷

Regional Development	Budget 2015/2016	Forecast 2015/2016	Budget 2016/2017
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Implement Regional Development Staff Training and Development

Operating Expenditure

73919/04	Train and Develop Staff - Regional Development	17,891	7,503	10,718
		17,891	7,503	10,718

Net Income/(Expenditure)

(17,891)	(7,503)	(10,718)
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Implement Regional Integrated Transport Strategy

Operating Income

58787/04	Income Regional Active Transport Plan	0	0	0
58787/05	Income Regional Integrated Transport Strategy	94,999	66,499	88,949
		94,999	66,499	88,949

Operating Expenditure

72787/01	Implement Regional Integrated Transport Strategy	160,550	157,781	167,204
72787/03	Co-ordinate Regional Recreation Cycling Guide	20,000	15,000	20,000
		180,550	172,781	187,204

Net Income/(Expenditure)

(85,551)	(106,282)	(98,255)
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Investigate and Develop Industry Capability and Clustering Project

Operating Income

58983/00	Income Regional Development Business Unit	102,800	82,800	47,380
		102,800	82,800	47,380

Operating Expenditure

72782/01	Implement Regional Economic Development Strategy	238,769	168,835	141,171
		238,769	168,835	141,171

Net Income/(Expenditure)

(135,969)	(86,035)	(93,791)
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Financial Performance by Account 2016/2017

Regional Development

Budget
2015/2016

Forecast
2015/2016

Budget
2016/2017

Manage and Deliver Regional Development Service

Operating Expenditure

66510/04	Operate and Maintain Office Equipment - Regional Development	100	0	0
67610/04	Operate and Maintain Furniture and Fittings - Regional	413	344	313
71915/04	Internal Revenue Staff Leave Entitlements - Regional Development	(70,217)	(59,249)	(45,005)
72799/02	Provide Regional Economic Profile Information	31,000	26,800	30,000
73917/04	Provide Staff Annual Leave - Regional Development	37,671	35,543	23,504
73918/04	Recruit Staff - Regional Development	2,000	500	2,000
73921/04	Provide Staff Sick Leave - Regional Development	8,404	7,621	5,384
73922/04	Provide Staff Long Service Leave - Regional Development	1,655	1,655	1,705
73923/04	Provide Staff RDO and TIL Leave - Regional Development	0	2	0
73924/04	Provide Staff Public Holiday Leave - Regional Development	16,807	9,343	10,769
73983/00	Manage Regional Development Business Unit	806,851	616,091	670,436
73983/03	Support Regional Development Grant/Sponsorship Opportunities	30,000	10,000	30,000
73983/05	Regional Development Research and Development -	30,000	0	30,000
		894,684	648,650	759,106

Capital Expenditure

24510/04	Purchase Office Equipment - Regional Development	1,000	0	0
24610/04	Purchase Office Furniture and Fittings - Regional Development	1,000	0	0
		2,000	0	0

Net Income/(Expenditure)

(896,684) (648,650) (759,106)

Support Avon Descent Community Days

Operating Income

58829/01	Income Avon Descent	165,500	162,500	165,500
		165,500	162,500	165,500

Operating Expenditure

72829/01	Support Avon Descent	195,276	204,813	174,900
		195,276	204,813	174,900

Net Income/(Expenditure)

(29,776) (42,313) (9,400)

Financial Performance by Account 2016/2017³¹⁹

Risk Management		Budget 2015/2016	Forecast 2015/2016	Budget 2016/2017
Manage and Deliver Regional Risk Management Service				
Operating Expenditure				
66510/06	Operate and Maintain Office Equipment - Risk Management	326	304	276
67610/06	Operate and Maintain Office Furniture and Fittings - Risk	50	0	0
71985/00	Internal Revenue Risk Management Service Business Unit	(76,050)	(68,950)	(76,050)
73917/06	Provide Staff Annual Leave - Risk Management	0	8,739	0
73923/06	Provide Staff RDO and TIL Leave - Risk Management Services	0	88	0
73985/00	Manage Risk Management Services Business Unit	64,401	56,860	65,074
		(11,273)	(2,959)	(10,700)
Capital Expenditure				
24510/06	Purchase Office Equipment - Risk Management	500	0	0
24610/06	Purchase Office Furniture and Fittings - Risk Management	500	0	0
		1,000	0	0
Net Income/(Expenditure)		10,273	2,959	10,700

Financial Performance by Account 2016/2017

Resource Recovery	Budget 2015/2016	Forecast 2015/2016	Budget 2016/2017
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C & I Project - Resource Recovery Park Hazelmere

Other Income

58986/05	Income Hazelmere C & I Project	3,927,500	0	3,205,000
		3,927,500	0	3,205,000

Other Expenditure

63259/05	Operate and Maintain C & I Building	28,800	0	30,306
65410/05	Operate and Maintain C & I Building - Plant and Equipment	65,000	0	85,625
72986/03	Manage C & I Plant	1,958,679	10,000	3,657,306
		2,052,479	10,000	3,773,237

Capital Expenditure

24259/04	Construct and Commission Resource Recovery Park - C & I	3,050,000	2,000,000	2,050,000
24410/04	Purchase Resource Recovery Park C & I Building - Plant &	3,425,000	440,000	2,993,585
		6,475,000	2,440,000	5,043,585

Net Income/(Expenditure)

(4,599,979)	(2,450,000)	(5,611,822)
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Develop Resource Recovery Products

Other Expenditure

72888/00	Market Resource Recovery Products	22,000	12,000	22,000
		22,000	12,000	22,000

Net Income/(Expenditure)

(22,000)	(12,000)	(22,000)
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Identify and Coordinate Networking Opportunities

Other Expenditure

73904/07	Attend Corporate and Award Functions and Events - Resource	250	250	250
		250	250	250

Net Income/(Expenditure)

(250)	(250)	(250)
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Financial Performance by Account 2016/2017³²⁴

Resource Recovery	Budget 2015/2016	Forecast 2015/2016	Budget 2016/2017
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Implement Resource Recovery Project Plan

Other Expenditure

72882/03	Conduct Resource Recovery Community Consultation	17,000	17,000	47,000
72889/00	Develop Resource Recovery Park	40,000	20,000	0
72889/01	Prepare Project Management Plan and Schedule (Task 1)	15,000	15,000	18,300
72889/04	Undertake EMRC Participant Consultation (Task 4)	21,000	21,000	2,000
72889/07	Develop Financial Models (Task 7)	22,500	22,500	7,500
72889/08	Determine Project Staging (Task 8)	4,000	60,008	4,000
72889/09	Prepare Business Plan and Participating Members Agreement (Task 9)	15,000	15,000	15,000
72889/15	Seek Environmental Approvals (Task 15)	10,000	10,000	10,000
72889/17	Prepare Tender Documents (Task 17)	68,000	68,000	2,000
72889/18	Seek Tenders (Task 18)	89,000	0	104,000
72889/19	Evaluate Tenders (Task 19)	175,000	0	180,000
72889/20	Prepare and Negotiate Contract (Task 20)	84,000	2,377	89,000
72889/22	Prepare Project Progress Reports (Task 22)	2,500	2,500	8,000
72889/23	Conduct Project Advisory Group Meetings (Task 23)	3,500	3,500	16,300
		566,500	256,885	503,100
Net Income/(Expenditure)		(566,500)	(256,885)	(503,100)

Implement Resource Recovery Project Study Assistance Programme

Other Expenditure

73914/07	Implement Resource Recovery Staff Study Assistance Programme	500	0	500
		500	0	500
Net Income/(Expenditure)		(500)	0	(500)

Implement Resource Recovery Staff Training and Development

Other Expenditure

73919/07	Train and Develop Staff - Resource Recovery	20,000	12,896	17,725
		20,000	12,896	17,725
Net Income/(Expenditure)		(20,000)	(12,896)	(17,725)

Financial Performance by Account 2016/2017³²²

Resource Recovery	Budget 2015/2016	Forecast 2015/2016	Budget 2016/2017
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Manage Resource Recovery Project

Other Income

58986/00	Income Resource Recovery Project	4,822,199	4,897,950	5,248,541
		4,822,199	4,897,950	5,248,541

Other Expenditure

64399/00	Operate and Maintain Resource Recovery Park - Hazelmere	0	0	18,316
65420/09	Operate and Maintain Minor Plant/Equipment - Resource Recovery	1,160	1,277	1,160
66510/07	Operate and Maintain Office Equipment - Resource Recovery	100	0	200
66590/07	Operate and Maintain Miscellaneous Equipment - Resource	884	500	700
67610/07	Operate and Maintain Office Furniture and Fittings - Resource	686	426	386
71915/07	Internal Revenue Staff Leave Entitlements - Resource Recovery	(87,830)	(53,801)	(133,858)
72884/00	Evaluate Resource Recovery Park Options	154,500	100,000	54,000
72884/01	Undertake Waste Stream Audits	54,000	54,000	54,000
72986/00	Manage Resource Recovery Project	549,374	510,686	543,156
73917/07	Provide Staff Annual Leave - Resource Recovery	100,108	18,911	74,874
73918/07	Recruit Staff - Resource Recovery	20,000	20,000	20,000
73921/07	Provide Staff Sick Leave - Resource Recovery	21,193	4,683	15,878
73922/07	Provide Staff Long Service Leave - Resource Recovery	530	530	546
73923/07	Provide Staff RDO and TIL Leave - Resource Recovery	0	1,506	0
73924/07	Provide Staff Public Holiday Leave - Resource Recovery	42,386	8,097	31,756
		857,091	666,815	681,114

Capital Expenditure

24590/07	Purchase Other Equipment - Resource Recovery	2,000	2,000	2,000
		2,000	2,000	2,000

Net Income/(Expenditure)

3,963,108	4,229,135	4,565,427
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MRF - Resource Recovery Park Hazelmere

Other Expenditure

63259/06	Operate and Maintain MRF Building	0	0	550
65410/06	Operate and Maintain MRF - Plant and Equipment	7,500	0	0
		7,500	0	550

Capital Expenditure

24259/09	Construct and Commission Resource Recovery Park - MRF	55,000	30,000	55,000
24410/06	Purchase Resource Recovery Park MRF - Plant & Equipment	300,000	0	0
		355,000	30,000	55,000

Net Income/(Expenditure)

(362,500)	(30,000)	(55,550)
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Financial Performance by Account 2016/2017

Resource Recovery	Budget 2015/2016	Forecast 2015/2016	Budget 2016/2017
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Other Facilities - Resource Recovery Park Hazelmere

Other Expenditure

64398/01	Operate and Maintain Infrastructure - Resource Recovery Park	0	0	117,156
		0	0	117,156

Capital Expenditure

24150/05	Resource Recovery Park - Land	100,000	43,000	0
24259/07	Construct and Commission Resource Recovery Park -	0	0	165,000
24259/08	Construct and Commission Resource Recovery Park - Community	0	0	500,000
24259/12	Construct and Commission Resource Recovery Park - Weighbridge	0	0	70,000
24259/13	Construct and Commission Resource Recovery Park - Site	0	0	250,000
24392/02	Construct and Commission Resource Recovery Park -	150,000	0	225,000
24394/06	Resource Recovery Park - Fencing	100,000	20,000	10,000
24399/01	Construct and Commission Resource Recovery Park - Site	1,820,000	603,000	2,560,000
24399/07	Construct Resource Recovery Park - Reuse Store Infrastructure	0	0	250,000
24410/05	Purchase Resource Recovery Park Transfer Station - Plant &	0	0	300,000
		2,170,000	666,000	4,330,000

Net Income/(Expenditure)	(2,170,000)	(666,000)	(4,447,156)
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Promote Awareness of Resource Recovery Project

Other Expenditure

72882/01	Implement Resource Recovery Education Programme	2,200	2,200	0
		2,200	2,200	0

Net Income/(Expenditure)	(2,200)	(2,200)	0
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Resource Recovery Facility - Red Hill Waste Management Facility

Other Expenditure

63259/04	Operate and Maintain Resource Recovery Facility - Building	0	0	6,650
72884/02	Undertake Resource Recovery Project Study Tour	50,000	0	64,000
		50,000	0	70,650

Net Income/(Expenditure)	(50,000)	0	(70,650)
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Support Waste Management Community Reference Group (WMCRG)

Other Expenditure

72883/01	Support Waste Management Community Reference Group	7,600	4,650	7,600
		7,600	4,650	7,600

Net Income/(Expenditure)	(7,600)	(4,650)	(7,600)
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Financial Performance by Account 2016/2017³²⁴

Resource Recovery	Budget 2015/2016	Forecast 2015/2016	Budget 2016/2017
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Woodwaste to Energy Project - Resource Recovery Park Hazelmere

Other Income

58986/02	Income Hazelmere Wood Waste to Energy Project	0	0	551,572
		0	0	551,572

Other Expenditure

63259/03	Operate and Maintain Hazelmere Wood Waste to Energy - Building	6,250	0	6,241
65410/03	Operate and Maintain Hazelmere Wood Waste to Energy - Plant	153,375	0	69,625
72859/10	Monitor Environmental Impacts - Hazelmere Wood Waste to Energy	0	0	22,400
72986/01	Manage Hazelmere Wood Waste to Energy Project	330,799	10,000	397,284
		490,424	10,000	495,550

Capital Expenditure

24259/05	Construct and Commission Resource Recovery Park - Wood Waste	625,000	625,000	0
24399/11	Wood Waste to Energy Utilities/Infrastructure - Resource Recovery	1,900,000	900,000	1,400,000
24410/03	Purchase Resource Recovery Park - Wood Waste to Energy Plant &	2,785,000	1,143,000	2,743,633
		5,310,000	2,668,000	4,143,633

Net Income/(Expenditure)

(5,800,424)	(2,678,000)	(4,087,611)
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Financial Performance by Account 2016/2017

	Budget 2015/2016	Forecast 2015/2016	Budget 2016/2017
Net Operating and Capital Expenditure	(26,565,154)	(10,760,501)	(26,680,304)

CAPITAL WORKS SUMMARY

**For the Year Ending
30 June 2017**

Capital Works Summary 2016/2017

Governance and Corporate Services	Budget 2015/2016	Forecast 2015/2016	Budget 2016/2017
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Implement EMRC's Strategic Information Plan

Capital Expenditure

24550/00	Purchase Information Technology & Communication Equipment	632,250	588,250	507,550
Net Expenditure		632,250	588,250	507,550

Manage Corporate Administration Facilities (Ascot Place)

Capital Expenditure

25240/01	Capital Improvement Administration Building - Ascot Place	260,000	260,000	257,000
Net Expenditure		260,000	260,000	257,000

Manage Portfolio of Assets

Capital Expenditure

24440/00	Purchase Vehicles - Ascot Place	279,435	179,494	226,473
24510/01	Purchase Furniture Fittings & Equipment - Corporate Services	28,250	28,250	55,000
24620/00	Purchase Art Works	30,000	30,000	30,000
25530/01	Upgrade Security Equipment - Ascot Place	3,650	3,650	3,650
Net Expenditure		341,335	241,394	315,123

Capital Works Summary 2016/2017

Waste Management	Budget 2015/2016	Forecast 2015/2016	Budget 2016/2017
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Manage Engineering and Waste Management Services

Capital Expenditure

24510/02	Purchase / Replace Office Equipment - Engineering / Waste	550	550	550
24590/03	Purchase/Replace Other Equipment - Engineering and Waste	3,000	3,000	2,000
24610/03	Purchase Office Furniture and Fittings-Engineering and Waste	1,000	1,000	500
24610/10	Purchase Office Furniture and Fittings-Hazelmere	2,000	2,000	2,000
Net Expenditure		6,550	6,550	5,050

Develop and implement an Education Programme for the Red Hill Education Centre

Capital Expenditure

24690/01	Purchase Miscellaneous Furniture and Fittings - Red Hill Education	3,000	0	3,000
Net Expenditure		3,000	0	3,000

Greenwaste Operations - Red Hill Waste Management Facility

Capital Expenditure

24395/00	Construct Greenwaste Processing Area - Red Hill Landfill Facility	0	0	0
24395/04	Relocate Greenwaste Processing area - Red Hill Landfill Facility	200,000	0	0
Net Expenditure		200,000	0	0

Implement Red Hill Master Plan Planning Recommendations

Capital Expenditure

24320/01	Construct Class III Leachate Pond - Red Hill Landfill Facility	600,000	0	600,000
24320/02	Leachate Project - Red Hill Landfill Facility	3,500,000	200,000	3,385,000
24350/00	Construct Siltation Ponds - Red Hill Landfill Facility	0	0	0
24350/01	Construct Stormwater and Siltation Ponds - Red Hill Landfill Facility	200,000	200,000	175,804
24370/00	Construct Roads / Carparks - Red Hill Landfill Facility	490,000	120,000	271,000
24370/02	Construct Access Road to Lots 8 9 10 - Red Hill Landfill Facility	475,000	0	475,000
24393/01	Construct Water Storage Dams/Tanks - Hazelmere	0	0	0
24394/00	Construct Perimeter Fencing - Red Hill Landfill Facility	0	0	0
24394/05	Construct Litter Fence - Redhill Landfill Facility	50,000	50,000	0
24396/00	Construct Monitoring Bores - Red Hill Landfill Facility	34,000	34,000	60,000
24399/10	Air Supply lines - Waste Management Structures - Red Hill Landfill	150,000	70,000	0
24410/08	Purchase Plant for Leachate Project - Red Hill Landfill Facility	0	0	0
24420/06	Purchase Minor Plant for Leachate Project - Red Hill Landfill Facility	0	0	0
Net Expenditure		5,499,000	674,000	4,966,804

Capital Works Summary 2016/2017

Waste Management	Budget 2015/2016	Forecast 2015/2016	Budget 2016/2017
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Manage Major & Minor Plant - Hazelmere

Capital Expenditure

24410/01	Purchase / Replace Plant - Hazelmere	2,630,000	3,036,000	1,830,000
24420/02	Purchase / Replace Minor Plant and Equipment - Hazelmere	15,000	15,000	10,000
25410/01	Refurbish Plant - Hazelmere	70,000	25,000	40,000
Net Expenditure		2,715,000	3,076,000	1,880,000

Manage Major and Minor Plant (Red Hill Waste Disposal Facility)

Capital Expenditure

24410/00	Purchase / Replace Plant - Red Hill Landfill Facility	4,220,000	4,220,000	2,635,000
24430/00	Purchase / Replace Vehicles - Red Hill Landfill Facility	39,179	39,179	70,141
25410/00	Refurbish Plant - Red Hill Landfill Facility	20,000	20,000	10,000
Net Expenditure		4,279,179	4,279,179	2,715,141

Other Facilities - Hazelmere

Capital Expenditure

24250/02	Construct Waste Management Facility Buildings - Hazelmere	0	1,263	0
24250/05	Construct Storage Shed for Mattresses - Hazelmere	63,000	63,000	63,000
24395/01	Construct Hardstand and Road - Hazelmere	124,000	124,000	114,000
24399/08	Plant Washdown Bay - Hazelmere	40,000	20,000	0
24530/10	Purchase / Replace Security System - Hazelmere	6,000	6,270	60,000
Net Expenditure		233,000	214,533	237,000

Promote Red Hill Landfill Facility Operations

Capital Expenditure

25253/00	Refurbish Environmental Education Centre - Redhill Landfill Facility	10,000	0	5,000
Net Expenditure		10,000	0	5,000

Provide Waste Disposal Service (Class IV) - Red Hill Waste Management

Capital Expenditure

24330/04	Design and Construct Class IV Cell Stage 2 - Red Hill Landfill Facility	500,000	0	500,000
Net Expenditure		500,000	0	500,000

Capital Works Summary 2016/2017

Waste Management		Budget 2015/2016	Forecast 2015/2016	Budget 2016/2017
Provide Waste Disposal Service (Red Hill Waste Disposal Facility)				
Capital Expenditure				
24250/01	Construct Waste Management Facility Buildings - Red Hill Landfill	0	0	25,000
24259/11	Refurbish Workshops - Red Hill Landfill Facility	40,000	40,000	0
24360/00	Construct Nutrient Stripping Pond - Red Hill Landfill Facility	186,000	186,000	0
24380/00	Construct Drainage Diversion and Earthworks Infrastructures - Red Hill	500,000	500,000	0
24399/04	Washdown bay Upgrade - Red Hill Landfill Facility	70,000	70,000	0
24399/05	Truck Washdown Bay for Member Councils - Red Hill Landfill Facility	30,000	30,000	30,000
24399/12	Construct Brick Structure around Diesel Tank area - Red Hill Landfill	0	5,886	0
24399/13	Workshop No 2 Washdown Bay - Red Hill Landfill Facility	0	0	40,000
24420/00	Purchase / Replace Minor Plant and Equipment-Red Hill Landfill Facility	220,000	145,000	150,000
24510/08	Purchase / Replace Office Equipment - Red Hill Landfill Facility	24,000	4,000	4,000
24520/07	Purchase Fire Fighting System/Equipment - Hazelmere	10,000	10,000	10,000
24520/08	Purchase / Replace Fire Fighting Equipment - Red Hill Landfill Facility	1,000	1,000	1,000
24530/08	Purchase / Replace Security System - Red Hill Waste Management	159,000	29,000	37,500
24590/00	Purchase / Replace Other Equipment - Red Hill Landfill Facility	146,000	120,000	69,000
24590/02	Purchase / Replace Miscellaneous Equipment - Hazelmere	2,500	4,100	6,000
24610/08	Purchase / Replace Office Furniture and Fittings - Red Hill Landfill	3,000	3,000	3,000
25259/01	Refurbish Waste Transfer Station Building - Red Hill Landfill Facility	140,000	140,000	140,000
Net Expenditure		1,531,500	1,287,986	515,500

Provide Waste Disposal Services (Class III) - Red Hill Waste Management				
Capital Expenditure				
24310/11	Construct Class III Cell Farm Stage 2 - Red Hill Landfill Facility	0	1,176	0
24310/12	Construct Class III Cell Stage 14 - Red Hill Landfill Facility	160,000	0	0
24310/13	Construct Class III Landfill Cell Farm Stage 3 - Red Hill Landfill Facility	2,000,000	760,000	5,969,252
24310/16	Construct Class III Cell Stage 15 - Red Hill Landfill Facility	1,800,000	100,000	0
24310/18	Construct Class III Cell Stage 15B - Red Hill Landfill Facility	0	0	1,670,000
Net Expenditure		3,960,000	861,176	7,639,252

Woodwaste Project - Resource Recovery Park Hazelmere				
Capital Expenditure				
24399/09	Construct Storage Bunkers for Wood Fines (QA process) - Hazelmere	0	0	500,000
Net Expenditure		0	0	500,000

Capital Works Summary 2016/2017

Environmental Services	Budget 2015/2016	Forecast 2015/2016	Budget 2016/2017
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Manage and Deliver Environmental Services

Capital Expenditure

24510/05	Purchase Office Equipment - Environmental Services	1,000	1,000	0
24590/05	Purchase Other Equipment - Environmental Services	0	3,935	0
24610/05	Purchase Office Furniture and Fittings - Environmental Services	1,000	0	0
Net Expenditure		2,000	4,935	0

Manage Portfolio of Assets

Capital Expenditure

24420/05	Purchase / Replace Minor Plant and Equipment - Environmental	0	5,909	0
Net Expenditure		0	5,909	0

Capital Works Summary 2016/2017

Regional Development		Budget 2015/2016	Forecast 2015/2016	Budget 2016/2017
Manage and Deliver Regional Development Service				
Capital Expenditure				
24510/04	Purchase Office Equipment - Regional Development	1,000	0	0
24610/04	Purchase Office Furniture and Fittings - Regional Development	1,000	0	0
Net Expenditure		2,000	0	0

Capital Works Summary 2016/2017

Risk Management		Budget 2015/2016	Forecast 2015/2016	Budget 2016/2017
Manage and Deliver Regional Risk Management Service				
Capital Expenditure				
24510/06	Purchase Office Equipment - Risk Management	500	0	0
24610/06	Purchase Office Furniture and Fittings - Risk Management	500	0	0
Net Expenditure		1,000	0	0

Capital Works Summary 2016/2017

Resource Recovery		Budget 2015/2016	Forecast 2015/2016	Budget 2016/2017
C & I Project - Resource Recovery Park Hazelmere				
Capital Expenditure				
24259/04	Construct and Commission Resource Recovery Park - C & I Building	3,050,000	2,000,000	2,050,000
24410/04	Purchase Resource Recovery Park C & I Building - Plant & Equipment	3,425,000	440,000	2,993,585
Net Expenditure		6,475,000	2,440,000	5,043,585
Manage Resource Recovery Project				
Capital Expenditure				
24590/07	Purchase Other Equipment - Resource Recovery	2,000	2,000	2,000
Net Expenditure		2,000	2,000	2,000
MRF - Resource Recovery Park Hazelmere				
Capital Expenditure				
24259/09	Construct and Commission Resource Recovery Park - MRF Building -	55,000	30,000	55,000
24410/06	Purchase Resource Recovery Park MRF - Plant & Equipment	300,000	0	0
Net Expenditure		355,000	30,000	55,000
Other Facilities - Resource Recovery Park Hazelmere				
Capital Expenditure				
24150/05	Resource Recovery Park - Land	100,000	43,000	0
24259/07	Construct and Commission Resource Recovery Park -	0	0	165,000
24259/08	Construct and Commission Resource Recovery Park - Community	0	0	500,000
24259/12	Construct and Commission Resource Recovery Park - Weighbridge	0	0	70,000
24259/13	Construct and Commission Resource Recovery Park - Site Workshop	0	0	250,000
24392/02	Construct and Commission Resource Recovery Park - Weighbridges	150,000	0	225,000
24394/06	Resource Recovery Park - Fencing	100,000	20,000	10,000
24399/01	Construct and Commission Resource Recovery Park - Site Infrastructure	1,820,000	603,000	2,560,000
24399/07	Construct Resource Recovery Park - Reuse Store Infrastructure (Car	0	0	250,000
24410/05	Purchase Resource Recovery Park Transfer Station - Plant & Equipment	0	0	300,000
Net Expenditure		2,170,000	666,000	4,330,000
Woodwaste to Energy Project - Resource Recovery Park Hazelmere				
Capital Expenditure				
24259/05	Construct and Commission Resource Recovery Park - Wood Waste to	625,000	625,000	0
24399/11	Wood Waste to Energy Utilities/Infrastructure - Resource Recovery Park	1,900,000	900,000	1,400,000
24410/03	Purchase Resource Recovery Park - Wood Waste to Energy Plant &	2,785,000	1,143,000	2,743,633
Net Expenditure		5,310,000	2,668,000	4,143,633

Capital Works Summary 2016/2017

	Budget 2015/2016	Forecast 2015/2016	Budget 2016/2017
Total Capital Expenditure	34,487,814	17,305,912	33,620,638



11.3 INTERIM AUDIT REPORT FOR YEAR ENDING 30 JUNE 2016

REFERENCE: D2016/07087 (AC) – D2016/08103

Item 11.3 Interim Audit Report For Year Ending 30 June 2016 and Item 11.4 Renewal of Audit Contract were considered prior to Item 11.1 Draft Corporate Business Plan 2016/2017 To 2020/2021 and Item 11.2 Eastern Metropolitan Regional Council (EMRC) 2016/2017 Draft Annual Budget.

PURPOSE OF REPORT

The purpose of this report is for Council to note the contents of the Interim Audit Report for the year ending 30 June 2016 and the management comments provided in response.

KEY ISSUES AND RECOMMENDATION(S)

- Council's auditor, Macri Partners, has completed the interim audit for the year ending 30 June 2016.
- The Interim Audit Report, inclusive of management comments provided in response, has been received from the auditors.

Recommendation

That Council notes the contents of the Interim Audit Report and the management comments provided in response forming the attachment to this report.

SOURCE OF REPORT

Director Corporate Services

BACKGROUND

An interim audit is undertaken by Council's external auditor annually prior to the end of the financial year.

The interim audit covers a review of the accounting and internal control procedures in operation as well as the testing of transactions and an examination of some compliance matters which are required under the *Local Government Act 1995* and *Local Government (Financial Management) Regulations 1996*.

The interim audit involves a test of controls (compliance tests), analytical procedures and some limited substantive tests. This will assist to ensure the design of the audit plan will contribute to the audit being done efficiently and effectively. The interim audit will identify high risk areas (if any) and provide the auditor with greater assurances.

The Interim Audit report is submitted to Council, via the Audit Committee, and forms part of the report scheduled to be tabled in September each year relating to the adoption of the audited Financial Report and the Independent Auditor's Report on that Annual Financial Report.



Item 11.3 continued

REPORT

The Interim Audit for the year ending 30 June 2016 was undertaken by Council's external auditors, Macri Partners, between 24 and 26 February 2016. The interim audit covered a review of accounting and internal control procedures in place at the EMRC, as well as testing of transactions in the following areas:

- Bank Reconciliations;
- Investments;
- Purchases;
- Payments and Creditors;
- Receipts and Sundry Creditors;
- Payroll;
- General Accounting (including journals);
- IT Controls;
- Registers (including Tenders Register); and
- Minutes Review.

The interim audit also covered an examination of some compliance matters, which are required under the *Local Government Act 1995* and *Local Government (Financial Management) Regulations 1996*.

The findings of the Interim Audit are detailed in the attached report. Management's comments in response to the matters raised are also included in the Interim Audit Report.

The auditor will be in attendance to provide an overview of the audit plan and respond to queries relating to the audit.

STRATEGIC/POLICY IMPLICATIONS

Key Result Area 4 – Good Governance

- 4.3 To provide responsible and accountable governance and management of the EMRC
- 4.4 To continue to improve financial and asset management practices

FINANCIAL IMPLICATIONS

Nil

SUSTAINABILITY IMPLICATIONS

Nil



Item 11.3 continued

MEMBER COUNCIL IMPLICATIONS

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

ATTACHMENT(S)

Interim Audit Report for Year Ended 30 June 2016 (Ref: D2016/08099)

VOTING REQUIREMENT

Simple Majority

RECOMMENDATION

That Council notes the contents of the Interim Audit Report and the management comments provided in response forming the attachment to this report.

Mr Macri, provided an outline of the annual audit process and a brief overview of the results of the Interim Audit Report for year ended 30 June 2016 and discussion ensued.

Mr Tony Macri of Macri Partners responded to AC member queries.

AC RECOMMENDATION

MOVED CR BRIDGES

SECONDED CR STALLARD

That Council notes the contents of the Interim Audit Report and the management comments provided in response forming the attachment to this report.

CARRIED UNANIMOUSLY

COUNCIL RESOLUTION(S)

MOVED CR KENYON

SECONDED CR PERKS

THAT COUNCIL NOTES THE CONTENTS OF THE INTERIM AUDIT REPORT AND THE MANAGEMENT COMMENTS PROVIDED IN RESPONSE FORMING THE ATTACHMENT TO THIS REPORT.

CARRIED UNANIMOUSLY

20 April 2016

Chief Executive Officer
Eastern Metropolitan Regional Council
PO Box 234
BELMONT WA 6984

Dear Sir

RE: INTERIM AUDIT VISIT FOR THE YEAR ENDING 30 JUNE 2016

We carried out an interim audit of the Eastern Metropolitan Regional Council (EMRC) for the year ending 30 June 2016.

Our interim audit covered a review of the accounting and internal control procedures in operation, as well as testing of transactions, in the following areas:

- ☐ Bank Reconciliations
- ☐ Investments
- ☐ Purchases
- ☐ Payments and Creditors
- ☐ Receipts and Sundry Debtors
- ☐ Payroll
- ☐ General Accounting (Journals, etc.)
- ☐ IT Controls
- ☐ Registers (Tenders Register, etc.)
- ☐ Minutes Review

Our review also covered an examination of some compliance matters, which are required under the Local Government Act 1995 (as amended) and Financial Management Regulations 1996.

Please note that our examination of internal controls was carried out for audit purposes designed primarily for the purpose of expressing an opinion on the financial statements of the EMRC.

Because of the inherent limitations of any internal control structure, it is possible that fraud, error, or non-compliance with laws and regulations may occur and not be detected. Any projection of the evaluation of control procedures to future periods is subject to the risk that the procedures may become inadequate because of changes in conditions, or that the degree of compliance with them may deteriorate.

It should be appreciated that the matters noted came to our attention during the course of our normal audit examination and as a result do not necessarily include all those matters which a more extensive or special examination might identify.

Accordingly, our comments in this management letter are not intended to cover all aspects of the EMRC's internal controls and accounting systems and are limited to those matters that arose from our normal audit procedures.

The following matter was noted and is brought to your attention.

CREDITORS

New suppliers are set up in the creditors module of the SynergySoft financial system by the Finance Team after receiving a completed "Supplier Details Form" from the staff. Details obtained include Australian Business Numbers (ABNs), bank account details, etc.

We noted that the process of carrying out background checks (e.g. ASIC company extracts obtained to view shareholders' and directors' details, etc.) on new suppliers before entry into the SynergySoft system was not undertaken for new suppliers during the year. Such checks serve as an anti-fraud control and can assist to identify current or past Council employees, elected members, etc.

We recommend that where considered appropriate background checks be performed as an anti-fraud control on new suppliers before entry into the SynergySoft system. Such checks should be attached to support the completed "Supplier Details Form" and stored for record-keeping purposes.

This matter was raised in our previous interim audit management letter dated 4 June 2015. The management response then provided was as follows:

"Over the past year, there were no instances where management felt it warranted to make the additional background checks. A guideline will however be developed to ensure the methodology and processes are documented. This will also ensure consistency in its application."

We have been advised that a draft Management Guideline is being prepared and will be submitted for approval by the executive committee. We recommend that this guideline be completed and approved to provide guidance and clarity on performing background checks, where considered appropriate, on new suppliers before entry into the SynergySoft system.

Management Comment:

The Management Guideline incorporating the creditors processes is currently being finalised and is expected to be submitted to the June 2016 meeting of the Executive Management Team for adoption.

The guideline will detail the process of setting up new creditors and carrying out background checks.

We thank your staff for the assistance provided during the audit. Should you have any queries with respect to the above or any other matters please do not hesitate to contact our office.

Yours faithfully

A handwritten signature in black ink, appearing to read 'Anthony Macri', with a stylized flourish at the end.

ANTHONY MACRI
AUDIT PARTNER



11.4 RENEWAL OF AUDIT CONTRACT

REFERENCE: D2016/07055 (AC) – D2016/08104

PURPOSE OF REPORT

The purpose of this report is to inform Council of the impact of the proposed changes to the *Local Government Act 1995 (the Act)* to allow the Auditor General and the Office of the Auditor General (OAG) to take responsibility for the local government financial audits from 1 July 2017.

KEY ISSUE(S)

- The initial term of the EMRC's existing audit contract is due to expire at the end of the 2015/2016 financial year audit.
- The existing contract has the option to extend the audit services for a further two year period at the end of the initial term.
- The proposed changes to allow the Auditor General and the Office of the Auditor General to take responsibility for the local government financial audits from 1 July 2017 will prevent the EMRC from exercising the option for a further two years.
- In discussion with the EMRC's auditor it has been agreed to amend the contract extension to two single year periods to facilitate the proposed amendments to the *Local Government Act 1995*.

Recommendation(s)

That Council:

1. Notes the proposed changes to the *Local Government Act 1995* per Ministerial Circular No. 03-2016.
2. Agrees to amend the 2 year contract extension period with its auditor Anthony Macri to two single year periods.

SOURCE OF REPORT

Director Corporate Services

BACKGROUND

Council at its meeting held on Thursday 20 March 2014, resolved as follows:

"THAT COUNCIL, BY ABSOLUTE MAJORITY IN ACCORDANCE WITH S.7.3 OF THE LOCAL GOVERNMENT ACT 1995, APPOINTS ANTHONY MACRI, REGISTERED COMPANY AUDITOR (NO. 14034), OF MACRI PARTNERS, AS THE EMRC'S EXTERNAL AUDITOR FOR THE THREE (3) FINANCIAL YEARS 2013/2014 - 2015/2016 AT AN ANNUAL FEE IN ACCORDANCE WITH THE ATTACHMENT TO THIS REPORT WITH AN OPTION OF A FURTHER TWO (2) YEAR EXTENSION, AT THE SOLE DISCRETION OF THE EMRC, FOR THE TWO (2) FINANCIAL YEARS 2016/2017 - 2017/2018."

REPORT

The initial three (3) years of the audit contract between the EMRC and its external auditor, Anthony Macri of Macri Partners, is due to expire following the audit of the current 2015/2016 financial year. Under the existing contract, the EMRC has the option to extend the audit services from Macri Partners for a further two (2) financial years (2016/2017 - 2017/2018).



Item 11.4 continued

On 7 April 2016, the Ministerial Circular No. 03-2016 (as attached) was issued advising that *the Act* will be amended to allow the Auditor General and the Office of the Auditor General to take responsibility for the local government financial audits from 1 July 2017.

Under the proposed changes, the EMRC will only be able to engage an external auditor for one further financial year being 2016/2017. As securing a new audit contract for a single year is deemed to be unviable, the best option for the EMRC is to seek an amendment to the existing contract for the length of the option period.

Following discussion with EMRC's auditor, Macri Partners, it has been agreed that the option for extension under the existing contract be amended from a two year option to two single year options. The second year of the extension is retained in the event of any delays in the proposed changes to *the Act 1995*. The option to exercise continues to rest with the EMRC.

STRATEGIC/POLICY IMPLICATIONS

Key Result Area 4 - Good Governance:

- 4.3 To provide responsible and accountable governance and management of the EMRC
- 4.4 To continue to improve financial and asset management practices

FINANCIAL IMPLICATIONS

Funds are provided in the annual budget(s) for expenditure to undertake the audit services.

SUSTAINABILITY IMPLICATIONS

Nil

MEMBER COUNCIL IMPLICATIONS

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

ATTACHMENT(S)

Circular – No. 03-2016 - Auditing of Local Government by The Auditor General - Renewal of Audit Contracts (Ref: D2016/08100)

VOTING REQUIREMENT

Simple Majority



Item 11.4 continued

RECOMMENDATION(S)

That Council:

1. Notes the proposed changes to the *Local Government Act 1995* per Ministerial Circular No. 03-2016.
2. Agrees to amend the 2 year contract extension period with its auditor Anthony Macri to two single year periods.

The CEO provided a brief update on the proposed changes to the *Local Government Act 1995* per Ministerial Circular No. 03-2016 and the consequential affect this would have on the current contract with Macri Partners.

AC RECOMMENDATION(S)

MOVED CR PERKS

SECONDED CR STALLARD

That Council:

1. Notes the proposed changes to the *Local Government Act 1995* per Ministerial Circular No. 03-2016.
2. Agrees to amend the 2 year contract extension period with its auditor Anthony Macri to two single year periods.

CARRIED UNANIMOUSLY

Mr Macri and Mr Gudka left the meeting at 6:48pm.

COUNCIL RESOLUTION(S)

MOVED CR KENYON

SECONDED CR PERKS

THAT COUNCIL:

1. NOTES THE PROPOSED CHANGES TO THE *LOCAL GOVERNMENT ACT 1995* PER MINISTERIAL CIRCULAR NO. 03-2016.
2. AGREES TO AMEND THE 2 YEAR CONTRACT EXTENSION PERIOD WITH ITS AUDITOR ANTHONY MACRI TO TWO SINGLE YEAR PERIODS.

CARRIED UNANIMOUSLY



**The Hon Tony Simpson MLA
Minister for Local Government; Community Services;
Seniors and Volunteering; Youth**

Our Ref: 49-10888

TO ALL LOCAL GOVERNMENTS

CIRCULAR N° 03-2016

**AUDITING OF LOCAL GOVERNMENT BY THE AUDITOR GENERAL – RENEWAL OF
AUDIT CONTRACTS**

The State Government is committed to strengthening local government accountability, performance and transparency and providing for independent oversight of the sector.

As part of this important initiative, it is intended to amend the *Local Government Act 1995* to allow for the Auditor General and the Office of the Auditor General (OAG) to take responsibility for local government financial audits from 1 July 2017.

Under the proposed changes, the Auditor General may contract out some of the financial audits, but all financial audits will be done under the supervision of the Auditor General and the OAG.

I thank all local governments that have provided details of their audit contract expiry date to the Department of Local Government and Communities. This information will assist the OAG to manage the transition to the new auditing arrangements over a proposed two-year period.

The data provided indicates that a number of local governments are currently out of contract and are in the midst of renewing or entering into new audit contracts. I strongly encourage local governments that are in this position to renew their audit contracts up to but not past the 2016/17 audit. If, to secure an auditor, the audit contract has to be renewed beyond the 2016/17 audit, you should renew it for no more than one extra year.

I would appreciate local governments having regard to these matters when considering the renewal of audit contracts.

A handwritten signature in blue ink, appearing to read 'Tony Simpson'.

**HON TONY SIMPSON MLA
MINISTER FOR LOCAL GOVERNMENT; COMMUNITY SERVICES;
SENIORS AND VOLUNTEERING; YOUTH**



12 REPORTS OF DELEGATES

Nil

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

Nil

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

Nil

15 FUTURE MEETINGS OF THE AUDIT COMMITTEE

Meetings of the Audit Committee are covered under the Audit Committee Terms of Reference as follows.

"2.3 Meetings

The Committee meet as required at the discretion of the Chairman of the Committee at least three (3) times per year to coincide with approval of strategic and annual plans, the annual budget and the auditor's report on the annual financial report.

Additional meetings shall be convened at the discretion of the Chairman or at the written request of any member of the Committee or external auditor."

Future Meetings 2016

Thursday	7	July (if required)	at	EMRC Administration Office
Thursday	4	August (if required)	at	EMRC Administration Office
Thursday	8	September	at	EMRC Administration Office
Thursday	6	October (if required)	at	EMRC Administration Office
Thursday	17	November (if required)	at	EMRC Administration Office

16 DECLARATION OF CLOSURE OF MEETING

There being no further business the meeting was closed at 7:34pm.



16 REPORTS OF DELEGATES

Nil

17 MEMBERS' MOTIONS OF WHICH PREVIOUS NOTICE HAS BEEN GIVEN

Nil

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

Nil

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

Nil

20 FUTURE MEETINGS OF COUNCIL

The next meeting of Council will be held on **Thursday 21 July 2016 (if required)** at the EMRC Administration Office, 1st Floor, Ascot Place, 226 Great Eastern Highway, Belmont WA 6104 commencing at 6:00pm.

Future Meetings 2016

Thursday	21 July (if required)	at	EMRC Administration Office
Thursday	18 August (if required)	at	EMRC Administration Office
Thursday	22 September	at	EMRC Administration Office
Thursday	20 October (if required)	at	EMRC Administration Office
Thursday	1 December (if required)	at	EMRC Administration Office
January 2017 (recess)			

21 DECLARATION OF CLOSURE OF MEETING

There being no further business, the meeting was closed at 6:18pm.