



MINUTES

CERTIFICATION OF CONFIRMATION OF COUNCIL MEETING MINUTES

18 February 2016

I, Cr David Färdig, hereby certify that the minutes from the Council Meeting held on 18 February 2016 pages (1) to (299) were confirmed at a meeting of Council held on 24 March 2016.


Signature

Cr David Färdig
Person presiding at Meeting



MINUTES

Ordinary Meeting of Council

18 February 2016

ORDINARY MEETING OF COUNCIL

MINUTES

18 February 2016

(REF: D2015/19265)

An Ordinary Meeting of Council was held at the EMRC Administration Office, 1st Floor, 226 Great Eastern Highway, BELMONT WA 6104 on **Thursday, 18 February 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 Paul Bridges	EMRC Member	Town of Bassendean
Cr Michael Lewis	EMRC Member	Town of Bassendean
Cr Michelle Sutherland	EMRC Member	City of Bayswater
Cr Catherine Ehrhardt (from 6:16pm) (Deputising for Cr Kenyon)	EMRC Deputy 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 John McNamara (Deputising for Cr McDonnell)	EMRC Deputy Member	City of Swan

Apologies

Cr Terry Kenyon (Deputy Chairman)	EMRC Member	City of Bayswater
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	Acting Director Regional Services	
Mr David Ameduri	Manager Financial Services	
Mr Dave Beresford	Manager Resource Recovery	
Mrs Prapti Mehta	Manager Human Resources	
Ms Theresa Eckstein	Executive Assistant to Chief Executive Officer	
Mrs Annie Hughes-d'Aeth	Personal Assistant to Director Corporate Services (Minutes)	

Observers

Ms Francesca Lefante	Chief Executive Officer	City of Bayswater
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3 DISCLOSURE OF INTERESTS

Nil



4 ANNOUNCEMENTS BY THE CHAIRMAN OR PRESIDING MEMBER WITHOUT DISCUSSION

4.1 PERTH'S AUTUMN FESTIVAL GRANT

The EMRC was successful in receiving \$20,000 from Lotterywest for the Perth's Autumn Festival campaign to promote over 60 community and council run events that occur between the beginning of March 2016 and the end of May 2016.

4.2 HEALTHY WILDLIFE HEALTHY LIVES GRANT

The EMRC was successful in being the recipient of a Lotterywest grant of \$194,375 for a project titled "Healthy Wildlife, Healthy Lives". The program is a partnership with Murdoch University and will be delivered across the region with the focus on educating the community about wildlife, how to keep them healthy and in addition to this, collecting data on the transference of parasitic disease from domestic to native animals. The program will run for 18 months and will commence soon.

4.3 SWAN ALCOA LANDCARE PROGRAM (SALP) GRANT

The EMRC was successful in receiving Swan Alcoa Landcare Program funding of \$7,990.25 to continue working collaboratively with the Shires of Mundaring and Kalamunda and the City of Swan to help restore priority tributaries in Perth's Eastern Region.

4.4 COMMITTEE ELECTIONS

During December 2015 and February 2016, a number of committee meetings were held for the first time since the local government elections. At those meetings, the following members were elected as Chairman and Deputy Chairman:

Cr Bob Perks was declared Chairman and Cr David McDonnell was declared Deputy Chairman of the Investment Committee.

Cr David McDonnell was declared Chairman and Cr John Daw was declared Deputy Chairman of the Resource Recovery Committee.

The Chairman congratulated the Councillors.

4.5 ISO 14001 CERTIFICATION

The EMRC received confirmation from Société Générale de Surveillance (SGS) that certification to ISO 14001 had been achieved for the Environmental Management Systems at the Red Hill Waste Management Facility. This is an extensive process and has taken approximately 6 years to achieve.

ISO 14001 helps an organisation achieve the intended outcomes of its environmental management system (EMS), which provide value for the environment, the organisation itself and interested parties. Consistent with the EMRC's environmental policy, the intended outcomes of an EMS include:

- Enhancement of environmental performance;
- Fulfilment of compliance obligations; and
- Achievement of environmental objectives.

4.6 HAZELMERE WOOD WASTE TO ENERGY PLANT UPDATE

The approval process for the Hazelmere Wood Waste to Energy Plant is currently before the Minister for the Environment to determine the appeals against the EPA's Report and Recommendations.

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 3 DECEMBER 2015

That the minutes of the Ordinary Meeting of Council held on 3 December 2015 which have been distributed, be confirmed.

COUNCIL RESOLUTION

MOVED CR WOLFF

SECONDED CR SUTHERLAND

THAT THE MINUTES OF THE ORDINARY MEETING OF COUNCIL HELD ON 3 DECEMBER 2015 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

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 report items are covered in section 19 of this agenda:

12.1 ITEM 18.1 OF THE INVESTMENT COMMITTEE MINUTES

INVESTMENT COMMITTEE LEGAL UPDATE

12.2 ITEM 15.1 OF THE RESOURCE RECOVERY COMMITTEE MINUTES

RESOURCE RECOVERY FACILITY – PROJECT REVIEW AND IMPLEMENTATION

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 O'CONNOR

SECONDED CR WOLFF

THAT WITH THE EXCEPTION OF ITEMS 14.4 and 14.6, WHICH ARE TO BE WITHDRAWN AND DEALT WITH SEPARATELY, COUNCIL ADOPTS THE RECOMMENDATIONS IN THE REPORTS OF EMPLOYEES (SECTION 14).

CARRIED UNANIMOUSLY



14.1 LIST OF ACCOUNTS PAID DURING THE MONTHS OF NOVEMBER 2015, DECEMBER 2015 AND JANUARY 2016

REFERENCE: D2015/20178

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 months of November 2015, December 2015 and January 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 months of November 2015, December 2015 and January 2016 is provided for noting.

Recommendation(s)

That Council notes the CEO's list of accounts for November 2015, December 2015 AND January 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 \$22,224,838.30.

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 months of November 2015, December 2015 and January 2016. A list detailing the payments made is appended as an attachment to this report.

Municipal Fund	EFT Payments	EFT33880 – EFT34413	
	Cheque Payments	220111 – 220143	
	Payroll EFT	PAY 2016-9, PAY 2016-10, PAY 2016-11, PAY 2016-12, PAY 2016-13, PAY 2016-14 & PAY 2016-15	
	Direct Debits - Superannuation	DD14894.1 – DD14894.21 DD14895.1 – DD14895.20 DD14999.1 – DD14999.19 DD15000.1 – DD15000.19 DD15001.1 – DD15001.15 DD15002.1 – DD15002.7	
	- Bank Charges	1*NOV15, 1*DEC15 & 1*JAN16	
	- Other	1010 - 1037	\$22,229,815.18
	Less		
	Cancelled EFTs & Cheques	EFT33991 EFT34351	(\$4,976.88)
Trust Fund	Not Applicable		Nil
Total			\$22,224,838.30

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 months of November 2015, December 2015 and January 2016
(Ref: D2016/01782)

VOTING REQUIREMENT

Simple Majority

RECOMMENDATION(S)

That Council notes the CEO's list of accounts for November 2015, December 2015 and January 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 \$22,224,838.30.

COUNCIL RESOLUTION(S)

MOVED CR O'CONNOR

SECONDED CR WOLFF

THAT COUNCIL NOTES THE CEO'S LIST OF ACCOUNTS FOR NOVEMBER 2015, DECEMBER 2015 AND JANUARY 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 \$22,224,838.30.

CARRIED UNANIMOUSLY

8
Eastern Metropolitan Regional Council

CEO's DELEGATED PAYMENTS LIST
FOR THE MONTHS OF NOVEMBER 15, DECEMBER 15 & JANUARY 16



Cheque /EFT No	Date	Payee	Description	Amount
EFT33880	02/11/2015	ACCESS INDUSTRIAL TYRES PTY LTD	PURCHASES & REPAIRS OF TYRES	6,828.25
EFT33881	02/11/2015	ADT SECURITY	SECURITY MONITORING	467.72
EFT33882	02/11/2015	ADVANCED NATIONAL SERVICES PTY LTD	CLEANING EXPENSES	2,153.09
EFT33883	02/11/2015	AIR FILTER DRY CLEAN SYSTEMS WA PTY LTD ATF AFDCS	PLANT PARTS & SERVICE	2,058.40
EFT33884	02/11/2015	AIRWELL GROUP PTY LTD	PUMP MAINTENANCE & PURCHASES	15,426.77
EFT33885	02/11/2015	AIS AUTO INDUSTRY SERVICES PTY LTD T/A OLEOLOGY	ENVIRONMENTAL CONSULTING	2,887.50
EFT33886	02/11/2015	ALCOLIZER PTY LTD	ANNUAL CALIBRATION OF BREATH ANALYSERS	176.00
EFT33887	02/11/2015	ALTERNATIVE TECHNOLOGY ASSOCIATION	SOLAR PV WORKSHOP PRESENTATION COST	200.00
EFT33888	02/11/2015	ANSPACH AGRICULTURAL CONTRACTING	PRODUCT TRANSPORTATION COSTS	35,870.58
EFT33889	02/11/2015	AUSTRALIA POST - RED HILL	POSTAL SERVICES	249.16
EFT33890	02/11/2015	AUSTRALIAN HVAC SERVICES	AIRCONDITIONING MAINTENANCE & REPAIRS	2,797.65
EFT33891	02/11/2015	AUTOSWEEP WA (LAMBERT FAMILY TRUST)	SITE SWEEPING AT RED HILL	701.80
EFT33892	02/11/2015	B&J CATALANO PTY LTD	FERRICRETE PRODUCTION COST	15,841.35
EFT33893	02/11/2015	BATTERY WORLD	BATTERY PURCHASES	489.10
EFT33894	02/11/2015	BEAUMONDE CATERING	CATERING COSTS	4,920.00
EFT33895	02/11/2015	BIG BUBBLE RETAIL	PURCHASE OF CLEANING PRODUCTS	47.70
EFT33896	02/11/2015	BIN BATH AUSTRALIA PTY LTD	BIN CLEANING EXPENSES	158.95
EFT33897	02/11/2015	BP AUSTRALIA PTY LTD	PLANT LUBRICANT	1,576.71
EFT33898	02/11/2015	BP GIDGEGANUP	NEWSPAPER PURCHASES	21.00
EFT33899	02/11/2015	BRIAN NAUGHTON (BG'S CAR CLEANING SERVICE)	CLEANING CAR POOL VEHICLES	70.00
EFT33900	02/11/2015	BRING COURIERS	COURIER SERVICE	753.60
EFT33901	02/11/2015	BUDGET ELECTRICS	BUILDING MAINTENANCE & REPAIRS	642.40
EFT33902	02/11/2015	BUNNINGS BUILDING PRODUCTS	HARDWARE SUPPLIES	97.67
EFT33903	02/11/2015	CAPITAL TRANSPORT SERVICES (WA) PTY LTD	COURIER SERVICE	1,820.67
EFT33904	02/11/2015	CHEMCENTRE	LABORATORY TESTING	4,141.28
EFT33905	02/11/2015	CITY OF BAYSWATER	2015 AVON DESCENT FAMILY FUN DAYS GRANT DISTRIBUTION	46,750.00
EFT33906	02/11/2015	CITY OF BELMONT	VENUE HIRE - EARTH CARERS VOLUNTEER PROGRAM	408.00
EFT33907	02/11/2015	CITY OF SWAN	PURCHASE OF MULCH & SITE SWEEPING AT HAZELMERE	13,025.19
EFT33908	02/11/2015	CJD EQUIPMENT PTY LTD	PLANT MAINTENANCE, PARTS & SERVICE	20,007.60
EFT33909	02/11/2015	COLONIAL PRINT & PROMOTIONS	NAME BADGES	36.30
EFT33910	02/11/2015	COMPU-STOR	IT BACKUP DATA SERVICES	739.89
EFT33911	02/11/2015	COMSYNC CONSULTING PTY LTD	IT CONSULTING	2,887.50
EFT33912	02/11/2015	COVS PARTS PTY LTD	PURCHASE OF PLANT & EQUIPMENT PARTS	822.08
EFT33913	02/11/2015	CPR ELECTRICAL SERVICES	ELECTRICAL REPAIR	253.00
EFT33914	02/11/2015	CROSSLAND & HARDY PTY LTD	GREENWASTE STOCKPILE VOLUME SURVEY	2,465.10
EFT33915	02/11/2015	DELRON CLEANING PTY LTD	CLEANING EXPENSES	859.36
EFT33916	02/11/2015	DUN & BRADSTREET PTY LTD	CREDIT REFERENCE CHECKS	19.80
EFT33917	02/11/2015	E & MJ ROSHER	PLANT PARTS	28.70
EFT33918	02/11/2015	ECO ENVIRONMENTAL (BENFOSTER PTY LTD)	EQUIPMENT PURCHASES	1,478.95
EFT33919	02/11/2015	ELAN ENERGY MANAGEMENT (TYRE RECYCLERS)	TYRE DISPOSAL COSTS	821.49
EFT33920	02/11/2015	FLICK ANTICIMEX PTY LTD	HYGIENE SERVICES	1,522.40
EFT33921	02/11/2015	FRESH BOOST PTY LTD ATF BANDITS TRUST	STAFF AMENITIES	837.20
EFT33922	02/11/2015	FUJI XEROX AUSTRALIA PTY LTD	PHOTOCOPY EXPENSES	2,726.16
EFT33923	02/11/2015	GALLERIA TOYOTA	VEHICLE PURCHASE	27,192.30
EFT33924	02/11/2015	GOODCHILD ENTERPRISES	BATTERY PURCHASE	370.70
EFT33925	02/11/2015	HARVEY NORMAN AV/IT SUPERSTORE MIDLAND	OFFICE EQUIPMENT - MISC.	99.95
EFT33926	02/11/2015	HIGHWAY MOTOR TRIMMERS	PLANT MAINTENANCE	205.70
EFT33927	02/11/2015	HILLS FRESH	STAFF AMENITIES	227.83
EFT33928	02/11/2015	HIND'S TRANSPORT SERVICES	PRODUCT TRANSPORTATION COSTS	892.24
EFT33929	02/11/2015	HOSECO (WA) PTY LTD	HARDWARE SUPPLIES	305.06
EFT33930	02/11/2015	IPING PTY LTD	INTERNET SERVICE AGREEMENT	1,128.80
EFT33931	02/11/2015	JAYCOURT NOMINEES P/L T/A BARFIELD EARTHMOVING	PRODUCT TRANSPORTATION COSTS	3,741.70
EFT33932	02/11/2015	JAYCOURT NOMINEES PTY LTD T/A BARFIELD MECHANICAL	EQUIPMENT REPAIRS	7,700.19
EFT33933	02/11/2015	JIMS MOWING (ASCOT) WA - ANTHONY BILSTON	MOWING SERVICES	330.00
EFT33934	02/11/2015	KALAMUNDA TOYOTA	VEHICLE SERVICE	346.40
EFT33935	02/11/2015	KD.1 P/L AS TRUSTEE FOR THE AITKIN FAMILY TRUST	ENVIRONMENTAL CONSULTING	734.25
EFT33936	02/11/2015	KENNARDS HIRE	EQUIPMENT HIRE	307.00
EFT33937	02/11/2015	KLB SYSTEMS	COMPUTER CONSUMABLES	148.50
EFT33938	02/11/2015	KONE BUILDING DOORS - A DIV OF KONE ELEVATORS PTY LTD	SERVICE MAINTENANCE	107.78
EFT33939	02/11/2015	KONICA MINOLTA BUSINESS SOLUTIONS AUSTRALIA P/L	PHOTOCOPY & MAINTENANCE EXPENSES	880.46
EFT33940	02/11/2015	KOTT GUNNING LAWYERS	LEGAL ADVICE	168.85
EFT33941	02/11/2015	LEN FRENCH FENCING CONTRACTOR	FENCE REPAIR	150.00
EFT33942	02/11/2015	LGIS	INSURANCE PREMIUM	199,239.53
EFT33943	02/11/2015	LIEBHERR AUSTRALIA PTY LTD	PLANT PARTS PURCHASE, REPAIR & SERVICE	3,396.75
EFT33944	02/11/2015	LIFTRITE HIRE & SALES	PLANT MAINTENANCE	2,200.62
EFT33945	02/11/2015	LINFOX ARMAGUARD PTY LTD	COURIER SERVICE	401.20
EFT33946	02/11/2015	LIQUID ENGINEERING PTY LTD	CLEANING SUPPLIES	354.20
EFT33947	02/11/2015	LIQUOR TRADERS AUSTRALIA	CATERING SUPPLIES	157.39
EFT33948	02/11/2015	LO-GO APPOINTMENTS	LABOUR HIRE	7,095.83
EFT33949	02/11/2015	MAIL PLUS PERTH	MAIL EXPENSES	369.60
EFT33950	02/11/2015	MARKETFORCE	ADVERTISING	9,009.44
EFT33951	02/11/2015	MCINERNEY FORD	VEHICLE PARTS	180.00
EFT33952	02/11/2015	MCINTOSH & SON	PLANT PARTS & SERVICE	1,480.28
EFT33953	02/11/2015	MIDWAY FORD (WA)	VEHICLE SERVICE	365.00
EFT33954	02/11/2015	MISS MAUD	CATERING COSTS	108.65
EFT33955	02/11/2015	MJ & AR BAMFORD	ENVIRONMENTAL CONSULTING	3,927.00
EFT33956	02/11/2015	MUNDARING CRANE TRUCK HIRE	TRANSPORTATION COST	220.00
EFT33957	02/11/2015	NEARMAP.COM	ANNUAL LICENCE RENEWAL - SOFTWARE	27,500.00
EFT33958	02/11/2015	NESSCO GROUP	PLANT SERVICE	2,462.53
EFT33959	02/11/2015	NEVERFAIL SPRINGWATER	BOTTLED WATER	690.55
EFT33960	02/11/2015	NUTRITION AUSTRALIA WA DIVISION INC.	HEALTH PROMOTION	275.00
EFT33961	02/11/2015	ODOUR CONTROL SYSTEMS INTERNATIONAL LTD	ALTERNATIVE DAILY COVER MATERIAL	13,866.60
EFT33962	02/11/2015	ONSITE RENTALS PTY LTD	EQUIPMENT RENTAL	507.16
EFT33963	02/11/2015	OPUS INTERNATIONAL CONSULTANTS (AUSTRALIA) PTY LTD	ENGINEERING DESIGN - HAZELMERE	6,050.00
EFT33964	02/11/2015	PERTH SECURITY SERVICES - MCW CORPORATION PTY LTD	SECURITY PATROLS	10,504.28
EFT33965	02/11/2015	PETRO MIN ENGINEERS	ENGINEERING DESIGN - C&I BUILDING	13,508.00
EFT33966	02/11/2015	PIRTEK MIDLAND (M & B HYDRAULICS PTY LTD)	HYDRAULIC SUPPLIES, REPAIRS & MAINTENANCE	1,586.77
EFT33967	02/11/2015	PORTNER PRESS PTY LTD	BOOKS & PUBLICATIONS	174.00
EFT33968	02/11/2015	PRECISION PANEL & PAINT	VEHICLE REPAIR	716.08
EFT33969	02/11/2015	PRESTIGE PUMP RENTALS	EQUIPMENT HIRE	1,611.50

Cheque /EFT No	Date	Payee	9 Description	Amount
EFT33970	02/11/2015	PROTECTOR ALSAFE PTY LTD	EQUIPMENT SUPPLIES	545.49
EFT33971	02/11/2015	PROTECTOR FIRE SERVICES	FIRE FIGHTING EQUIPMENT REPAIR & PURCHASE	9,863.37
EFT33972	02/11/2015	RECRUITWEST	LABOUR HIRE	5,630.68
EFT33973	02/11/2015	RENTOKIL INITIAL PTY LTD	EQUIPMENT RENTAL	716.88
EFT33974	02/11/2015	RICHGRO	MULCH ANALYSIS TO AUSTRALIAN STANDARDS	2,003.10
EFT33975	02/11/2015	RUDD INDUSTRIAL AND FARM SUPPLIES	HARDWARE SUPPLIES	649.52
EFT33976	02/11/2015	SAFETY WORLD	PROTECTIVE CLOTHING	346.89
EFT33977	02/11/2015	SETON AUSTRALIA	HARDWARE SUPPLIES	172.87
EFT33978	02/11/2015	SGS AUSTRALIA PTY LTD	MATERIAL SAMPLING	1,595.00
EFT33979	02/11/2015	SHUGS ELECTRICAL	INSTALLATION OF ELECTRICAL EQUIPMENT	440.00
EFT33980	02/11/2015	SMITH BROUGHTON	REFUND - OVERPAYMENT	650.00
EFT33981	02/11/2015	SNAP BELMONT (BELSNAP PTY LTD)	STATIONERY & BUSINESS EXPENSES	760.75
EFT33982	02/11/2015	STANTONS INTERNATIONAL	INTERNAL AUDIT	22,000.00
EFT33983	02/11/2015	STAPLES AUSTRALIA LTD	STATIONERY & CONSUMABLES	2,325.20
EFT33984	02/11/2015	STRATEGEN ENVIRONMENTAL CONSULTANTS PTY LTD	ENVIRONMENTAL CONSULTING - RESOURCE RECOVERY	453.75
EFT33985	02/11/2015	SYNNOTT MULHOLLAND MANAGEMENT SERVICES P/L T/A	CONSULTING FEE - WWTE	2,252.25
EFT33986	02/11/2015	TELSTRA CORPORATION LTD	TELEPHONE CHARGES	6,083.57
EFT33987	02/11/2015	TIM DAVIES LANDSCAPING PTY LTD	GROUND & GARDEN MAINTENANCE	965.80
EFT33988	02/11/2015	TJ DEPIAZZI & SONS	TRANSPORTATION COST	1,987.15
EFT33989	02/11/2015	TOTALLY WORKWEAR MIDLAND	PROTECTIVE CLOTHING	922.15
EFT33990	02/11/2015	TOX FREE SOLUTIONS	CONTROLLED WASTE REMOVAL	322.58
EFT33991	02/11/2015	TRACS	PLANT PARTS	1,755.88
EFT33992	02/11/2015	TUTT BRYANT EQUIPMENT (BT EQUIPMENT PTY LTD)	SERVICES AGREEMENT - PLANT REPAIRS & MAINTENANCE	4,006.29
EFT33993	02/11/2015	UNIQUE WASTE MANAGEMENT SERVICES	TRANSPORTATION COST	671.00
EFT33994	02/11/2015	VERTICAL TELECOM WA PTY LTD (VERTEL)	RADIO EQUIPMENT	607.64
EFT33995	02/11/2015	VISY RECYCLING	RECYCLING FEE	28.18
EFT33996	02/11/2015	VOLICH WASTE CONTRACTORS PTY LTD	BIN HIRE	44.00
EFT33997	02/11/2015	WA BROILER GROWERS ASSOCIATION (INC)	REFUND OF PAYMENT GUARANTEE	9,116.80
EFT33998	02/11/2015	WA MACHINERY GLASS	PLANT WINDOW REPLACEMENT	946.00
EFT33999	02/11/2015	WALGA - WESTERN AUSTRALIAN LOCAL GOVERNMENT	MWAC CONTRIBUTION	31,981.40
EFT34000	02/11/2015	WATERLOGIC AUSTRALIA PTY LTD	EQUIPMENT RENTAL	321.20
EFT34001	02/11/2015	WESTBOOKS	BOOKS & PUBLICATIONS	16.95
EFT34002	02/11/2015	WESTERN HEARING SERVICES	HEARING TEST - OPERATIONAL STAFF	408.10
EFT34003	02/11/2015	WESTERN TREE RECYCLERS	PLANT HIRE	44,816.86
EFT34004	02/11/2015	WESTRAC EQUIPMENT PTY LTD	PLANT PARTS	1,344.59
EFT34005	02/11/2015	WORK CLOBBER	PROTECTIVE CLOTHING	458.00
EFT34006	02/11/2015	WORKFORCE INTERNATIONAL	LABOUR HIRE	7,937.84
EFT34007	02/11/2015	WORKPAC PTY LTD	LABOUR HIRE	13,238.80
EFT34008	02/11/2015	YEOMAN PTY LTD ATF THE ROJHRLACH FAMILY TRUST	ENGINEERING CONSULTING	55.00
EFT34009	03/11/2015	DEPARTMENT OF ENVIRONMENT REGULATION (DER)	QUARTERLY LANDFILL LEVY	6,086.50
EFT34010	04/11/2015	DEPARTMENT OF THE ENVIRONMENT	ASSESSMENT FEE - LANDFILL CELLS FARM STAGES 3 & 4	9,626.00
EFT34011	06/11/2015	ANIMAL PEST MANAGEMENT SERVICES	PEST CONTROL	9,895.00
EFT34012	06/11/2015	BRONWYN LEE	STAFF REIMBURSEMENT	274.29
EFT34013	06/11/2015	CABCHARGE	ADMINISTRATION CHARGE	6.00
EFT34014	06/11/2015	GREGORY COWAN	STAFF REIMBURSEMENT	522.23
EFT34015	06/11/2015	LANDFILL GAS & POWER PTY LTD	ELECTRICITY SUPPLY	21,081.75
EFT34016	06/11/2015	SHIRE OF ESPERANCE	REFUND OF OVERPAYMENT	2,241.00
EFT34017	10/11/2015	CITY OF BAYSWATER	VENUE HIRE - VISION URBAN FORREST MASTERCLASS	1,689.80
EFT34018	10/11/2015	CITY OF SWAN	GRANT DISTRIBUTION - PERTH AUTUMN FESTIVAL 2015	5,163.40
EFT34019	10/11/2015	GLEN FORREST GOURMET	CATERING COSTS	120.00
EFT34020	10/11/2015	INSTITUTE OF PUBLIC ADMINISTRATION AUSTRALIA WA (IPAA)	STAFF TRAINING	870.00
EFT34021	10/11/2015	PAYG PAYMENTS	FORTNIGHTLY PAYROLL TAXATION PAYMENTS	64,551.00
EFT34022	10/11/2015	REPUBLIC OF EVERYONE	EMRC CONTRIBUTION TO 202020 VISION URBAN FORREST MASTERCLASS	4,400.00
EFT34023	13/11/2015	ALGA (AUSTRALASIAN LAND & GROUNDWATER ASSOCIATION)	STAFF TRAINING & DEVELOPMENT	1,045.00
EFT34024	13/11/2015	COMSYNC CONSULTING PTY LTD	IT CONSULTING	3,341.25
EFT34025	13/11/2015	DELRON CLEANING PTY LTD	CLEANING EXPENSES	2,842.97
EFT34026	13/11/2015	MOTORCHARGE PTY LTD	FLEET FUEL PURCHASE	3,234.45
EFT34027	13/11/2015	PITNEY BOWES CREDIT AUSTRALIA LTD	POSTAGE EXPENSE	333.63
EFT34028	13/11/2015	TELSTRA CORPORATION LTD	TELEPHONE CHARGES	1,487.49
EFT34029	17/11/2015	M2 TECHNOLOGY	TELEPHONE ON-HOLD MESSAGES	638.00
EFT34030	17/11/2015	OSBORNE PARK SUBARU	VEHICLE PURCHASE	32,350.70
EFT34031	17/11/2015	SYNERGY	ELECTRICITY SUPPLY	773.30
EFT34032	17/11/2015	TALIS CONSULTANTS	CONSULTING FEES	15,779.50
EFT34033	17/11/2015	THE FARM SHOP (WA) 1999 PTY LTD	PLANT PARTS	632.84
EFT34034	17/11/2015	WESTERN TREE RECYCLERS	GREENWASTE SHREDDING	61,551.19
EFT34035	20/11/2015	BP AUSTRALIA PTY LTD	FUEL PURCHASES	54,047.52
EFT34036	20/11/2015	BP AUSTRALIA PTY LTD	OIL PURCHASES	3,153.77
EFT34037	20/11/2015	COAST TO COAST THE GOLDEN ROAST	CATERING COSTS	1,552.00
EFT34038	20/11/2015	DEPUTY COMMISSIONER OF TAXATION	GST PAYMENT	234,907.00
EFT34039	20/11/2015	GOURMET INDULGENCE	CATERING COSTS	392.00
EFT34040	20/11/2015	JAYA VAUGHAN	STAFF REIMBURSEMENT	119.80
EFT34041	24/11/2015	PAYG PAYMENTS	TAXATION PAYMENTS	62,310.18
EFT34042	24/11/2015	SYNERGY	ELECTRICITY SUPPLY	25.50
EFT34043	27/11/2015	WALGS PLAN	SUPERANNUATION PAYMENT	2,834.85
EFT34044	30/11/2015	ACCESS INDUSTRIAL TYRES PTY LTD	TYRE REPAIR & PURCHASES	1,647.25
EFT34045	30/11/2015	ADVANCED NATIONAL SERVICES PTY LTD	CLEANING EXPENSES	5,236.13
EFT34046	30/11/2015	AIR FILTER DRY CLEAN SYSTEMS WA PTY LTD ATF AFDCS	PLANT PARTS & SERVICE	1,738.11
EFT34047	30/11/2015	AIRWELL GROUP PTY LTD	PUMP MAINTENANCE & PURCHASES	6,901.33
EFT34048	30/11/2015	ALCOLIZER PTY LTD	ANNUAL CALIBRATION OF BREATH ANALYSER	88.00
EFT34049	30/11/2015	ALLIGHTSYKES PTY LTD	PLANT MAINTENANCE	1,037.34
EFT34050	30/11/2015	ANSPACH AGRICULTURAL CONTRACTING	PRODUCT TRANSPORTATION & PLANT HIRE COSTS	13,732.62
EFT34051	30/11/2015	ASKWITH COMPANY	EQUIPMENT MAINTENANCE	660.00
EFT34052	30/11/2015	AUSCORP IT	PRINTER REPAIR	154.00
EFT34053	30/11/2015	AUSTRACLEAR LIMITED (ASX)	FINANCIAL SERVICES FEE	13.75
EFT34054	30/11/2015	AUSTRALIAN ENVIRONMENTAL AUDITORS PTY LTD	ENVIRONMENTAL - AUDITING FEE	1,539.03
EFT34055	30/11/2015	AUSTRALIAN HVAC SERVICES	AIRCONDITIONING MAINTENANCE & REPAIRS	3,766.51
EFT34056	30/11/2015	AUSTRALIAN INSTITUTE OF MANAGEMENT - AIM	STAFF TRAINING	590.00
EFT34057	30/11/2015	AUSTRALIAN LABORATORY SERVICES PTY LTD (ALS)	WATER MONITORING - SAMPLING	26,579.30
EFT34058	30/11/2015	BATTERY WORLD	BATTERY PURCHASE	26.00
EFT34059	30/11/2015	BEAUMONDE CATERING	CATERING COSTS	2,113.44
EFT34060	30/11/2015	BEYOND GARDENS - HEADY ENTERPRISES	WORKSHOP PRESENTATION COST	1,500.00
EFT34061	30/11/2015	BIN BATH AUSTRALIA PTY LTD	BIN CLEANING EXPENSES	158.95
EFT34062	30/11/2015	BOBCAT ATTACH	PLANT REPAIR & MAINTENANCE	837.65
EFT34063	30/11/2015	BOFFINS BOOKSHOP	BOOKS & PUBLICATIONS	109.06
EFT34064	30/11/2015	BP GIDGEGANNUP	NEWSPAPER & FUEL PURCHASES	305.66
EFT34065	30/11/2015	BRIAN NAUGHTON (BG'S CAR CLEANING SERVICE)	CLEANING CAR POOL VEHICLES	210.00
EFT34066	30/11/2015	BRING COURIERS	COURIER SERVICE	574.46
EFT34067	30/11/2015	BUDGET ELECTRICS	BUILDING MAINTENANCE & REPAIRS	1,523.89
EFT34068	30/11/2015	BULLANT SECURITY PTY LTD	BUILDING MAINTENANCE & REPAIRS	175.00

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EFT34069	30/11/2015	BUNNINGS BUILDING PRODUCTS	HARDWARE SUPPLIES	235.54
EFT34070	30/11/2015	CA TECHNOLOGY PTY LTD T/A CAMMS MANAGEMENT	QUARTERLY HOSTING FEE (INTERPLAN)	1,980.00
EFT34071	30/11/2015	CABCHARGE	ADMINISTRATION CHARGE	6.00
EFT34072	30/11/2015	CAPITAL TRANSPORT SERVICES (WA) PTY LTD	COURIER SERVICE	832.10
EFT34073	30/11/2015	CAREERSPOT PTY LTD	ADVERTISING - JOB VACANCY	198.00
EFT34074	30/11/2015	CARRINGTONS TRAFFIC SERVICES	HIRE OF TRAFFIC CONTROL	9,537.00
EFT34075	30/11/2015	CHEMCENTRE	LABORATORY TESTING	2,932.49
EFT34076	30/11/2015	CHRIS KERSHAW PHOTOGRPHY	PHOTOGRAPHY	250.00
EFT34077	30/11/2015	CIRRENA PTY LTD T/A UNISON INTERACTIVE PTY LTD	WEBSITE SERVICE AGREEMENT	3,515.60
EFT34078	30/11/2015	CITY OF SWAN	SITE SWEEPING AT HAZELMERE	4,455.00
EFT34079	30/11/2015	CJD EQUIPMENT PTY LTD	PLANT MAINTENANCE, PARTS & SERVICE	12,736.81
EFT34080	30/11/2015	COLONIAL PRINT & PROMOTIONS	NAME BADGES	31.35
EFT34081	30/11/2015	COMPU-STOR	IT BACKUP DATA SERVICES	753.12
EFT34082	30/11/2015	COMSYNC CONSULTING PTY LTD	IT CONSULTING	2,722.50
EFT34083	30/11/2015	COVS PARTS PTY LTD	PARTS PURCHASE	592.63
EFT34084	30/11/2015	CPR ELECTRICAL SERVICES	REPAIR TO GRINDER	3,922.49
EFT34085	30/11/2015	CROSSLAND & HARDY PTY LTD	QUARTERLY VOLUME SURVEY	2,541.53
EFT34086	30/11/2015	DATA 3 PERTH	SOFTWARE PURCHASE	1,377.46
EFT34087	30/11/2015	DELRON CLEANING PTY LTD	CLEANING EXPENSES	3,635.23
EFT34088	30/11/2015	DEPARTMENT OF PARKS AND WILDLIFE (DPAW) - PERTH HILLS	WORKSHOP PRESENTATION COST - BUSH SKILLS FOR THE HILLS	280.00
EFT34089	30/11/2015	DISMANTLE INC	WORKSHOP PRESENTATION COST - YOUTH BIKE RECYCLE PROJECT	690.00
EFT34090	30/11/2015	DUN & BRADSTREET PTY LTD	CREDIT REFERENCE CHECKS	9.90
EFT34091	30/11/2015	DUVAL FOODS	CATERING COSTS	217.01
EFT34092	30/11/2015	EASTERN HILLS PEST & WEED	PEST CONTROL	150.00
EFT34093	30/11/2015	ECO ENVIRONMENTAL (BENFOSTER PTY LTD)	EQUIPMENT PURCHASES	973.50
EFT34094	30/11/2015	ELAN ENERGY MANAGEMENT (TYRE RECYCLERS)	TYRE DISPOSAL COSTS	464.57
EFT34095	30/11/2015	ELEMENT HYDROGRAPHIC SOLUTIONS	EQUIPMENT MAINTENANCE & SERVICE	874.50
EFT34096	30/11/2015	FILTERS PLUS	PLANT PARTS	961.96
EFT34097	30/11/2015	FRESH BOOST PTY LTD ATF BANDITS TRUST	STAFF AMENITIES	791.00
EFT34098	30/11/2015	FUJI XEROX AUSTRALIA PTY LTD	PHOTOCOPY & MAINTENANCE EXPENSES	1,395.83
EFT34099	30/11/2015	GIDGEGANNUP AGRICULTURAL SOCIETY	ADVERTISING	44.00
EFT34100	30/11/2015	GROENEVELD AUSTRALIA P/L	PLANT REPAIR	383.22
EFT34101	30/11/2015	HEALTHSCOPE MEDICAL CENTRES T/A ST ANDREWS MEDICAL	HEALTH CHECK - OPERATIONAL STAFF	272.25
EFT34102	30/11/2015	HERBERT SMITH FREEHILLS	LEGAL ADVICE	4,601.15
EFT34103	30/11/2015	HILLS FRESH	STAFF AMENITIES	111.94
EFT34104	30/11/2015	HIND'S TRANSPORT SERVICES	PRODUCT TRANSPORTATION COST	16,226.08
EFT34105	30/11/2015	HORIZONS WEST BUS & COACHLINES	BUS HIRE	550.00
EFT34106	30/11/2015	HOSECO (WA) PTY LTD	HARDWARE SUPPLIES	944.85
EFT34107	30/11/2015	IDENTIBADGE	NAME BADGES	31.90
EFT34108	30/11/2015	INDUSTRIAL FOUNDATION FOR ACCIDENT PREVENTION (IFAP)	STAFF TRAINING	515.00
EFT34109	30/11/2015	IPING PTY LTD	INTERNET SERVICE AGREEMENT	1,128.80
EFT34110	30/11/2015	JACKSONS DRAWING SUPPLIES PTY LTD	GIFT VOUCHERS - END OF YEAR VOLUNTEER EVENT	180.00
EFT34111	30/11/2015	JAYCOURT NOMINEES P/L T/A BARFIELD EARTHMOVING	PLANT HIRE	13,914.50
EFT34112	30/11/2015	JAYCOURT NOMINEES PTY LTD T/A BARFIELD MECHANICAL	PLANT SERVICE	385.00
EFT34113	30/11/2015	JOHN HUGHES (ROHANNA PTY LTD)	VEHICLE SERVICE	355.00
EFT34114	30/11/2015	KD.1 P/L AS TRUSTEE FOR THE AITKIN FAMILY TRUST	ENVIRONMENTAL CONSULTING	629.75
EFT34115	30/11/2015	KEYNOTE CONFERENCES	WASTE & RECYCLING 2015 - CONFERENCE DINNER	250.00
EFT34116	30/11/2015	KLB SYSTEMS	COMPUTER HARDWARE PURCHASE	10,979.10
EFT34117	30/11/2015	KONICA MINOLTA BUSINESS SOLUTIONS AUSTRALIA P/L	PHOTOCOPY & MAINTENANCE EXPENSES	595.74
EFT34118	30/11/2015	KOOL KREATIVE	CREATION OF ANNUAL REPORT	8,415.00
EFT34119	30/11/2015	KOTT GUNNING LAWYERS	STAFF TRAINING	2,750.00
EFT34120	30/11/2015	LANDFILL GAS & POWER PTY LTD	ELECTRICITY SUPPLY	25,857.47
EFT34121	30/11/2015	LIEBHERR AUSTRALIA PTY LTD	PLANT PARTS PURCHASE, REPAIR & SERVICE	3,159.08
EFT34122	30/11/2015	LINFOX ARMAGUARD PTY LTD	COURIER SERVICE	401.20
EFT34123	30/11/2015	LO-GO APPOINTMENTS	LABOUR HIRE	985.72
EFT34124	30/11/2015	MACRI PARTNERS	EXTERNAL AUDIT FEE	11,308.00
EFT34125	30/11/2015	MAIL PLUS PERTH	MAIL EXPENSES	369.60
EFT34126	30/11/2015	MAJOR MOTORS PTY LTD	PLANT MAINTENANCE	190.34
EFT34127	30/11/2015	MARKETFORCE	ADVERTISING	2,628.11
EFT34128	30/11/2015	MCDOWALL AFFLECK PTY LTD	STRUCTURE INSPECTION AND REPORT	1,056.00
EFT34129	30/11/2015	MEGAN RADAICH	WORKSHOP PRESENTATION COST	300.00
EFT34130	30/11/2015	MELINDA BERWICK	STAFF REIMBURSEMENT	184.64
EFT34131	30/11/2015	MIDALIA STEEL (ONESTEEL)	PLANT PARTS	618.86
EFT34132	30/11/2015	MIDLAND CEMENT MATERIALS	HARDWARE SUPPLIES	11.22
EFT34133	30/11/2015	MIDLAND TOYOTA (DVG)	VEHICLE SERVICE	305.00
EFT34134	30/11/2015	MIDWAY FORD (WA)	VEHICLE SERVICE	707.77
EFT34135	30/11/2015	MR POTHOLE	BITUMEN REPAIRS	5,445.00
EFT34136	30/11/2015	MUNDARING CONCRETE PTY LTD	SUPPLY OF MIX CONCRETE	688.16
EFT34137	30/11/2015	MUNDARING CRANE TRUCK HIRE	TRANSPORTATION COST	247.50
EFT34138	30/11/2015	MUNDARING GARDEN CENTRE	PURCHASE OF PLANTS	35.20
EFT34139	30/11/2015	MUNDARING TYRE CENTRE	TYRE REPAIR	449.00
EFT34140	30/11/2015	NEVERFAIL SPRINGWATER	BOTTLED WATER	221.05
EFT34141	30/11/2015	NEVILLE REFRIGERATION	FRIDGE DEGASSING	990.00
EFT34142	30/11/2015	NGT LOGISTICS PTY LTD	TRANSPORTATION COST	435.60
EFT34143	30/11/2015	NICHOLAS ELLIOTT	STAFF REIMBURSEMENT	495.00
EFT34144	30/11/2015	ODOUR CONTROL SYSTEMS INTERNATIONAL LTD	ALTERNATIVE DAILY COVER MATERIAL	13,866.60
EFT34145	30/11/2015	ONSITE RENTALS PTY LTD	EQUIPMENT RENTAL	439.02
EFT34146	30/11/2015	OPTUM HEALTH & TECHNOLOGY (AUSTRALIA) PTY LTD	EAP - ANNUAL RENEWAL	2,200.00
EFT34147	30/11/2015	PERTH SECURITY SERVICES - MCW CORPORATION PTY LTD	SECURITY PATROLS	11,220.96
EFT34148	30/11/2015	PERTH TROPHY WHOLESALEERS	NAME PLATE	44.00
EFT34149	30/11/2015	PINELLI WINES PTY LTD	CATERING SUPPLIES	252.00
EFT34150	30/11/2015	PIRTEK MIDLAND (M & B HYDRAULICS PTY LTD)	HYDRAULIC SUPPLIES, REPAIRS & MAINTENANCE	2,715.58
EFT34151	30/11/2015	PORTNER PRESS PTY LTD	BOOKS & PUBLICATIONS	174.00
EFT34152	30/11/2015	PRESTIGE ALARMS	SECURITY MAINTENANCE	198.00
EFT34153	30/11/2015	PROJECT SERVICES AUSTRALIA PTY LTD T/A QDi DIRECT PRESS	PRINTING COST - BROCHURES	3,572.00
EFT34154	30/11/2015	PRUDENTIAL INVESTMENT SERVICES CORP P/L	INVESTMENT ADVISORY SERVICES	4,950.00
EFT34155	30/11/2015	PUBLIC SPEAKING DYNAMICS	STAFF TRAINING	2,750.00
EFT34156	30/11/2015	RACHAEL MERCY	STAFF HEALTH PROMOTION	1,170.00
EFT34157	30/11/2015	RECRUITWEST	LABOUR HIRE	4,171.42
EFT34158	30/11/2015	ROWE SCIENTIFIC PTY LTD	EQUIPMENT PURCHASE	26.42
EFT34159	30/11/2015	RUDD INDUSTRIAL AND FARM SUPPLIES	HARDWARE SUPPLIES	528.52
EFT34160	30/11/2015	SAFETY SIGNS SERVICE	SIGNAGE	126.28
EFT34161	30/11/2015	SEAS CONSULTANCY	WORKSHOP PRESENTATION COST	350.00
EFT34162	30/11/2015	SEEK LIMITED	ADVERTISING - JOB VACANCY	578.60
EFT34163	30/11/2015	SETON AUSTRALIA	HARDWARE SUPPLIES	94.55
EFT34164	30/11/2015	SGS AUSTRALIA PTY LTD	MATERIAL SAMPLING	968.00
EFT34165	30/11/2015	SHERRIN RENTALS PTY LTD	PLANT HIRE	4,262.50
EFT34166	30/11/2015	SHIRE OF NORTHAM	GRANT DISTRIBUTION - AVON DESCENT 2015	29,700.00
EFT34167	30/11/2015	SHUGS ELECTRICAL	BUILDING MAINTENANCE & REPAIRS	341.00

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EFT34168	30/11/2015	SIGN SUPERMARKET	SIGNAGE	135.00
EFT34169	30/11/2015	SNAP BELMONT (BELSNAP PTY LTD)	STATIONERY & BUSINESS EXPENSES	272.00
EFT34170	30/11/2015	SPUDS GARDENING SERVICES	GROUND & GARDEN MAINTENANCE	22,265.00
EFT34171	30/11/2015	STAPLES AUSTRALIA LTD	STATIONERY & CONSUMABLES	1,429.37
EFT34172	30/11/2015	STOTT HOARE	IT EQUIPMENT PURCHASES	5,016.00
EFT34173	30/11/2015	STRATEGEN ENVIRONMENTAL CONSULTANTS PTY LTD	ENVIRONMENTAL CONSULTING	40,099.06
EFT34174	30/11/2015	SWAN PARK LEISURE CENTRE	STAFF HEALTH PROMOTION	480.00
EFT34175	30/11/2015	SYSTEMS EDGE MANAGEMENT SERVICES P/T T/A PRACSYS	INDUSTRY CLUSTER ANALYSIS RESEARCH PAPER	8,115.25
EFT34176	30/11/2015	TELSTRA CORPORATION LTD	TELEPHONE CHARGES	5,548.39
EFT34177	30/11/2015	THE WATERSHED	PLANT PARTS	294.33
EFT34178	30/11/2015	THERMO FISHER SCIENTIFIC AUSTRALIA PTY LTD	EQUIPMENT PARTS	275.00
EFT34179	30/11/2015	TIM DAVIES LANDSCAPING PTY LTD	GROUND & GARDEN MAINTENANCE	965.80
EFT34180	30/11/2015	TJ DEPIAZZI & SONS	TRANSPORTATION COST	1,987.15
EFT34181	30/11/2015	TOTALLY WORKWEAR MIDLAND	PROTECTIVE CLOTHING	1,081.29
EFT34182	30/11/2015	TRACS	PLANT PARTS	420.42
EFT34183	30/11/2015	TRANSPACIFIC CLEANAWAY LTD	BIN HIRE	158.62
EFT34184	30/11/2015	TUTT BRYANT EQUIPMENT (BT EQUIPMENT PTY LTD)	PLANT MAINTENANCE	2,769.16
EFT34185	30/11/2015	VISY RECYCLING	RECYCLING FEE	28.18
EFT34186	30/11/2015	VOLICH WASTE CONTRACTORS PTY LTD	BIN HIRE	44.00
EFT34187	30/11/2015	WAJON AND ASSOCIATES	ENVIRONMENTAL CONSULTING	200.00
EFT34188	30/11/2015	WALGA - WESTERN AUSTRALIAN LOCAL GOVERNMENT	STAFF TRAINING	622.64
EFT34189	30/11/2015	WATERLOGIC AUSTRALIA PTY LTD	EQUIPMENT RENTAL	321.20
EFT34190	30/11/2015	WELD EAST FABRICATORS	PLANT PARTS	1,049.65
EFT34191	30/11/2015	WEST AUSTRALIAN REPTILE PARK	WORKSHOP PRESENTATION COST - BUSH SKILLS FOR YOUTH	435.00
EFT34192	30/11/2015	WESTERN HEARING SERVICES	AUDIOLOGICAL ASSESSMENTS	90.20
EFT34193	30/11/2015	WESTERN TREE RECYCLERS	PLANT HIRE	22,275.00
EFT34194	30/11/2015	WORKFORCE INTERNATIONAL	LABOUR HIRE	16,002.43
EFT34195	30/11/2015	WORKPAC PTY LTD	LABOUR HIRE	4,176.37
EFT34196	30/11/2015	YEOMAN PTY LTD ATF THE RJ ROHRLACH FAMILY TRUST	CONSULTING FEE - WWTE	605.00
EFT34197	04/12/2015	AUSTRALIA POST - ASCOT PLACE	POSTAL SERVICES	1,950.00
EFT34198	04/12/2015	AUSTRALIA POST - RED HILL	POSTAL SERVICES	387.42
EFT34199	04/12/2015	BRONWYN LEE	STAFF REIMBURSEMENT	295.45
EFT34200	04/12/2015	HUA JER LIEW	STAFF REIMBURSEMENT	2,326.00
EFT34201	04/12/2015	PRAPTI MEHTA	STAFF REIMBURSEMENT	122.83
EFT34202	08/12/2015	HOCKING HILL PTY LTD	REFUND OF OVERPAYMENT	1,682.58
EFT34203	08/12/2015	PAYG PAYMENTS	TAXATION PAYMENTS	64,431.00
EFT34204	11/12/2015	CARPENTRY, HOUSE AND YARD MAINTENANCE	BUILDING MAINTENANCE & REPAIRS	6,846.80
EFT34205	11/12/2015	COMSYNC CONSULTING PTY LTD	IT CONSULTING	2,681.25
EFT34206	11/12/2015	MOTORCHARGE PTY LTD	FLEET FUEL PURCHASE	4,001.80
EFT34207	11/12/2015	TELSTRA CORPORATION LTD	TELEPHONE CHARGES	1,267.12
EFT34208	15/12/2015	LGIS INSURANCE BROKING	INSURANCE PREMIUM	29,700.00
EFT34209	18/12/2015	BP AUSTRALIA PTY LTD	FUEL PURCHASES	31,710.99
EFT34210	18/12/2015	DAVID AMEDURI	STAFF REIMBURSEMENT	838.00
EFT34211	18/12/2015	DEPUTY COMMISSIONER OF TAXATION	GST PAYMENT	218,266.00
EFT34212	18/12/2015	HUA JER LIEW	STAFF REIMBURSEMENT	165.00
EFT34213	22/12/2015	AALAN LINE MARKING SERVICES	LINEMARKING - RED HILL	7,755.00
EFT34214	22/12/2015	ACCESS INDUSTRIAL TYRES PTY LTD	TYRE REPAIR & MAINTENANCE	869.00
EFT34215	22/12/2015	ACCESS SERVICES AUSTRALIA PTY LTD	EQUIPMENT PARTS	39.42
EFT34216	22/12/2015	ADT SECURITY	SECURITY PATROLS	547.25
EFT34217	22/12/2015	AIR FILTER DRY CLEAN SYSTEMS WA PTY LTD ATF AFDCS	PLANT PARTS & SERVICE	3,589.64
EFT34218	22/12/2015	AIRWELL GROUP PTY LTD	PUMP MAINTENANCE & PURCHASES	3,967.35
EFT34219	22/12/2015	ALL RUBBER PTY LTD	PLANT PARTS PURCHASE	6,512.00
EFT34220	22/12/2015	AUSCORP IT	PRINTER REPAIR	747.40
EFT34221	22/12/2015	AUSTRACLEAR LIMITED (ASX)	FINANCIAL SERVICES FEE - ANNUAL RENEWAL	852.50
EFT34222	22/12/2015	AUSTRALIA POST - RED HILL	POSTAL SERVICES	274.70
EFT34223	22/12/2015	AUSTRALIAN COMMUNICATIONS & MEDIA AUTHORITY ACMA	ANNUAL APPARATUS LICENCE RENEWAL	627.00
EFT34224	22/12/2015	AUSTRALIAN INSTITUTE OF MANAGEMENT - AIM	STAFF TRAINING	540.00
EFT34225	22/12/2015	AUSTRALIAN LABORATORY SERVICES PTY LTD (ALS)	LABORATORY TESTING	209.00
EFT34226	22/12/2015	AUSTRALIAN LANDFILL OWNERS ASSOCIATION	2016 ALOA ANNUAL MEMBERSHIP RENEWAL	2,200.00
EFT34227	22/12/2015	AUTOSWEEP WA (LAMBERT FAMILY TRUST)	SITE SWEEPING AT HAZELMERE	701.80
EFT34228	22/12/2015	BATCHELOR PRESS	BOOKS & PUBLICATIONS	3,375.00
EFT34229	22/12/2015	BCE SURVEYING PTY LTD	CONSULTING FEE - RRP	2,970.00
EFT34230	22/12/2015	BEAUMONDE CATERING	CATERING COSTS	2,958.48
EFT34231	22/12/2015	BIN BATH AUSTRALIA PTY LTD	BIN CLEANING EXPENSES	158.95
EFT34232	22/12/2015	BOC LTD	EQUIPMENT HIRE	121.92
EFT34233	22/12/2015	BP GIDGEGANNUP	NEWSPAPER PURCHASES	47.50
EFT34234	22/12/2015	BRING COURIERS	COURIER SERVICE	756.62
EFT34235	22/12/2015	BULLANT SECURITY PTY LTD	BUILDING MAINTENANCE & REPAIRS	242.77
EFT34236	22/12/2015	BUNNINGS BUILDING PRODUCTS	HARDWARE SUPPLIES & GIFT VOUCHERS FOR EOY VOLUNTEER FUNCTION	1,647.80
EFT34237	22/12/2015	CABCHARGE	ADMINISTRATION CHARGE	6.00
EFT34238	22/12/2015	CAPITAL TRANSPORT SERVICES (WA) PTY LTD	COURIER SERVICE	1,268.74
EFT34239	22/12/2015	CARPENTRY, HOUSE AND YARD MAINTENANCE	BUILDING MAINTENANCE & REPAIRS	3,784.00
EFT34240	22/12/2015	CHEM CENTRE	SAMPLE TESTING	396.00
EFT34241	22/12/2015	CITY OF BAYSWATER	LSL ENTITLEMENT PAYOUT	14,586.91
EFT34242	22/12/2015	CJD EQUIPMENT PTY LTD	PLANT PARTS & SERVICING	10,373.53
EFT34243	22/12/2015	COAST TO COAST THE GOLDEN ROAST	CATERING COSTS	65.00
EFT34244	22/12/2015	COMSYNC CONSULTING PTY LTD	IT CONSULTING	2,722.50
EFT34245	22/12/2015	COVS PARTS PTY LTD	MATERIALS AND PARTS PURCHASE	463.65
EFT34246	22/12/2015	CPR ELECTRICAL SERVICES	REPAIR TO GRINDER	1,601.84
EFT34247	22/12/2015	CRISALIS INTERNATIONAL PTY LTD	ENVIRONMENTAL CONSULTING	5,940.00
EFT34248	22/12/2015	CROMMELINS AUSTRALIA	PARTS PURCHASE	96.15
EFT34249	22/12/2015	CROSSLAND & HARDY PTY LTD	SURVEY OF WWTE PLANT AREA	990.00
EFT34250	22/12/2015	CUTTING EDGES REPLACEMENT PARTS PTY LTD	PLANT PARTS	1,770.81
EFT34251	22/12/2015	DATA 3 PERTH	SOFRWARE LICENCE ANNUAL RENEWAL	54,489.29
EFT34252	22/12/2015	DEERING AUTRONICS	PLANT REPAIRS & MAINTENANCE	1,031.21
EFT34253	22/12/2015	DELRON CLEANING PTY LTD	CLEANING EXPENSES	3,635.23
EFT34254	22/12/2015	DUN & BRADSTREET PTY LTD	CREDIT REFERENCE CHECKS	29.70
EFT34255	22/12/2015	DUVAL FOODS	CATERING COSTS	270.00
EFT34256	22/12/2015	DVG MORLEY	VEHICLE REPAIR	77.00
EFT34257	22/12/2015	ECO ENVIRONMENTAL (BENFOSTER PTY LTD)	EQUIPMENT REPAIR AND MATERIALS PURCHASES	2,357.30
EFT34258	22/12/2015	EDWIN DELL	REIMBURSEMENT OF TRAVEL COSTS	96.72
EFT34259	22/12/2015	ELAN ENERGY MANAGEMENT (TYRE RECYCLERS)	TYRE DISPOSAL COSTS	1,861.32
EFT34260	22/12/2015	EMAIL MEDIA	ADVERTISING - JOB VACANCY	165.00
EFT34261	22/12/2015	ENVIRONMENT HOUSE	WORKSHOP PRESENTATION COST	950.00
EFT34262	22/12/2015	ESSENTIAL OFFICE PRODUCTS PTY LTD	EQUIPMENT REPAIR	700.00
EFT34263	22/12/2015	FEDERAL SHEET METAL	EQUIPMENT PURCHASE	852.50
EFT34264	22/12/2015	FILTERS PLUS	PLANT PARTS	153.45
EFT34265	22/12/2015	FRESH BOOST PTY LTD ATF BANDITS TRUST	STAFF AMENITIES	871.60
EFT34266	22/12/2015	FUJI XEROX AUSTRALIA PTY LTD	PHOTOCOPY & MAINTENANCE EXPENSES	2,327.12

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EFT34267	22/12/2015	HARTFIELD COUNTRY CLUB	END OF YEAR VOLUNTEER FUNCTION	4,451.20
EFT34268	22/12/2015	HARVEY NORMAN AV/IT SUPERSTORE MIDLAND	PURCHASE OF AIRCOND UNIT	2,200.00
EFT34269	22/12/2015	HECS FIRE	FIRE EQUIPMENT SERVICE	286.00
EFT34270	22/12/2015	HERBERT SMITH FREEHILLS	EMS - QUARTERLY LEGISLATIVE REVIEW	2,530.00
EFT34271	22/12/2015	HILLS FRESH	STAFF AMENITIES	184.63
EFT34272	22/12/2015	HIND'S TRANSPORT SERVICES	PRODUCT TRANSPORTATION COST	1,564.15
EFT34273	22/12/2015	HOSECO (WA) PTY LTD	HARDWARE SUPPLIES	544.49
EFT34274	22/12/2015	HUGH O'REILLY	CONSULTING FEE - WWTE	1,591.20
EFT34275	22/12/2015	INDUSTRIAL FOUNDATION FOR ACCIDENT PREVENTION (IFAP)	STAFF TRAINING	1,335.00
EFT34276	22/12/2015	INDUSTRIAL ROADPAVERS (WA) PTY LTD	PLANT HIRE	22,580.00
EFT34277	22/12/2015	INSTANT WEIGHT PTY LTD T/A INSTANT WEIGHING	ANNUAL CALIBRATION OF LIFT RITE SCALES	484.00
EFT34278	22/12/2015	INSTITUTE OF PUBLIC WORKS ENGINEERING AUST T/A IPWEA-	CORPORATE MEMBERSHIP RENEWAL	990.00
EFT34279	22/12/2015	INTERNATIONAL ON THE WATER HOTEL	VENUE HIRE FOR HAZOP STUDY - WWTE	2,963.50
EFT34280	22/12/2015	IPING PTY LTD	INTERNET CONNECTION CHARGES	1,128.80
EFT34281	22/12/2015	JAYCOURT NOMINEES P/L T/A BARFIELD EARTHMOVING	PRODUCT TRANSPORTATION COST	2,200.00
EFT34282	22/12/2015	JAYCOURT NOMINEES PTY LTD T/A BARFIELD MECHANICAL	PLANT REPAIR	2,970.00
EFT34283	22/12/2015	KENNARDS HIRE	EQUIPMENT HIRE	580.00
EFT34284	22/12/2015	KLB SYSTEMS	COMPUTER HARDWARE PARTS PURCHASES	2,640.00
EFT34285	22/12/2015	KOTT GUNNING LAWYERS	LEGAL ADVICE	262.79
EFT34286	22/12/2015	LEDA SECURITY PRODUCTS PTY LTD	GATE REPAIR	535.54
EFT34287	22/12/2015	LIEBHERR AUSTRALIA PTY LTD	PLANT PARTS PURCHASE, REPAIR & SERVICE	3,992.65
EFT34288	22/12/2015	LINFOX ARMAGUARD PTY LTD	COURIER SERVICE	501.50
EFT34289	22/12/2015	LO-GO APPOINTMENTS	LABOUR HIRE	11,779.86
EFT34290	22/12/2015	LYCOPodium PROCESS INDUSTRIES PTY LTD	CONSULTING COSTS - WWTE	29,653.25
EFT34291	22/12/2015	MAIL PLUS PERTH	MAIL EXPENSES	369.60
EFT34292	22/12/2015	MARKETFORCE	ADVERTISING	4,888.09
EFT34293	22/12/2015	MCINTOSH & SON	PLANT PARTS & SERVICE	371.28
EFT34294	22/12/2015	MCLEODS BARRISTERS & SOLICITORS	COUNCILLOR INDUCTION PRESENTATION FEE	920.70
EFT34295	22/12/2015	MECHTRIC PTY LTD	EQUIPMENT PURCHASE	491.04
EFT34296	22/12/2015	MIDLAND CAMERA HOUSE	CAMERA PURCHASE	149.00
EFT34297	22/12/2015	MIDLAND CEMENT MATERIALS	DRAINAGE SUPPLIES	119.00
EFT34298	22/12/2015	MIDLAND TOYOTA (DVG)	VEHICLE SERVICE	1,290.77
EFT34299	22/12/2015	MIDWAY FORD (WA)	VEHICLE SERVICE	385.00
EFT34300	22/12/2015	MIKE HAYWOOD'S SUSTAINABLE RESOURCE SOLUTIONS	TENDER EVALUATION FEE - C&I PLANT DESIGN	2,200.00
EFT34301	22/12/2015	MUNDARING TYRE CENTRE	TYRE REPAIR	316.00
EFT34302	22/12/2015	NEVERFAIL SPRINGWATER	BOTTLED WATER	446.80
EFT34303	22/12/2015	NEVILLE REFRIGERATION	FRIDGE DEGASSING	1,045.00
EFT34304	22/12/2015	ODOUR CONTROL SYSTEMS INTERNATIONAL LTD	ALTERNATIVE DAILY COVER MATERIAL	17,854.06
EFT34305	22/12/2015	ONSITE RENTALS PTY LTD	EQUIPMENT RENTAL	430.17
EFT34306	22/12/2015	OPUS INTERNATIONAL CONSULTANTS (AUSTRALIA) PTY LTD	CONSULTING FEE - WWTE	1,485.00
EFT34307	22/12/2015	OTIS ELEVATOR COMPANY PTY LTD	BUILDING MAINTENANCE & REPAIRS	1,589.78
EFT34308	22/12/2015	PAR 3 INDOOR GOLF / SIMULATOR CENTRE	STAFF CHRISTMAS FUNCTION	750.00
EFT34309	22/12/2015	PARK PACKAGING	BAGS FOR RED HILL LITTER CONTROL	1,443.20
EFT34310	22/12/2015	PAYG PAYMENTS	TAXATION PAYMENTS	66,679.00
EFT34311	22/12/2015	PERTH SECURITY SERVICES - MCW CORPORATION PTY LTD	SECURITY PATROLS	13,068.94
EFT34312	22/12/2015	PIRTEK MIDLAND (M & B HYDRAULICS PTY LTD)	PLANT REPAIRS & MAINTENANCE	805.24
EFT34313	22/12/2015	PITNEY BOWES CREDIT AUSTRALIA LTD	POSTAGE EXPENSE	333.63
EFT34314	22/12/2015	PORTNER PRESS PTY LTD	PUBLICATIONS	97.00
EFT34315	22/12/2015	PRESTIGE ALARMS	SECURITY MONITORING & MAINTENANCE	1,622.50
EFT34316	22/12/2015	PRESTIGE PUMP RENTALS	EQUIPMENT REPAIR & MAINTENANCE	2,519.00
EFT34317	22/12/2015	PRUDENTIAL INVESTMENT SERVICES CORP P/L	INVESTMENT ADVISORY SERVICES	2,475.00
EFT34318	22/12/2015	RECRUITWEST	LABOUR HIRE	7,014.77
EFT34319	22/12/2015	RUDD INDUSTRIAL AND FARM SUPPLIES	HARDWARE SUPPLIES	423.21
EFT34320	22/12/2015	SAFETY SIGNS SERVICE	SIGNAGE	1,188.00
EFT34321	22/12/2015	SAFETY WORLD	PROTECTIVE CLOTHING	380.38
EFT34322	22/12/2015	SEME SOLUTIONS PTY LTD	SECURITY EQUIPMENT MAINTENANCE	2,831.00
EFT34323	22/12/2015	SGS AUSTRALIA PTY LTD	MATERIAL SAMPLING	1,419.00
EFT34324	22/12/2015	SHUGS ELECTRICAL	BUILDING MAINTENANCE & REPAIRS	226.60
EFT34325	22/12/2015	SIGN SUPERMARKET	PRINTING COST	250.00
EFT34326	22/12/2015	SNAP BELMONT (BELSNAP PTY LTD)	PRINTING COST	494.48
EFT34327	22/12/2015	SNAP PRINTING (MIDLAND)	LAMINATE SITE MAP	50.00
EFT34328	22/12/2015	SONIC HEALTHPLUS PTY LTD	PRE-EMPLOYMENT MEDICAL	280.50
EFT34329	22/12/2015	SPUDS GARDENING SERVICES	GROUND & GARDEN MAINTENANCE	5,008.00
EFT34330	22/12/2015	STANTONS INTERNATIONAL	PROBITY SERVICES	336.60
EFT34331	22/12/2015	STAPLES AUSTRALIA LTD	STATIONERY & CONSUMABLES	2,039.73
EFT34332	22/12/2015	STRATEGEN ENVIRONMENTAL CONSULTANTS PTY LTD	CONSULTING FEE - WWTE	1,115.54
EFT34333	22/12/2015	SUCCESS WATERS PTY LTD T/A HAYDN ROBINSON	LEGAL ADVICE	2,981.92
EFT34334	22/12/2015	SWAN LOCK SERVICE PTY LTD	KEY CUTTING	169.00
EFT34335	22/12/2015	TELSTRA CORPORATION LTD	TELEPHONE CHARGES	6,047.58
EFT34336	22/12/2015	THE FARM SHOP (WA) 1999 PTY LTD	PLANT PARTS	151.80
EFT34337	22/12/2015	THE WATERSHED	PLANT PARTS	106.59
EFT34338	22/12/2015	THOMSON COACHLINES	BUS HIRE	460.00
EFT34339	22/12/2015	TIM DAVIES LANDSCAPING PTY LTD	GROUND & GARDEN MAINTENANCE	965.80
EFT34340	22/12/2015	TJ DEPIAZZI & SONS	MATERIALS TRANSPORTATION COST	7,948.60
EFT34341	22/12/2015	TOOLMART AUSTRALIA PTY LTD	EQUIPMENT PURCHASE	849.00
EFT34342	22/12/2015	TOTALLY WORKWEAR MIDLAND	PROTECTIVE CLOTHING	776.35
EFT34343	22/12/2015	TRACS	PLANT REPAIR	3,423.29
EFT34344	22/12/2015	TRANSPACIFIC CLEANAWAY LTD	BIN HIRE	191.62
EFT34345	22/12/2015	TURBO AIR TECHNOLOGY PTY LTD	PLANT PARTS	3,537.55
EFT34346	22/12/2015	TUTT BRYANT EQUIPMENT (BT EQUIPMENT PTY LTD)	PLANT MAINTENANCE & SERVICE	4,143.75
EFT34347	22/12/2015	VISY RECYCLING	RECYCLING BIN HIRE	84.54
EFT34348	22/12/2015	VOLICH WASTE CONTRACTORS PTY LTD	BIN HIRE	44.00
EFT34349	22/12/2015	WAJON AND ASSOCIATES	PRODUCTS CONSULTING SERVICES	3,000.00
EFT34350	22/12/2015	WALGA - WESTERN AUSTRALIAN LOCAL GOVERNMENT	STAFF TRAINING	66.00
EFT34351	22/12/2015	WASTE MANAGEMENT ASSOCIATION OF AUSTRALIA	MEMBERSHIP RENEWAL 2016	3,221.00
EFT34352	22/12/2015	WATERLOGIC AUSTRALIA PTY LTD	EQUIPMENT RENTAL	321.20
EFT34353	22/12/2015	WEST FORCE PLUMBING AND GAS	BUILDING MAINTENANCE & REPAIRS	423.50
EFT34354	22/12/2015	WESTERN MAZE T/A WESTERN EDUCTING SERVICE	PLANT MAINTENANCE	1,221.00
EFT34355	22/12/2015	WESTERN TREE RECYCLERS	PLANT HIRE	3,960.00
EFT34356	22/12/2015	WORKFORCE INTERNATIONAL	LABOUR HIRE	15,823.80
EFT34357	22/12/2015	WORKPAC PTY LTD	LABOUR HIRE	5,350.12
EFT34358	22/12/2015	YEOMAN PTY LTD ATF THE RJ ROHRLACH FAMILY TRUST	CONSULTING FEE - WWTE	165.00
EFT34359-34371	06/01/2016	PAYROLL ADJUSTMENT FE 29/12/15	PAYROLL ADJUSTMENTS	2,186.78
EFT34372	06/01/2016	ANSPACH AGRICULTURAL CONTRACTING	PRODUCT TRANSPORTATION COST	23,431.55
EFT34373	06/01/2016	PAYG PAYMENTS	TAXATION PAYMENTS	63,580.82
EFT34374	08/01/2016	BOB PERKS	QUARTERLY COUNCILLORS PAYMENT	2,575.00
EFT34375	08/01/2016	CITY OF BELMONT	GRANT DISTRIBUTION - AVON DESCENT 2015	22,000.00
EFT34376	08/01/2016	COMPU-STOR	IT BACKUP DATA SERVICES	724.05
EFT34377	08/01/2016	COMSYNC CONSULTING PTY LTD	IT CONSULTING	1,980.00

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EFT34378	08/01/2016	DAVID FARDIG	QUARTERLY COUNCILLORS PAYMENT	8,755.00
EFT34379	08/01/2016	ECO CHANGE CONSULTING	ENVIRONMENTAL CONSULTING	6,000.00
EFT34380	08/01/2016	GERRY PULE	COUNCILLORS ATTENDANCE FEE	232.00
EFT34381	08/01/2016	JANET POWELL	QUARTERLY COUNCILLORS PAYMENT	2,575.00
EFT34382	08/01/2016	JOHN DAW	QUARTERLY COUNCILLORS PAYMENT	2,575.00
EFT34383	08/01/2016	MICHAEL LEWIS	QUARTERLY COUNCILLORS PAYMENT	2,575.00
EFT34384	08/01/2016	MICHELLE SUTHERLAND	QUARTERLY COUNCILLORS PAYMENT	2,575.00
EFT34385	08/01/2016	SHIRE OF TOODYAY	GRANT DISTRIBUTION - AVON DESCENT 2015	33,000.00
EFT34386	08/01/2016	STEPHEN K WOLFF	QUARTERLY COUNCILLORS PAYMENT	2,575.00
EFT34387	08/01/2016	TERRY KENYON	QUARTERLY COUNCILLORS PAYMENT	3,798.25
EFT34388	12/01/2016	BOSS PTY LTD T/A TRISSET BUSINESS FORMS	PRINTING COST - WEIGHBRIDGE DOCKETS	2,981.00
EFT34389	12/01/2016	HIND'S TRANSPORT SERVICES	PRODUCT TRANSPORTATION COST	1,685.08
EFT34390	12/01/2016	LANDFILL GAS & POWER PTY LTD	ELECTRICITY SUPPLY	24,570.36
EFT34391	12/01/2016	TALIS CONSULTANTS	CONSULTING FEE - RRF	50,316.75
EFT34392	12/01/2016	TELSTRA CORPORATION LTD	TELEPHONE CHARGES	1,397.13
EFT34393	15/01/2016	MOTORCHARGE PTY LTD	FLEET FUEL PURCHASE	3,671.48
EFT34394	15/01/2016	ODOUR CONTROL SYSTEMS INTERNATIONAL LTD	ALTERNATIVE DAILY COVER MATERIAL	54,715.65
EFT34395	15/01/2016	REGIONAL DEVELOPMENT AUSTRALIA PERTH COMMITTEE INC	NETWORKING EVENT	71.50
EFT34396	15/01/2016	SYNERGY	ELECTRICITY SUPPLY	1,023.25
EFT34397	20/01/2016	BP AUSTRALIA PTY LTD	FUEL PURCHASES	75,659.36
EFT34398	20/01/2016	BP AUSTRALIA PTY LTD	OIL PURCHASES	3,751.22
EFT34399	20/01/2016	DEPUTY COMMISSIONER OF TAXATION	GST PAYMENT	286,134.00
EFT34400	20/01/2016	PAYG PAYMENTS	TAXATION PAYMENTS	71,897.00
EFT34401	20/01/2016	PITNEY BOWES CREDIT AUSTRALIA LTD	POSTAGE EXPENSE	333.63
EFT34402	20/01/2016	SYNERGY	ELECTRICITY SUPPLY	28.50
EFT34403	20/01/2016	WESFARMER KLEENHEAT GAS PTY LTD	EQUIPMENT RENTAL	69.30
EFT34404	21/01/2016	KUEHNE+NAGEL PTY LTD	PARTS PURCHASE	3,777.50
EFT34405	27/01/2016	BALSHAWS FLORIST	FLOWERS FOR STAFF	93.50
EFT34406	27/01/2016	CABCHARGE	ADMINISTRATION CHARGE	6.00
EFT34407	27/01/2016	DEPARTMENT OF ENVIRONMENT REGULATION (DER)	QUARTERLY LANDFILL LEVY	2,611,151.27
EFT34408	27/01/2016	WASTE MANAGEMENT ASSOCIATION OF AUSTRALIA	WMAA MEMBERSHIP RENEWAL 2016	2,681.00
EFT34409	27/01/2016	WEST FORCE PLUMBING AND GAS	BUILDING MAINTENANCE & REPAIRS	214.50
EFT34410	29/01/2016	ANSPACH AGRICULTURAL CONTRACTING	PRODUCT TRANSPORTATION COST	7,114.39
EFT34411	29/01/2016	COMSYNC CONSULTING PTY LTD	IT CONSULTING	2,805.00
EFT34412	29/01/2016	DAVID-LEE CANHAM	EMPLOYEE OF THE YEAR WINNER (R&R PROGRAM)	1,000.00
EFT34413	29/01/2016	MARKETFORCE	ADVERTISING	3,551.76
220111	04/11/2015	EMRC PETTY CASH - BELMONT	PETTY CASH RECOUP	347.50
220112	04/11/2015	EMRC PETTY CASH - COPPIN ROAD	PETTY CASH RECOUP	37.80
220113	04/11/2015	EMRC PETTY CASH - HAZELMERE	PETTY CASH RECOUP	135.60
220114	04/11/2015	EMRC PETTY CASH - REDHILL	PETTY CASH RECOUP	290.30
220115	06/11/2015	EMRC PETTY CASH - REDHILL	PETTY CASH RECOUP	392.90
220116	10/11/2015	EMRC PETTY CASH - MATHIESON ROAD	PETTY CASH RECOUP	32.80
220117	24/11/2015	EMRC PETTY CASH - REDHILL	PETTY CASH RECOUP	320.05
220118	27/11/2015	AUSTRALIAN SUPER	SUPERANNUATION PAYMENT	186.45
220119	27/11/2015	BT LIFETIME SUPER - EMPLOYER PLAN	SUPERANNUATION PAYMENT	265.61
220120	27/11/2015	LEGALSUPER	SUPERANNUATION PAYMENT	203.93
220121	27/11/2015	ZURICH MASTER SUPERANNUATION FUND	SUPERANNUATION PAYMENT	69.67
220122	30/11/2015	EMRC PETTY CASH - BELMONT	PETTY CASH RECOUP	1,141.45
220123	30/11/2015	EMRC PETTY CASH - COPPIN ROAD	PETTY CASH RECOUP	25.75
220124	30/11/2015	EMRC PETTY CASH - REDHILL	PETTY CASH RECOUP	80.60
220125	04/12/2015	RETAIL EMPLOYEES SUPERANNUATION TRUST	SUPERANNUATION PAYMENT	8.39
220126	04/12/2015	EMRC PETTY CASH - HAZELMERE	PETTY CASH RECOUP	38.85
220127	04/12/2015	EMRC PETTY CASH - MATHIESON ROAD	PETTY CASH RECOUP	42.05
220128	04/12/2015	WESTERN POWER	UPGRADE TO POWER SUPPLY - HAZELMERE RESOURCE RECOVERY PARK	3,709.00
220129	11/12/2015	EMRC PETTY CASH - REDHILL	PETTY CASH RECOUP	228.00
220130	11/12/2015	WATER CORPORATION	WATER CONNECTION FEE - WWTE PLANT	38,877.17
220131	15/12/2015	EMRC PETTY CASH - REDHILL	PETTY CASH RECOUP	357.95
220132	18/12/2015	WATER CORPORATION	WATER RATES	933.63
220133	21/12/2015	DEPARTMENT OF TRANSPORT - BULK BILLING	VEHICLE REGISTRATION	279.35
220134	06/01/2016	EMRC PETTY CASH - BELMONT	PETTY CASH RECOUP	504.70
220135	06/01/2016	EMRC PETTY CASH - COPPIN ROAD	PETTY CASH RECOUP	47.45
220136	06/01/2016	EMRC PETTY CASH - MATHIESON ROAD	PETTY CASH RECOUP	48.75
220137	06/01/2016	EMRC PETTY CASH - REDHILL	PETTY CASH RECOUP	306.70
220138	08/01/2016	DAVID MCDONNELL	QUARTERLY COUNCILLORS PAYMENT	2,575.00
220139	08/01/2016	DYLAN O'CONNOR	QUARTERLY COUNCILLORS PAYMENT	2,575.00
220140	08/01/2016	GEOFF STALLARD	QUARTERLY COUNCILLORS PAYMENT	2,575.00
220141	08/01/2016	PAUL BRIDGES	QUARTERLY COUNCILLORS PAYMENT	2,575.00
220142	12/01/2016	EMRC PETTY CASH - BELMONT	PETTY CASH RECOUP	750.00
220143	27/01/2016	EMRC PETTY CASH - REDHILL	PETTY CASH RECOUP	252.00
PAY 2016-9	03/11/2015	PAYROLL FE 3/11/15	PAYROLL	201,740.18
PAY 2016-10	17/11/2015	PAYROLL FE 17/11/15	PAYROLL	197,102.79
PAY 2016-11	01/12/2015	PAYROLL FE 1/12/15	PAYROLL	200,501.87
PAY 2016-12	15/12/2015	PAYROLL FE 15/12/15	PAYROLL	203,760.37
PAY 2016-13	29/12/2015	PAYROLL FE 29/12/15	PAYROLL	194,233.05
PAY 2016-14	12/01/2016	PAYROLL FE 12/1/16	PAYROLL	209,675.70
PAY 2016-15	26/01/2016	PAYROLL FE 26/1/16	PAYROLL	189,355.79
1*NOV15	02/11/2015	BANK CHARGES 1642 - 1646	BANK FEES & CHARGES	1,739.49
1*DEC15	01/12/2015	BANK CHARGES 1646 - 1650	BANK FEES & CHARGES	1,648.57
1*JAN16	04/01/2016	BANK CHARGES 1651 - 1654	BANK FEES & CHARGES	1,590.95
DD14894.1	03/11/2015	WALGS PLAN	PAYROLL SUPERANNUATION DEDUCTION	34,122.40
DD14894.2	03/11/2015	COLONIAL FIRST STATE FIRSTCHOICE	PAYROLL SUPERANNUATION DEDUCTION	250.99
DD14894.3	03/11/2015	AUSTRALIAN ETHICAL SUPER	PAYROLL SUPERANNUATION DEDUCTION	197.96
DD14894.4	03/11/2015	KINETIC SUPERANNUATION	PAYROLL SUPERANNUATION DEDUCTION	149.81
DD14894.5	03/11/2015	RETAIL EMPLOYEES SUPERANNUATION TRUST	PAYROLL SUPERANNUATION DEDUCTION	573.38
DD14894.6	03/11/2015	FUTURE SUPER	PAYROLL SUPERANNUATION DEDUCTION	169.58
DD14894.7	03/11/2015	IOOF EMPLOYER SUPER	PAYROLL SUPERANNUATION DEDUCTION	189.35
DD14894.8	03/11/2015	NORTH PERSONAL SUPERANNUATION	PAYROLL SUPERANNUATION DEDUCTION	703.23
DD14894.9	03/11/2015	BT LIFETIME SUPER - EMPLOYER PLAN	PAYROLL SUPERANNUATION DEDUCTION	251.41
DD14894.10	03/11/2015	THE UNIVERSAL SUPER SCHEME (MLC)	PAYROLL SUPERANNUATION DEDUCTION	87.67
DD14894.11	03/11/2015	CBUS INDUSTRY SUPER	PAYROLL SUPERANNUATION DEDUCTION	293.92
DD14894.12	03/11/2015	BT BUSINESS SUPER	PAYROLL SUPERANNUATION DEDUCTION	512.36
DD14894.13	03/11/2015	MTAA SUPERANNUATION FUND	PAYROLL SUPERANNUATION DEDUCTION	196.57
DD14894.14	03/11/2015	FIRST STATE SUPER	PAYROLL SUPERANNUATION DEDUCTION	197.49
DD14894.15	03/11/2015	ZURICH MASTER SUPERANNUATION FUND	PAYROLL SUPERANNUATION DEDUCTION	293.41
DD14894.16	03/11/2015	AUSTRALIAN SUPER	PAYROLL SUPERANNUATION DEDUCTION	1,629.59
DD14894.17	03/11/2015	AMP FLEXIBLE LIFETIME SUPER	PAYROLL SUPERANNUATION DEDUCTION	718.39
DD14894.18	03/11/2015	HOSTPLUS SUPERANNUATION FUND	PAYROLL SUPERANNUATION DEDUCTION	426.69
DD14894.19	03/11/2015	LEGALSUPER	PAYROLL SUPERANNUATION DEDUCTION	290.21
DD14894.20	03/11/2015	ONEPATH MASTERFUND	PAYROLL SUPERANNUATION DEDUCTION	93.97

Cheque /EFT No	Date	Payee	Description	Amount
DD14894.21	03/11/2015	TELSTRA SUPERANNUATION SCHEME	PAYROLL SUPERANNUATION DEDUCTION	173.95
DD14895.1	17/11/2015	WALGS PLAN	PAYROLL SUPERANNUATION DEDUCTION	34,846.95
DD14895.2	17/11/2015	COLONIAL FIRST STATE FIRSTCHOICE	PAYROLL SUPERANNUATION DEDUCTION	250.99
DD14895.3	17/11/2015	AUSTRALIAN ETHICAL SUPER	PAYROLL SUPERANNUATION DEDUCTION	194.33
DD14895.4	17/11/2015	KINETIC SUPERANNUATION	PAYROLL SUPERANNUATION DEDUCTION	149.81
DD14895.5	17/11/2015	RETAIL EMPLOYEES SUPERANNUATION TRUST	PAYROLL SUPERANNUATION DEDUCTION	574.20
DD14895.6	17/11/2015	FUTURE SUPER	PAYROLL SUPERANNUATION DEDUCTION	169.58
DD14895.7	17/11/2015	IOOF EMPLOYER SUPER	PAYROLL SUPERANNUATION DEDUCTION	193.26
DD14895.8	17/11/2015	NORTH PERSONAL SUPERANNUATION	PAYROLL SUPERANNUATION DEDUCTION	701.15
DD14895.9	17/11/2015	BT LIFETIME SUPER - EMPLOYER PLAN	PAYROLL SUPERANNUATION DEDUCTION	253.54
DD14895.10	17/11/2015	CBUS INDUSTRY SUPER	PAYROLL SUPERANNUATION DEDUCTION	285.88
DD14895.11	17/11/2015	MTAA SUPERANNUATION FUND	PAYROLL SUPERANNUATION DEDUCTION	205.99
DD14895.12	17/11/2015	BT BUSINESS SUPER	PAYROLL SUPERANNUATION DEDUCTION	502.93
DD14895.13	17/11/2015	FIRST STATE SUPER	PAYROLL SUPERANNUATION DEDUCTION	198.60
DD14895.14	17/11/2015	ZURICH MASTER SUPERANNUATION FUND	PAYROLL SUPERANNUATION DEDUCTION	302.87
DD14895.15	17/11/2015	AUSTRALIAN SUPER	PAYROLL SUPERANNUATION DEDUCTION	1,568.37
DD14895.16	17/11/2015	AMP FLEXIBLE LIFETIME SUPER	PAYROLL SUPERANNUATION DEDUCTION	754.32
DD14895.17	17/11/2015	HOSTPLUS SUPERANNUATION FUND	PAYROLL SUPERANNUATION DEDUCTION	420.28
DD14895.18	17/11/2015	LEGALSUPER	PAYROLL SUPERANNUATION DEDUCTION	290.21
DD14895.19	17/11/2015	ONEPATH MASTERFUND	PAYROLL SUPERANNUATION DEDUCTION	106.98
DD14895.20	17/11/2015	TELSTRA SUPERANNUATION SCHEME	PAYROLL SUPERANNUATION DEDUCTION	173.95
DD14999.1	15/01/2016	WALGS PLAN	PAYROLL SUPERANNUATION DEDUCTION	35,005.57
DD14999.2	15/01/2016	AUSTRALIAN ETHICAL SUPER	PAYROLL SUPERANNUATION DEDUCTION	194.33
DD14999.3	15/01/2016	KINETIC SUPERANNUATION	PAYROLL SUPERANNUATION DEDUCTION	149.81
DD14999.4	15/01/2016	RETAIL EMPLOYEES SUPERANNUATION TRUST	PAYROLL SUPERANNUATION DEDUCTION	572.24
DD14999.5	15/01/2016	FUTURE SUPER	PAYROLL SUPERANNUATION DEDUCTION	169.58
DD14999.6	15/01/2016	IOOF EMPLOYER SUPER	PAYROLL SUPERANNUATION DEDUCTION	188.11
DD14999.7	15/01/2016	NORTH PERSONAL SUPERANNUATION	PAYROLL SUPERANNUATION DEDUCTION	560.50
DD14999.8	15/01/2016	BT LIFETIME SUPER - EMPLOYER PLAN	PAYROLL SUPERANNUATION DEDUCTION	251.96
DD14999.9	15/01/2016	CBUS INDUSTRY SUPER	PAYROLL SUPERANNUATION DEDUCTION	277.68
DD14999.10	15/01/2016	MTAA SUPERANNUATION FUND	PAYROLL SUPERANNUATION DEDUCTION	210.76
DD14999.11	15/01/2016	FIRST STATE SUPER	PAYROLL SUPERANNUATION DEDUCTION	198.86
DD14999.12	15/01/2016	BT BUSINESS SUPER	PAYROLL SUPERANNUATION DEDUCTION	505.28
DD14999.13	15/01/2016	AMP FLEXIBLE LIFETIME SUPER	PAYROLL SUPERANNUATION DEDUCTION	754.32
DD14999.14	15/01/2016	HOSTPLUS SUPERANNUATION FUND	PAYROLL SUPERANNUATION DEDUCTION	415.67
DD14999.15	15/01/2016	AUSTRALIAN SUPER	PAYROLL SUPERANNUATION DEDUCTION	1,323.53
DD14999.16	15/01/2016	LEGALSUPER	PAYROLL SUPERANNUATION DEDUCTION	291.48
DD14999.17	15/01/2016	ONEPATH MASTERFUND	PAYROLL SUPERANNUATION DEDUCTION	89.63
DD14999.18	15/01/2016	TELSTRA SUPERANNUATION SCHEME	PAYROLL SUPERANNUATION DEDUCTION	173.95
DD14999.19	15/01/2016	COLONIAL FIRST STATE FIRSTCHOICE	PAYROLL SUPERANNUATION DEDUCTION	250.99
DD15000.1	15/01/2016	WALGS PLAN	PAYROLL SUPERANNUATION DEDUCTION	35,602.57
DD15000.2	15/01/2016	AUSTRALIAN ETHICAL SUPER	PAYROLL SUPERANNUATION DEDUCTION	195.41
DD15000.3	15/01/2016	KINETIC SUPERANNUATION	PAYROLL SUPERANNUATION DEDUCTION	149.81
DD15000.4	15/01/2016	RETAIL EMPLOYEES SUPERANNUATION TRUST	PAYROLL SUPERANNUATION DEDUCTION	390.37
DD15000.5	15/01/2016	FUTURE SUPER	PAYROLL SUPERANNUATION DEDUCTION	169.58
DD15000.6	15/01/2016	IOOF EMPLOYER SUPER	PAYROLL SUPERANNUATION DEDUCTION	188.11
DD15000.7	15/01/2016	NORTH PERSONAL SUPERANNUATION	PAYROLL SUPERANNUATION DEDUCTION	486.17
DD15000.8	15/01/2016	BT LIFETIME SUPER - EMPLOYER PLAN	PAYROLL SUPERANNUATION DEDUCTION	251.86
DD15000.9	15/01/2016	CBUS INDUSTRY SUPER	PAYROLL SUPERANNUATION DEDUCTION	286.27
DD15000.10	15/01/2016	MTAA SUPERANNUATION FUND	PAYROLL SUPERANNUATION DEDUCTION	211.19
DD15000.11	15/01/2016	FIRST STATE SUPER	PAYROLL SUPERANNUATION DEDUCTION	196.58
DD15000.12	15/01/2016	BT BUSINESS SUPER	PAYROLL SUPERANNUATION DEDUCTION	498.21
DD15000.13	15/01/2016	AMP FLEXIBLE LIFETIME SUPER	PAYROLL SUPERANNUATION DEDUCTION	718.58
DD15000.14	15/01/2016	HOSTPLUS SUPERANNUATION FUND	PAYROLL SUPERANNUATION DEDUCTION	422.36
DD15000.15	15/01/2016	AUSTRALIAN SUPER	PAYROLL SUPERANNUATION DEDUCTION	1,384.32
DD15000.16	15/01/2016	LEGALSUPER	PAYROLL SUPERANNUATION DEDUCTION	290.21
DD15000.17	15/01/2016	ONEPATH MASTERFUND	PAYROLL SUPERANNUATION DEDUCTION	92.52
DD15000.18	15/01/2016	TELSTRA SUPERANNUATION SCHEME	PAYROLL SUPERANNUATION DEDUCTION	173.95
DD15000.19	15/01/2016	COLONIAL FIRST STATE FIRSTCHOICE	PAYROLL SUPERANNUATION DEDUCTION	250.99
DD15001.1	15/01/2016	WALGS PLAN	PAYROLL SUPERANNUATION DEDUCTION	25,891.63
DD15001.2	15/01/2016	AUSTRALIAN ETHICAL SUPER	PAYROLL SUPERANNUATION DEDUCTION	194.33
DD15001.3	15/01/2016	KINETIC SUPERANNUATION	PAYROLL SUPERANNUATION DEDUCTION	149.81
DD15001.4	15/01/2016	RETAIL EMPLOYEES SUPERANNUATION TRUST	PAYROLL SUPERANNUATION DEDUCTION	390.37
DD15001.5	15/01/2016	FUTURE SUPER	PAYROLL SUPERANNUATION DEDUCTION	169.58
DD15001.6	15/01/2016	IOOF EMPLOYER SUPER	PAYROLL SUPERANNUATION DEDUCTION	188.11
DD15001.7	15/01/2016	MULVAY AND BEERS SUPER FUND	PAYROLL SUPERANNUATION DEDUCTION	205.05
DD15001.8	15/01/2016	BT BUSINESS SUPER	PAYROLL SUPERANNUATION DEDUCTION	488.78
DD15001.9	15/01/2016	AMP FLEXIBLE LIFETIME SUPER	PAYROLL SUPERANNUATION DEDUCTION	735.54
DD15001.10	15/01/2016	HOSTPLUS SUPERANNUATION FUND	PAYROLL SUPERANNUATION DEDUCTION	506.56
DD15001.11	15/01/2016	AUSTRALIAN SUPER	PAYROLL SUPERANNUATION DEDUCTION	996.21
DD15001.12	15/01/2016	LEGALSUPER	PAYROLL SUPERANNUATION DEDUCTION	290.21
DD15001.13	15/01/2016	ONEPATH MASTERFUND	PAYROLL SUPERANNUATION DEDUCTION	75.18
DD15001.14	15/01/2016	TELSTRA SUPERANNUATION SCHEME	PAYROLL SUPERANNUATION DEDUCTION	173.95
DD15001.15	15/01/2016	COLONIAL FIRST STATE FIRSTCHOICE	PAYROLL SUPERANNUATION DEDUCTION	250.99
DD15002.1	15/01/2016	WALGS PLAN	PAYROLL SUPERANNUATION DEDUCTION	8,568.90
DD15002.2	15/01/2016	NORTH PERSONAL SUPERANNUATION	PAYROLL SUPERANNUATION DEDUCTION	436.30
DD15002.3	15/01/2016	BT LIFETIME SUPER - EMPLOYER PLAN	PAYROLL SUPERANNUATION DEDUCTION	251.15
DD15002.4	15/01/2016	AUSTRALIAN SUPER	PAYROLL SUPERANNUATION DEDUCTION	244.55
DD15002.5	15/01/2016	CBUS INDUSTRY SUPER	PAYROLL SUPERANNUATION DEDUCTION	308.05
DD15002.6	15/01/2016	MTAA SUPERANNUATION FUND	PAYROLL SUPERANNUATION DEDUCTION	261.76
DD15002.7	15/01/2016	FIRST STATE SUPER	PAYROLL SUPERANNUATION DEDUCTION	256.97
1010	06/11/2015	KIRKLAND & ELLIS LLP	LEGAL ADVICE	4,618.52
1011	16/11/2015	ANZ BANKING GROUP	TERM DEPOSIT INVESTMENT	2,500,000.00
1012	27/11/2015	WBC - CORPORATE MASTERCARD - D AMEDURI	CREDIT CARD PURCHASES	5,533.31
1013	27/11/2015	WBC - CORPORATE MASTERCARD - D CANHAM	CREDIT CARD PURCHASES	2,440.09
1014	27/11/2015	WBC - CORPORATE MASTERCARD - H LIEW	CREDIT CARD PURCHASES	1,202.80
1015	27/11/2015	WBC - CORPORATE MASTERCARD - P SCHNEIDER	CREDIT CARD PURCHASES	47.55
1016	27/11/2015	WBC - CORPORATE MASTERCARD - S FITZPATRICK	CREDIT CARD PURCHASES	224.61
1017	27/11/2015	WBC - CORPORATE MASTERCARD - T ECKSTEIN	CREDIT CARD PURCHASES	740.00
1018	27/11/2015	WBC - CORPORATE MASTERCARD - WENDY HARRIS	CREDIT CARD PURCHASES	12.16
1019	04/12/2015	BANKWEST	TERM DEPOSIT INVESTMENT	1,000,000.00
1020	30/12/2015	WBC - CORPORATE MASTERCARD - D AMEDURI	CREDIT CARD PURCHASES	1,408.50
1021	30/12/2015	WBC - CORPORATE MASTERCARD - D CANHAM	CREDIT CARD PURCHASES	1,794.05
1022	30/12/2015	WBC - CORPORATE MASTERCARD - H LIEW	CREDIT CARD PURCHASES	24.39
1023	30/12/2015	WBC - CORPORATE MASTERCARD - P SCHNEIDER	CREDIT CARD PURCHASES	1,547.46
1024	30/12/2015	WBC - CORPORATE MASTERCARD - S FITZPATRICK	CREDIT CARD PURCHASES	246.35
1025	19/01/2016	WBC - CORPORATE MASTERCARD - T ECKSTEIN	CREDIT CARD PURCHASES	1,039.06
1026	25/01/2016	WBC - CORPORATE MASTERCARD - WENDY HARRIS	CREDIT CARD PURCHASES	100.00
1027	29/01/2016	NATIONAL AUSTRALIA BANK	TERM DEPOSIT INVESTMENT	4,000,000.00

Cheque /EFT No	Date	Payee	15 Description	Amount
1028	29/01/2016	NATIONAL AUSTRALIA BANK	TERM DEPOSIT INVESTMENT	4,000,000.00
1029	29/01/2016	WBC - CORPORATE MASTERCARD - D AMEDURI	CREDIT CARD PURCHASES	1,266.90
1030	29/01/2016	WBC - CORPORATE MASTERCARD - D CANHAM	CREDIT CARD PURCHASES	1,372.43
1031	29/01/2016	WBC - CORPORATE MASTERCARD - H LIEW	CREDIT CARD PURCHASES	18.25
1032	29/01/2016	WBC - CORPORATE MASTERCARD - P SCHNEIDER	CREDIT CARD PURCHASES	187.26
1033	29/01/2016	WBC - CORPORATE MASTERCARD - S FITZPATRICK	CREDIT CARD PURCHASES	603.32
1034	29/01/2016	WBC - CORPORATE MASTERCARD - T ECKSTEIN	CREDIT CARD PURCHASES	476.74
1035	29/01/2016	WBC - CORPORATE MASTERCARD - WENDY HARRIS	CREDIT CARD PURCHASES	468.25
1036	29/01/2016	NATIONAL AUSTRALIA BANK	TERM DEPOSIT INVESTMENT	1,000,000.00
1037	29/01/2016	WESTPAC	TERM DEPOSIT INVESTMENT	2,000,000.00
SUB TOTAL				<u>22,229,815.18</u>

LESS CANCELLED EFTs & CHEQUES				
EFT33991	02/11/2015	TRACS	PLANT PARTS	-1,755.88
EFT34351	22/12/2015	WASTE MANAGEMENT ASSOCIATION OF AUSTRALIA	WMAA MEMBERSHIP RENEWAL 2016	-3,221.00
SUB TOTAL				<u>-4,976.88</u>

TOTAL **22,224,838.30**

REPORT

TOTAL

Bank Code

Bank

EMRC - Municipal Fund

22,224,838.30
22,224,838.30



14.2 FINANCIAL REPORT FOR PERIOD ENDED 30 NOVEMBER 2015

REFERENCE: D2015/20177

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 November 2015.

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 November 2015 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 November 2015.

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.

A budget / forecast review was undertaken during November 2015 and has been reflected in the financials effective from November 2015.

REPORT

Outlined below are financial statements for the period ended 30 November 2015. 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 November 2015 is a favourable variance of \$1,847,498 (238.39%) 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 \$1,027,900 (6.51%).
	<i>End of Year Forecast</i>	A favourable variance of \$223,295 (0.60%).

Operating Income variances previously reported to Council:

1. Year to date User Charges of \$11,796,729 is \$1,897,808 (13.86%) below the budget of \$13,694,537. This is due to the lower than budget tonnages received to date from commercial operators. A forecast review of the tonnages will be undertaken as part of the half year budget review to be undertaken during January/February 2016.
2. Year to date Interest Municipal Cash Investments of \$157,700 is \$76,330 (93.91%) above the budget of \$81,370. 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 (3.20%) 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 \$104,700 (53.61%).
3. Year to date Other Income of \$1,633,288 is \$804,453 (97.06%) above the budget of \$828,835. This is attributable to a higher level of sales of ferricrete (\$226,488 compared to a budget of \$123,125), a higher level of mulch sales (\$230,809 compared to a budget of \$96,236) 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 (\$266,000 compared to a budget of \$230,074) will result in a full year forecast of \$2,635,098. This represents \$612,236 (30.27%) above the full year budget of \$2,022,862.

Operating Income variances not previously reported to Council:

1. Year to date Operating Grants income of \$144,006 is \$24,334 (14.46%) below the budget of \$168,340. This is attributable to the timing of grant payments relating to Environmental services Eastern Hill Catchment Management Project (\$47,500 received compared to a budget of \$95,000)

There were no further significant Operating Income variances as at 30 November 2015.

<u>Operating Expenditure</u>	<i>Actuals for the Year</i>	A favourable variance of \$2,875,398 (19.14%).
	<i>End of Year Forecast</i>	An unfavourable variance of \$65,184 (0.18%).

Operating Expenditure variances previously reported to Council:

1. Year to date Salary Expenses of \$3,115,374 is \$404,056 (11.48%) lower than the budget of \$3,519,430. 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 \$1,436,360 is \$1,191,210 (45.34%) below the budget of \$2,627,570 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 - \$208,330;
 - Monitor Environmental Impacts - \$203,908;
 - Remove and Crush Lateritic Caprock - \$191,477;
 - Rehabilitate Class III Landfill Cells (Red Hill) - \$76,686;
 - Undertake Geotechnical and Materials Investigations - \$58,330;
 - Operate and Maintain Plant - \$54,531;
 - Rehabilitate Class IV Landfill Cells (Red Hill) - \$33,330; and
 - Undertake Greenwaste Audit - \$20,830.

Other projects where the expenditures are lower than budget for various directorates/business units include: Corporate Services (\$256,931), Environmental Services (\$127,401) and Regional Development (\$75,233).

3. Year to date Material Expenses of \$287,177 is \$71,323 (19.89%) below the year to date budget provision of \$358,500 due to the timing of various projects from different business units. Directorates/business units where the expenditure is lower than budget include: Corporate Services (\$48,317), Environmental Services (\$7,022), Regional Development (\$6,121) and Waste Services (\$8,893).
4. Year to date Fuel Expenses of \$267,752 is \$67,623 (20.16%) below the budget of \$335,375. 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 price paid for the purchase of diesel fuel.
5. Year to date Depreciation Expenses of \$2,150,368 is \$483,392 (18.35%) below the year to date budget provision of \$2,633,760. The variance is attributable to the lower level of commercial tonnages received to date resulting in lower Class III cell air space consumed (\$1,054,154 compared to a year to date budget of \$1,217,850), 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.
6. Year to date Miscellaneous Expenses of \$4,690,735 is \$665,447 (12.42%) below the budget of \$5,356,182. The variance is attributable to a lower than budgeted landfill levy payable (\$578,797) as a result of the reduced tonnages from commercial operators.
7. Year to date Provision Expenses of \$89,589 is \$59,499 (197.74%) above the year to date budget provision of \$30,090. 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.

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.

Operating Expenditure variances not previously reported to Council:

1. Year to date Insurance Expenses of \$102,598 is \$44,682 (30.34%) below the budget of \$147,280. The variance is attributable to lower insurance premiums compared to budget.

There were no further significant Operating Expenditure variances as at 30 November 2015.



Item 14.2 continued

<u>*Other Revenues and Expenses (Net)</u>	<i>Actuals for the Year</i>	A favourable variance of \$564,770 (27.22%).
	<i>End of Year Forecast</i>	An unfavourable variance of \$2,616,111 (42.52%).

Other Revenues and Expenses variances previously reported to Council:

1. Interest on Restricted Cash Investments of \$840,691 is \$225,136 (36.57%) above the budget of \$615,555. This is attributable to the higher level of funds available during this period compared to budget together with a higher average interest rate received (3.20%) compared to the budgeted rate (2.79%). The full year forecast for Restricted Cash Investments is expected to be above the annual budget by \$582,147 (39.40%).

2. Contract Expenses of \$105,757 is \$243,308 (69.70%) below the budget of \$349,065. The full year Contract Expenses of \$639,162 is forecast to be \$374,738 (36.96%) 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.

3. Miscellaneous Expenses of \$14,988 is \$32,632 (68.53%) below the budget of \$47,620. The full year Miscellaneous Expenses of \$67,461 is forecast to be \$93,000 (57.96%) below the budget of \$160,461.

The variance is due to the timing of the various Resource Recovery projects and the associated consultancy expenditure.

Other Revenues and Expenses variances not 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 is now expected to be operational post 30 June 2016.
 2. Full year Proceeds from Sale of Assets is \$93,341 (30.45%) below the budget of \$306,500. This is due to the timing of vehicles budgeted for change over during the current financial year. Based on current usage figures it is expected that there will be less change over this year than originally budgeted. There is a corresponding reduction in the full year forecast expenditure for Carrying Amount of Assets Disposed of totalling \$110,101 to offset this.
 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. Full year Salary Expenses of \$528,902 has been forecast to be \$109,533 (17.16%) below the budget of \$638,435. The variance is due to the timing of the Resource Recovery - Wood Waste to Energy project.
 5. Full year Utility Expenses of \$12,500 has been forecast to be \$30,000 (70.59%) below the budget of \$42,500. The variance is due to the timing of the various Resource Recovery projects.
 6. Full year Fuel Expenses of \$30,000 has been forecast to be \$50,000 (62.50%) below the budget of \$80,000. The variance is due to the timing of the Resource Recovery C & I Project.
 7. Year to date Carrying Amount of Assets Disposed is \$75,695 (46.04%) below the year to date budget of \$164,407. The full year forecast for Carrying Amount of Assets Disposed Of is \$110,101 (36.61%) below the budget of \$300,727. This relates specifically to the timing of vehicles budgeted for change over during the 2015/2016 financial year that have not as yet attained the specified criteria for change over. This is offset by a reduction of \$93,341 in the Proceeds from Sale of Assets.
-



Item 14.2 continued

8. Costs Allocated of \$119,940 is \$19,375 (19.27%) above the budget provision of \$100,565. Full year Costs Allocated have been forecast to be \$32,211 (1.76%) below the budget of \$1,827,290 due to the timing of the Resource Recovery - Wood Waste to Energy project.

There were no further significant Other Revenues and Expenses variances as at 30 November 2015.

Capital Expenditure Statement (refer Attachment 2)

<u>Capital Expenditure</u>	<i>Actuals for the Year</i>	A favourable variance of \$1,449,105.
	<i>End of Year Forecast</i>	A favourable variance of \$6,551,463.

Capital Expenditure variances:

A favourable variance of \$1,449,105 existed as at 30 November 2015 when compared to the budget of \$2,579,009. 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 November 2015 include:

- Purchase/Replace Plant - Hazelmere - \$405,899;
- Purchase/Replace Plant - Red Hill Landfill Facility - \$404,848;
- Purchase Vehicles - Ascot Place - \$129,352;
- Construct & Commission Resource Recovery Park - Site Infrastructure - \$71,097; and
- Leachate Project - Red Hill Landfill Facility - \$26,113 (net).

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 November 2015 totals \$152,878,402. This is an increase of \$5,262,071 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 \$2,458,000.

Statement of Cash and Investments (refer Attachment 4)

The level of cash and investments in the Municipal Fund as at 30 November 2015 is \$20,143,208 and Restricted Cash amount to \$59,782,460.

The net movement for the month is an increase of \$1,062,016.

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 \$4,093,463.

Investment Report (refer Attachment 5)

Term deposits valued at \$4,000,000 matured during November 2015. These were reinvested into further term deposits together with additional surplus funds.



Item 14.2 continued

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: D2016/00341)
2. Capital Expenditure Statement (Ref: D2016/00344)
3. Statement of Financial Position (Ref: D2016/00346)
4. Statement of Cash and Investments (Ref: D2016/00349)
5. Investment Report (Ref: D2016/00351)

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 November 2015.

COUNCIL RESOLUTION(S)

MOVED CR O'CONNOR

SECONDED CR WOLFF

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 NOVEMBER 2015.

CARRIED UNANIMOUSLY



STATEMENT OF COMPREHENSIVE INCOME

Nature and Type

Year to Date				NOVEMBER 2015			Full Year		
Actual	Budget	Variance		Forecast	Budget	Variance			
Operating Income									
\$11,796,729	\$13,694,537	(\$1,897,808)	(U)	User Charges	\$32,230,235	\$32,680,933	(\$450,698)	(U)	
\$186,263	\$181,177	\$5,086	(F)	Special Charges	\$430,789	\$430,789	\$0	(F)	
\$546,036	\$547,195	(\$1,159)	(U)	Contributions	\$687,609	\$683,725	\$3,884	(F)	
\$144,006	\$168,340	(\$24,334)	(U)	Operating Grants	\$563,500	\$623,500	(\$60,000)	(U)	
\$157,700	\$81,370	\$76,330	(F)	Interest Municipal Cash Investments	\$300,000	\$195,300	\$104,700	(F)	
\$309,667	\$300,135	\$9,532	(F)	Reimbursements	\$733,556	\$720,384	\$13,172	(F)	
\$1,633,288	\$828,835	\$804,453	(F)	Other	\$2,635,098	\$2,022,862	\$612,236	(F)	
\$14,773,689	\$15,801,589	(\$1,027,900)	(U)	Total Operating Income	\$37,580,788	\$37,357,493	\$223,295	(F)	
Operating Expenditure									
\$3,115,374	\$3,519,430	\$404,056	(F)	Salary Expenses	\$9,256,010	\$9,277,385	\$21,375	(F)	
\$1,436,360	\$2,627,570	\$1,191,210	(F)	Contract Expenses	\$6,489,859	\$6,429,957	(\$59,902)	(U)	
\$287,177	\$358,500	\$71,323	(F)	Material Expenses	\$1,034,918	\$962,379	(\$72,539)	(U)	
\$122,366	\$125,025	\$2,659	(F)	Utility Expenses	\$294,206	\$300,206	\$6,000	(F)	
\$267,752	\$335,375	\$67,623	(F)	Fuel Expenses	\$796,170	\$805,032	\$8,862	(F)	
\$10,238	\$9,190	(\$1,048)	(U)	Finance Fees and Interest Expenses	\$22,418	\$22,068	(\$350)	(U)	
\$102,598	\$147,280	\$44,682	(F)	Insurance Expenses	\$339,118	\$353,824	\$14,706	(F)	
\$2,150,368	\$2,633,760	\$483,392	(F)	Depreciation Expenses	\$6,321,375	\$6,321,375	\$0	(F)	
\$4,690,735	\$5,356,182	\$665,447	(F)	Miscellaneous Expenses	\$12,907,999	\$12,920,001	\$12,002	(F)	
\$89,589	\$30,090	(\$59,499)	(U)	Provision Expenses	\$72,227	\$72,227	\$0	(F)	
(\$121,353)	(\$115,800)	\$5,553	(F)	Costs Allocated	(\$1,881,952)	(\$1,877,290)	\$4,662	(F)	
\$12,151,204	\$15,026,602	\$2,875,398	(F)	Total Operating Expenditure	\$35,652,347	\$35,587,163	(\$65,184)	(U)	
\$2,622,485	\$774,987	\$1,847,498	(F)	OPERATING RESULT FROM NORMAL ACTIVITIES	\$1,928,441	\$1,770,330	\$158,111	(F)	
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; and
5. Miscellaneous Expenses - includes the Landfill Levy expense of \$4,344,853 as at 30 November 2015.

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

NOVEMBER 2015

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)
\$2,035,347	\$2,024,708	\$10,639	(F)	Secondary Waste Charge	\$4,822,149	\$4,822,149	\$0	(F)
\$840,691	\$615,555	\$225,136	(F)	Interest Restricted Cash Investments	\$2,059,550	\$1,477,403	\$582,147	(F)
\$0	\$20	(\$20)	(U)	Reimbursements	\$50	\$50	\$0	(F)
\$198,091	\$214,650	(\$16,559)	(U)	Proceeds from Sale of Assets	\$213,159	\$306,500	(\$93,341)	(U)
\$0	\$0	\$0	(F)	Other	\$0	\$1,327,500	(\$1,327,500)	(U)
\$3,074,129	\$2,854,933	\$219,196	(F)	Total Other Revenues	\$7,094,908	\$10,533,602	\$3,438,694	(U)
Other Expenses								
\$101,545	\$111,195	\$9,650	(F)	Salary Expenses	\$528,902	\$638,435	\$109,533	(F)
\$105,757	\$349,065	\$243,308	(F)	Contract Expenses	\$639,162	\$1,013,900	\$374,738	(F)
\$1,301	\$4,575	\$3,274	(F)	Material Expenses	\$20,050	\$31,050	\$11,000	(F)
\$979	\$1,040	\$61	(F)	Utility Expenses	\$12,500	\$42,500	\$30,000	(F)
\$0	\$0	\$0	(F)	Fuel Expenses	\$30,000	\$80,000	\$50,000	(F)
\$616	\$685	\$69	(F)	Insurance Expenses	\$11,653	\$23,653	\$12,000	(F)
\$704	\$965	\$261	(F)	Depreciation Expenses	\$263,255	\$263,255	\$0	(F)
\$14,988	\$47,620	\$32,632	(F)	Miscellaneous Expenses	\$67,461	\$160,461	\$93,000	(F)
\$88,712	\$164,407	\$75,695	(F)	Carrying Amount of Assets Disposed Of	\$190,626	\$300,727	\$110,101	(F)
\$119,940	\$100,565	(\$19,375)	(U)	Costs Allocated	\$1,795,079	\$1,827,290	\$32,211	(F)
\$434,543	\$780,117	\$345,574	(F)	Total Other Expenses	\$3,558,688	\$4,381,272	\$822,584	(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)
\$2,639,586	\$2,074,816	\$564,770	(F)	OPERATING RESULT FROM OTHER ACTIVITIES	\$3,536,220	\$6,152,330	(\$2,616,111)	(U)
Surplus	Surplus				Surplus	Surplus		
\$5,262,071	\$2,849,803	\$2,412,268	(F)	CHANGE IN NET ASSETS FROM OPERATIONS	\$5,464,660	\$7,922,660	(\$2,458,000)	(U)
Surplus	Surplus				Surplus	Surplus		



CAPITAL EXPENDITURE STATEMENT

NOVEMBER 2015

Year to Date						Full Year			
Actual	Budget	Variance		On Order		Forecast	Budget	Variance	
				(F) = Favourable variation					
				(U) = Unfavourable variation					
Governance and Corporate Services									
\$129,352	\$116,430	(\$12,922)	(U)	\$18,455	Purchase Vehicles - Ascot Place (24440/00)	\$129,352	\$279,435	\$150,083	(F)
\$0	\$11,770	\$11,770	(F)	\$6,637	Purchase Furniture Fittings & Equipment - Corporate Services (24510/01)	\$28,250	\$28,250	\$0	(F)
\$7,245	\$282,710	\$275,465	(F)	\$0	Purchase Information Technology & Communication Equipment (24550/00)	\$632,250	\$632,250	\$0	(F)
\$0	\$12,500	\$12,500	(F)	\$0	Purchase Art Works (24620/00)	\$30,000	\$30,000	\$0	(F)
\$0	\$108,330	\$108,330	(F)	\$0	Capital Improvement Administration Building - Ascot Place (25240/01)	\$260,000	\$260,000	\$0	(F)
\$0	\$1,520	\$1,520	(F)	\$0	Upgrade Security Equipment - Ascot Place (25530/01)	\$3,650	\$3,650	\$0	(F)
\$136,597	\$533,260	\$396,663	(F)	\$25,092		\$1,083,502	\$1,233,585	\$150,083	(F)



CAPITAL EXPENDITURE STATEMENT

NOVEMBER 2015

Year to Date					Full Year		
Actual	Budget	Variance	On Order	(F) = Favourable variation (U) = Unfavourable variation	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	\$415	\$415	(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	\$415	\$415	(F)	\$0	Purchase Office Furniture and Fittings - Environmental Services (24610/05)	\$1,000	\$1,000	\$0	(F)
\$9,844	\$830	(\$9,014)	(U)	\$0		\$11,844	\$2,000	(\$9,844)	(U)

Regional Development

\$0	\$415	\$415	(F)	\$0	Purchase Office Equipment - Regional Development (24510/04)	\$1,000	\$1,000	\$0	(F)
\$0	\$415	\$415	(F)	\$0	Purchase Office Furniture and Fittings - Regional Development (24610/04)	\$1,000	\$1,000	\$0	(F)
\$0	\$830	\$830	(F)	\$0		\$2,000	\$2,000	\$0	(F)

Risk Management

\$0	\$205	\$205	(F)	\$0	Purchase Office Equipment - Risk Management (24510/06)	\$500	\$500	\$0	(F)
\$0	\$205	\$205	(F)	\$0	Purchase Office Furniture and Fittings - Risk Management (24610/06)	\$500	\$500	\$0	(F)
\$0	\$410	\$410	(F)	\$0		\$1,000	\$1,000	\$0	(F)

Resource Recovery

\$0	\$0	\$0	(F)	\$38,995	Resource Recovery Park - Land (24150/05)	\$100,000	\$100,000	\$0	(F)
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CAPITAL EXPENDITURE STATEMENT

NOVEMBER 2015

Year to Date						Full Year				
Actual	Budget	Variance		On Order	(F) = Favourable variation (U) = Unfavourable variation	Forecast	Budget	Variance		
Resource Recovery										
\$17,405	\$35,500	\$18,095	(F)	\$1,424,351		\$2,000,000	\$3,050,000	\$1,050,000	(F)	
\$900	\$0	(\$900)	(U)	\$0		\$625,000	\$625,000	\$0	(F)	
\$0	\$15,000	\$15,000	(F)	\$0		\$30,000	\$55,000	\$25,000	(F)	
\$0	\$0	\$0	(F)	\$0		\$0	\$150,000	\$150,000	(F)	
\$0	\$50,000	\$50,000	(F)	\$0		\$100,000	\$100,000	\$0	(F)	
\$71,097	\$200,000	\$128,903	(F)	\$59,802		\$1,820,000	\$1,820,000	\$0	(F)	
\$1,350	\$100,000	\$98,650	(F)	\$3,150		\$1,900,000	\$1,900,000	\$0	(F)	
\$0	\$0	\$0	(F)	\$0		\$2,785,000	\$2,785,000	\$0	(F)	
\$0	\$0	\$0	(F)	\$1,438,050		\$1,684,000	\$3,425,000	\$1,741,000	(F)	
\$0	\$50,000	\$50,000	(F)	\$0		\$0	\$300,000	\$300,000	(F)	
\$0	\$1,000	\$1,000	(F)	\$0		\$2,000	\$2,000	\$0	(F)	
\$90,752	\$451,500	\$360,748	(F)	\$2,964,348		\$11,046,000	\$14,312,000	\$3,266,000	(F)	



CAPITAL EXPENDITURE STATEMENT

NOVEMBER 2015

Year to Date			On (F) = Favourable variation Order (U) = Unfavourable variation	Full Year		
Actual	Budget	Variance		Forecast	Budget	Variance

Waste Management

\$1,263	\$0	(\$1,263) (U)	\$0	Construct Waste Management Facility Buildings - Hazelmere (24250/02)	\$0	\$0	\$0 (F)
\$0	\$0	\$0 (F)	\$0	Construct Storage Shed for Mattresses - Hazelmere (24250/05)	\$63,000	\$63,000	\$0 (F)
\$0	\$0	\$0 (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)	\$260,000	\$160,000	(\$100,000) (U)
\$10,280	\$0	(\$10,280) (U)	\$0	Construct Class III Landfill Cell Farm Stage 3 - Red Hill Landfill Facility (24310/13)	\$1,130,000	\$2,000,000	\$870,000 (F)
\$0	\$50,000	\$50,000 (F)	\$0	Construct Class III Cell Stage 15 - Red Hill Landfill Facility (24310/16)	\$800,000	\$1,800,000	\$1,000,000 (F)
\$0	\$0	\$0 (F)	\$0	Construct Class III Leachate Pond - Red Hill Landfill Facility (24320/01)	\$300,000	\$600,000	\$300,000 (F)
(\$235,509)	\$60,000	\$295,509 (F)	\$0	Leachate Project - Red Hill Landfill Facility (24320/02)	\$2,500,000	\$3,500,000	\$1,000,000 (F)
\$0	\$0	\$0 (F)	\$0	Design and Construct Class IV Cell Stage 2 - Red Hill Landfill Facility (24330/04)	\$300,000	\$500,000	\$200,000 (F)
\$0	\$0	\$0 (F)	\$0	Construct Stormwater and Siltation Ponds - Red Hill Landfill Facility (24350/01)	\$200,000	\$200,000	\$0 (F)
\$0	\$50,000	\$50,000 (F)	\$0	Construct Nutrient Stripping Pond - Red Hill Landfill Facility (24360/00)	\$186,000	\$186,000	\$0 (F)
\$0	\$0	\$0 (F)	\$0	Construct Roads / Carparks - Red Hill Landfill Facility (24370/00)	\$270,000	\$490,000	\$220,000 (F)



CAPITAL EXPENDITURE STATEMENT

NOVEMBER 2015

Year to Date						Full Year		
Actual	Budget	Variance		On Order	(F) = Favourable variation (U) = Unfavourable variation	Forecast	Budget	Variance
Waste Management								
\$0	\$0	\$0 (F)	\$0			\$45,000	\$475,000	\$430,000 (F)
\$0	\$0	\$0 (F)	\$55,534			\$500,000	\$500,000	\$0 (F)
\$0	\$0	\$0 (F)	\$0			\$50,000	\$50,000	\$0 (F)
\$0	\$0	\$0 (F)	\$0			\$124,000	\$124,000	\$0 (F)
\$0	\$0	\$0 (F)	\$0			\$1,200,000	\$200,000	(\$1,000,000) (U)
\$0	\$0	\$0 (F)	\$0			\$34,000	\$34,000	\$0 (F)
\$0	\$0	\$0 (F)	\$0			\$70,000	\$70,000	\$0 (F)
\$0	\$0	\$0 (F)	\$0			\$30,000	\$30,000	\$0 (F)
\$9,839	\$40,000	\$30,161 (F)	\$0			\$20,000	\$40,000	\$20,000 (F)
\$13,979	\$20,000	\$6,021 (F)	\$0			\$70,000	\$150,000	\$80,000 (F)
\$5,886	\$0	(\$5,886) (U)	\$0			\$0	\$0	\$0 (F)
\$404,848	\$763,000	\$358,152 (F)	\$1,189,728			\$4,220,000	\$4,220,000	\$0 (F)
\$405,899	\$400,000	(\$5,899) (U)	\$383,000			\$2,630,000	\$2,630,000	\$0 (F)
\$261,622	\$0	(\$261,622) (U)	\$0			\$0	\$0	\$0 (F)



CAPITAL EXPENDITURE STATEMENT

NOVEMBER 2015

Year to Date			On (F) = Favourable variation Order (U) = Unfavourable variation	Full Year		
Actual	Budget	Variance		Forecast	Budget	Variance

Waste Management

\$955	\$71,000	\$70,045 (F)	\$0	Purchase / Replace Minor Plant and Equipment-Red Hill Landfill Facility (24420/00)	\$220,000	\$220,000	\$0 (F)
\$1,868	\$12,000	\$10,132 (F)	\$2,870	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	\$0	\$0 (F)	\$0	Purchase / Replace Office Equipment - Engineering / Waste Management (24510/02)	\$550	\$550	\$0 (F)
\$0	\$0	\$0 (F)	\$0	Purchase / Replace Office Equipment - Red Hill Landfill Facility (24510/08)	\$24,000	\$24,000	\$0 (F)
\$0	\$4,000	\$4,000 (F)	\$0	Purchase Fire Fighting System/Equipment - Hazelmere (24520/07)	\$10,000	\$10,000	\$0 (F)
\$0	\$0	\$0 (F)	\$0	Purchase / Replace Fire Fighting Equipment - Red Hill Landfill Facility (24520/08)	\$1,000	\$1,000	\$0 (F)
\$0	\$27,000	\$27,000 (F)	\$4,085	Purchase / Replace Security System - Red Hill Waste Management Facility (24530/08)	\$59,000	\$159,000	\$100,000 (F)
\$0	\$4,000	\$4,000 (F)	\$0	Purchase / Replace Security System - Hazelmere (24530/10)	\$6,000	\$6,000	\$0 (F)
\$2,412	\$27,500	\$25,088 (F)	\$0	Purchase / Replace Other Equipment - Red Hill Landfill Facility (24590/00)	\$146,000	\$146,000	\$0 (F)
\$4,100	\$2,500	(\$1,600) (U)	\$0	Purchase / Replace Miscellaneous Equipment - Hazelmere (24590/02)	\$4,100	\$2,500	(\$1,600) (U)



CAPITAL EXPENDITURE STATEMENT

NOVEMBER 2015

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 Other Equipment - Engineering and Waste Management (24590/03)	\$3,000	\$3,000	\$0 (F)		
\$0	\$0	\$0 (F)	\$0	Purchase Office Furniture and Fittings-Engineering and Waste Management (24610/03)	\$1,000	\$1,000	\$0 (F)		
\$0	\$1,000	\$1,000 (F)	\$0	Purchase / Replace Office Furniture and Fittings - Red Hill Landfill Facility (24610/08)	\$3,000	\$3,000	\$0 (F)		
\$0	\$1,000	\$1,000 (F)	\$0	Purchase Office Furniture and Fittings-Hazelmere (24610/10)	\$2,000	\$2,000	\$0 (F)		
\$0	\$0	\$0 (F)	\$0	Purchase Miscellaneous Furniture and Fittings - Red Hill Education Programme (24690/01)	\$0	\$3,000	\$3,000 (F)		
\$0	\$0	\$0 (F)	\$0	Refurbish Environmental Education Centre - Redhill Landfill Facility (25253/00)	\$5,000	\$10,000	\$5,000 (F)		
\$0	\$0	\$0 (F)	\$0	Refurbish Waste Transfer Station Building - Red Hill Landfill Facility (25259/01)	\$140,000	\$140,000	\$0 (F)		
\$0	\$0	\$0 (F)	\$0	Refurbish Plant - Red Hill Landfill Facility (25410/00)	\$20,000	\$20,000	\$0 (F)		
\$0	\$20,000	\$20,000 (F)	\$0	Refurbish Plant - Hazelmere (25410/01)	\$50,000	\$70,000	\$20,000 (F)		
\$892,711	\$1,592,179	\$699,468 (F)	\$1,635,217		\$15,792,005	\$18,937,229	\$3,145,224 (F)		
\$1,129,904	\$2,579,009	\$1,449,105 (F)	\$4,624,657	TOTAL CAPITAL EXPENDITURE	\$27,936,351	\$34,487,814	\$6,551,463 (F)		



31
STATEMENT OF FINANCIAL POSITION
NOVEMBER 2015

Actual June 2015	Actual Year to Date		Full Year			
			Forecast	Budget	Variance	
		(F) = Favourable variation (U) = Unfavourable variation				
Current Assets						
\$2,887,347	\$2,865,468	Cash and Cash Equivalents	\$7,345,557	\$3,252,094	\$4,093,463	(F)
\$72,757,677	\$77,060,200	Investments	\$52,812,730	\$52,812,730	\$0	(F)
\$2,765,944	\$2,845,799	Trade and Other Receivables	\$2,765,944	\$2,765,944	\$0	(F)
\$67,598	\$54,475	Inventories	\$67,598	\$67,598	\$0	(F)
\$41,930	\$318,880	Other Assets	\$41,930	\$41,930	\$0	(F)
\$78,520,496	\$83,144,822	Total Current Assets	\$63,033,759	\$58,940,296	\$4,093,463	(F)
Current Liabilities						
\$4,021,539	\$2,184,323	Trade and Other Payables	\$4,021,539	\$4,021,539	\$0	(F)
\$1,334,359	\$1,334,359	Provisions	\$1,361,729	\$1,361,729	\$0	(F)
\$5,355,898	\$3,518,682	Total Current Liabilities	\$5,383,268	\$5,383,268	\$0	(F)
\$73,164,598	\$79,626,140	Net Current Assets	\$57,650,491	\$53,557,028	\$4,093,463	(F)
Non Current Assets						
\$48,469,462	\$48,469,462	Land	\$48,569,462	\$48,569,462	\$0	(F)
\$5,634,921	\$5,584,418	Buildings	\$8,637,524	\$9,717,524	(\$1,080,000)	(U)
\$13,649,499	\$12,523,244	Structures	\$22,178,761	\$25,347,585	(\$3,168,824)	(U)
\$5,544,891	\$5,845,843	Plant	\$14,480,134	\$16,685,308	(\$2,205,174)	(U)
\$594,769	\$503,905	Equipment	\$1,047,721	\$1,142,186	(\$94,465)	(U)
\$162,201	\$157,423	Furniture and Fittings	\$193,134	\$196,134	(\$3,000)	(U)
\$7,449,639	\$7,311,205	Work in Progress	\$7,449,639	\$7,449,639	\$0	(F)
\$81,505,382	\$80,395,500	Total Non Current Assets	\$102,556,376	\$109,107,838	(\$6,551,463)	(U)
Non Current Liabilities						
\$7,053,649	\$7,143,238	Provisions	\$7,125,876	\$7,125,876	\$0	(F)
\$7,053,649	\$7,143,238	Total Non Current Liabilities	\$7,125,876	\$7,125,876	\$0	(F)
\$147,616,331	\$152,878,402	Net Assets	\$153,080,990	\$155,538,990	(\$2,458,000)	(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	\$5,262,071	Net change in assets from operations	\$5,464,660	\$7,922,660	(\$2,458,000)	(U)
\$147,616,331	\$152,878,402	Total Equity	\$153,080,990	\$155,538,990	(\$2,458,000)	(U)



32 CASH AND INVESTMENTS

NOVEMBER 2015

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	2,862,018	Cash at Bank - Municipal Fund 01001/00	7,342,107	3,248,644	4,093,463 (F)
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	17,277,740	Investments - Municipal Fund 02021/00	3,577,415	3,577,415	0 (F)
16,703,255	20,143,208	Total Municipal Cash	10,922,971	6,829,508	4,093,463 (F)
Restricted Cash and Investments					
3,635,347	3,693,812	Restricted Investments - Plant and Equipment 02022/01	1,916,042	1,916,042	0 (F)
1,930,073	1,961,113	Restricted Investments - Post Closure Site Rehabilitation Red Hill 02022/02	1,980,229	1,980,229	0 (F)
3,648,218	3,706,891	Restricted Investments - Future Development 02022/03	2,370,712	2,370,712	0 (F)
680,965	691,916	Restricted Investments - Environmental Monitoring Red Hill 02022/04	697,558	697,558	0 (F)
89,410	90,848	Restricted Investments - Environmental Insurance Red Hill 02022/05	39,204	39,204	0 (F)
13,507	13,725	Restricted Investments - Risk Management 02022/06	13,887	13,887	0 (F)
19,475	19,788	Restricted Investments - Class IV Cells Red Hill 02022/07	55,552	55,552	0 (F)
99,650	101,253	Restricted Investments - Regional Development 02022/08	17,894	17,894	0 (F)
44,950,540	45,673,454	Restricted Investments - Secondary Waste Processing 02022/09	36,447,847	36,447,847	0 (F)
2,710,350	2,753,939	Restricted Investments - Class III Cells 02022/10	4,488,170	4,488,170	0 (F)
68,200	69,297	Restricted Investments - Building Refurbishment (Ascot Place) 02022/11	70,120	70,120	0 (F)
334,891	233,042	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	773,383	Restricted Investments - Long Service Leave 02022/90	803,209	803,209	0 (F)
58,941,769	59,782,460	Total Restricted Cash	49,235,316	49,235,316	0 (F)
75,645,024	79,925,668	TOTAL CASH AND INVESTMENTS	60,158,287	56,064,824	4,093,463 (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.

<p>I. Overall Portfolio Limits</p> <table border="1"> <thead> <tr> <th>S&P Long Term Rating</th> <th>S&P Short Term Rating</th> <th>% Portfolio</th> <th>Investment Maximum %</th> </tr> </thead> <tbody> <tr> <td>AAA</td> <td>A-1+</td> <td>100.00%</td> <td>100%</td> </tr> <tr> <td>AA</td> <td>A-1</td> <td>0.00%</td> <td>100%</td> </tr> <tr> <td colspan="2"></td> <td>100.00%</td> <td></td> </tr> </tbody> </table>		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%		<p>II. Single Entity Exposure</p> <table border="1"> <thead> <tr> <th></th> <th>% Portfolio</th> </tr> </thead> <tbody> <tr> <td>ANZ Banking Group</td> <td>21.05%</td> </tr> <tr> <td>NAB</td> <td>28.95%</td> </tr> <tr> <td>Westpac / St. George Bank</td> <td>34.87%</td> </tr> <tr> <td>Bankwest</td> <td>15.13%</td> </tr> <tr> <td colspan="2">100.00%</td> </tr> </tbody> </table>			% Portfolio	ANZ Banking Group	21.05%	NAB	28.95%	Westpac / St. George Bank	34.87%	Bankwest	15.13%	100.00%	
S&P Long Term Rating	S&P Short Term Rating	% Portfolio	Investment Maximum %																												
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S&P Rating	Investment %																														
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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 FINANCIAL REPORT FOR PERIOD ENDED 31 DECEMBER 2015

REFERENCE: D2016/01423

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 31 December 2015.

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 31 December 2015 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 31 December 2015.

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.

A budget / forecast review was undertaken during November 2015 and has been reflected in the financials effective from November 2015.

REPORT

Outlined below are financial statements for the period ended 31 December 2015. 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 14.3 continued

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

The year to date operating result from normal activities as at 31 December 2015 is a favourable variance of \$2,335,970 (451.46%) 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 \$1,412,067 (7.45%).
	<i>End of Year Forecast</i>	A favourable variance of \$223,295 (0.60%).

Operating Income variances previously reported to Council:

1. Year to date User Charges of \$14,178,390 is \$2,329,315 (14.11%) below the budget of \$16,507,705. This is due to the lower than budget tonnages received to date from commercial operators. A forecast review of the tonnages will be undertaken as part of the half year budget review to be undertaken during January/February 2016.
2. Year to date Interest Municipal Cash Investments of \$196,290 is \$98,646 (101.03%) above the budget of \$97,644. 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 (3.17%) 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 \$104,700 (53.61%).
3. Year to date Other Income of \$1,756,971 is \$757,569 (75.80%) above the budget of \$999,402. This is attributable to a higher level of sales of ferricrete (\$236,977 compared to a budget of \$147,750), a higher level of mulch sales (\$252,800 compared to a budget of \$115,482) 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 (\$266,000 compared to a budget of \$230,074) will result in a full year forecast of \$2,635,098. This represents \$612,236 (30.27%) above the full year budget of \$2,022,862.

There were no further significant Operating Income variances as at 31 December 2015.

<u>Operating Expenditure</u>	<i>Actuals for the Year</i>	A favourable variance of \$3,748,037 (20.34%).
	<i>End of Year Forecast</i>	An unfavourable variance of \$65,184 (0.18%).

Operating Expenditure variances previously reported to Council:

1. Year to date Salary Expenses of \$3,892,131 is \$674,925 (14.78%) lower than the budget of \$4,567,056. This variance is attributable to vacant positions and budgeted positions yet to be filled.
 2. Year to date Contract Expenses of \$1,663,161 is \$1,539,840 (48.07%) below the budget of \$3,203,001 due to the timing of various projects from different business units. Major variances from the Waste Services directorate include:
 - Remove and Crush Lateritic Caprock - \$253,977;
 - Operate and Maintain Class IV Cell - Leachate Removal - \$249,996;
 - Monitor Environmental Impacts - \$248,248;
 - Rehabilitate Class III Landfill Cells (Red Hill) - \$107,315; and
 - Undertake Geotechnical and Materials Investigations - \$69,996.
-



Item 14.3 continued

Other projects where the expenditures are lower than budget for various directorates/business units include: Corporate Services (\$371,407), Environmental Services (\$157,649) and Regional Development (\$84,267).

3. Year to date Material Expenses of \$320,525 is \$109,675 (25.49%) below the year to date budget provision of \$430,200 due to the timing of various projects from different business units. Directorates/business units where the expenditure is lower than budget include: Corporate Services (\$57,579), Environmental Services (\$7,255), Regional Development (\$7,463) and Waste Services (\$36,214).
4. Year to date Fuel Expenses of \$319,248 is \$83,202 (20.67%) below the budget of \$402,450. 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 price paid for the purchase of diesel fuel.
5. Year to date Insurance Expenses of \$136,631 is \$40,105 (22.69%) below the budget of \$176,736. The variance is attributable to lower insurance premiums compared to budget.
6. Year to date Depreciation Expenses of \$2,592,606 is \$567,906 (17.97%) below the year to date budget provision of \$3,160,512. The variance is attributable to the lower level of commercial tonnages received to date resulting in lower Class III cell air space consumed (\$1,267,946 compared to a year to date budget of \$1,461,420), 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.
7. Year to date Miscellaneous Expenses of \$5,673,154 is \$786,286 (12.17%) below the budget of \$6,459,440. The variance is attributable to a lower than budgeted landfill levy payable (\$651,638) as a result of the reduced tonnages from commercial operators.
8. Year to date Provision Expenses of \$107,636 is \$71,528 (198.09%) above the year to date budget provision of \$36,108. 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.

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.

There were no further significant Operating Expenditure variances as at 31 December 2015.

***Other Revenues
and Expenses (Net)**

Actuals for the Year

A favourable variance of \$545,246 (21.14%).

End of Year Forecast

An unfavourable variance of \$2,616,111 (42.52%).

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 is now expected to be operational post 30 June 2016.
 2. Interest on Restricted Cash Investments of \$1,000,608 is \$261,942 (35.46%) above the budget of \$738,666. This is attributable to the higher level of funds available during this period compared to budget together with a higher average interest rate received (3.20%) compared to the budgeted rate (2.79%). The full year forecast for Restricted Cash Investments is expected to be above the annual budget by \$582,147 (39.40%).
-



Item 14.3 continued

3. Full year Proceeds from Sale of Assets is \$93,341 (30.45%) below the budget of \$306,500. This is due to the timing of vehicles budgeted for change over during the current financial year. Based on current usage figures it is expected that there will be less change over this year than originally budgeted. There is a corresponding reduction in the full year forecast expenditure for Carrying Amount of Assets Disposed of totalling \$110,101 to offset this.
4. 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.
5. Full year Salary Expenses of \$528,902 has been forecast to be \$109,533 (17.16%) below the budget of \$638,435. The variance is due to the timing of the Resource Recovery - Wood Waste to Energy project.
6. Contract Expenses of \$139,966 is \$276,912 (66.43%) below the budget of \$416,878. The full year Contract Expenses of \$639,162 is forecast to be \$374,738 (36.96%) 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.

7. Full year Utility Expenses of \$12,500 has been forecast to be \$30,000 (70.59%) below the budget of \$42,500. The variance is due to the timing of the various Resource Recovery projects.
8. Full year Fuel Expenses of \$30,000 has been forecast to be \$50,000 (62.50%) below the budget of \$80,000. The variance is due to the timing of the Resource Recovery C & I Project.
9. Miscellaneous Expenses of \$12,553 is \$44,610 (78.04%) below the budget of \$57,163. The full year Miscellaneous Expenses of \$67,461 is forecast to be \$93,000 (57.96%) below the budget of \$160,461.

The variance is due to the timing of the various Resource Recovery projects and the associated consultancy expenditure.

10. The full year forecast for Carrying Amount of Assets Disposed Of is \$110,101 (36.61%) below the budget of \$300,727. This relates specifically to the timing of vehicles budgeted for change over during the 2015/2016 financial year that have not as yet attained the specified criteria for change over. This is offset by a reduction of \$93,341 in the Proceeds from Sale of Assets.
11. Costs Allocated of \$143,927 is \$25,494 (21.53%) above the budget provision of \$118,433. Full year Costs Allocated have been forecast to be \$32,211 (1.76%) below the budget of \$1,827,290 due to the timing of the Resource Recovery - Wood Waste to Energy project.

There were no further significant Other Revenues and Expenses variances as at 31 December 2015.

Capital Expenditure Statement (refer Attachment 2)

<u>Capital Expenditure</u>	<i>Actuals for the Year</i>	A favourable variance of \$4,827,194.
	<i>End of Year Forecast</i>	A favourable variance of \$6,551,463.

Capital Expenditure variances:

A favourable variance of \$4,827,194 existed as at 31 December 2015 when compared to the budget of \$6,064,786. The year to date budget provisions are used as a guide only as expenditure of a capital nature is undertaken as and when required.



Item 14.3 continued

Major capital expenditures to 31 December 2015 include:

- Purchase/Replace Plant - Hazelmere - \$405,899;
- Purchase/Replace Plant - Red Hill Landfill Facility - \$404,848;
- Purchase Vehicles - Ascot Place - \$129,352;
- Construct & Commission Resource Recovery Park - Site Infrastructure - \$76,298;
- Construct Class III Cell Stage 15 - Red Hill Landfill Facility - \$48,866;
- Wood Waste to Energy Utilities/Infrastructure - Resource Recovery Park - \$40,227; and
- Leachate Project - Red Hill Landfill Facility - \$30,205 (net).

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 31 December 2015 totals \$153,594,262. This is an increase of \$5,977,931 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 \$2,458,000.

Statement of Cash and Investments (refer Attachment 4)

The level of cash and investments in the Municipal Fund as at 31 December 2015 is \$22,013,664 and Restricted Cash amount to \$59,942,377.

The net movement for the month is an increase of \$2,030,373.

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 \$4,093,463.

Investment Report (refer Attachment 5)

Term deposits valued at \$3,000,000 matured during December 2015. Of this amount \$2,500,000 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



Item 14.3 continued

ATTACHMENT(S)

1. Statement of Comprehensive Income by Nature and Type (Ref: D2016/01486)
2. Capital Expenditure Statement (Ref: D2016/01487)
3. Statement of Financial Position (Ref: D2016/01488)
4. Statement of Cash and Investments (Ref: D2016/01489)
5. Investment Report (Ref: D2016/01490)

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 31 December 2015.

COUNCIL RESOLUTION(S)

MOVED CR O'CONNOR

SECONDED CR WOLFF

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 31 DECEMBER 2015.

CARRIED UNANIMOUSLY



STATEMENT OF COMPREHENSIVE INCOME

Nature and Type

DECEMBER 2015

Year to Date

Full Year

Year to Date			Full Year					
Actual	Budget	Variance		Forecast	Budget	Variance		
Operating Income								
\$14,178,390	\$16,507,705	(\$2,329,315)	(U)	User Charges	\$32,230,235	\$32,680,933	(\$450,698)	(U)
\$225,427	\$220,720	\$4,707	(F)	Special Charges	\$430,789	\$430,789	\$0	(F)
\$582,988	\$549,578	\$33,410	(F)	Contributions	\$687,609	\$683,725	\$3,884	(F)
\$198,700	\$208,048	(\$9,348)	(U)	Operating Grants	\$563,500	\$623,500	(\$60,000)	(U)
\$196,290	\$97,644	\$98,646	(F)	Interest Municipal Cash Investments	\$300,000	\$195,300	\$104,700	(F)
\$392,426	\$360,162	\$32,264	(F)	Reimbursements	\$733,556	\$720,384	\$13,172	(F)
\$1,756,971	\$999,402	\$757,569	(F)	Other	\$2,635,098	\$2,022,862	\$612,236	(F)
\$17,531,192	\$18,943,259	(\$1,412,067)	(U)	Total Operating Income	\$37,580,788	\$37,357,493	\$223,295	(F)
Operating Expenditure								
\$3,892,131	\$4,567,056	\$674,925	(F)	Salary Expenses	\$9,256,010	\$9,277,385	\$21,375	(F)
\$1,663,161	\$3,203,001	\$1,539,840	(F)	Contract Expenses	\$6,489,859	\$6,429,957	(\$59,902)	(U)
\$320,525	\$430,200	\$109,675	(F)	Material Expenses	\$1,034,918	\$962,379	(\$72,539)	(U)
\$125,363	\$139,030	\$13,667	(F)	Utility Expenses	\$294,206	\$300,206	\$6,000	(F)
\$319,248	\$402,450	\$83,202	(F)	Fuel Expenses	\$796,170	\$805,032	\$8,862	(F)
\$12,525	\$11,028	(\$1,497)	(U)	Finance Fees and Interest Expenses	\$22,418	\$22,068	(\$350)	(U)
\$136,631	\$176,736	\$40,105	(F)	Insurance Expenses	\$339,118	\$353,824	\$14,706	(F)
\$2,592,606	\$3,160,512	\$567,906	(F)	Depreciation Expenses	\$6,321,375	\$6,321,375	\$0	(F)
\$5,673,154	\$6,459,440	\$786,286	(F)	Miscellaneous Expenses	\$12,907,999	\$12,920,001	\$12,002	(F)
\$107,636	\$36,108	(\$71,528)	(U)	Provision Expenses	\$72,227	\$72,227	\$0	(F)
(\$165,178)	(\$159,722)	\$5,456	(F)	Costs Allocated	(\$1,881,952)	(\$1,877,290)	\$4,662	(F)
\$14,677,802	\$18,425,839	\$3,748,037	(F)	Total Operating Expenditure	\$35,652,347	\$35,587,163	(\$65,184)	(U)
\$2,853,390	\$517,420	\$2,335,970	(F)	OPERATING RESULT FROM NORMAL ACTIVITIES	\$1,928,441	\$1,770,330	\$158,111	(F)
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; and
5. Miscellaneous Expenses - includes the Landfill Levy expense of \$5,256,742 as at 31 December 2015.

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

DECEMBER 2015

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)
\$2,449,233	\$2,459,898	(\$10,665)	(U)	Secondary Waste Charge	\$4,822,149	\$4,822,149	\$0	(F)
\$1,000,608	\$738,666	\$261,942	(F)	Interest Restricted Cash Investments	\$2,059,550	\$1,477,403	\$582,147	(F)
\$0	\$24	(\$24)	(U)	Reimbursements	\$50	\$50	\$0	(F)
\$198,091	\$214,650	(\$16,559)	(U)	Proceeds from Sale of Assets	\$213,159	\$306,500	\$93,341	(U)
\$0	\$0	\$0	(F)	Other	\$0	\$1,327,500	(\$1,327,500)	(U)
\$3,647,932	\$3,413,238	\$234,694	(F)	Total Other Revenues	\$7,094,908	\$10,533,602	\$3,438,694	(U)
Other Expenses								
\$133,508	\$143,344	\$9,836	(F)	Salary Expenses	\$528,902	\$638,435	\$109,533	(F)
\$139,966	\$416,878	\$276,912	(F)	Contract Expenses	\$639,162	\$1,013,900	\$374,738	(F)
\$2,161	\$5,490	\$3,329	(F)	Material Expenses	\$20,050	\$31,050	\$11,000	(F)
\$979	\$1,248	\$269	(F)	Utility Expenses	\$12,500	\$42,500	\$30,000	(F)
\$0	\$0	\$0	(F)	Fuel Expenses	\$30,000	\$80,000	\$50,000	(F)
\$739	\$822	\$83	(F)	Insurance Expenses	\$11,653	\$23,653	\$12,000	(F)
\$847	\$1,158	\$311	(F)	Depreciation Expenses	\$263,255	\$263,255	\$0	(F)
\$12,553	\$57,163	\$44,610	(F)	Miscellaneous Expenses	\$67,461	\$160,461	\$93,000	(F)
\$88,712	\$89,407	\$695	(F)	Carrying Amount of Assets Disposed Of	\$190,626	\$300,727	\$110,101	(F)
\$143,927	\$118,433	(\$25,494)	(U)	Costs Allocated	\$1,795,079	\$1,827,290	\$32,211	(F)
\$523,391	\$833,943	\$310,552	(F)	Total Other Expenses	\$3,558,688	\$4,381,272	\$822,584	(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)
\$3,124,541	\$2,579,295	\$545,246	(F)	OPERATING RESULT FROM OTHER ACTIVITIES	\$3,536,220	\$6,152,330	(\$2,616,111)	(U)
Surplus	Surplus				Surplus	Surplus		
\$5,977,931	\$3,096,715	\$2,881,216	(F)	CHANGE IN NET ASSETS FROM OPERATIONS	\$5,464,660	\$7,922,660	(\$2,458,000)	(U)
Surplus	Surplus				Surplus	Surplus		



CAPITAL EXPENDITURE STATEMENT

DECEMBER 2015

Year to Date						Full Year			
Actual	Budget	Variance		On Order	(F) = Favourable variation (U) = Unfavourable variation	Forecast	Budget	Variance	
Governance and Corporate Services									
\$129,352	\$139,716	\$10,364	(F)	\$18,455	Purchase Vehicles - Ascot Place (24440/00)	\$129,352	\$279,435	\$150,083	(F)
\$0	\$14,124	\$14,124	(F)	\$0	Purchase Furniture Fittings & Equipment - Corporate Services (24510/01)	\$28,250	\$28,250	\$0	(F)
\$9,645	\$320,370	\$310,725	(F)	\$50,923	Purchase Information Technology & Communication Equipment (24550/00)	\$632,250	\$632,250	\$0	(F)
\$0	\$15,000	\$15,000	(F)	\$0	Purchase Art Works (24620/00)	\$30,000	\$30,000	\$0	(F)
\$0	\$129,996	\$129,996	(F)	\$0	Capital Improvement Administration Building - Ascot Place (25240/01)	\$260,000	\$260,000	\$0	(F)
\$0	\$1,824	\$1,824	(F)	\$0	Upgrade Security Equipment - Ascot Place (25530/01)	\$3,650	\$3,650	\$0	(F)
\$138,997	\$621,030	\$482,033	(F)	\$69,377		\$1,083,502	\$1,233,585	\$150,083	(F)



CAPITAL EXPENDITURE STATEMENT

DECEMBER 2015

Year to Date			On (F) = Favourable variation Order (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	\$498	\$498	(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	\$498	\$498	(F)	\$0	Purchase Office Furniture and Fittings - Environmental Services (24610/05)	\$1,000	\$1,000	\$0	(F)
\$9,844	\$996	(\$8,848)	(U)	\$0		\$11,844	\$2,000	(\$9,844)	(U)

Regional Development

\$0	\$498	\$498	(F)	\$0	Purchase Office Equipment - Regional Development (24510/04)	\$1,000	\$1,000	\$0	(F)
\$0	\$498	\$498	(F)	\$0	Purchase Office Furniture and Fittings - Regional Development (24610/04)	\$1,000	\$1,000	\$0	(F)
\$0	\$996	\$996	(F)	\$0		\$2,000	\$2,000	\$0	(F)

Risk Management

\$0	\$246	\$246	(F)	\$0	Purchase Office Equipment - Risk Management (24510/06)	\$500	\$500	\$0	(F)
\$0	\$246	\$246	(F)	\$0	Purchase Office Furniture and Fittings - Risk Management (24610/06)	\$500	\$500	\$0	(F)
\$0	\$492	\$492	(F)	\$0		\$1,000	\$1,000	\$0	(F)

Resource Recovery



CAPITAL EXPENDITURE STATEMENT

DECEMBER 2015

Year to Date					Full Year		
Actual	Budget	Variance	On Order	(F) = Favourable variation (U) = Unfavourable variation	Forecast	Budget	Variance



Resource Recovery

\$0	\$50,000	\$50,000 (F)	\$38,995	Resource Recovery Park - Land (24150/05)	\$100,000	\$100,000	\$0 (F)
\$19,405	\$50,000	\$30,595 (F)	\$1,424,351	Construct and Commission Resource Recovery Park - C & I Building (24259/04)	\$2,000,000	\$3,050,000	\$1,050,000 (F)
\$900	\$0	(\$900) (U)	\$0	Construct and Commission Resource Recovery Park - Wood Waste to Energy Building (24259/05)	\$625,000	\$625,000	\$0 (F)
\$0	\$25,000	\$25,000 (F)	\$0	Construct and Commission Resource Recovery Park - MRF Building - Hazelmere (24259/09)	\$30,000	\$55,000	\$25,000 (F)
\$0	\$0	\$0 (F)	\$0	Construct and Commission Resource Recovery Park - Weighbridges (x2) (24392/02)	\$0	\$150,000	\$150,000 (F)
\$0	\$100,000	\$100,000 (F)	\$0	Resource Recovery Park - Fencing (24394/06)	\$100,000	\$100,000	\$0 (F)
\$76,298	\$350,000	\$273,702 (F)	\$25,567	Construct and Commission Resource Recovery Park - Site Infrastructure (24399/01)	\$1,820,000	\$1,820,000	\$0 (F)
\$40,227	\$100,000	\$59,773 (F)	\$1,800	Wood Waste to Energy Utilities/Infrastructure - Resource Recovery Park (24399/11)	\$1,900,000	\$1,900,000	\$0 (F)
\$0	\$1,467,543	\$1,467,543 (F)	\$0	Purchase Resource Recovery Park - Wood Waste to Energy Plant & Equipment (24410/03)	\$2,785,000	\$2,785,000	\$0 (F)
\$0	\$0	\$0 (F)	\$1,438,050	Purchase Resource Recovery Park C & I Building - Plant & Equipment (24410/04)	\$1,684,000	\$3,425,000	\$1,741,000 (F)
\$0	\$50,000	\$50,000 (F)	\$0	Purchase Resource Recovery Park MRF - Plant & Equipment (24410/06)	\$0	\$300,000	\$300,000 (F)



CAPITAL EXPENDITURE STATEMENT

DECEMBER 2015

Year to Date			On (F) = Favourable variation Order (U) = Unfavourable variation	Full Year		
Actual	Budget	Variance		Forecast	Budget	Variance

Resource Recovery

\$0	\$1,000	\$1,000	(F)	\$0	Purchase Other Equipment - Resource Recovery (24590/07)	\$2,000	\$2,000	\$0	(F)
\$136,830	\$2,193,543	\$2,056,713	(F)	\$2,928,763		\$11,046,000	\$14,312,000	\$3,266,000	(F)

Waste Management

\$1,263	\$0	(\$1,263)	(U)	\$0	Construct Waste Management Facility Buildings - Hazelmere (24250/02)	\$0	\$0	\$0	(F)
\$0	\$63,000	\$63,000	(F)	\$0	Construct Storage Shed for Mattresses - Hazelmere (24250/05)	\$63,000	\$63,000	\$0	(F)
\$0	\$0	\$0	(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)	\$260,000	\$160,000	(\$100,000)	(U)
\$10,280	\$0	(\$10,280)	(U)	\$0	Construct Class III Landfill Cell Farm Stage 3 - Red Hill Landfill Facility (24310/13)	\$1,130,000	\$2,000,000	\$870,000	(F)
\$48,866	\$100,000	\$51,134	(F)	\$8,572	Construct Class III Cell Stage 15 - Red Hill Landfill Facility (24310/16)	\$800,000	\$1,800,000	\$1,000,000	(F)
\$0	\$300,000	\$300,000	(F)	\$0	Construct Class III Leachate Pond - Red Hill Landfill Facility (24320/01)	\$300,000	\$600,000	\$300,000	(F)
(\$235,509)	\$110,000	\$345,509	(F)	\$0	Leachate Project - Red Hill Landfill Facility (24320/02)	\$2,500,000	\$3,500,000	\$1,000,000	(F)
\$0	\$0	\$0	(F)	\$0	Design and Construct Class IV Cell Stage 2 - Red Hill Landfill Facility (24330/04)	\$300,000	\$500,000	\$200,000	(F)
\$0	\$0	\$0	(F)	\$0	Construct Stormwater and Siltation Ponds - Red Hill Landfill Facility (24350/01)	\$200,000	\$200,000	\$0	(F)



CAPITAL EXPENDITURE STATEMENT

DECEMBER 2015

Year to Date			On (F) = Favourable variation Order (U) = Unfavourable variation	Full Year		
Actual	Budget	Variance		Forecast	Budget	Variance

Waste Management

\$0	\$100,000	\$100,000	(F)	\$0	Construct Nutrient Stripping Pond - Red Hill Landfill Facility (24360/00)	\$186,000	\$186,000	\$0	(F)
\$0	\$0	\$0	(F)	\$0	Construct Roads / Carparks - Red Hill Landfill Facility (24370/00)	\$270,000	\$490,000	\$220,000	(F)
\$0	\$0	\$0	(F)	\$0	Construct Access Road to Lots 8 9 10 - Red Hill Landfill Facility (24370/02)	\$45,000	\$475,000	\$430,000	(F)
\$0	\$0	\$0	(F)	\$55,534	Construct Drainage Diversion and Earthworks Infrastructures - Red Hill Landfill Facility (24380/00)	\$500,000	\$500,000	\$0	(F)
\$0	\$25,000	\$25,000	(F)	\$0	Construct Litter Fence - Redhill Landfill Facility (24394/05)	\$50,000	\$50,000	\$0	(F)
\$0	\$30,000	\$30,000	(F)	\$0	Construct Hardstand and Road - Hazelmere (24395/01)	\$124,000	\$124,000	\$0	(F)
\$0	\$0	\$0	(F)	\$0	Relocate Greenwaste Processing area - Red Hill Landfill Facility (24395/04)	\$1,200,000	\$200,000	(\$1,000,000)	(U)
\$0	\$0	\$0	(F)	\$0	Construct Monitoring Bores - Red Hill Landfill Facility (24396/00)	\$34,000	\$34,000	\$0	(F)
\$0	\$0	\$0	(F)	\$0	Washdown bay Upgrade - Red Hill Landfill Facility (24399/04)	\$70,000	\$70,000	\$0	(F)
\$0	\$0	\$0	(F)	\$0	Truck Washdown Bay for Member Councils - Red Hill Landfill Facility (24399/05)	\$30,000	\$30,000	\$0	(F)
\$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)	\$0	\$0	\$0	(F)



CAPITAL EXPENDITURE STATEMENT

DECEMBER 2015

Year to Date					Full Year		
Actual	Budget	Variance	On Order	(F) = Favourable variation (U) = Unfavourable variation	Forecast	Budget	Variance
Waste Management							
\$404,848	\$763,000	\$358,152 (F)	\$1,189,728		\$4,220,000	\$4,220,000	\$0 (F)
\$405,899	\$1,350,000	\$944,101 (F)	\$383,000		\$2,630,000	\$2,630,000	\$0 (F)
\$261,622	\$0	(\$261,622) (U)	\$0		\$0	\$0	\$0 (F)
\$955	\$91,000	\$90,045 (F)	\$0		\$220,000	\$220,000	\$0 (F)
\$1,868	\$12,000	\$10,132 (F)	\$2,870		\$15,000	\$15,000	\$0 (F)
\$4,092	\$0	(\$4,092) (U)	\$0		\$0	\$0	\$0 (F)
\$0	\$39,179	\$39,179 (F)	\$0		\$39,179	\$39,179	\$0 (F)
\$0	\$550	\$550 (F)	\$0		\$550	\$550	\$0 (F)
\$0	\$20,000	\$20,000 (F)	\$0		\$24,000	\$24,000	\$0 (F)
\$0	\$4,000	\$4,000 (F)	\$6,433		\$10,000	\$10,000	\$0 (F)
\$0	\$0	\$0 (F)	\$0		\$1,000	\$1,000	\$0 (F)
\$0	\$53,000	\$53,000 (F)	\$4,085		\$59,000	\$159,000	\$100,000 (F)
\$6,270	\$4,000	(\$2,270) (U)	\$0		\$6,000	\$6,000	\$0 (F)



CAPITAL EXPENDITURE STATEMENT

DECEMBER 2015

Year to Date					Full Year		
Actual	Budget	Variance	On Order	(F) = Favourable variation (U) = Unfavourable variation	Forecast	Budget	Variance
Waste Management							
\$4,412	\$97,500	\$93,088 (F)	\$0	Purchase / Replace Other Equipment - Red Hill Landfill Facility (24590/00)	\$146,000	\$146,000	\$0 (F)
\$4,100	\$2,500	(\$1,600) (U)	\$0	Purchase / Replace Miscellaneous Equipment - Hazelmere (24590/02)	\$4,100	\$2,500	(\$1,600) (U)
\$0	\$0	\$0 (F)	\$0	Purchase/Replace Other Equipment - Engineering and Waste Management (24590/03)	\$3,000	\$3,000	\$0 (F)
\$0	\$0	\$0 (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	\$1,000	\$1,000 (F)	\$0	Purchase Office Furniture and Fittings-Hazelmere (24610/10)	\$2,000	\$2,000	\$0 (F)
\$0	\$0	\$0 (F)	\$0	Purchase Miscellaneous Furniture and Fittings - Red Hill Education Programme (24690/01)	\$0	\$3,000	\$3,000 (F)
\$0	\$0	\$0 (F)	\$0	Refurbish Environmental Education Centre - Redhill Landfill Facility (25253/00)	\$5,000	\$10,000	\$5,000 (F)
\$0	\$0	\$0 (F)	\$0	Refurbish Waste Transfer Station Building - Red Hill Landfill Facility (25259/01)	\$140,000	\$140,000	\$0 (F)
\$0	\$0	\$0 (F)	\$0	Refurbish Plant - Red Hill Landfill Facility (25410/00)	\$20,000	\$20,000	\$0 (F)
\$1,936	\$20,000	\$18,064 (F)	\$0	Refurbish Plant - Hazelmere (25410/01)	\$50,000	\$70,000	\$20,000 (F)
\$951,921	\$3,247,729	\$2,295,808 (F)	\$1,650,222		\$15,792,005	\$18,937,229	\$3,145,224 (F)
\$1,237,592	\$6,064,786	\$4,827,194 (F)	\$4,648,363	TOTAL CAPITAL EXPENDITURE	\$27,936,351	\$34,487,814	\$6,551,463 (F)



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STATEMENT OF FINANCIAL POSITION
DECEMBER 2015

Actual June 2015	Actual Year to Date		Full Year			
			Forecast	Budget	Variance	
		(F) = Favourable variation (U) = Unfavourable variation				
Current Assets						
\$2,887,347	\$5,308,713	Cash and Cash Equivalents	\$7,345,557	\$3,252,094	\$4,093,463	(F)
\$72,757,677	\$76,647,329	Investments	\$52,812,730	\$52,812,730	\$0	(F)
\$2,765,944	\$2,963,112	Trade and Other Receivables	\$2,765,944	\$2,765,944	\$0	(F)
\$67,598	\$88,385	Inventories	\$67,598	\$67,598	\$0	(F)
\$41,930	\$295,737	Other Assets	\$41,930	\$41,930	\$0	(F)
\$78,520,496	\$85,303,276	Total Current Assets	\$63,033,759	\$58,940,296	\$4,093,463	(F)
Current Liabilities						
\$4,021,539	\$3,274,179	Trade and Other Payables	\$4,021,539	\$4,021,539	\$0	(F)
\$1,334,359	\$1,334,359	Provisions	\$1,361,729	\$1,361,729	\$0	(F)
\$5,355,898	\$4,608,538	Total Current Liabilities	\$5,383,268	\$5,383,268	\$0	(F)
\$73,164,598	\$80,694,738	Net Current Assets	\$57,650,491	\$53,557,028	\$4,093,463	(F)
Non Current Assets						
\$48,469,462	\$48,469,462	Land	\$48,569,462	\$48,569,462	\$0	(F)
\$5,634,921	\$5,573,929	Buildings	\$8,637,524	\$9,717,524	(\$1,080,000)	(U)
\$13,649,499	\$12,295,710	Structures	\$22,178,761	\$25,347,585	(\$3,168,824)	(U)
\$5,544,891	\$5,674,084	Plant	\$14,480,134	\$16,685,308	(\$2,205,174)	(U)
\$594,769	\$490,906	Equipment	\$1,047,721	\$1,142,186	(\$94,465)	(U)
\$162,201	\$156,454	Furniture and Fittings	\$193,134	\$196,134	(\$3,000)	(U)
\$7,449,639	\$7,400,264	Work in Progress	\$7,449,639	\$7,449,639	\$0	(F)
\$81,505,382	\$80,060,809	Total Non Current Assets	\$102,556,376	\$109,107,838	(\$6,551,463)	(U)
Non Current Liabilities						
\$7,053,649	\$7,161,285	Provisions	\$7,125,876	\$7,125,876	\$0	(F)
\$7,053,649	\$7,161,285	Total Non Current Liabilities	\$7,125,876	\$7,125,876	\$0	(F)
\$147,616,331	\$153,594,262	Net Assets	\$153,080,990	\$155,538,990	(\$2,458,000)	(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	\$5,977,931	Net change in assets from operations	\$5,464,660	\$7,922,660	(\$2,458,000)	(U)
\$147,616,331	\$153,594,262	Total Equity	\$153,080,990	\$155,538,990	(\$2,458,000)	(U)



50 CASH AND INVESTMENTS

DECEMBER 2015

Actual June 2015	Actual Year to Date		Full Year		
			Forecast	Budget	Variance
Municipal Cash and Investments					
2,883,897	5,305,263	Cash at Bank - Municipal Fund 01001/00	7,342,107	3,248,644	4,093,463 (F)
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	16,704,952	Investments - Municipal Fund 02021/00	3,577,415	3,577,415	0 (F)
16,703,255	22,013,664	Total Municipal Cash	10,922,971	6,829,508	4,093,463 (F)
Restricted Cash and Investments					
3,635,347	3,699,061	Restricted Investments - Plant and Equipment 02022/01	1,916,042	1,916,042	0 (F)
1,930,073	1,963,900	Restricted Investments - Post Closure Site Rehabilitation Red Hill 02022/02	1,980,229	1,980,229	0 (F)
3,648,218	3,712,158	Restricted Investments - Future Development 02022/03	2,370,712	2,370,712	0 (F)
680,965	692,899	Restricted Investments - Environmental Monitoring Red Hill 02022/04	697,558	697,558	0 (F)
89,410	90,977	Restricted Investments - Environmental Insurance Red Hill 02022/05	39,204	39,204	0 (F)
13,507	13,744	Restricted Investments - Risk Management 02022/06	13,887	13,887	0 (F)
19,475	19,816	Restricted Investments - Class IV Cells Red Hill 02022/07	55,552	55,552	0 (F)
99,650	101,397	Restricted Investments - Regional Development 02022/08	17,894	17,894	0 (F)
44,950,540	45,738,351	Restricted Investments - Secondary Waste Processing 02022/09	36,447,847	36,447,847	0 (F)
2,710,350	2,757,852	Restricted Investments - Class III Cells 02022/10	4,488,170	4,488,170	0 (F)
68,200	69,395	Restricted Investments - Building Refurbishment (Ascot Place) 02022/11	70,120	70,120	0 (F)
334,891	308,345	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	774,482	Restricted Investments - Long Service Leave 02022/90	803,209	803,209	0 (F)
58,941,769	59,942,377	Total Restricted Cash	49,235,316	49,235,316	0 (F)
75,645,024	81,956,041	TOTAL CASH AND INVESTMENTS	60,158,287	56,064,824	4,093,463 (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.

<p>I. Overall Portfolio Limits</p> <table border="1"> <thead> <tr> <th>S&P Long Term Rating</th> <th>S&P Short Term Rating</th> <th>% Portfolio</th> <th>Investment Maximum %</th> </tr> </thead> <tbody> <tr> <td>AAA</td> <td>A-1+</td> <td>100.00%</td> <td>100%</td> </tr> <tr> <td>AA</td> <td>A-1</td> <td>0.00%</td> <td>100%</td> </tr> <tr> <td colspan="2"></td> <td>100.00%</td> <td></td> </tr> </tbody> </table>		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%		<p>II. Single Entity Exposure</p> <table border="1"> <thead> <tr> <th></th> <th>% Portfolio</th> </tr> </thead> <tbody> <tr> <td>ANZ Banking Group</td> <td>21.19%</td> </tr> <tr> <td>NAB</td> <td>27.15%</td> </tr> <tr> <td>Westpac / St. George Bank</td> <td>35.10%</td> </tr> <tr> <td>Bankwest</td> <td>16.56%</td> </tr> <tr> <td colspan="2">100.00%</td> </tr> </tbody> </table>			% Portfolio	ANZ Banking Group	21.19%	NAB	27.15%	Westpac / St. George Bank	35.10%	Bankwest	16.56%	100.00%	
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<p>Investment by S&P Rating</p>		<p>III. Term to Maturity Framework</p> <table border="1"> <thead> <tr> <th>Maturity Profile</th> <th>% Portfolio</th> <th>% Min</th> <th>% Max</th> </tr> </thead> <tbody> <tr> <td>Less Than 1 Year</td> <td>100.00%</td> <td>40.00%</td> <td>100.00%</td> </tr> <tr> <td>Greater Than 1 Year</td> <td>0.00%</td> <td>0.00%</td> <td>0.00%</td> </tr> <tr> <td colspan="2"></td> <td>100.00%</td> <td></td> </tr> </tbody> </table>		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%													
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		100.00%																													

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



14.4 REVIEW OF DELEGATED POWERS AND DUTIES

REFERENCE: D2015/20180

PURPOSE OF REPORT

The purpose of this report is to complete the annual statutory review of the exercise of powers and discharge of duties as delegated by Council, to amend a previously approved delegation and to propose an additional delegation.

KEY ISSUES AND RECOMMENDATION(S)

- It is a requirement of section 5.18 of the *Local Government Act 1995* (the Act) that the delegations made by the Council to Committees are reviewed in every financial year.
- It is a requirement of section 5.46 of the Act that the delegations made by the Council to the Chief Executive Officer (CEO) are reviewed in every financial year.
- The delegation of powers and duties remaining current are recommended for review and to be re-affirmed by Council.
- As a result of the change in tender thresholds in the *Local Government (Functions and General) Regulations 1996* (the Regulations), it is proposed that an increase in the CEO delegated authority limit for accepting tenders from \$350,000 to \$400,000 excluding GST be approved.
- To promote efficient administration of Council matters, it is proposed to formalise the CEO's authority to exercise the option to extend any contract awarded under a tender for further extension periods, subject to satisfactory performance.

Recommendation(s)

That Council:

1. Re-affirms the delegated powers and duties as listed in the report.
2. By absolute majority in accordance with section 5.45 of the *Local Government Act 1995*, amends delegation C/2014 increasing the authority limit of the Chief Executive Officer to accept tenders to \$400,000 excluding GST.
3. By absolute majority in accordance with section 5.42 of the *Local Government Act 1995*, delegates authority to the Chief Executive Officer to exercise the option to extend any contract awarded under a tender with further extension periods following the initial contract period, subject to satisfactory performance.

SOURCE OF REPORT

Director Corporate Services

BACKGROUND

It is a requirement of section 5.18 of the Act that the delegations made by the Council to Committees are reviewed at least once in every financial year.

It is a requirement of section 5.46 of the Act that the delegations made by the Council to the CEO are reviewed at least once in every financial year.



Item 14.4 continued

REPORT

The list of Council decisions to delegate its powers or duties to a Committee or to the CEO are listed below. Only the decisions which are still current are being recommended to Council for review and to be re-affirmed.

The following is the list of current delegations required to be re-affirmed by Council:

Delegation Number	Date of Original Delegation	Description of Delegation	Delegated to	Comments
C2/97	29/8/96	Power to pay accounts between meetings	CEO	Current
C/2014	04/12/2014	That Council pursuant to Section 5.42 of the <i>Local Government Act 1995</i> , amends the delegation to the Chief Executive Officer with respect to payments from the municipal or trust funds, to include a condition that the Chief Executive Officer is to provide a brief description outlining the nature of each transaction and payment made from municipal or trust funds on a monthly basis.	CEO	(Council) D2014/12979 17.2 Notice of Motion
C7/2001	22/02/01	Authority to approve legal services to the value of \$5000 in accordance with Council Policy Legal Representation Costs Indemnity Policy.	CEO	Current
C-/2005	19/05/05	Finalise the sale of the land, within Lot 12, required for the Hills Spine Road and Perth – Adelaide Highway, to the Western Australian Planning Commission.	CEO	Current (TAC Report) DMDOC/34306 (Council) DMDOC/32855
C-/2006	20/07/06	The CEO, in consultation with the Chairman, is delegated authority to approve interstate and local travel related expenditure associated with pursuing lobbying and advocacy issues of an urgent nature, in accordance with Council Policy 1.8 – Lobbying and Advocacy Policy.	CEO	Current (CEOAC Report) DMDOC/107688 (Council) DMDOC/52370
C-/2006	24/08/06	That the CEO make appointments to the position of Acting Chief Executive Officer based on the EMRC employee holding the substantive position of Director and appointments being for a period of not longer than six (6) weeks.	CEO	Current (Report) DMDOC/55573 (Council) DMDOC/54252



Item 14.4 continued

Delegation Number	Date of Original Delegation	Description of Delegation	Delegated to	Comments
C-/2008	21/02/08	The Investment Committee has only those delegated powers and duties of Council associated with the EMRC Investment Portfolio, that have not been delegated to the CEO inclusive of, but not limited to: <ul style="list-style-type: none"> (a) the acceptance of tenders for the provision of advice and services; and (b) to deal with any legal proceedings that may need to be initiated. 	Investment Committee	Current Investment Committee Terms of Reference DMDOC/118164 (Report) DMDOC/78490 (Council) DMDOC/77280
C-/2010	18/02/2010	That Council, by an absolute majority in accordance with section 5.42 of the <i>Local Government Act 1995</i> , 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)	CEO	Current (Report) DMDOC/126570 (Council) DMDOC/123820
C/2014	20/02/2014	That Council: <ol style="list-style-type: none"> 1. By absolute majority acting pursuant to section 5.42 of the <i>Local Government Act 1995</i>, delegates authority to the Chief Executive Officer to accept tenders conditional upon: <ul style="list-style-type: none"> (a) Provision having been made in the current budget for the purchase of the particular item or as authorised by Council in advance; and (b) This authority not applying to any tender for an amount exceeding \$400,000 excluding GST. 	CEO	Current D2014/00706 (Report) To be amended per officer recommendation 2 of this report



Item 14.4 continued

Delegation Number	Date of Original Delegation	Description of Delegation	Delegated to	Comments
C/2014	19/06/2014	That: 1. Council by absolute majority, pursuant to section 5.42 of the <i>Local Government Act 1995</i> , delegates authority to the CEO to finalise and execute a Wholesale Electricity Agreement. 2. The Report and attachments remain confidential and be certified by the Chairman and CEO.	CEO	Current D2014/06931 - (RRC Report) D2014/05562 - (Council)
C-/2015	19/02/2015	By absolute majority in accordance with section 5.42 of the <i>Local Government Act 1995</i> , delegates authority to the Chief Executive Officer to donate EMRC product to the value of \$10,000 p.a.	CEO	Current D2015/02243 - (Report) D2015/00181 - (Council)
C-/2015	20/08/2015	That Council, by absolute majority, in accordance with Section 5.42(1) of the <i>Local Government Act 1995</i> , delegate authority, to the CEO, to invite tenders on its behalf.	CEO	Current D2015/13575 (Report) D2015/10208 (Council)

Council has currently delegated authority for the CEO to accept tenders up to \$350,000 excluding GST. This was increased at the meeting of Council in February 2014 (D2014/00706) to reflect the increasing cost in all areas of business and in particular day to day operation and projects at Red Hill Waste Management Facility and Hazelmere Resource Recovery Park.

Council resolved:

“By absolute majority acting pursuant to section 5.42 of the Local Government Act 1995, delegates authority to the Chief Executive Officer to accept tenders conditional upon:

- (c) Provision having been made in the current budget for the purchase of the particular item or as authorised by Council in advance; and*
- (d) This authority not applying to any tender for an amount exceeding \$350,000 excluding GST.”*

On 1 October 2015, the *Local Government (Functions and General) Regulations 1996* (the Regulations) was amended and the amendments included the increasing of the public tender threshold from \$100,000 to \$150,000. To maintain compliance with s.3.57 of the Act and the Regulations in relation to inviting tenders Council amended the Council Policy 3.5 Purchasing Policy at its December 2015 meeting (D2015/18778).



Item 14.4 continued

As a result of the \$50,000 increase to the tender threshold, it is proposed that the condition for the authority for the CEO to accept tenders up to \$350,000 excluding GST be increased by the similar \$50,000 for operational efficiency purposes and in order to assist and support Council having to not deal with each and every tender. As with the current delegation of authority, this delegation would be subject to the tender being for a budgeted purpose. Council will continue to have the overarching power to review and approve the expenditure as part of the annual budget process.

From time to time the EMRC will enter into a contract with a preferred supplier or a panel of preferred suppliers following a tender. The contract may provide for an option to extend the initial period for a further term at the discretion of the EMRC. As the initial contract term may be over three years, combined with multiple contracts over various tenders, and the requirement for each of the delegations requiring to be renewed each year, it is considered prudent and administratively more efficient, on what is essentially an operational matter, that Council provides an overarching delegation to the CEO to exercise the option to extend any contract term subject to satisfactory performance of the contract.

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)

Nil

VOTING REQUIREMENT

Absolute Majority



Item 14.4 continued

RECOMMENDATION(S)

That Council:

1. Re-affirms the delegated powers and duties as listed in the report.
2. By absolute majority in accordance with section 5.45 of the *Local Government Act 1995*, amends delegation C/2014 increasing the authority limit of the Chief Executive Officer to accept tenders to \$400,000 excluding GST.
3. By absolute majority in accordance with section 5.42 of the *Local Government Act 1995*, delegates authority to the Chief Executive Officer to exercise the option to extend any contract awarded under a tender with further extension periods following the initial contract period, subject to satisfactory performance.

Cr Ehrhardt entered the meeting at 6:16pm.

Questions were raised on two of the delegations and the Chairman suggested to Councillors that this report item be withdrawn and re-submitted to the next Ordinary Meeting of Council. Councillor's were advised to contact the CEO for additional information prior to this item being re-presented.

COUNCIL RESOLUTION(S)

MOVED CR PERKS

SECONDED CR O'CONNOR

THAT REPORT ITEM 14.4 BE WITHDRAWN AND DEALT WITH AT THE NEXT ORDINARY MEETING OF COUNCIL.

CARRIED UNANIMOUSLY



14.5 STRATEGIC PLANNING WORKSHOP – 30 APRIL 2016

REFERENCE: D2016/00183

PURPOSE OF REPORT

The purpose of this report is to seek Council endorsement to hold a half day strategic planning workshop on Saturday 30 April 2016, for the purpose of reviewing EMRC 2022 - 10 Year Strategic Plan.

KEY ISSUES AND RECOMMENDATION(S)

- All local governments are currently required to produce a “plan for the future”.
- The minimum requirement to meet the intent of the plan for the future is the development of a Strategic Plan and a Corporate Business Plan.
- The ‘Strategic Plan must cover at least 10 financial years and a full review must be scheduled 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.
- A series of workshops were completed by September 2015 to inform the review of *EMRC – 2022 -10 Year Strategic Plan*, including a Council workshop held on 10 September 2015.
- An independent consultant was appointed to facilitate the process.
- A report was presented to Council on 3 December 2015 proposing a second strategic planning workshop to be held in March / April 2016.
- Following a discussion with the EMRC Chairman Saturday 30 April 2016 has been identified as a suitable date for the workshop to be held at the Sandalford Winery in Caversham.
- The workshop will include all EMRC Councillors, deputy Councillors, member Council Chief Executive Officers and EMRC Directors. The workshop will commence at 8:45am for a 9:00am start and conclude by 1:00pm, followed by lunch.
- In developing or reviewing its 10 year strategic plan, local councils are required to engage with the community.
- Advice received from the Department of Local Government and Communities is that as a Regional Council the EMRC can develop a 10 Year strategic plan in consultation with its member Councils and subsequent to this, put the 10 year strategic plan out for public comment.

Recommendation(s)

That Council support a Strategic Planning workshop being held on Saturday 30 April 2016 as outlined within this report.

SOURCE OF REPORT

Chief Executive Officer



Item 14.5 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.

Regulation 19C of the *Local Government (Administration) Regulations 1996* requires a local government to ensure that a Strategic Community Plan is made covering at least 10 financial years and the local government is to ensure that electors and ratepayers of its district are consulted as part of the review process. Regulation 19C(4) states that the Strategic Community Plan is to be reviewed at least once every four years.

On 6 December 2012, Council adopted *EMRC - 2022 - 10 Year Strategic Plan* to take effect from 1 July 2013 (Ref: DMDOC/170953).

Given the statutory requirement for a four year review a report was presented to Council on 20 August 2015 outlining the process related to the review of *EMRC - 2022 - 10 Year Strategic Plan* on 20 August 2015 (Ref: D2015/12077). Subsequent to this desktop research and a series of workshops were completed between by September 2015, including the first Council workshop held on 10 September 2015. The purpose of these activities was to collect data to inform the review of *EMRC – 2022 -10 Year Strategic Plan*.

Participants in this process included EMRC Councillors, deputy Councillors, member Council Mayors and Presidents, member Council CEOs and senior staff, EMRC senior staff and key industry stakeholders. An independent consultant was appointed to facilitate the Review Process.

The research and workshops provided information on:

- Key economic, environmental and demographic trends;
- Regional issues, barriers and opportunities;
- Potential high level strategic plans and projects for 2016/2017 to 2019/2020; and
- Potential range of current and new services EMRC could deliver.

A report was presented to Council on 3 December 2015 proposing a second strategic planning workshop to be held in March / April 2016. Council was advised that the workshop would be used 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 potentially deliver on behalf of its member Councils.

Council was also advised that a detailed workshop program would be developed and further information provided once a suitable date and venue had been identified.

REPORT

Following a discussion with the EMRC Chairman, Saturday 30 April 2016 has been identified as a suitable date for the workshop to be held at the Sandalford Winery in Caversham.

The workshop will include all EMRC Councillors, deputy Councillors, member Council Chief Executive Officers and EMRC Directors. The workshop will commence at 8:45am for a 9:00am start and conclude by 1:00pm, followed by lunch.



Item 14.5 continued

A preliminary timetable for the workshop is provided below.

Time	Activities
8:45am	Arrival and registration
9:00am	Workshop Session 1
11:00pm	Break
11:15am	Workshop Session 2
1:00pm	Summary and Close
1:15pm	Lunch

A detailed workshop program will be developed based on the above preliminary schedule. A workshop file will also be forwarded to all participants in due course.

Community consultation

In developing or reviewing its 10 year strategic plan, local councils are required to engage with the community to ensure that community aspirations are considered when formulating the 10 year strategic plan. Given that the EMRC works on behalf of its members, and does not directly provide services to the community within Perth's Eastern Region, discussion was held (in June 2011) with the then Department of Local Government to confirm the process that EMRC should use. The advice received was that as a Regional Council the EMRC can develop a 10 year strategic plan in consultation with its member Councils and subsequent to this, make the 10 year strategic plan available for public comment.

The anticipated timeline for adopting EMRC's next 10 year strategic plan is outlined below.

Date	Activities
18 February 2016	Council endorsement of process
30 April 2016	Council Workshop
23 June 2016	Council endorsement of draft 10 year strategic plan
24 June to 15 July 2016	The draft 10 year strategic plan will be made available to the public, including EMRC's member Councils for comments
18 August 2016	Draft 10 Year Strategic Plan presented to Council for adoption, with implementation effective 1 July 2017.



Item 14.5 continued

Cost

The approximate costs associated with the April 2016 strategic planning workshops are:

Workshop and Lunch	Approximate Costs
Venue hire and refreshments	\$4,000
Facilitator (Council and CEO workshops)	\$5,000
Miscellaneous	\$2,000
Total	\$11,000

Miscellaneous costs include equipment hire, advertising costs etc.

These costs are within the budget allocation related to the strategic planning workshops endorsed by Council through the annual budget process.

STRATEGIC/POLICY IMPLICATIONS

Key Result Area 4 – Good Governance

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

FINANCIAL IMPLICATIONS

As outlined within this report

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



The Strategic Plan Workshop to be held on Saturday 30 April 2016 will require input from member Councils, delegates and CEO's.

ATTACHMENT(S)

Nil



Item 14.5 continued

VOTING REQUIREMENT

Simple Majority

RECOMMENDATION(S)

That Council support a Strategic Planning workshop being held on Saturday 30 April 2016 as outlined within this report.

COUNCIL RESOLUTION(S)

MOVED CR O'CONNOR

SECONDED CR WOLFF

THAT COUNCIL SUPPORT A STRATEGIC PLANNING WORKSHOP BEING HELD ON SATURDAY 30 APRIL 2016 AS OUTLINED WITHIN THIS REPORT.

CARRIED UNANIMOUSLY



14.6 INTRODUCTION OF NEW CHARGE FOR STEAM WEEDER HIRE

REFERENCE: D2016/00840

PURPOSE OF REPORT

The purpose of the report is to seek Council approval for the introduction and adoption of a new charge for the hiring of the EMRC's Steam Weeder.

KEY ISSUES AND RECOMMENDATION(S)

- In May 2015 the Department of Parks and Wildlife Rivers and Estuaries Division provided the EMRC with funding of \$20,000 (ex GST) for the purchase of a Steam Weeder.
- The Steam Weeder is an environmentally friendly saturated steam alternative weed treatment to the use of herbicides.
- In order to recover costs, a charge out rate has been established for the hire of the Steam Weeder for local government and community groups. This new fee will take effect seven days from the close of the advertising period.
- Free training for member council staff will be provided as a result of an additional \$10,000 (ex GST) from the Department of Parks and Wildlife Rivers and Estuaries Division.

Recommendation(s)

That Council by absolute majority in accordance with section 6.16 of the *Local Government Act 1995*, impose fees forming the attachment of this report, for the hire of the Steam Weeder effective seven days from the close of the advertising period.

SOURCE OF REPORT

Acting Director Regional Services

BACKGROUND

A local government may impose and recover a fee or charge for goods and services during a financial year under the provisions of section 6.16 and must give local public notice in accordance with section 6.19 of the *Local Government Act 1995*.

REPORT

In May 2015 the Department of Parks and Wildlife Rivers and Estuaries Division provided the EMRC with funding of \$20,000 (ex GST) for the purchase of a Steam Weeder. The Steam Weeder will enhance the capacity of the Eastern Region Catchment Management Program to support community groups and member Councils in weed management in Perth's Eastern Region. This initiative supports Project 3.2.4 in the EMRC's Regional Environment Strategy 2011-2016, Best Practice Alternative Weed Management.

The Steam Weeder is an environmentally friendly saturated steam alternative to the use of herbicides. The steam is 100% chemical free and suitable for use in and around "No Spray" zones; it can be used in practically all weather conditions, and it is safe to be used in close proximity to people and wildlife.

A fee has been established for the hire out of the Steam Weeder on a cost recovery basis of \$18.87 per hour (ex GST) so that it can be hired to member Councils and other local governments who have appropriately trained staff in the use of the machine. The minimum charge out rate has been set at four hours. It is proposed that this new fee will take effect seven days from the close of the advertising period.



Item 14.6 continued

Where the hirer requires an EMRC operator a fee will apply to cover the staff member's time. An EMRC Officer will be required to operate the machine when hired by community/catchment groups due to insurance requirements. Member Council and other local government officers operating the Steam Weeder will be required to undertake training prior to use. The cost of training of member Council officers in the use of the machine will be covered by additional funding of \$10,000 (ex GST) received in 2016 from the Department of Parks and Wildlife Rivers and Estuaries Division.

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 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

With the introduction of the new fee, member Councils will be able to hire the Steam Weeder to undertake weed management without the use of chemicals. The hire fee has been established on a cost recovery basis.

SUSTAINABILITY IMPLICATIONS

The Steam Weeder provides member Councils, other local governments and community groups with the option to trial steam weeding in their operations.

MEMBER COUNCIL IMPLICATIONS

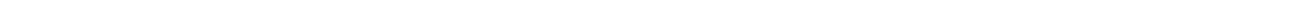
Member Council	Implication Details
Town of Bassendean	} Member Councils may wish to utilise the steam weeder as an alternative to the use of herbicides.
City of Bayswater	
City of Belmont	
Shire of Kalamunda	} Member Councils may wish to nominate staff to be trained in the use of the steam weeder machine.
Shire of Mundaring	
City of Swan	

ATTACHMENT(S)

Hire Charges for Steam Weed Machine (Ref: D2016/00878)

VOTING REQUIREMENT

Absolute Majority





Item 14.6 continued

RECOMMENDATION(S)

That Council by absolute majority in accordance with section 6.16 of the *Local Government Act 1995*, impose fees forming the attachment of this report, for the hire of the Steam Weeder effective seven days from the close of the advertising period.

COUNCIL RESOLUTION(S)

MOVED CR EHRHARDT

SECONDED CR DAW

THAT COUNCIL BY ABSOLUTE MAJORITY IN ACCORDANCE WITH SECTION 6.16 OF THE *LOCAL GOVERNMENT ACT 1995*, IMPOSE FEES FORMING THE ATTACHMENT OF THIS REPORT, FOR THE HIRE OF THE STEAM WEEDER EFFECTIVE SEVEN DAYS FROM THE CLOSE OF THE ADVERTISING PERIOD.

CARRIED BY ABSOLUTE MAJORITY 12/0

HIRE CHARGES FOR STEAM WEED MACHINE

Hire without an EMRC Operator	Fee (Ex GST)
Hourly Charge out rate	\$18.87 per hour (min 4 hrs applies)
Daily rate	\$150.00
EMRC Hourly Operator charge	
EMRC Operator	\$57.50 per hour (min 4 hrs applies)



14.7 PROPOSED REGIONAL SERVICES CONSULTING RATES 2016/2017 AND MISCELLANEOUS FEES AND CHARGES

REFERENCE: D2016/00678

PURPOSE OF REPORT

The purpose of this report is to seek support of the proposed 2016/2017 Regional Services consulting rates, administration fees and charges and steam weeder hire charges for use in developing the draft budget for 2016/2017.

KEY ISSUES AND RECOMMENDATION(S)

- Regional Services coordinates, facilitates, jointly funds and manages major regionally significant projects that aim to improve social, economic and environmental outcomes for Perth's Eastern Region.
- The rates for member Councils have generally increased each year in accordance with CPI.
- For the 2016/2017 budget year, no consultancy rate increases are proposed. The proposed Regional Services consulting rates will be used to develop the draft 2016/2017 budget.
- In order to recover costs, a charge out rate has been established for the hire of the steam weed machine by local governments and community groups.
- The administration fees for photocopying of documents provided to members of the public are unchanged from the previous year.

Recommendation(s)

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.

SOURCE OF REPORT

Acting Director Regional Services
Director Corporate Services

BACKGROUND

Consulting rates are reviewed on an annual basis as part of the preparation of the annual budget. The Regional Services consulting rates have evolved over time to meet the needs of the member Councils by providing a mix of rates based on the diversity of tasks and experience required to fulfil consulting activities. The rates have generally increased each year in accordance with CPI or marginally lower than CPI.

The Regional Services Project Funding Summary provided to Council on 3 December 2015 (Ref: D2015/19325), outlined proposed Regional Services projects for 2016/2017. Project costs for these are determined using the proposed consulting rates.

An administration fee for the photocopying of documents provided to members of the public was first imposed by Council on 19 April 2012 to take effect from 1 July 2012 (Ref: DMDOC/161596).



Item 14.7 continued

REPORT

EMRC recognises the importance of maintaining reasonable charge out rates for member Councils to maintain the current levels of utilisation in line with member Council budget expectations, as well as provide a service that is competitive in the marketplace.

Regional Services Consulting Rates

The proposed consulting rates will be used to develop the draft 2016/2017 budget and form part of the Regional Services Project Funding Summary 2016/2017 presented to Council on 3 December 2015 (Ref: D2015/19325).

It is recommended that the Regional Services consulting rates for 2016/2017 for member Councils remain unchanged. The Schedule of Rates is shown as Attachment 1. It is recommended that Other Organisations Consulting Fees are also not increased as they are currently in line with commercial consulting rates.

The rates are based around three levels of consultants in addition to Manager and Director. It is expected that most consulting activities would be undertaken by the Coordinators, Consultants and Project Officers in order to provide the best value for money proposition for member Councils.

Steam Weed Machine – Hire Fee

A fee has also been established for the hire of the steam weed machine on a cost recovery basis so that it can be hired out to local governments and community groups (refer Attachment 1).

Administration Fees and Charges – Photocopy Fees

Under section 6.16 of the *Local Government Act 1995*, a local government may impose and recover a fee or charge for any goods or service it provides, other than those for which a service charge is statutorily imposed. From time to time, the EMRC receives requests to provide photocopies of various materials including, but not limited to, agendas and minutes. The schedule of fees proposed to deliver this service for black and white and colour photocopying is shown in Attachment 2 and there have been no increases over the previous year's fees.

This report has been reviewed by the CEOAC "out of session" and has the committee's unanimous support.

STRATEGIC/POLICY IMPLICATIONS

Key Result Area 1 – Environmental Sustainability

- 1.5 To contribute towards improved regional air, water & 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

- 4.2 To manage partnerships and relationships with stakeholders
 - 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 14.7 continued

FINANCIAL IMPLICATIONS

The proposed rates will be used to develop detailed budgets and project plans for Regional Services consulting activities.

SUSTAINABILITY IMPLICATIONS

The rates being proposed for the EMRC member Councils recognise the competing demands on budgets from other sources and have been designed to facilitate the achievement of a sustainable service delivery arrangement.

MEMBER COUNCIL IMPLICATIONS

Member Council	Implication Details
Town of Bassendean	} The Regional Services Consulting Rates are used annually to assist with the formulation of budgets and for member Councils to be able to utilise EMRC consultancy services as and when required.
City of Bayswater	
City of Belmont	
Shire of Kalamunda	
Shire of Mundaring	
City of Swan	

ATTACHMENT(S)

1. 2016/2017 Regional Services Consulting Rates and Steam Weed Machine Charges (Ref: D2016/00681)
2. 2016/2017 Administration Fees and Charges (Ref: D2016/00682)

VOTING REQUIREMENT

Simple Majority

RECOMMENDATION(S)

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.

COUNCIL RESOLUTION(S)

MOVED CR O'CONNOR

SECONDED CR WOLFF

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.

CARRIED UNANIMOUSLY

**Proposed Regional Services (Environmental Services and Regional Development)
Consulting Rates 2016/2017**

	Prior Year Actual Hourly Rate										Proposed	
	2009/2010	2010/2011	2011/2012	2012/2013	2013/2014	2014/2015	2015/2016	2016/2017 (ex GST)	% Change	2016/2017 (inc GST)		
Member Council Consulting Fees												
Consultant Director	\$92.00	\$96.00	\$99.00	\$102.00	\$105.00	\$108.00	\$111.00	\$111.00	0.00%	\$122.10		
Consultant Manager	\$82.00	\$86.00	\$88.50	\$91.00	\$93.00	\$95.00	\$97.50	\$97.50	0.00%	\$107.25		
Senior Consultant	\$71.00	\$74.00	\$76.00	\$78.00	\$80.00	\$82.00	\$84.00	\$84.00	0.00%	\$92.40		
Consultant	\$63.00	\$66.00	\$68.00	\$70.00	\$72.00	\$74.00	\$76.00	\$76.00	0.00%	\$83.60		
Project Officer	\$48.00	\$50.00	\$51.50	\$53.00	\$54.50	\$56.00	\$57.50	\$57.50	0.00%	\$63.25		
Other Organisations Consulting Fees												
Consultant Director	\$174.00	\$182.00	\$187.50	\$187.50	\$187.50	\$187.50	\$187.50	\$187.50	0.00%	\$206.25		
Consultant Manager	\$153.00	\$160.00	\$165.00	\$165.00	\$165.00	\$165.00	\$165.00	\$165.00	0.00%	\$181.50		
Senior Consultant	\$153.00	\$160.00	\$165.00	\$150.00	\$150.00	\$150.00	\$150.00	\$150.00	0.00%	\$165.00		
Consultant	\$139.00	\$145.00	\$149.50	\$125.00	\$125.00	\$125.00	\$125.00	\$125.00	0.00%	\$137.50		
Project Officer	\$121.00	\$127.00	\$131.00	\$100.00	\$100.00	\$100.00	\$100.00	\$100.00	0.00%	\$110.00		

Hire Charges for Steam Weed Machine

Hire without an EMRC Operator	Fee (Ex GST)
Hourly Charge out rate	\$18.87 per hour (min 4 hrs applies)
Daily rate	\$150.00
EMRC Hourly Operator Charge	
EMRC Operator	\$57.50 per hour (min 4 hrs applies)

2016/2017 ADMINISTRATION FEES AND CHARGES

Photocopy Fees	\$ Per Page (incl. GST)
Black & White A4 print	\$ 0.35
Black & White A3 print	\$ 0.50
Colour A4 print	\$ 0.45
Colour A3 print	\$ 0.60



14.8 ITEMS CONTAINED IN THE INFORMATION BULLETIN

REFERENCE: D2016/00143

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

1 REGIONAL SERVICES

- 1.1 REGIONAL DEVELOPMENT ACTIVITY REPORT OCTOBER TO DECEMBER 2015
(Ref: D2016/00643)
- 1.2 ENVIRONMENTAL SERVICES ACTIVITY REPORT OCTOBER TO DECEMBER 2015
(Ref: D2016/00644)
- 1.3 INDUSTRY CLUSTER ANALYSIS RESEARCH PAPER (Ref: D2016/00645)
- 1.4 DIVERSE HOUSING – TARGETS AND ACHIEVEMENTS IN PERTH'S EASTERN REGION
(Ref: D2016/00646)
- 1.5 STATE NATURAL RESOURCES MANAGEMENT CONFERENCE – JANUARY 2016
(Ref: D2016/00647)
- 1.6 INTERNATIONAL CONFERENCE ON SUSTAINABLE WATER MANAGEMENT
(Ref: D2016/00648)
- 1.7 URBAN FOREST MASTERCLASS (Ref: D2016/00649)

2 WASTE MANAGEMENT SERVICES

- 2.1 COUNCIL TONNAGE COMPARISONS AS AT 31 DECEMBER 2015 (Ref: D2016/01043)

3 CORPORATE SERVICES

- 3.1 CORPORATE BUSINESS PLAN 2015/2016 – 2019/2020 PROGRESS REPORT
(Ref: D2016/00187)

RECOMMENDATION(S)

That Council notes the items contained in the Information Bulletin.

COUNCIL RESOLUTION(S)

MOVED CR O'CONNOR SECONDED CR WOLFF

THAT COUNCIL NOTES THE ITEMS CONTAINED IN THE INFORMATION BULLETIN.

CARRIED UNANIMOUSLY



INFORMATION BULLETIN

Accompanying the
Ordinary Meeting of Council Agenda

18 February 2016

**CHIEF EXECUTIVE OFFICERS ADVISORY COMMITTEE
COUNCIL INFORMATION BULLETIN**

18 February 2016

(REF: D2016/00143)

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1 REGIONAL SERVICES

1.1 REGIONAL DEVELOPMENT ACTIVITY REPORT OCTOBER TO DECEMBER 2015

REFERENCE: D2016/00643

PURPOSE OF REPORT

The purpose of this report is to provide an update on the activities undertaken by the Regional Development Business Unit for the period 1 October to 31 December 2015.

KEY ISSUE(S)

Achievements highlighted for the period 1 October to 31 December 2015 include:

- The EMRC's Regional Events Program was awarded the Silver Medal in the Destination Marketing category at the 2015 Perth Airport WA Tourism Awards.
- The EMRC's #ride2market initiative was awarded the Major Bikeley Award, for "the Bike Week event that best promotes and celebrates cycling for transport and attracts new riders to the cycling community" from the Department of Transport for 2015.
- A grant application seeking \$155,000 (ex GST) for the Avon Decent Family Fun Days has been submitted to Lotterywest.
- The Perth Tourism website has received a number of major functionality updates, particularly in the Trails and Experiences sections.
- A second showcase tour of the City of Swan was undertaken in December 2015.
- The Industry Cluster Gap Analysis report has been concluded.

SOURCE OF REPORT

Acting Director Regional Services

BACKGROUND

The Regional Development Business Unit partners with member Councils and key stakeholders to facilitate strategies, projects and activities for the benefit and sustainability of Perth's Eastern Region. Regular progress reports are provided to advisory groups, committees and councils to ensure ongoing and effective communication.

Two advisory groups; the Economic Development Officers Group (EDOG) and the Regional Integrated Transport Strategy Implementation Advisory Group (RITS IAG) meet, as required, to consider regional economic development and transport related projects and assist in guiding EMRC strategies. Representation from each participating member Council and the EMRC constitute the EDOG membership. In addition to participating member Councils, RITS IAG includes representatives from the Department of Planning, Department of Transport, Public Transport Authority, WALGA, Main Roads WA, Office of Road Safety, WA Police, RAC, Perth Airport and the West Australian Road Transport Association.



Item 1.1 continued

REPORT

The Regional Development Activity Report aligns the *Business Unit Action Plan* and the objectives and strategies of the *EMRC 2022 – 10 Year Strategic Plan*. Activities of the Regional Development Business Unit focus on member Council priorities, key strategies and regional projects including the following:

- Regional Economic Development;
- Regional Transport Planning;
- Regional Digital Strategy;
- Regional Events; and
- Regional Advocacy.

New Regional Economic Development and Regional Integrated Transport Strategies are currently being developed for the period 2016 – 2020. Background papers to support the strategies development are currently being developed.

Strategy: 2.1.1 Continue the coordination of Regional Events

Action: Coordinate the Avon Descent Family Fun Days

The 2015 Avon Descent Family Fun Days Lotterywest grant acquittal process is underway and planning for the 2016 events has commenced.

Action: Coordinate the Perth's Autumn Festival

The 2016 grant application was submitted to Lotterywest in October 2015. The grant application included funding support for the City of Belmont's Autumn River Festival, Bickley Harvest Festival and the regional marketing campaign. Community event registrations for the 2016 Perth's Autumn Festival are being promoted on the Perth Tourism website.

Action: Administer the perthtourism.com.au regional tourism website

A number of functionality changes have been made to the Perth Tourism website from October to December 2015 including: introduction of promotion boxes on the homepage, development of an activity centres guide in the experiences section major formatting changes to the trails section, and inclusion of the Hello Spring events.

The EMRC's Regional Events program was awarded the Silver Medal in the 'Destination Marketing' category at the 2015 Perth Airport WA Tourism Awards.

Strategy: 3.1.1 Facilitate Implementation of the Regional Integrated Transport Strategy
--

Action: Develop and manage Regional Recreational Cycling Guide

Walking and Cycling Trails on the Perth Tourism website have been reviewed and information revised in preparation for promotional activities and an 'experiences' section added to the Perth Tourism website to include promotion of 'day trips'.



Item 1.1 continued

Action: Complete development of a Regional Road Safety Plan and advocate for implementation of RRSP actions

The Regional Road Safety Plan was approved by Council at its 3 December 2015 council meeting. The plan is now available on the EMRC's corporate website and copies have been provided to all member councils for their use.

Action: Undertake an Active Transport and Public Transport Infrastructure Audit

Contact has been made with member Councils and the Public Transport Authority (PTA) in regards to providing information for the development of the audit report. Member Councils have also provided information on the path networks (shared paths and footpath) and PTA has provided information on train and bus services. All of the information received is being collated and will be presented back to member Councils once finalised.

Action: Undertake a Transport Research Project – Perth's Eastern Region Transport Engagement

Research topics were discussed at the Regional Integrated Transport Strategy Implementation Advisory Group meeting on 3 September 2015. EMRC staff are now investigating opportunities to undertake community consultation in 2016, on the topic of transport, during community events in the region.

Action: Develop innovative opportunities in the promotion of active travel and public transport including an Event Active Transport Package

The EMRC has been awarded a Bike Week grant for 2016 to conduct five #ride2market events at local food and hawker markets in March/April 2016, which is similar to the 2015 award winning event. The EMRC received the Major Bikeley award for "the Bike Week event that best promotes and celebrates cycling for transport and attracts new riders to the cycling community" from the Department of Transport for the 2015 #ride2market events.

Strategy: 3.2.1 Implement Regional Economic Development Strategy

Action: Coordinate Mini-Showcase Series (formerly Advancing Perth's Eastern Region Tours)

A City of Swan Showcase Tour was held on 8 December 2015. The tour focused on major commercial, recreational, estate developments and challenges and opportunities in Ellenbrook. There was also a focus on tourism developments, expansion and potential in the Swan Valley. A combined, Shire of Mundaring and Kalamunda, tour is proposed for the first half of 2016.

Action: Provide regional profiling tools to EMRC and member Councils

The EMRC coordinates REMPLAN, id.Profile and id.Atlas subscriptions to enable member Councils and the EMRC to obtain relevant regional economic and social-demographic profiling data. The data is utilised when preparing industry and council profiles, completing detailed data analysis and preparing grant applications and funding submissions. Further training opportunities will be provided and scheduled for 2016 to ensure users are kept up to date with the software, its capability and the program content. The latest REMPLAN training was held at the EMRC on 21 January 2016.

Action: Implement a Regional Youth Project in accordance with the Youth Futures Report

Two projects were identified for 2015/16, the first being a Youth Advisory Research Paper to guide the development of the Regional Economic Development, Transport and Environment Strategies. The second project, which was identified by Youth Coordinators in Perth's Eastern Region, is to run a workshop on methods of youth engagement to improve attendance at council-run youth events. Both projects are underway.



Item 1.1 continued

Action: Undertake Business Exemplar project

Members of six business support organisations within the region; (Mundaring Chamber of Commerce, Swan Chamber of Commerce, Kalamunda Chamber of Commerce, Belmont Business Enterprise Centre, Central Eastern Business Association and Malaga and Districts Business Association) were invited to a meeting on 27 October 2015 to discuss methods of promoting local business exemplars. It was identified that the project should engage a consultant to write and distribute a well-written media release for each of the business award winners of the respective organisations. A Request for Quote to engage a consultant has been distributed to appropriate consultancies.

Action: Develop a project – Connecting People to Activity Centres

The “Experiences” section of the perthtourism.com.au website has been updated to promote activities in each activity centre (Belmont, Bayswater, Mundaring, Kalamunda, Bassendean and Whiteman Park in the City of Swan). An interactive map has been used to display each experience, linking to transport options via google maps.

Strategy: 3.2.2 Implement Regional Digital Strategy

Action: Investigate development of a Co-working Spaces Directory

Further desktop analysis in the development of the directory has been undertaken. The list of locations has been sent to the Economic Development Officers Group for final review.

Action: Investigate development of Digital Report Cards

Information on the NBN’s three year rollout plan has now been released. Analysis of the digital statistics and the NBN’s rollout plan will be undertaken in the digital report card.

Strategy: 4.1.1 Implement Regional Advocacy Strategy

Action Facilitate meetings and discussion with key stakeholders including state and federal politicians for investment into Perth's Eastern Region

Discussions and meetings are ongoing throughout 2015/2016 and include the roll out of NBN, creating awareness and showcasing opportunities and promoting exemplar businesses in the region.

STRATEGIC/POLICY IMPLICATIONS

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



Item 1.1 continued

FINANCIAL IMPLICATIONS

The funding to facilitate Regional Development projects and activities is included in the 2015/2016 EMRC 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 activities undertaken by the Unit.

MEMBER COUNCIL IMPLICATIONS

Member Council

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

Implication Details

Member Council officers provide advice and information to the EMRC through EDOG and RITS IAG as required.

ATTACHMENT(S)

Nil



1.2 ENVIRONMENTAL SERVICES ACTIVITY REPORT OCTOBER TO DECEMBER 2015

REFERENCE: D2016/00644

PURPOSE OF REPORT

The purpose of this report is to provide quarterly progress on the activities being undertaken by the Environmental Services Business Unit for the period 1 October 2015 to 31 December 2015.

KEY ISSUE(S)

Achievements highlighted for the period 1 October 2015 to 31 December 2015 include:

- A number of grants were received including 20 Million Trees, Healthy Wildlife Project, two rounds of Green Army and the Steaming to Success project totalling \$330,000.
- The end of year volunteer event at Hartfield Country Club was a successful event with 110 attendees.
- A celebration workshop and evaluation of the first year of the Bush Skills 4 Youth program was held with youth at the WA Reptile Park.
- Water data collection and analysis was undertaken for the Town of Bassendean, City of Bayswater, City of Belmont, Shire of Mundaring and City of Swan. This data has been collated into Water Data Analysis Report Cards as a snapshot of water use for 2014/2015.
- Emission Report Cards for 2014/2015 have been developed for the City of Belmont and the Town of Bassendean.
- Over 130 people attended the inaugural Urban Forest Masterclass held in partnership with 2020 Vision, the EMRC and other partners.
- The University of Melbourne, was appointed to conduct a technical peer review of the proposed methodology for the Swan and Helena Rivers hydrological assessment and the draft catchment hydrology report.

SOURCE OF REPORT

Acting Director Regional Services

BACKGROUND

The EMRC Environmental Services Business Unit reports on key activities on an ongoing basis. The EMRC 2022-10 Year Strategic Plan provides the framework for reporting under the objectives “to contribute towards improved regional air, water and land quality and regional biodiversity conservation” and “to address climate change issues within the region”. The projects relevant to Environmental Services include:

- Eastern Region Catchment Management Program (ERCMP);
- Water Quality and Conservation Program and Water Campaign™;
- Achieving Carbon Emissions Reduction Program (ACER);
- Future Proofing Project (Regional Climate Change Adaptation Action Plan);
- Swan and Helena Rivers Management Framework;
- Sustainability and Environmental Education Program;
- Regional Urban Canopy Program;
- Provide environmental consultancy services; and
- Regional environmental advice and advocacy.



Item 1.2 continued

REPORT

Strategy: 1.5.1 Implement Regional Environment Strategy
--

Action 1.5.1.1 Implement Regional Environment Strategy

The annual funding summary for 2016/2017 and a report outlining a future funding model for Regional Services were presented to Council at its 3 December 2015 meeting. The purpose of both documents is to initiate discussion for funding of programs for the Regional Services Directorate (including Environmental Services) in 2016/2017 and to consider a future funding model. Consultation and engagement with member Councils on the new Regional Environment Strategy will continue in 2016.

Action 1.5.1.2 Provide a Water Auditing Service

Under the Water Quality and Conservation Program, water audits have been carried out at the Town of Bassendean's Administration Centre, Library and Senior Citizens Centre and at the Shire of Mundaring's Parkerville Hall, offering a range of practical water saving recommendations.

Action 1.5.1.3 & 1.5.1.4 Develop and Implement the Sustainability and Environmental Educational Program to the City of Bayswater and Shire of Mundaring

Mundaring's electronic Education Directory update has been completed. A Schools Sustainability Resource Pack is also being developed and staff education activities are being developed for the Shire, including 'Myth-busting March'. Three Community Sustainability workshops (Basic Bike Maintenance, Water Efficiency at Home and Reduce and Recycle Resources at Home) were held in the City of Bayswater, with an additional Bike Maintenance workshop scheduled for 6 February 2016 (due to popular demand). An evaluation report for the workshop series was provided to the City. The Sustainable Schools WA (SSWA) North Metro (Mundaring) Regional Network Group meeting was attended in November 2015 at Mundaring Primary School updating them on the program. A meeting with the City of Bayswater and Environment House was attended to discuss collaboration and opportunities for sustainability in schools.

Strategy: 1.5.2 Continue to Implement the Eastern Region Catchment Management Program
--

Action 1.5.2.1 Co-ordinate and Implement Eastern Region Catchment Management Program

A number of successful grants totalling \$330,000 were received in December 2015 including: the 20 Million Trees program (round two) and two Green Army teams; Healthy Wildlife Healthy Lives project, and the Steaming to Success project. An application has been prepared for the State Natural Resource Management (NRM) Office Community Capability Grant. If successful the funding will facilitate an extension of the services provided by the Eastern Region Catchment Management Program. Upskilling volunteers through workshops, mapping projects and increased engagement will be the main focus of the grant. The first of three sampling events for the Track and Trace program was completed. The second round of carbon pads has been installed and will be retrieved in January 2016. The end of year volunteer event in November 2015 at Hartfield Country Club was a successful event with 110 attendees. Representation was made at the Perth NRM Swan Region Strategy Launch and the Sub Regional Coordinators Meeting with Department of Parks and Wildlife. Two Bush Skills for the Hills environmental training workshops were delivered. All workshops were fully subscribed.

Action 1.5.2.2 Coordinate and Implement Community Led Projects (Department of Parks and Wildlife)

Advice was provided to community groups and private landholders on NRM issues such as marri canker, weed identification and control. Community groups were assisted with implementation of on-ground projects and sourcing external funding for NRM strategic and on-ground projects. Assistance was provided to catchment groups to implement Swan River Trust Alcoa Landcare Program (SALP) grants, including weed removal, photo monitoring and mapping undertaken in the Shire's of Kalamunda and Mundaring and City of Swan.



Item 1.2 continued

Action 1.5.2.3 Undertake Eastern Region Catchment Management Program (ERCMP) Marketing and Promotional Activities

Articles were published in the Chidlow Chatter and Swan Valley Primary School newsletter on the Bush Skills 4 Youth program. EMRC Newsletters, Perth NRM website and the Greenpage newsletters featured articles on the Bush Skills for the Hills workshops and catchment group projects.

Action 1.5.2.4 Develop and Implement Youth Programs - Delivering the Bush Skills 4 Youth project

A celebration workshop and evaluation of the first year of the Bush Skills 4 Youth program was held at the WA Reptile Park in Henley Brook. Youth and the community worked together to undertake weed control at Poison Gully, Maida Vale and a creek/wetland information session in Blackadder Creek catchment.

Action 1.5.2.5 Implement the Dam Restoration Project

An excellent response was received from landholder's wishing to participate in the Dam Restoration Project. Notification was received from the State NRM Office that the grant application was unsuccessful. The grant will be reviewed and resubmitted. Landholders who expressed interest will be notified when an appropriate grant becomes available.

Action 1.5.2.6 Co-ordinate activities for the Green Army Program

Participants of round two of the Green Army program are due to graduate in February 2016. Two Green Army teams from round four will commence in July 2016. An additional Green Army team, associated with the 20 Million Trees project, will commence work in February 2016.

Action 1.5.2.7 Develop and implement the Wildlife Health Project

The Healthy Wildlife Healthy Lives – A One Health project grant application was successful with receipt of Lotterywest funding totalling \$194,375. The grant approval schedule and associated contracts are being prepared in readiness for the project's commencement in partnership with Murdoch University in 2016.

Strategy: 1.5.3 Implement the Water Quality and Conservation Program and Water Campaign™

Action Co-ordinate and Implement Water Quality and Conservation Program for Town of Bassendean, City of Belmont, City of Bayswater and Water Campaign™ for the City of Swan

Data collection/analysis was undertaken for the Town of Bassendean, City of Bayswater, City of Belmont, Shire of Mundaring and City of Swan. This data has been collated into Water Data Analysis Report Cards which has provided member Councils with a snapshot of their water use for 2014/2015. This process identified the 'top 20 water using facilities' for each council and as a result two water audits have been carried out at the Town of Bassendean and the Shire of Mundaring. Consultation continues with the City of Swan's Water Team to obtain information regarding the actions implemented for Milestone Four of Water Campaign. ICLEI has been contacted to confirm the way forward for Water Campaign. The Cities of Bayswater and Swan were awarded a Waterwise Council endorsement certificate at the Water Corporation's Waterwise Council Forum in October 2015. The Water Corporation announced that due to the conclusion of the ICLEI Water Campaign program new Waterwise Council Program criteria has been developed. This information has been provided to participating member Councils.

Action 1.5.3.5 Participation in the Cooperative Research Centre (CRC) for Water Sensitive Cities

The CRC for Water Sensitive Cities Tranche Two – Needs and Opportunities workshop was attended on 23 and 24 November 2015 to identify opportunities for implementation of projects within the region commencing from July 2016 to 2020. City of Swan is now included in the trial of the CRC Water Sensitive Cities Index - one of only two local governments in Western Australia. A meeting with CRC for Water Sensitive Cities was attended to discuss the Index tool, its goals and how it may integrate into the existing and future water programs within the City of Swan.



Item 1.2 continued

Strategy: 1.5.4 Identify, Investigate and Develop New Environmental and Sustainability Opportunities

Action 1.5.4.1 Seek funding and business opportunities relating to sustainability and the environment

The Clean Energy Finance Corporation announced the Local Government Finance Program which is offering competitive fixed-rate, long-term loan finance to enable local governments to undertake renewable energy, energy efficiency and/or low emissions technology projects which they otherwise wouldn't be able to raise the capital to undertake. The minimum loan amount is \$10 million and there is an option for joint financing across multiple councils. Additional information regarding the Australian Government's Emissions Reduction Fund has also been provided.

Action 1.5.4.2 Co-ordinate and implement the Regional Urban Canopy Program

Over 130 people attended the inaugural Urban Forest Masterclass on 2 December 2015 in Maylands. The event was hosted by 2020 Vision, part of the Horticultural Industry Association, in partnership with EMRC, WALGA and Department of Planning, with additional support provided by Parkland WA and AECOM. The purpose of the event was to advance urban green space at a local government level. Eight sessions on the day included how to frame urban forestry programs, case studies, canopy measurement and data, taking advantage of indigenous knowledge and identifying drivers and how to present the information to politicians. Tree and canopy valuation information has been provided to the City of Bayswater.

Strategy: 1.6.2 Implement ACER Program

Action Co-ordinate and Implement the ACER Program for the Town of Bassendean, City of Bayswater, City of Belmont and the Shire of Mundaring

EMRC has been working with Planet Footprint to determine data and training processes. Meetings have been held with participating member Councils to discuss the transition schedule for the remainder of the 2015/2016 financial year. Work has been undertaken to review and validate all energy accounts for member Councils in readiness for uploading to Planet Footprint early next year. Emission Report Cards for 2014/2015 have been developed for the City of Belmont and the Town of Bassendean. These reports provide a snapshot of information that will assist the member Councils in further progressing priority emissions reduction actions. A review of the Home Energy Audit Kits in libraries in the Town of Bassendean, Shire of Mundaring, City of Bayswater and City of Belmont was conducted to check working condition, and for the purpose of collation/reporting of community feedback. Re-calibration of Power-Mate in each kit was undertaken to the new Synergy tariffs. A short briefing note regarding the State Government's Electricity Market Review has been provided to member Councils advising that until the review is complete, the impacts on local governments is unclear, although there may be flow-on pricing impacts in due course. EMRC will continue to monitor the Electricity Market Review and will advise member Councils of any updates.

Strategy: 1.6.3 Implement the Regional Climate Change Adaptation Action Plan 2013-2016

Action 1.6.3.1 Implement the Regional Climate Change Adaptation Action Plan 2013-2016

The Understanding and Managing Flood Risk in Perth's Eastern Region project is continuing, with Stage 1 addressing the hydrology of the Swan Helena catchment. This current stage of the project will provide updated design flood estimates, taking into account the likely impacts of climate change on the catchment, for application to future modelling and mapping to inform mitigation strategies and decision-making on proposed land use and development of flood prone land. A summary of the Climate Council article regarding the historic COP21 Paris Agreement has been provided to member Councils. Development of the next Climate Change Risk Awareness Seminar to address the impacts of climate change on biodiversity is underway. The Urban Forest Masterclass provided member Councils, other local governments, state government agencies and industry with a range of information, resources, drivers and tools to enable them to address the urban heat island effect and other climate change related impacts on infrastructure and health by improving urban canopy.



Item 1.2 continued

Action 1.6.3.2 Assist with the Implementation of the Local Climate Change Adaptation Action Plan for the Town of Bassendean, City of Bayswater, City of Belmont and the Shire of Mundaring

A list of priority actions has been identified to be undertaken in the second part of the financial year with EMRC's assistance. Priority actions for the 2016/2017 financial year have also been identified for further discussion with member Councils.

Action 2.1.2.2 Implementing Understanding and Managing Flood Risk project

The second quarterly progress report was accepted by the State Emergency Management Committee. Following a request for quote process, UoM Commercial Ltd, on behalf of the University of Melbourne, was appointed to conduct a technical peer review of the proposed methodology for the Swan and Helena Rivers hydrological assessment and the draft catchment hydrology report being prepared by Hydrology and Risk Consulting. As per revised project milestones, UoM Commercial has provided a review of the derivation of design rainfalls for the complete Swan/Avon River catchment. The project plan and budget for future stages of the 'Understanding and Managing Flood Risk' project has been drafted, with input from the Department of Water in anticipation of the release of further funding through the Natural Disaster Resilience Program.

Strategy: 2.1.2 Implement the Swan and Helena Rivers Management Framework
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Action 2.1.2.1 Implement Swan and Helena Rivers Management Framework identified key priority projects

A summary report on the State Government's recently released Swan and Canning River Protection Strategy has been provided to member Councils. Under the Strategy, a River Protection Strategy Advisory Group will be formed to enable closer coordination on key management issues relating to implementation of the Strategy. EMRC is seeking inclusion on the Advisory Group.

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

The funding to facilitate Environmental Services projects and activities is developed and agreed with member Councils as part of the annual budget review process.

SUSTAINABILITY IMPLICATIONS

The 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.



Item 1.2 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



1.3 INDUSTRY CLUSTER ANALYSIS RESEARCH PAPER

REFERENCE: D2016/00645

PURPOSE OF REPORT

The purpose of this report is to provide an update on the development and completion of the Industry Cluster Analysis Research Paper and the supporting, Stakeholder Consultation of Business Report.

KEY ISSUE(S)

- The EMRC, in consultation with Pracsys, has developed an Industry Cluster Analysis Research Paper. The research paper has been developed in two parts:
 - Part 1: Industry Cluster Analysis Findings Report; the aim of this report was to identify current clusters and supply chains within the Region, specifically in each member council.
 - Part 2: Stakeholder Consultation of Business Report; the aim of this report was to consult with businesses in the Region identified as belonging to the industry clusters in the first report and to identify ways that the clusters could be further developed.
- Member Council representatives on the Economic Development Officer Group were consulted and provided direction throughout the project.
- The findings from the two reports will be used in the development of regional strategic documents, provide direction for future economic development projects and be used as an advocacy tool where appropriate.

SOURCE OF REPORT

Acting Director Regional Services

BACKGROUND

The development of the Industry Cluster Analysis Research Paper was identified as an action in the *Regional Economic Development Strategy 2010-2015* Key Focus Area 2 – Buy Local, Supply Local: Undertake supply chain gap analysis including the identification of barriers to supply integration within the Region (including infrastructure barriers). Undertaking the development of the Industry Cluster Analysis Research Paper was proposed to member Council's and accepted through the *Regional Services Project Funding Summary 2014-2015*.

REPORT

Part 1: Industry Cluster Analysis Findings

Pracsys (the Consultant) undertook extensive desktop and statistical analysis to identify key clusters and supply chains within the Region. Two clusters were identified for each member Council and a further two were identified for the Region. Transport related clusters were most prevalent followed by manufacturing clusters.

Part 2: Stakeholder Consultation of Business

Following identification of the key clusters, consultation occurred with businesses nominated by member Council representatives of the Economic Development Officer Group, for their municipality. The purpose of the business consultation was to gain insight into identified opportunities and constraints that impacted on the ability for the specific cluster to grow. The findings indicated that increasing internet speeds (advocating for NBN) and upgrading infrastructure and services would be of most benefit to business clusters across the Region.



Item 1.3 continued

The findings from the two reports will assist in guiding the development of regional strategic documents, including the new Regional Economic Development Strategy 2016-2020. The findings will also provide direction for further economic development projects and will be used as an advocacy tool where appropriate.

STRATEGIC/POLICY IMPLICATIONS

Key Result Area 3 - Economic Development

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 costs associated with the development of the Industry Cluster Analysis Research Paper were included in the adopted 2014-2015 EMRC operating budget.

SUSTAINABILITY IMPLICATIONS

The Industry Cluster Analysis Research Paper aims to contribute to the sustainability of the Region through advocating, supporting and implementing projects that help facilitate economic growth within the Region that support residents, workers and visitors to the Region.

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)

1. Report 1 Industry Cluster Analysis Findings (D2015/00654)
2. Report 2 Stakeholder Consultation of Business (D2015/00653)

The logo for pracsys. is a solid orange circle with the text "pracsys." in white, lowercase, sans-serif font inside it.

pracsys.

Eastern Metropolitan Regional Council

Industry Cluster Analysis Research Paper

Report Part 1: Cluster Analysis Findings

August 2015



Document Control				
Document Version	Description	Prepared By	Approved By	Date Approved
v 1.0	Cluster Analysis v1	Robert Kyne	Jason McFarlane	20 May 2015
v 2.0	Cluster Analysis v2	Robert Kyne	Jason McFarlane	10 July 2015
v 3.0	Cluster Analysis v3	Robert Kyne	Robert Kyne	5 Aug 2015

Disclaimer

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1 Introduction

This report has been commissioned by the Eastern Metropolitan Regional Council (EMRC). The EMRC works on behalf of six member Councils located in Perth's eastern suburbs and provides services related to waste management, environmental management and regional development. The six member Councils are the Town of Bassendean, City of Bayswater, City of Belmont, Shire of Kalamunda, Shire of Mundaring and the City of Swan. The report looks at potential opportunities around developing existing clusters of economic activity.

Economic development has typically focused on the attraction of a specific project or industry with little analysis done in regards to opportunities over an entire supply chain. Cluster analysis allows us to identify and target established industries that have built a comparative advantage through their presence in an area for one or more reasons. Once these clusters and potential clusters have been identified, analysis allows us to identify different forwards and backwards linkages through the supply chain. The industries around which these linkages form can then be targeted to build upon existing clusters, and to facilitate economies of scale for productivity advantages. Through this, economic development practitioners and decision makers are able to facilitate transformation through incremental positive outcomes such as strategic industry development and job growth.



2 Current Situation

An important first step in economic development and ascertaining the underlying capacity of the Region to respond to any identified comparative advantage, potential supply chain opportunities and economic development goals is to develop an understanding of the current economic data available for the EMRC. This includes consideration of factors including:

- Population
- Education
- Occupation
- Industry Mix
- Regional Product

2.1 Population

The lifeline of a region is its local population as it feeds the local labour force as well as the expenditure pool that sustains a large portion of the jobs in that region. An understanding of regional demographics allows us to assess whether there are any significant discrepancies in the age distribution of local constituents. This in turn informs us of the EMRC region's current ability to service any potential job growth with local constituents both now and into the future.

Utilising population forecasts from WA tomorrow and applying to them to existing population figures, the 2015 residential population has been forecast. The EMRC region has exhibited steady population growth and it is estimated that there is currently just over 330,000 people residing within the EMRC boundary (Figure 1).

Figure 1. Estimated 2015 EMRC Residential Population Demographics

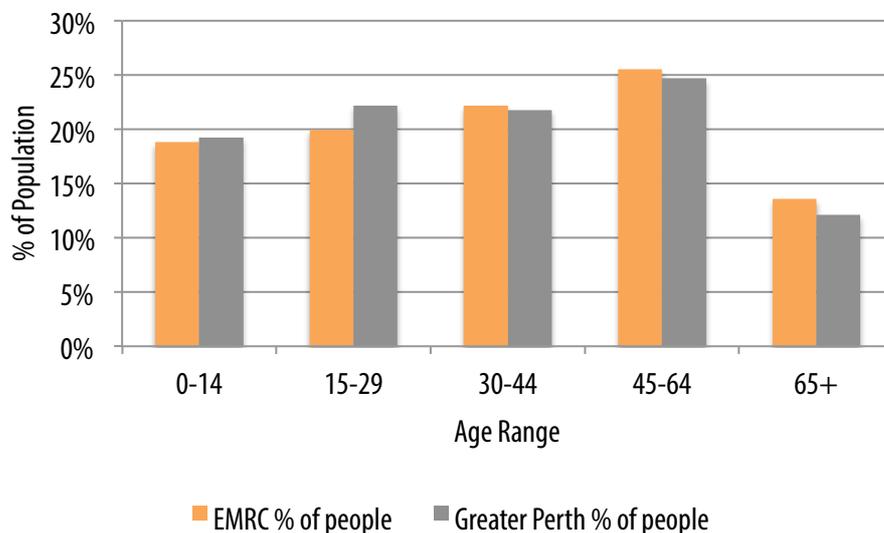
Region	0-14	15-29	30-44	45-64	65+	Total
Bassendean (T)	2,310	2,776	3,232	3,755	2,338	14,410
Bayswater (C)	8,922	12,054	13,953	15,946	10,156	61,030
Belmont (C)	5,227	7,062	8,174	9,342	5,950	35,755
Kalamunda (S)	10,805	10,901	11,283	14,630	8,310	55,930
Mundaring (S)	7,836	6,976	8,122	11,658	5,475	40,066
Swan (C)	28,101	27,238	29,732	30,499	13,427	128,998

Source: ABS Statistics, WA Tomorrow, Pracsys 2015

Figure 2 illustrates the estimated 2015 age demographics of those residing within the EMRC boundary in direct comparison to Greater Perth demographics.



Figure 2. Estimated 2015 EMRC Population Demographics Compared to Greater Perth Population



Source: ABS Statistics, WA Tomorrow, Pracsys 2015

As a whole, the EMRC demographic profile is on par with the Greater Perth average, albeit with the proportion of residents in the mid-upper age bands higher than the rest of Perth. Capacity in working age population may not be a significant barrier or capacity constraint to any economic development aspirations for the EMRC due to strong connections to other metropolitan regions. An above trend-aging cohort potentially presents both opportunities and challenges that decision makers will need to be cognisant of in the context of any strategic economic development aspirations.

2.2 Education

The education level within a region is indicative of the region's ability to supply a high quality workforce to meet the employment requirements of industry established there, as well as the resident workforce's ability to attract higher salaries. Filling local jobs with local people, requires that appropriately skilled labour matches the needs of industries targeted for growth.

Figure 3. Estimated 2015 Education Levels

Highest Level of Education Completed	University Educated	Certificate/Diploma	High School
EMRC	14%	25%	40%
Greater Perth	19%	23%	46%

Source: ABS Statistics, Pracsys 2015

Since 2006 the overall education levels have been increasing steadily, with the proportion of high school completion rates experiencing the highest rate of growth. Figure 3 shows the number of university educated residents within the EMRC is 5% lower than that of Greater Perth at 14% versus 19%. EMRC residents that have completed a certificate/diploma exceed the Greater Perth average, while the number that have completed high school is slightly lower by 6%. Depending on the types of industries that are

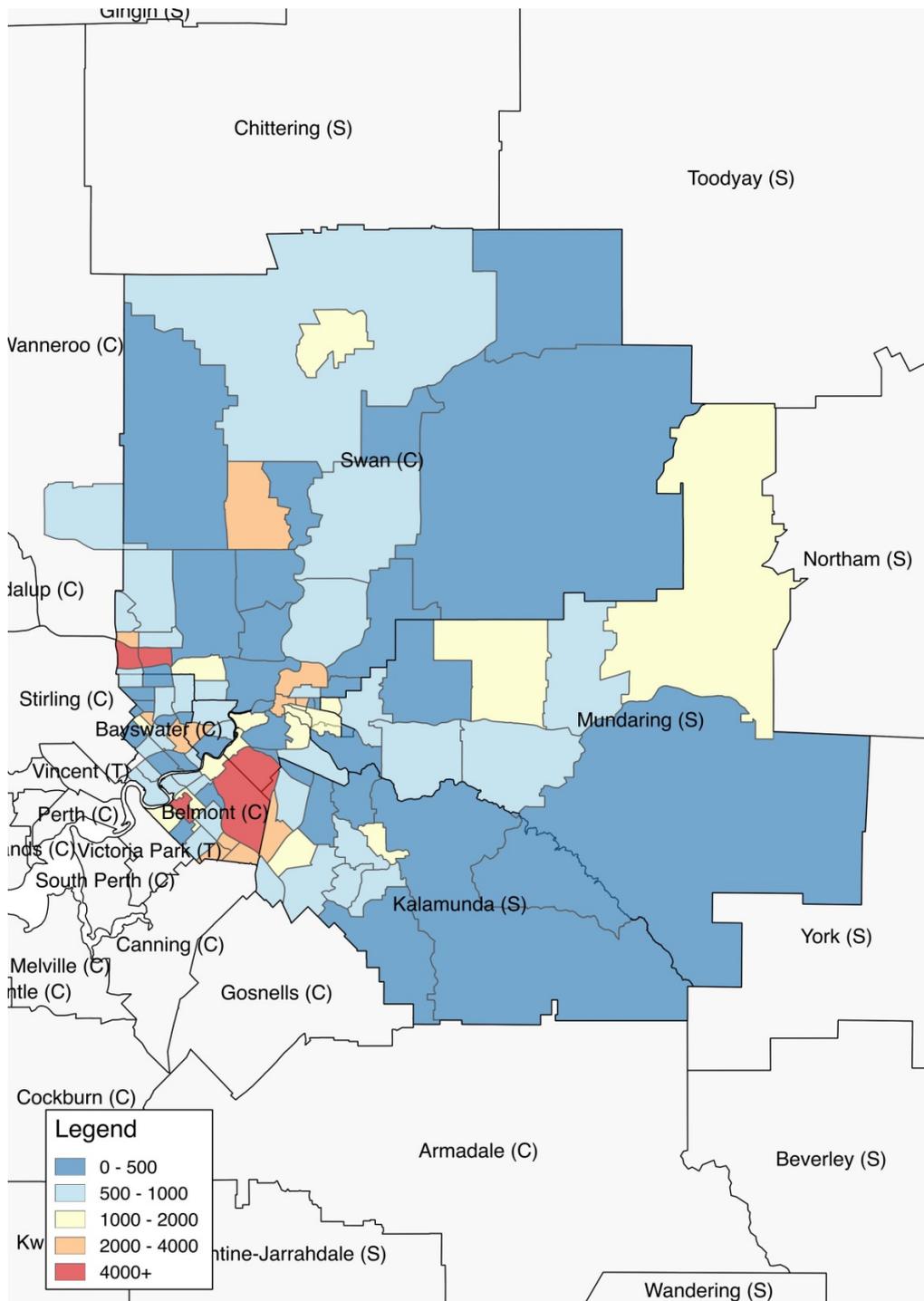


targeted and identified for interest, the lower university education levels may act as a minor capacity constraint in the short term.

2.3 Employment

The following figure shows the employment distribution in the EMRC region by destination zone.

Figure 4. Employment distribution (no. of jobs) in the EMRC region



Source: ABS Statistics, Pracsys Analysis 2015



As expected, employment is concentrated around the major activity centres within the EMRC. This includes both traditional and industrial activity centres. These identified areas of high employment density will likely form areas of interest in industry distribution during cluster analysis.

Figure 5 shows the labour force in relation to the population in each of the EMRC regions. In all cases the labour force is roughly half the population numbers in each of the regions.

Figure 5. Estimated 2015 EMRC Labour force

LGA	Population 2016	Labourforce 2015	Estimated Participation Rate 2015
Bassendean (T)	14,410	7,826	54%
Bayswater (C)	61,030	34,316	56%
Belmont (C)	35,755	19,518	55%
Kalamunda (S)	55,930	29,400	53%
Mundaring (S)	40,066	20,415	51%
Swan (C)	128,998	69,335	54%

Source: ABS Statistics, Pracsys 2015

Given the participation rate is broadly consistent with the estimated state average of 52% (In many cases higher) this is not expected to be a capacity constraint in achieving any future economic development goals.

2.3.1 Employment Self Sufficiency

Employment self-sufficiency (ESS) is a measure that looks at the ability of local labour to fill local jobs. ESS has been calculated for all of the EMRC LGA's, smaller areas typically lose some meaning due to the ease of permeability between them. The ESS for the entire EMRC has been calculated at 78%. This means that the region has capacity for 78% of the labour force to be employed locally. This is broadly consistent with what is expected in the outer regions of a metropolitan locality where typically the labour force is higher than the amount of jobs on offer. Belmont's high ESS indicates that it offers a lot of employment opportunity compared to the number of people that live in the LGA. As such, the ESS for the EMRC drops to 64% when Belmont is removed.

Figure 6. Estimated 2015 EMRC Employment Self Sufficiency

LGA	Labourforce 2015	Total Jobs	ESS
Bassendean (T)	7,826	6,062	77%
Bayswater (C)	34,316	18,607	54%
Belmont (C)	19,518	38,195	196%
Kalamunda (S)	29,400	14,706	50%
Mundaring (S)	20,415	8,409	41%
Swan (C)	69,335	55,131	80%
EMRC	180,809	141,110	78%



Source: ABS Statistics, Pracsys Analysis 2015

2.3.2 Employment Self Containment

Employment self-containment (ESC) looks at a different dimension of local jobs, ESC is the proportion of local jobs that are actually filled by local people. As shown in Figure 7, ESC has been calculated at 40%. This means that within the EMRC 40% of all jobs are performed by locals.

Figure 7. Estimated 2015 EMRC Employment Self Containment

LGA	Labour Force	Local Residents in Local Jobs	ESC
Bassendean (T)	7,826	916	12%
Bayswater (C)	34,316	5,286	15%
Belmont (C)	19,518	4,399	23%
Kalamunda (S)	29,400	6,685	23%
Mundaring (S)	20,415	4,510	22%
Swan (C)	69,335	19,489	28%
EMRC	180,809	72,963	40%

Source: ABS Statistics, Pracsys Analysis 2015

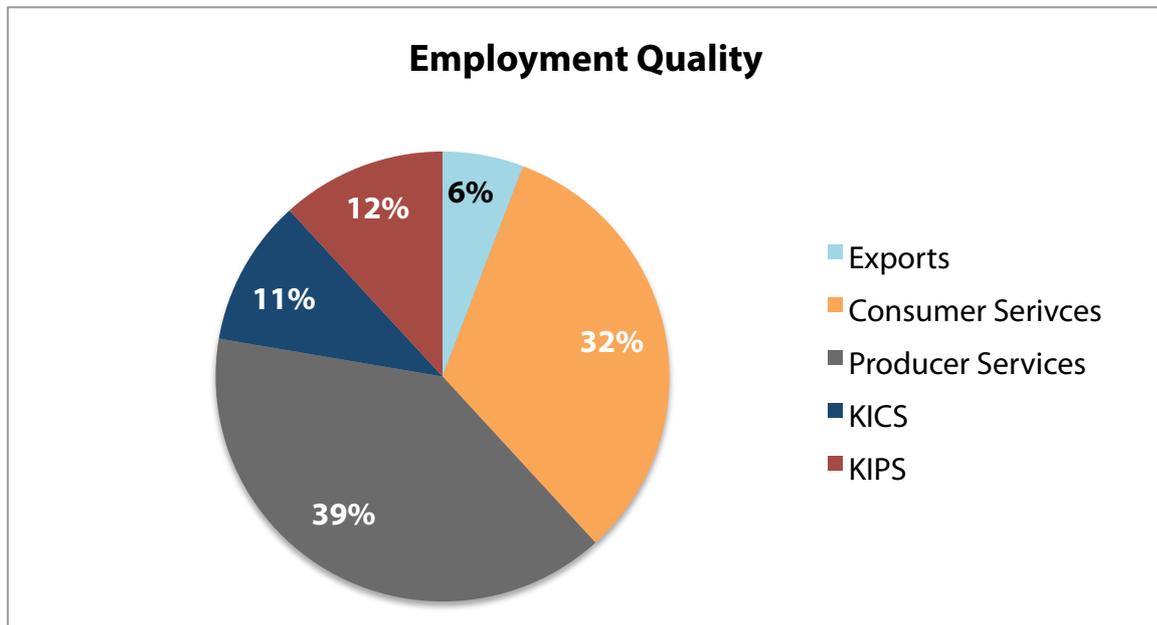
Similar to the ESS, ESC has been calculated for the LGAs of the EMRC. It should be noted that ESC calculations for smaller regions are expected to be quite low as the ease of driving between LGA's as opposed to large regions is quite low. While the individual ESC's are very low, the regions ESC is a more accurate indicator of the region's ability to meet the need for jobs for its residents.

Future economic development and supply chain expansion interventions will likely help improve the ESC of the region. One possible benefit is reduced congestion despite an increasing population.

2.3.3 Employment Quality

Employment can be broadly broken down into 5 categories: export oriented, consumer services, producer services, knowledge intensive consumer services (KICS) and knowledge intensive producer services (KIPS). Of these, export oriented and KIPS are classified as strategic employment. Strategic employment is needed to support exogenous job growth; employment that is not supported by local populations. This form of job growth typically requires an area to have some sort of advantage which makes it attractive to industry.

Figure 8. EMRC Employment Quality



Source: Pracsys 2015

As shown in Figure 8, the EMRC region currently has approximately 18% strategic jobs made up of 6% export and 12% KIPS jobs. This is in contrast to the Greater Perth region's 20% strategic employment, consisting of 8% export and 12% KIPS jobs. As such, if the EMRC region is to improve to the state average it will need to boost its proportion of strategic employment opportunities.

2.3.4 Industry Mix

The employment distribution for the top 10 industries in the EMRC relative to Greater Perth is presented in Figure 9. As seen, Manufacturing, Construction, and Transport, Postal and Warehousing all have significant higher proportions of employment relative to Greater Perth. These concentrations of employment offer starting points to examine possible agglomerations as well competitive advantage at a more micro level in future analysis. They also offer a starting point to examine possible supply chain expansion along these industries.


Figure 9. Estimated 2015 Industry Mix

Region	EMRC	Greater Perth
Manufacturing	12.97%	11.58%
Retail Trade	11.42%	12.98%
Transport, Postal and Warehousing	10.13%	3.84%
Construction	9.34%	5.92%
Health Care and Social Assistance	7.44%	11.01%
Wholesale Trade	6.33%	5.07%
Education and Training	7.02%	8.04%
Public Administration and Safety	6.40%	7.16%
Accommodation and Food Services	5.48%	5.97%
Professional, Scientific and Technical Services	5.16%	7.10%

Source: ABS Statistics, Pracsys Analysis 2015

These concentrations of industries will be explored in greater detail in the next stages of the report (both spatially and in terms of industry classification). More specific supply chain and cluster analysis will help identify comparative advantage for which strategic interventions can be conceived to improve the quality of employment on offer.



2.3.5 Gross Regional Product

Figure 10 illustrates the Gross regional product (GRP) of the EMRC.

Figure 10. EMRC Gross Regional Product

Region	GRP (\$M)
Town of Bassendean	\$1,120.17
City of Bayswater	\$3,024.28
City of Belmont	\$7,415.39
Shire of Mundaring	\$1,407.11
City of Swan	\$8,435.16
Shire of Kalamunda	\$2,507.93
EMRC Region	\$23,929.23

Source: Remplan (2015)

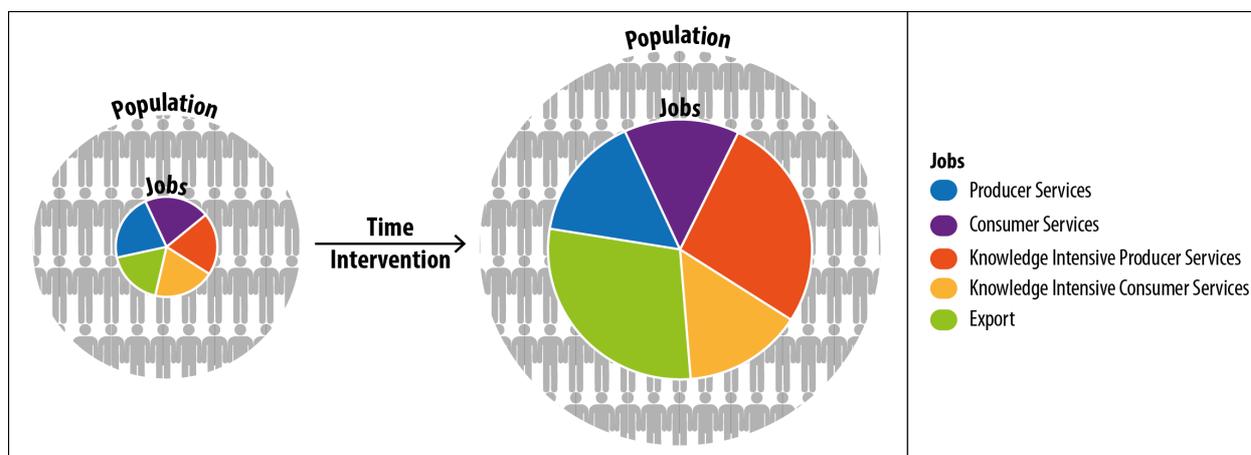
The Cities of Swan and Belmont are by far the greatest contributors on a GRP basis. As with employment quality, GRP can be an important benchmark when looking to measure improvements derived from interventions. Successful interventions improve job quality and quantum, create industry supply chain expansion and can be expected to significantly improve GRP in the region. Building a regional input/output table is a useful tool and starting point for supply chain analysis. It will allow us to see which industries exist in the region and how well the supply chain as a whole is represented thus enabling us to identify areas of interest within nominated supply chains.



3 The Need for Strategic Employment Growth

To maintain ESS in line with sustained on-going population growth, LGA's from the Eastern Metropolitan Regional Council (EMRC) must facilitate job growth. To support higher ESS targets (as envisaged within such documents as the Department of Planning's *Perth and Peel @ 3.5Million*), strategic employment must be increased as only jobs that are supported through means outside of the local consumption can improve the ratio of jobs to population (Figure 11).

Figure 11. Intervention Effects



Source: Pracsys (2015)

Identifying strategic industry clusters, supporting them and building additional human, productive and natural capacity around them to facilitate the development of local supply chains is one way to increase the quantum of jobs offered and increase the share of strategic jobs.

The need for strategic job growth is demonstrated in Figure 12. The example illustrates two hypothetical situations in which population doubles. In the first scenario, the ESS target remains the same while in the second scenario the ESS target is increased to 90%. In these scenarios we can see that significant job creation must occur to satisfy the ESS targets. The total quantum of jobs required is 282,000 and 326,000 respectively. Given that population does not change between scenarios (and all other factors are assumed equal), the same amount of population driven jobs are supported in both scenarios. Given this, to satisfy the increased ESS target of scenario 2, the share of strategic jobs must increase from 18% to 29%. This strategic job creation will not happen automatically and must be supported with economic development initiatives. Identifying strategic clusters and building upon their supply chains is one way to spur the necessary exogenous job growth.

Figure 12. EMRC Employment Self Sufficiency

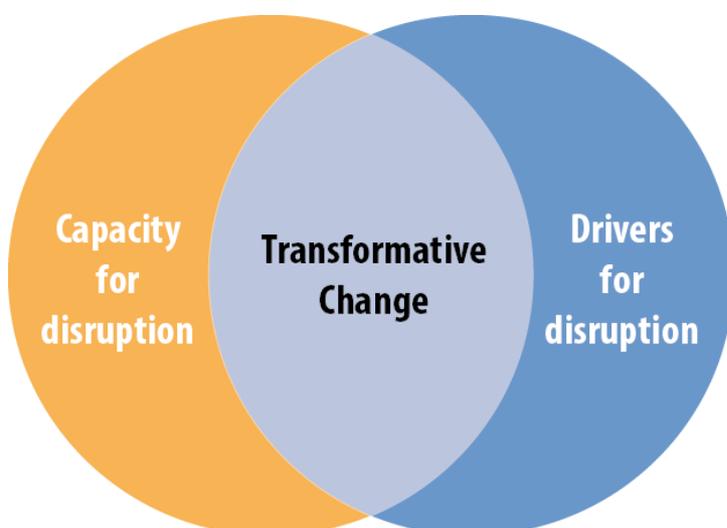
EMRC Region	Current	Scenario 1	Scenario 2
Population	336,000	672,000	672,000
Labour Force	181,000	362,000	362,000
Jobs	141,000	282,000	326,000
Strategic Jobs	25,000	51,000	95,000
Strategic Jobs (%)	18%	18%	29%
ESS	78%	78%	90%

Source: Pracsys 2015, ABS Census 2011

Identification of these clusters will allow LGAs within the EMRC to work towards supplementing economic development strategies and formulate investment attraction strategies to facilitate expansion along each cluster's supply chain where appropriate.

3.1 Cluster Analysis as Economic Development

Cluster analysis is only one way to support this necessary exogenous driven growth. Central to the understanding of a regional economy's current and future economic performance are the interrelated concepts of 'capacity' and 'drivers' of economic development. Drivers refer to the trends and behaviours that determine demand for goods and services. Capacity, on the other hand, describes the ability of an area to take advantage of these drivers for the benefit of the local economy. The capacity of, and drivers for, disruptive change away from the current path of development in an activity centre need to be considered in order to understand its future potential for a competitive advantage and deliver the goals set out in the vision (Figure 13). Having the capacity for change or the drivers for change in isolation are not sufficient to effect economic development.

Figure 13. Effecting transformative change

Source: Pracsys 2015



Cluster analysis is limited in that it does not focus on new transformative change and instead identifies an established industry that has made use of a driver (either global or local) to build a competitive advantage in a particular location. In this way, cluster analysis primarily focuses on the capacity building aspect of economic development as it examines opportunities to build on existing clusters by removing barriers, allowing industry to maximise its potential from new or existing drivers. Further economic development opportunities around transformative change would require a scan to identify relevant drivers that may affect the EMRC region. The EMRC region in particular suffers from an overall scarcity and diversity of strategic industry within established clusters. Future economic development may therefore be required to develop strategic industry after identification of relevant drivers and their associated required capacity.



4 Cluster Analysis

The analysis has taken part in three stages. First, a broad analysis of the comparative advantage and constraints of each region has been undertaken. This is designed to provide an overview for each region, highlighting potential advantages that facilitate industry growth, as well as potential constraints for any industry that is identified.

The second stage uses a metric termed an employment concentration factor (ECF) at the destination zone level and shift-share analysis (at LGA level) to identify clusters within each city (See glossary). The ECF identifies industries that employ a higher proportion in the study region when compared to a benchmark region. It has been used to identify various clusters specifically, with shift-share used to ensure that the clusters identified are within growth industries (on a statewide and local scale) for maximum opportunity. Due to the constrained nature of what could be chosen, this was not always possible. Qualitative analysis and judgement has been used in an effort to choose strategic industry, where possible, to facilitate knowledge on possible exogenous job growth opportunities as much as possible.

Finally, a conceptual model of each cluster and its forwards and backwards linkages has been built up through quantitative techniques such as generating regional input-output tables and qualitative research to identify links between industry. In essence we are showing the links with the highest value between industry. Only major links have been represented at this time. The consultation phase of the work will build upon this to develop a capacity-focussed gap analysis for strategic industries currently located within the area. It is also likely to shine light on specific localised supply chains (or supply chain wants) that may not have been captured utilising national links and statistical analysis as a basis.

4.1 Identified Clusters

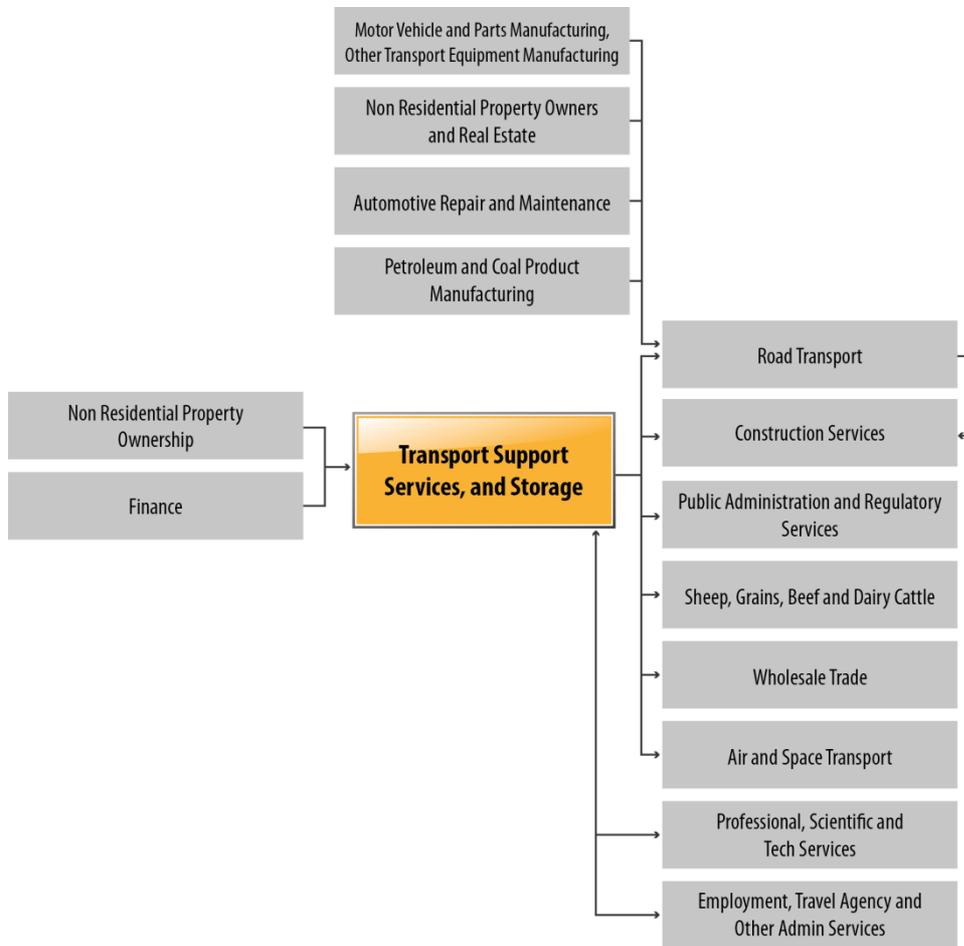
Clusters were identified by analysing the spatial areas that LGA's nominated in consultation as priorities for economic development. From here, place of work data from census 2011 was collected and ECFs calculated. An ECF greater than 1 indicated a potential cluster and was thus eligible for selection. Only those industries deemed as strategic and with an employment quantum (EQ) above 10 were selected. Industry in the identified clusters use Input-Output Product Classification although the industries were identified at the ANZSIC 3 level.

4.1.1 EMRC Region

Some supply chains for logistics industries have been identified in this analysis and provided in Figure 14 and Figure 15. The EMRC's proximity to proposed transport routes as well as existing transport infrastructure is likely to have been a key component in the development of logistics clusters in the Region.

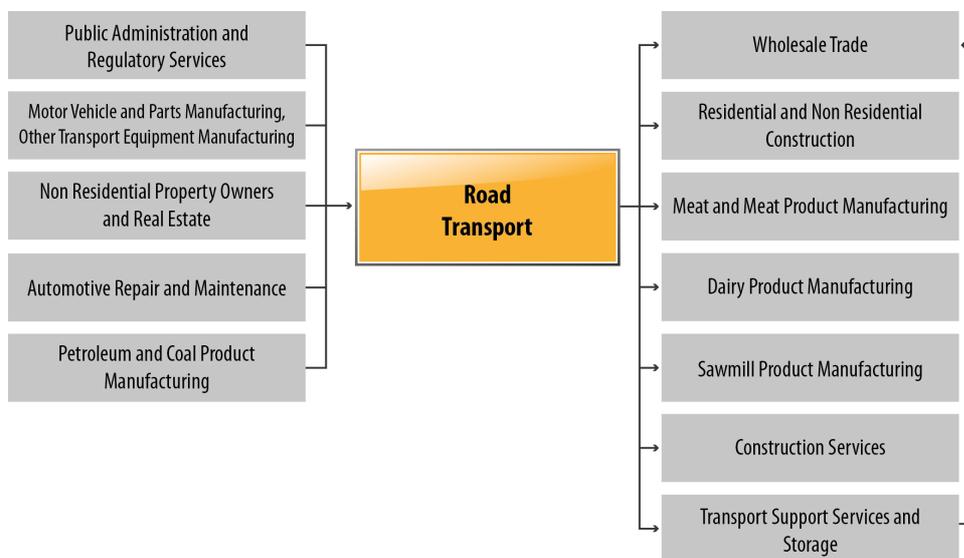


Figure 14. Transport Support Services and Storage



Source: Pracsys 2015, ABS 2011

Figure 15. Road Transport



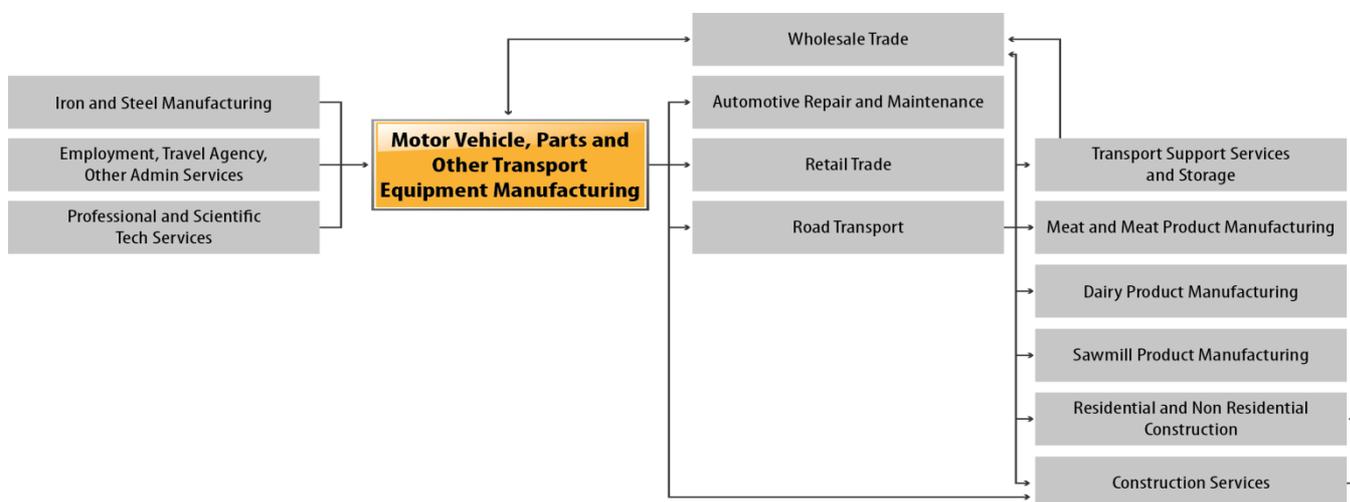
Source: Pracsys 2015, ABS 2011

While these specific industries have been identified in some LGAs, the reality is that they are likely to be relevant to the region as a whole.

4.1.2 City of Swan

The first cluster identified in the City of Swan was that of Motor Vehicle, Parts and Other Transport Equipment Manufacturing (Figure 16). It is likely that the Motor Vehicle, Parts and Other Transport Equipment Manufacturing cluster has located here due to the proximity to various freight routes, proximity to the airport and other logistics businesses. As shown, this cluster will likely have a focus on servicing logistics companies, maintenance companies and other industries that are part of a logistics supply chain.

Figure 16. Motor Vehicle, Parts and Other Transport Equipment Manufacturing (ECF 6.3, EQ 66)



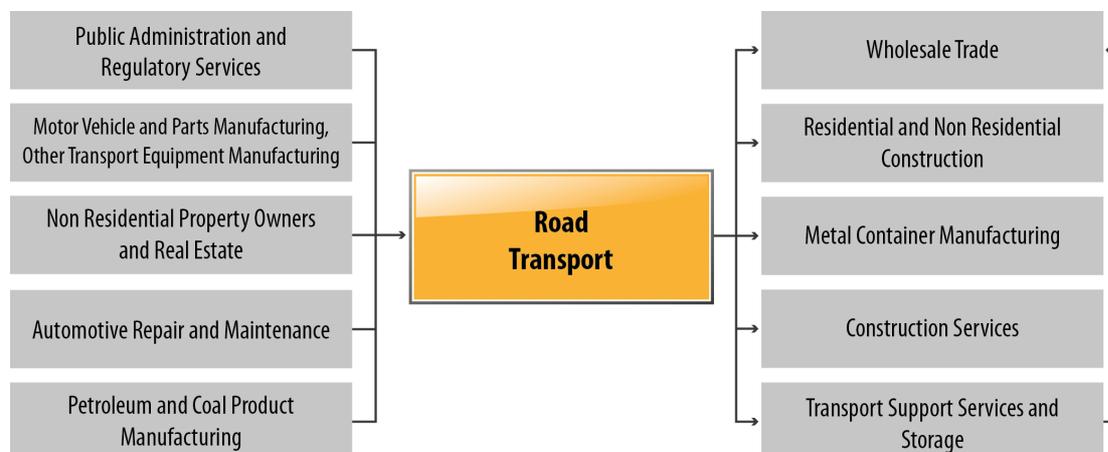
Source: Pracsys 2015, ABS 2011

Supply chain links represented locally in the cluster include:

- Road Transport
- Retail Trade
- Automotive Repair and Maintenance
- Wholesale Trade
- Meat and Meat Product Manufacturing

As with the previous cluster, the Road Transport cluster is likely as a result of access to freight networks, the airport etc. In addition to this, the major reason it is likely to be located here is to be in close proximity to its market, servicing the Avon Arc and a great part of the State's agricultural regions (Figure 17).

Figure 17. Road Transport (ECF 4.9, EQ 396)



Source: Pracsys 2015, ABS 2011

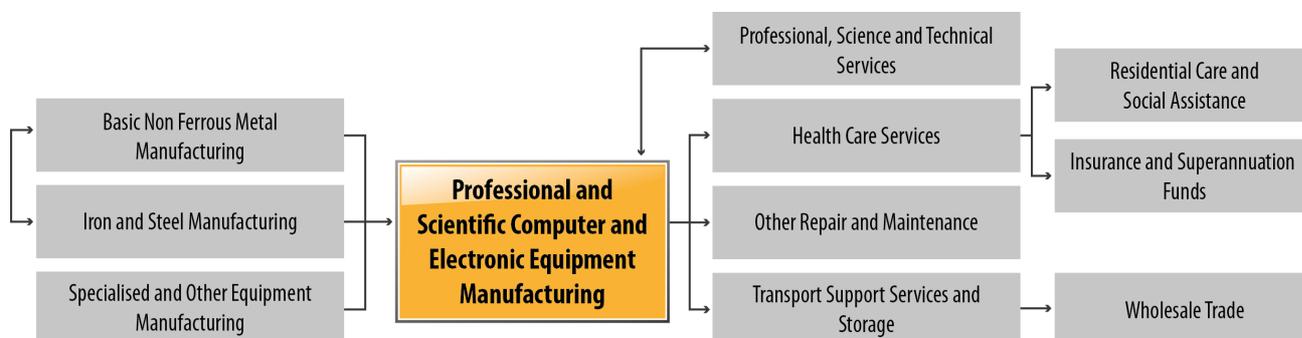
Supply chain links represented locally in the cluster include:

- Motor Vehicle and Parts Manufacturing, Other Transport Equipment Manufacturing
- Metal Container Manufacturing
- Residential and Non Residential Construction
- Automotive Repair and Maintenance
- Construction Services
- Transport Support Services and Storage
- Wholesale Trade

4.1.3 Town of Bassendean

The first cluster identified in the Town of Bassendean has likely evolved due to the region's unique blend of freight route access, proximity to the CBD and industrial land space. Given this, it is an ideal location for Professional and Scientific, Computer and Electronic Equipment Manufacturing that can utilise these advantages to operate more efficiently (Figure 18).

Figure 18. Professional and Scientific, Computer and Electronic Equipment Manufacturing (ECF 10.7, EQ 97)



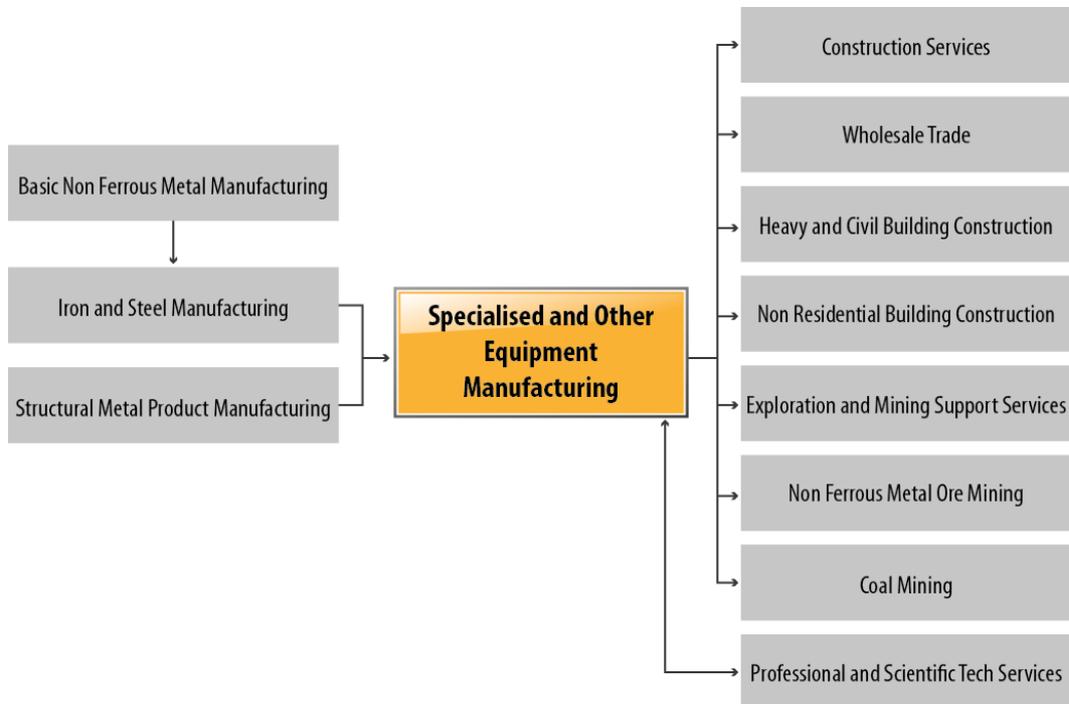
Source: Pracsys 2015, ABS 2011

Supply chain links represented locally in the cluster include:

- Basic Non Ferrous Product Manufacturing
- Iron and Steel Manufacturing
- Specialised and Other Equipment Manufacturing
- Health Care Services
- Other Repair and Maintenance
- Residential Care and Social Assistance
- Insurance and Superannuation Funds
- Wholesale Trade

The second cluster identified in the Town of Bassendean is that of a Specialised and Other Equipment Manufacturing cluster (Figure 19). It represents an industry that could potentially support a number of strategic jobs and industry growth in the area.

Figure 19. Specialised and Other Equipment Manufacturing (ECF 19.6, EQ 499)



Source: Pracsys 2015, ABS 2011

Supply chain links represented locally in the cluster include:

- Wholesale Trade
- Basic Non Ferrous Metal Manufacturing
- Iron and Steel Manufacturing
- Structural Metal Product Manufacturing
- Construction Services
- Heavy and Civil Building Construction
- Non Residential Building Construction
- Professional, Science and Technical Services

4.1.4 Shire of Kalamunda

Here, the Other Fabricated Metal Product Manufacturing cluster has an ECF of 4.7 and an employment quantum of 31 (Figure 20). This is part of a larger agglomeration of metal manufacturing and basic non-ferrous metal fabrication/manufacture that potentially services the building industry. Location choice is likely due to access to major freight routes and available industrial space.



Figure 20. Other Fabricated Metal Product Manufacturing (ECF 4.7 EQ 31)



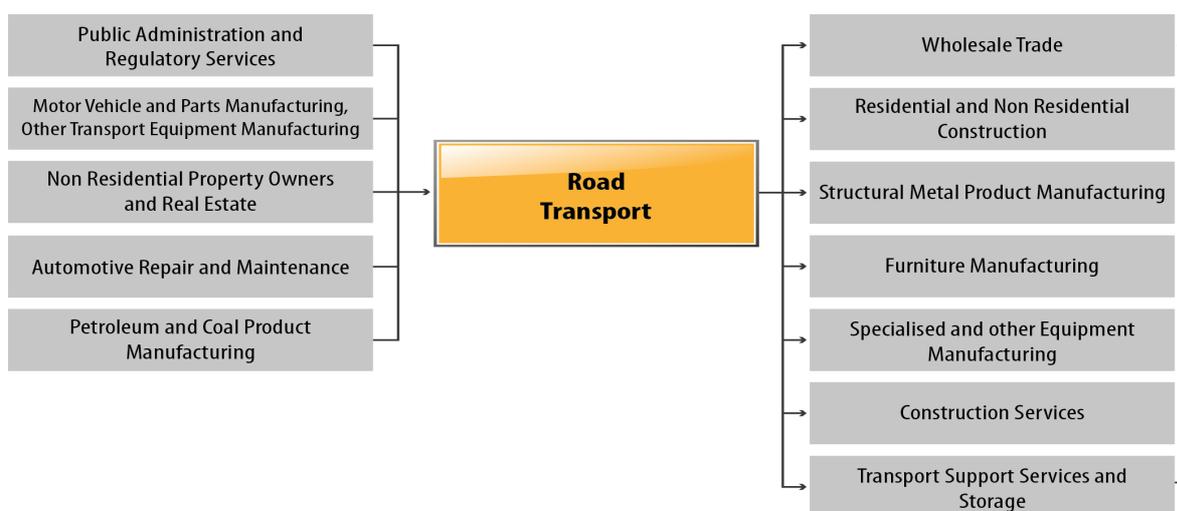
Source: Pracsys 2015, ABS 2011

Supply chain links represented locally in the cluster include:

- Structural Metal Product Manufacturing
- Employment and Travel Agency, Other Administrative Services
- Construction Services
- Heavy and Civil Engineering Construction
- Residential Building Construction
- Non Residential Building Construction

As with Road Transport in the City of Swan, this location choice is likely due to proximity to freight routes, other logistics firms and agglomerations, and access to market (Figure 21). There are potential opportunities to expand this supply chain due to the new logistics freight network proposed.

Figure 21. Road Transport (ECF 2.9, EQ 152)



Source: Pracsys 2015, ABS 2011

Supply chain links represented locally in the cluster include:

- Motor Vehicle and Parts Manufacturing, Other Transport Equipment Manufacturing

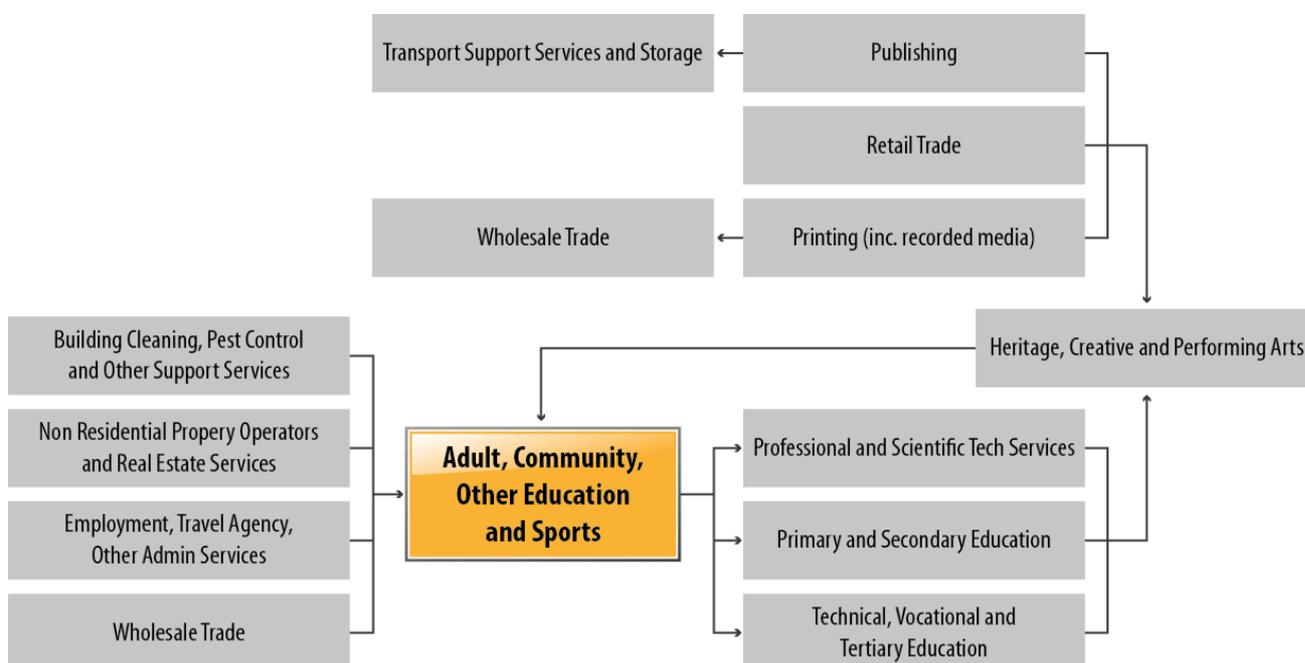


- Non Residential Property Owners and Real Estate
- Automotive Repair and Maintenance
- Residential and Non Residential Construction
- Structural Metal Product Manufacturing
- Furniture Manufacturing
- Specialised and Other Equipment Manufacturing
- Transport Support Services and Storage
- Wholesale Trade

4.1.5 Shire of Mundaring

The first cluster identified in the Shire of Mundaring is Adult, Community and Other Education and Sports (Figure 22). This is likely due to the older population in the area and thus location has been chosen due to proximity to the market. There are likely opportunities for further growth by integrating with microbusinesses, other educational institutions and the creative industry in the area. This could also feed into and synergise with the Shire's limited tourism industry.

Figure 22. Adult, Community, Other Education and Sports (ECF 1.7, EQ 26)



Source: Pracsys 2015, ABS 2011

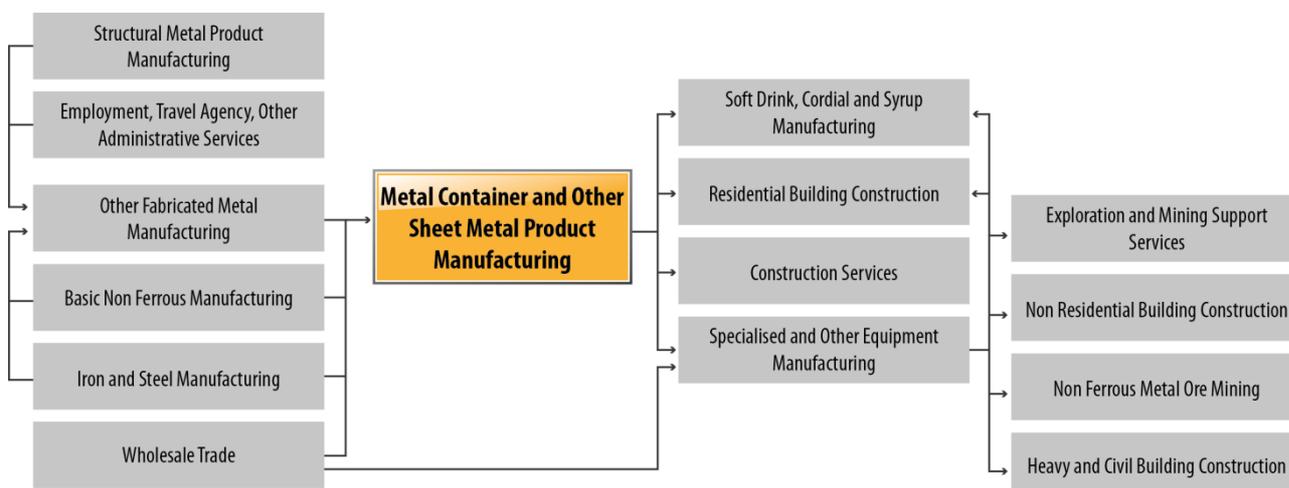
Supply chain links represented locally in the cluster include:

- Building Cleaning, Pest Control and Other Support Services
- Non-Residential Property Operators and Real Estate Services
- Employment, Travel Agency and Other Administration Services
- Wholesale Trade

- Retail Trade
- Primary and Secondary Education
- Heritage, Creative and Performing Arts

The second cluster identified in the Shire of Mundaring is Metal Container and Other Sheet Metal Product Manufacturing (Figure 23). The cluster has an ECF of 13.0 representing a significant density of employment relative to state employment. Despite this, employment quantum as a whole was relatively low. There is potential to develop the supply chain in the area through other metal manufacturing and other suppliers as an input. Beverage manufacturing, specialised equipment manufacturing, (dependent on the type of containers manufactured) are potential output industries to develop within the supply chain. There could be further potential to branch out into mining support services.

Figure 23. Metal Container and Other Sheet Metal Product Manufacturing (ECF 13.0, EQ 14)



Source: Pracsys 2015, ABS 2011

Supply chain links represented locally in the cluster include:

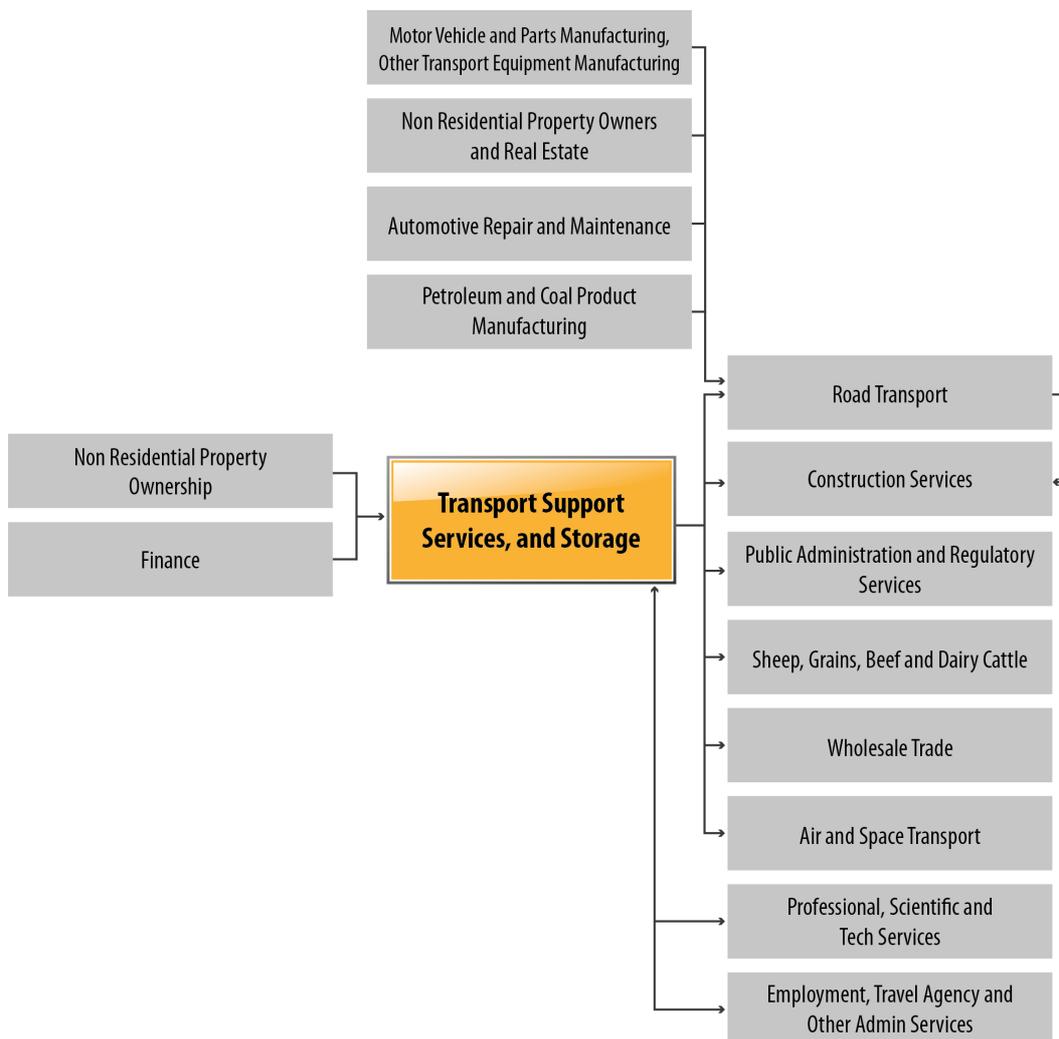
- Employment, Travel Agency, Other Administrative Services
- Wholesale Trade
- Residential Building Construction
- Exploration and Mining Support Services
- Non Ferrous Metal Ore Mining
- Heavy and Civil Building Construction

4.1.6 City of Belmont

It is important to note that Perth Airport was not selected for this study. It is accepted that Perth Airport is one of the highest employment generators in the State, supporting more than 17,000 jobs and contributing an estimated \$2.61b to GRP. Despite this, given the amount of other work that has gone into planning around the Perth Airport, more value was seen in focussing on other industry and areas that have had less attention..

The first cluster identified through the ECF analysis in the City of Belmont is focused on logistics, as could be expected. As such, it is not unexpected that one cluster identified was focused on the support services for logistics. Expanding along this supply chain will involve expanding along the logistics supply chain in air, road and (eventually) rail. Expansion in these will facilitate further growth along the supply chain (Figure 24). These industries have likely located here due to the proximity to major freight networks and infrastructure such as the airport as well as available land.

Figure 24. Transport Support Services and Storage (ECF 15.6, EQ 404)



Source: Pracsys 2015, ABS 2011

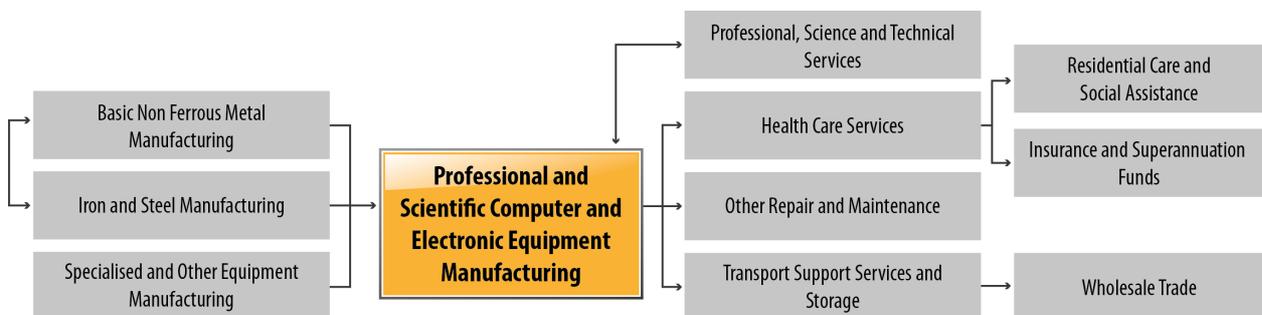
Supply chain links represented locally in the cluster include:

- Motor Vehicle and Parts Manufacturing, Other Transport Equipment Manufacturing
- Automotive Repair and Maintenance
- Road Transport
- Public Administration and Regulatory Services
- Wholesale Trade

- Air and Space Transport
- Professional, Scientific and Technical Services
- Employment, Travel Agency and Other Admin Services
- Construction Services
- Finance

The second cluster identified is Professional and Scientific, Computer and Electronic Equipment Manufacturing (Figure 25). Further growth along this supply chain could expand along post-production industries to increase value add. There could also be a focus on further developing the industry on the input side where material manufacturing is needed.

Figure 25. Professional, Scientific, Computer and Electronic Equipment Manufacturing (ECF 9.91, EQ 117)



Source: Pracsys 2015, ABS 2011

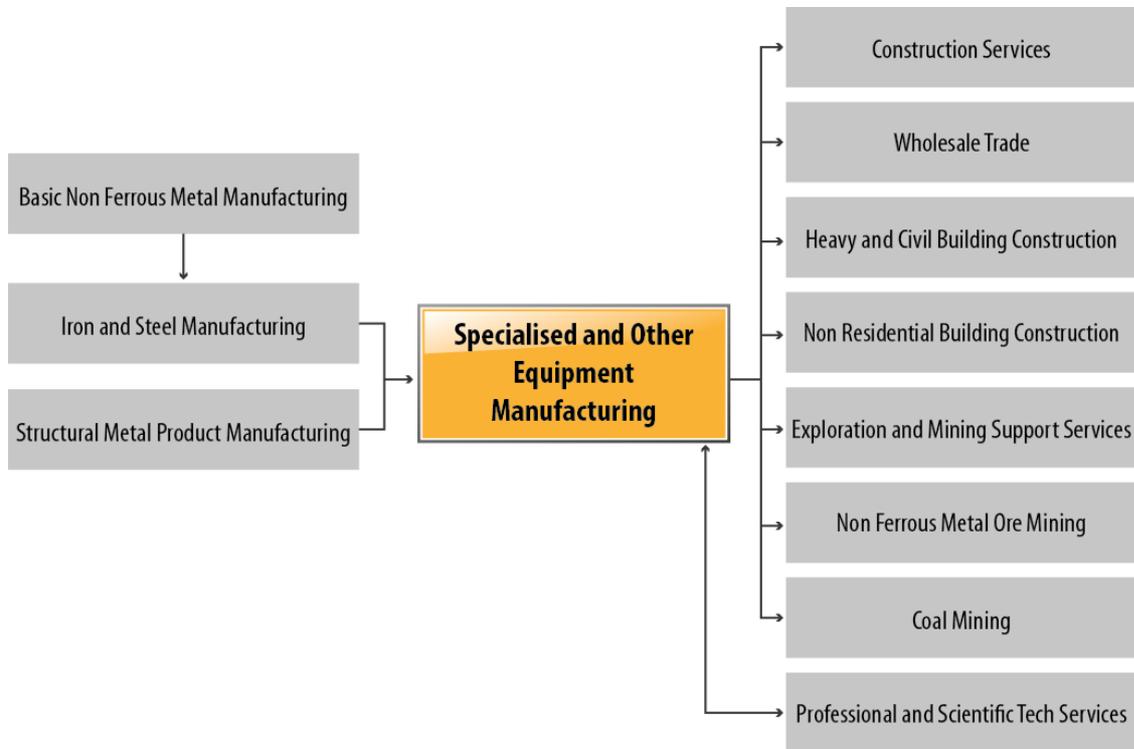
Supply chain links represented locally in the cluster include:

- Wholesale Trade
- Basic Non Ferrous Metal Manufacturing
- Specialised and Other Equipment Manufacturing
- Health Care Services
- Other Repair and Maintenance
- Transport Support Services and Storage
- Residential Care and Social Assistance
- Insurance and Superannuation Funds

4.1.7 City of Bayswater

The Specialised and Other Equipment Manufacturing cluster identified in the City of Bayswater could be a number of things (Figure 26). The category includes the manufacturing of food processing machinery, sewing machinery, tyre retreading or repairing machinery. It is possible that it exists because of the proximity to the bakery product-manufacturing industry in the City of Bayswater, though this would require further investigation.

Figure 26. Specialised and Other Equipment Manufacturing (ECF 1.9, EQ 21)



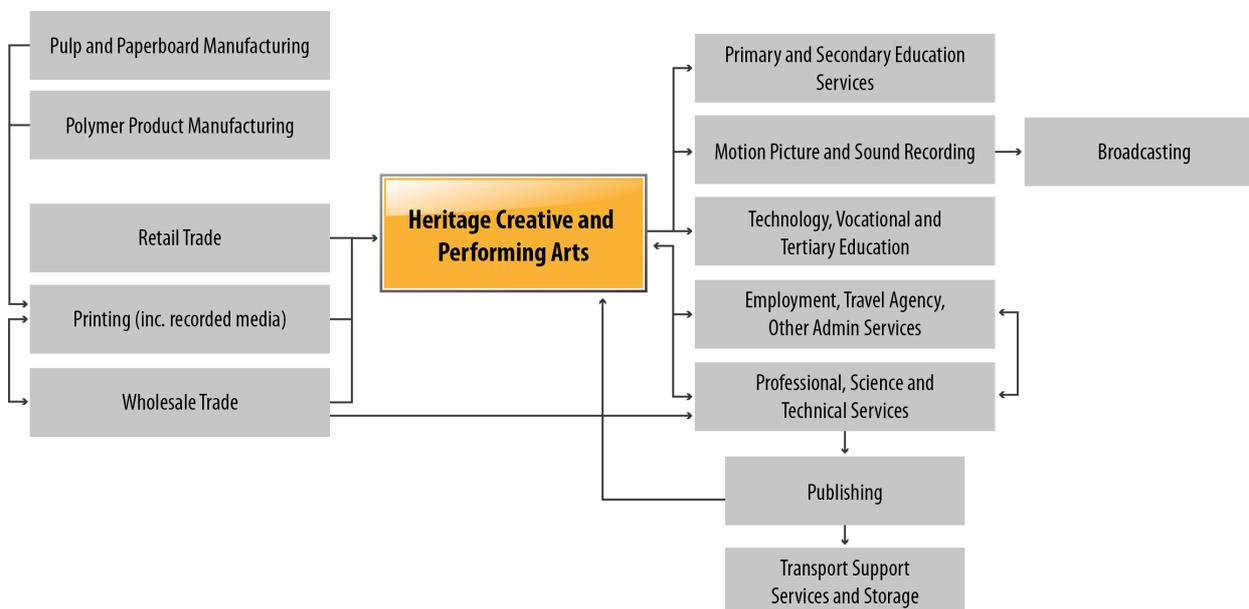
Source: Pracsys 2015, ABS 2011

Supply chain links represented locally in the cluster include:

- Structural Metal Product Manufacturing
- Basic Non-Ferrous Metal Manufacturing
- Construction Services
- Wholesale Trade
- Heavy and Civil Building Construction
- Professional and Scientific Technical Services

The next cluster identified is that of Heritage, Creative and Performing Arts (Figure 27). Expansion along this supply chain would involve industries that support the local culture and performing arts sector. Secondary industries making use of the shows and human capital and add value through the productions.

Figure 27. Heritage, Creative and Performing Arts (ECF 3.7, EQ 25)



Source: Pracsys 2015, ABS 2011

Supply chain links represented locally in the cluster include:

- Retail Trade
- Printing (inc. Recorded Media)
- Wholesale Trade
- Primary and Secondary Education Services
- Motion Picture and Sound Recording
- Technology, Vocational and Tertiary Education
- Employment, Travel Agency, Other Admin Services
- Professional, Scientific and Technical Services
- Transport Support Services and Storage

4.2 Key Conclusions

The LGAs in the EMRC region have a high dependency on logistics and logistics related clusters for their strategic employment. Clusters of strategic industry outside of this were not heavily represented and those that were found typically tended to be smaller in quantum. As such, population-driven uses dominated most areas. A possible reason for this is the state's focus on the resources sector as a whole (moving from construction phase through to production phase). The EMRC region is in close proximity to the Welshpool industrial area, which is known to have a relatively high proportion of strategic industry that services the mining industry. As such one of the key drivers of strategic industry for Western Australia has been utilised in an area in close proximity to the EMRC meaning duplication is unlikely. There may however be opportunity for knowledge spillovers and forwards and backwards linkages between industries in these locations



(remembering that economies do not stop at municipal boundaries). For higher ESS targets to be achieved, focus must be guided towards developing strategic clusters. This will not happen automatically and must be thought of in the context of transformational change. Global drivers and other forces must be assessed to discover if new industry can be housed within the EMRC region and then matched with local capacity (or projects that build capacity).



5 Comparative Advantages and Constraints

5.1 City of Swan

5.1.1 Comparative Advantage

5.1.1.1 Proximity to Agricultural Region

The City of Swan's proximity to the Avon Arc is a locational advantage for industry that could possibly build on this. The agricultural region itself is likely a cluster (though a significantly spread out one) but has the potential to offer opportunities in a variety of other servicing industries to locate nearby. This could include logistics, manufacturing businesses or agricultural servicing industry.

5.1.1.2 Tourism Attraction

The City of Swan is one of the larger visitor destinations within Perth because of its Swan Valley wine region. This gives multiple industries access to a large number of customers. Due to this, it has an attractive urbanisation economy with excellent amenity available to workers and residents in the area.

5.1.1.3 Peri Urban Land

The City of Swan has a large amount of peri-urban land that potentially is inappropriate or undesirable to develop into urban housing. Given the challenges in developing agglomeration economies in outer-sub regional areas, the role that peri-urban land will play in providing jobs to meet prescribed employment targets is becoming increasingly apparent. Hence allowing this land to be available for future industry development is important to allow future opportunities to flourish. This land currently accommodates traditional 'Valley' industries that could be expanded upon, or evolved into next generation high productivity industries given appropriate market conditions, correct zoning and economic development strategies. The use of this land will also depend on which industries are targeted or what desires the City and its community has for future economic development in the LGA.

5.1.2 Constraints

5.1.2.1 Planning Constraints

Planning constraints have been identified as a major constraint within the City of Swan. This includes the ability to rezone certain land that could be used for productive economic development initiatives. The inverse of the peri-urban advantage, it has land but needs appropriate approval mechanisms to be able to build capacity to take advantage of future economic drivers.

5.1.2.2 Tourism Infrastructure

The City of Swan identified a lack of adequate tourism infrastructure as a key constraint to one of its major industries. This lack of infrastructure inhibits its ability to readily capitalise on one of its biggest industries. For example, more beds and hotels would likely result in more overnight visitors instead of day visitors. Overnight visitors typically represent a larger injection of money into the local economy. Similarly,



increasing its attractiveness would bring a larger number of visitors in general, further improving the positive effect of the industry for the local region.

5.1.2.3 Telecommunications Infrastructure (NBN and mobile coverage)

Businesses are restrained by a number of telecommunication issues. The current state of broadband has left large numbers of businesses with relatively slow internet and ADSL2 due to proximity to exchanges and the limitations of copper wiring. Current proposed NBN plans (fibre to the node) would lack required upload speeds for some business to function optimally. Similarly mobile infrastructure is a constraint as signal strength can be sub optimal in various parts of the City of Swan.

5.2 Town of Bassendean

5.2.1 Comparative Advantages

5.2.1.1 Transport linkages

The Town of Bassendean has some of the best transport linkages in the EMRC region. Its town centre features close proximity to major arterial roads and access to the Midland train line; it is also the busiest station on the Midland line. This gives it advantages in regards to workforce mobility and the ability to access a large labour force to support businesses. Major arterials are good for businesses that require transporting large amounts of goods; cutting down on costs and other accessibility issues for large trucks. Its proximity to other major infrastructure such as the Airport and the CBD also make it an attractive prospect for many businesses.

5.2.1.2 Proximity to major customers and market

As mentioned previously, Bassendean's relatively central location gives it an innate advantage when businesses make location decisions. Its central location will (dependent on the businesses making the decision) give it access to major customers and market allowing efficient functioning.

5.2.1.3 Industrial areas in good condition

The Town of Bassendean's industrial areas are in good condition. This can make it an attractive prospect for businesses that could see other potential competing land as run down. As such, when all other things are equal, good quality land and infrastructure can be the defining reason for businesses to locate within the area.

5.2.2 Constraints

5.2.2.1 Land Ownership

Large amounts of land in major activity centres are currently owned by parties who are not developing or allowing productive development to happen. As the Town of Bassendean does not have control over this land, it will be difficult to develop and implement any economic development strategies. New options and strategies should be explored to attempt to incentivise the development of the land to unlock its potential.



5.3 City of Belmont

5.3.1 Comparative advantage

5.3.1.1 Proximity to Airport

City of Belmont contains both the domestic and international Perth Airports; this gives it access to one of the largest transportation hubs in the Perth Metropolitan Region. As so much freight is delivered through the airport, this gives it a major accessibility advantage that many companies wish to take advantage of. It allows businesses located here to have access to their product for future distribution in a timely and efficient manner and limits transport costs. Similarly, there are large amounts of space around the airport for large warehouses and other uses, which is why we see logistics and distribution companies locating here. In addition, the Perth Airport Masterplan has earmarked a number of areas for further development and industry expansion.

5.3.1.2 Proximity to Major Arterials (Current and Future)

Current major arterials are in or run in close proximity to the City of Belmont, this gives accessibility advantages for many businesses to move their product, especially when the product being moved requires large trucks that may only use larger arterial roads due to restrictions regarding the types of trucks on non arterials. This enables them to distribute their product at a lower cost through the wider network and at greater ease.

5.3.1.3 Existing Industrial Base

The City of Belmont already has a strong industrial base with diverse industry located in the area. As a result it has a strong foundation to build on and a number of clusters to choose from. This will give it ample opportunity to develop significant local supply chains.

5.3.1.4 Constraints

5.3.1.5 Federal Land

The airport is located on federal land and thus the City of Belmont has limited control over what can locate there. This means that specific economic development strategies seeking to capitalise on this land will have to go through additional planning and collaboration hurdles to successfully employ these initiatives.

5.3.1.6 Ageing Buildings

Existing commercial and industrial developments are old and inadequate to today's needs. This makes other options more attractive assuming other factors equal. The cost to redevelop these areas does not make commercial sense at present.

5.3.1.7 Lack of Public Transport

The majority of Belmont's commercial and industrial areas are very poorly serviced by public transport. This presents a labour mobility challenge and a significant barrier for high density commercial developments locating in the area.



5.4 Shire of Kalamunda

5.4.1 Comparative Advantage

5.4.1.1 Proximity to the airport rail and road network

Proximity to the airport, rail and road network is advantageous for logistics companies and other businesses that require the movement of large amounts of goods. The Shire of Kalamunda (and the EMRC region as a whole) is in an advantageous position to attract industries that need access to these networks.

5.4.1.2 Location of Forrestfield

Forrestfield Industrial area is in a key position to take advantage of the improving road and rail network. It will be of particular importance to the transport and logistics industry and could potentially support the development of a new Agri-Tourism industry on Peri-Urban land.

5.4.2 Constraints

5.4.2.1 Fragmented Land Tenure

One of the major constraints in the Shire of Kalamunda is the fragmented land tenure. This may cause stoppages and delays in what can be done to the available land, as the necessary controls and levers are not accessible by the Shire of Kalamunda.

5.5 Shire of Mundaring

5.5.1 Comparative Advantage

5.5.1.1 Lifestyle capacity

Good urbanisation economies allow the successful attraction and retention of people to places, they make people want to visit and even stay and live. The Shire of Mundaring has a successful urbanisation economy that gives businesses access to customers including residents, workers and visitors (tourists). There has been some discussion about moving the highway from its current alignment. Doing this will link the two sides of the town centre that are currently divided due to the highway.

5.5.2 Constraints

5.5.2.1 Telecommunications/NBN

As with many other regions in the EMRC, telecommunications infrastructure is a limiting factor for many businesses. Both upload speeds and download speeds can be too slow for businesses to effectively function.

5.5.2.2 Sewerage

Sewerage in the Shire of Mundaring is currently at capacity. While there are some initiatives towards upgrading its capacity it remains a limiting factor at this time, hampering many potential uses and businesses from locating or expanding within the Shire of Mundaring.



5.5.2.3 Lack of Public Transport

There is a lack of public transport to The Shire of Mundaring giving it poor access to the labour force as well as potential access to customers and visitors. This lack of access to labour force will be a significant constraint to many businesses that may wish to locate here.

5.5.2.4 Industrial Land Constraints

Feedback obtained indicated that limited light industrial land remains in the Shire of Mundaring and thus development is hamstrung until more is made available. This is unlikely to happen in the short term given the lack of sewerage capacity.

5.5.2.5 Community

The current community in the Shire of Mundaring “likes things how they are”. Feedback obtained indicates that development is likely to be opposed by the local community making many economic development initiatives difficult. This is especially apparent in regards to industrial development.

5.6 City of Bayswater

5.6.1 Comparative Advantage

5.6.1.1 Ashfield Lot Flexibility

Ashfield Station Precinct Plan indicates that the lots in the Ashfield precinct are large in size and are thus potentially able to fit many businesses with a variety of needs. As lot size and flexibility is one of the main decision making criteria for many firms, this is seen as a distinct advantage.

5.6.1.2 Proximity to the airport rail and road network

Proximity to the airport, rail and road network is advantageous for logistics companies and other businesses that require the movement of large amounts of goods. City of Bayswater (and the EMRC region as a whole) is in an advantageous position to attract industries that need access to these networks. This is especially true for the Ashfield Industrial Area.

5.6.2 Constraints

5.6.2.1 Lack of Rail to Largest Activity Centre

The lack of passenger rail infrastructure to the City of Bayswater’s largest activity centre (Morley Strategic Metropolitan Centre) represents a significant inhibitor in facilitating growth in non-industrial strategic industries within the activity centre. Lack of rail infrastructure will impact the ability for the labour force to access the centre and thus create a disincentive for businesses to locate here.

5.6.2.2 Ageing Buildings

A number of the existing building stock in the Ashfield industrial area is quite old and in need of renewal. This older building stock makes other areas with comparable but newer buildings (assuming similar rent) a more attractive prospect.



6 Next Steps

Clusters have been identified at a conceptual level using national links and generating regional input output tables to attempt to quantify local links and interdependencies. The next step is to “truth test” and attempt to build on this analysis by consulting industry within each cluster. 2 industry contacts from each LGA will be contacted to look for potential opportunities and constraints, as they see them. Following this a consultation report will be submitted outlining these opportunities and constraints and expanding on the cluster analysis already completed.

Ultimately the aim of this document and the consultation report will be to feed into a possible investment attraction scheme within each LGA so that they may better target their resources to focus on opportunities that may exist. This would then ultimately link to any economic development schemes that are being developed by the respective LGAs.



7 Conclusions

Cluster analysis has shown that in regards to strategic industry, clusters that exist within the EMRC are limited. This is not necessarily a bad thing depending on the aims of the Region. Despite this lack of diversity, there is a high concentration of logistics based industry that can and will naturally be built upon given the extensive 'sunk' infrastructure contained within or in close proximity to the Region (including the domestic and international airports, major highway infrastructure and freight rail lines. This is especially true when considered in the context of future development in the North Link Freight Route and associated rail infrastructure. Opportunities do exist to build up supply chains around existing clusters and these should be pursued where appropriate. The next phase of work will follow from consultation and involve working with industry to go into greater detail, discovering the specific gaps and incentives needed to build these supply chains. From here, the results may be used to develop industry attraction strategies to target desired industries. For true exogenous and strategic job growth, there must be a full analysis around capacity and drivers to determine which new strategic industries are appropriate and possible to set up in the Region. This will support achieving higher ESS targets and jobs for the local population.



8 Appendix 1 - Methodology

8.1 Employment Concentration Factor Analysis

An economic concentration factor (ECF) represents the concentration of a particular industry within a region compared with that industry's strength within the state (or nation). An ECF of 1.0 means that an industry has the same concentration in the region as it does the state. An ECF of greater than 1.0 identifies industries that employ more workers in the region than the state average for that same industry. By employing more workers than the state average, the industry is producing more goods and services than the region can consume and can therefore export the excess product out of the region.

Measurement of economic concentration factors is useful in urban economic analysis as it provides a strong indication of the agglomeration of an industry or group of industries. Care must be taken as the metric gives no indication of the relative size of the industry, i.e. a region may have a very high ECF with a small number of employees if the industry is small, whilst a low ECF in a large industry may still equate to a significant proportion of employees.

Two datasets can be used in an ECF analysis:

- **Dataset 1:** Table showing Industry of Employment by Region (aggregation of LGAs), using 2011 Census – Counting Persons, Place of Work (database). Can be obtained from ABS Table builder.
- **Dataset 2:** Table showing Industry of Employment by State, using 2011 Census – Counting Persons, Place of Work (database). Can be obtained from ABS Table builder.

The methodology for ECF analysis is as follows:

- For Dataset 1 (Industry of employment by Region) calculate the number of people in employed in each industry as a percentage of the total number of people employed;
- For Dataset 2 (Industry of employment by State) calculate the number of people in employed in each industry as a percentage of the total number of people employed;
- Construct a table that integrates Dataset 1 and 2;
- Divide the regional employment share by the national employment share for each industry of employment; and
- The product of the division provides the Employment Concentration Factor.

8.2 Shift Share Analysis

Shift share analysis is a technique that aims to identify the industries that are most competitive in the region, through an analysis of employment growth. Employment growth is broken down into different components to determine what share of the growth can be attributed to growth in the national economy, what percentage can be attributed to the industry mix, and the remainder is then assumed to result from particular competitive strengths developed in the region.



Shift share analysis is useful to reveal which industries have the greatest regional competitive advantage or disadvantage (however, it does not indicate the reasons why).

Four datasets can be used for shift share analysis:

- **Dataset 1:** Table showing Industry of Employment by Region (aggregation of LGAs), using 2006 Census – Counting Persons, Place of Work (database). Can be obtained from ABS Table builder;
- **Dataset 2:** Table showing Industry of Employment by Region (aggregation of LGAs), using 2011 Census – Counting Persons, Place of Work (database). Can be obtained from ABS Table builder;
- **Dataset 3:** Table showing Industry of Employment by Nation, using 2006 Census – Counting Persons, Place of Work (database). Can be obtained from ABS Table builder; and
- **Dataset 4:** Table showing Industry of Employment by Nation, using 2011 Census – Counting Persons, Place of Work (database). Can be obtained from ABS Table builder.

Shift share analysis should be undertaken utilising the following methodology:

- Using Datasets 1 and 2, derive the employment profile for the region for the base year and the current year using 1 digit ANZSIC classification ;
- Using Datasets 3 and 4, derive the employment profile for the Australia for the same time periods using 1 digit ANZSIC classification; and
- For each industry, calculate the three components using the following equations.

$$\text{National Share} = iRegion^{t-1} * (AUS^t / AUS^{t-1})$$

$$\text{Industry Mix} = iRegion^{t-1} * \left(\frac{iAUS^t}{iAUS^{t-1}} - \frac{AUS^t}{AUS^{t-1}} \right)$$

$$\text{Regional Shift} = iRegion^{t-1} * \left(\frac{iRegion^t}{iRegion^{t-1}} - \frac{iAUS^t}{iAUS^{t-1}} \right)$$

Where:

$iRegion^t$ = the regional employment in industry i in the current year

$iRegion^{t-1}$ = the regional employment in industry i in the base year

$iAUS^t$ = the National employment in industry i in the current year

$iAUS^{t-1}$ = the National employment in industry i in the base year

$iAUS^t$ = total National employment in the current year

$iAUS^{t-1}$ = total National employment in the base year



The sum of all three components should equal the change in industry employment in the region between the base and current periods.

Key areas of comparative advantage are those industries for which the region has both positive industry mix and regional shift values, and amongst those, those industries where the regional shift is greater than the industry mix.

8.3 Regional Input-Output Tables

A modified version of the GRIT method (Generating Regional Input-Output Tables) has been adopted to produce the regional input-output tables. The GRIT methodology was developed by R.C. Jensen, T.D. Mandeville and N.D. Karunaratne¹. The methodology involves a total of five stages and 15 steps, as detailed below:

- **Phase 1: Adjustments to National I-O table.** In Phase 1 the technology matrix is derived from which regional coefficients will be estimated.
 - **Step 1: Selection of a national I-O table.** The national table should be as disaggregated as practically possible. The national table should be net of intra-sectoral flows to avoid overestimating regional coefficients. Intra-sectoral transactions contain interregional trade. In practice, other formats can also be adopted considering research objectives and data availability.
 - **Step 2: Adjustments for updating.** If the national table is considered too old for economic events, this may be adjusted or updated to take account of changes in relative prices and changes in industry structure or the appearance (or disappearance) of new industries.
 - **Step 3: Adjustments for international trade.** In this step a technology matrix is derived, this expresses the technical requirements for commodity *i* per unit of output *j*. The geographical source of supply is not taken into consideration. This matrix is estimated by allocating imports over those sectors that could supply imported commodities if the latter ones were produced locally. In case the national transactions table includes total flows then this step is not necessary. However, in cases when the national transactions are expressed in domestic flows, the imports row must be reallocated proportionally within the relevant rows of the secondary sectors in the national table.
- **Phase II: Adjustment for Regional Imports.** Regional input coefficients and regional import coefficients are derived in this phase using national technical coefficients.
 - **Step 4: Calculation of non-competitive imports.** If national sectors do not exist at a regional level, the corresponding rows of coefficients are removed from the table and

¹ Kuhar, A. Golemanova Kuhar, A. Erjavec, Cör, T. 2009, *Regionalisation of the Social Accounting Matrix – Methodological Review*, Research Paper, University of Ljubljana, accessed on 18 April 2014 at <http://www.ilr.uni-bonn.de/agpo/rsrch/capri-rd/docs/d2.2.1.pdf>



- allocated to the regional import row. The existence of a sector at the regional level can be verified using employment data supplemented by local knowledge.
- **Step 5: Calculation of competitive imports.** Regional input coefficients and regional (competitive) import coefficients are estimated by using simple location quotients (SLQ). The import coefficients are then allocated to the import row of the matrix.
 - **Phase III: Definition of Regional Sectors.** Sectoral aggregation and insertion of superior data at different levels of aggregation is performed.
 - **Step 6: Insertion of disaggregated superior data.** Superior data available at a disaggregated level are inserted prior to aggregation.
 - **Step 7: Aggregation of sectors.** It is less complicated to aggregate sectors at the regional level than at the national one. In this step sectoral aggregation is made to represent the regional economy in appropriate level of accuracy. In the original version of GRIT (Jensen et al., 1979) regional input and import coefficients were adjusted using employment-based weights.
 - **Step 8: Insertion of aggregated superior data.** If superior data is available it can be inserted at this stage.
 - **Phase IV: Derivation of Prototype Transactions Table.** Regional coefficients are converted into transactions and estimates of final demand and primary inputs are derived.
 - **Step 9: Derivation of initial transactions table.** First estimates of transactions are obtained by the multiplication of coefficients in each column by estimates of gross regional output.
 - **Step 10: Adjustments to prototype table.** The first estimated table is completed by adding the quadrants of final demand and primary inputs. Usually, three components of final demand are considered (household consumption, exports and other final demands). Within GRIT the final demand components can be estimated with two approaches depending on available information. In cases where no relevant information is available, final demand is simply the residual. Usually reliable estimates of final demand can be incorporated into the table. However, inconsistencies are possible (column and row totals differences). In order to assure consistency, iterative constrained matrix techniques (e.g. RAS) are applied. The residual-based procedure calculates final demand by subtracting intermediate sales from regional output. Final demand components can be estimated by using allocators taken from national or other regional tables and then constrained to the previously calculated value of final demand.
 - **Step 11: Aggregation of uniform tables are required.** Regional tables are aggregated to the same level of sector detail, if more than one table is constructed with the objective to produce uniform regional tables.



-
- **Step 12: Derivation of inverse and multipliers for prototype table.** The Leontief inverse and output, income and employment multipliers are derived from the prototype table.
 - **Phase V: Derivation of Final Transactions Table.** Further reliable data and experts advice are applied to produce an accurate regional table.
 - **Step 13: Final superior data insertions and other adjustments.** Reliable data related to transactions, final demand and primary inputs have to be inserted in this step.
 - **Step 14: Derivation of final transactions table.** The table is adjusted to ensure consistency.
 - **Step 15: Calculation of inverse and multipliers for final table.** The Leontief inverse and output, income and employment multipliers from the final table are calculated.

Minor alterations were made to this methodology for the purposes of this project. For instance no aggregation of the table occurred, as the sectors being examined were targeted and small. The GRIT methodology allows for various methods of calculating final demand. Due to the absence of primary data in this iteration, final demand was calculated as a residual.



9 Appendix 2 - Glossary

Economic activation

From a centre design and ongoing management perspective, there are certain economic activation principles that can be implemented to ensure that the place is as user-friendly as possible to maximise the number and length of visits.

Economic activation is defined as the frequency and concentration of social and economic transactions carried out by the diverse user groups of a place. A successful place must understand what its user groups need and want and provide an environment that both attracts and retains people.

Economic concentration factors

An economic concentration factor (ECF) represents the concentration of a particular industry within a region compared with that industry within the state (or nation). An ECF of 1.0 means that an industry has the same concentration in the region as it does the state. An ECF of greater than 1.0 identifies industries that employ more workers in the region than the national average for that same industry. By employing more workers than the national average, the industry is producing more goods and services than the region can consume and can therefore export the excess product out of the region.

Measurement of economic concentration factors is useful in urban economic analysis as it provides a strong indication of the agglomeration of an industry or group of industries. Care must be taken as the metric gives no indication of the relative size of the industry, i.e. a region may have a very high ECF with a small number of employees if the industry is small, whilst a low ECF in a large industry may still equate to a significant proportion of employees.

Economic development

Economic development results from strategic industry drawing in greater income from external markets through the export of goods and/or services.

Economic growth

Economic growth results from changes in the quantity or characteristics of the population being serviced by population-driven activity.

Employment self-sufficiency

Employment self-sufficiency (ESS) is defined as the proportion of jobs located in a geographic area (region, corridor, local government) relative to the residents in that same area who are employed in the workforce. For example, if the area has 1,000 employed residents and 450 local jobs available, the employment self-sufficiency rate is 45%.



Export-oriented activity

Export refers to jobs in industries in the subject area of study has a comparative advantage - deemed strategic due to growth and development through exports and the inflow of funds. Export jobs are producer services, however they occur in strategic industries such as mining, oil and gas and defence. Export jobs are likely to be hands on, involving the physical construction of a marine vessel or operation of machinery on a mine site - as opposed to the mathematical or scientific analysis carried out by Knowledge intensive producer services. Strategic industries tend to require physical infrastructure, such as ports, airports or universities.

Knowledge intensive consumer services

Knowledge intensive consumer services are those specialist services that deal directly with consumers, yet typically have a higher productivity and lower transaction frequency. KICS provide a skilled service to consumers that usually requires a higher level of education or training. Depending on the scale of their catchment, KICS may choose to locate within major or regional centres, or larger business districts with greater soft infrastructure and amenity levels. Examples of KICS include general practitioners, accountants, veterinarians and legal services.

Knowledge intensive producer services

Knowledge intensive producer services involve businesses dealing directly with other businesses, rather than consumers. Transactions are less frequent, however generally have a higher monetary value, due to the intellectual property or knowledge involved. KIPS businesses often locate near their client businesses, although with low transaction frequency and good communications infrastructure, they are to an extent 'footloose'. This means they can choose to locate in places with relevant physical infrastructure, high retail amenity, or soft infrastructure such as access to a solid education base. Examples of KIPS are engineers, architects, medical scientists and computer software developers.

Localisation economies

Localisation economies are the result of a number of firms and enterprises (including research institutions, not-for-profit organisations and government departments) in complementary industries and supply chains locating in the same area. Localisation economies are the result of one or more of three factors. These are:

- Availability of specific skilled and specialised labour
- Availability of specialised/essential inputs at a more competitive value due to economies of scale
- Increased efficiency in knowledge transfer/technology, spillovers/collaborations and partnerships due to proximity of partners

Population-driven activity

Population-driven activity refers to industries or jobs directly related to servicing the needs of a specific catchment population. As such its location will be largely determined by the location of population growth,



as well as activity centre hierarchy and maturity. Consumer services, producers services and knowledge intensive consumers are collectively referred to as population-driven.

Producer services

Producer services deal directly with other businesses, rather than consumers. Like retail; wholesale producer services must locate close to the businesses they serve, due to the frequency of transactions required. For example, the Coles distribution warehouses must occupy a central location in order to carry out daily delivery of goods to supermarkets. Producer service industries include manufacturing, construction, and distribution.

Strategic activity

Strategic economic activity occurs through the development of agglomerations of economic activity. Such agglomerations result from the development of localisation and/or urbanisation economies. Strategic activity derives income from external sources.

Urbanisation economies

Urbanisation agglomerations of activity result from the general benefits that a firm will gain from locating in a particular urban environment. This includes access to general labour pools, access to financial and commercial services and proximity to transport and communication networks.



Eastern Metropolitan Regional Council

Industry Cluster Analysis Research Paper

Report Part 2: Stakeholder Consultation of Business

November 2015



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1 Executive Summary

The purpose of this report is to discuss the consultation findings of specific industries and business owners interviewed to ascertain requirements to locate and/or grow within the EMRC Region.

The purpose of the consultation was designed to determine the following:

- Provide a map of the current value chains of businesses, i.e. where suppliers and customers are currently located;
- Ascertain capacity constraints that prevent businesses locating and/or growing in the region;
- Identify any opportunities for business growth in the region; and
- Identify key target drivers and capacity constraints for the EMRC to address, in order to facilitate cluster growth in each area.

It is envisaged that this report would then act to reinforce the findings of the EMRC Cluster Analysis and add further industry-specific detail relevant to undertaking the initial steps towards a future industry attraction strategy.

The report is organised by each Town, City or Shire in the EMRC Region, with sections further broken down in the following categories:

- Client base;
- Supply chain;
- Constraints identified;
- Opportunities identified;
- Further points for consideration, where possible; and
- Conclusion.

The supply chains that were presented in the EMRC Cluster Analysis have also been included in this report. The detail collected through the most recent consultations has been used to reflect specificities of the supply chains. These additions have been included in the figures to follow, in blue. The original results are included in grey.

The businesses consulted expressed various factors that they perceived to be opportunities and constraints across all aspects of their operations. Depending on their nature, these may be interpreted as affecting all businesses, or like businesses, within the local area. Broadly, the results of the consultation suggested that the major constraint identified across all Local Government Areas (LGAs) within the EMRC Region was the lack of sufficiently fast internet. The consultation also identified significant areas for potential improvement based on the specific opportunities available in each of the LGAs. These include the location of similar and complementary industries to foster agglomeration economies and generate knowledge spillovers, as well as improving business efficiencies.



2 Town of Bassendean

The Town of Bassendean's two identified clusters from the previous report were:

- Professional and Scientific, Computer and Electronic Equipment Manufacturing; and
- Specialised and Other Equipment Manufacturing.

The Australian and New Zealand Standard Industrial Classification (ANZSIC) classifies the Professional, Scientific, Computer and Electronic Equipment Manufacturing cluster as consisting of units mainly engaged in activities such as:

- Manufacturing computers, computer peripheral equipment or other electronic office equipment; and
- Manufacturing medical, surgical or dental equipment, inclusive of dentures.

Development of this cluster within the Town of Bassendean is likely due to location within metropolitan Perth, proximity to freight routes and Perth domestic and international airports, and access to market.

ANZSIC classifies the Specialised and Other Equipment Manufacturing cluster as consisting of units mainly engaged in the manufacturing of specialised machinery and parts including the following:

- Food processing machinery;
- Sewing machinery;
- Tyre retreading; and
- Repairing machinery.

This cluster within the Town of Bassendean is likely due to proximity to freight routes, other industrial and manufacturing firms within the area, agglomeration economies and access to market.

Seven businesses were contacted as part of the stakeholder consultation process, of which two businesses expressed interest in taking part in the project. Both businesses were part of the Professional and Scientific, Computer and Electronic Equipment Manufacturing cluster, and as such the conclusion for this cluster is discussed below in Section 2.3.

2.1 Land Track Systems (Justin von Perger, Principal Consultant)

LTS addresses the mining software and web-based application needs of the Australian Mining industry. Their first program, Mineral Titles Audit was released in 2005 and is now used by most of WA's major mining companies to assist with their tenement management and land acquisition activities.

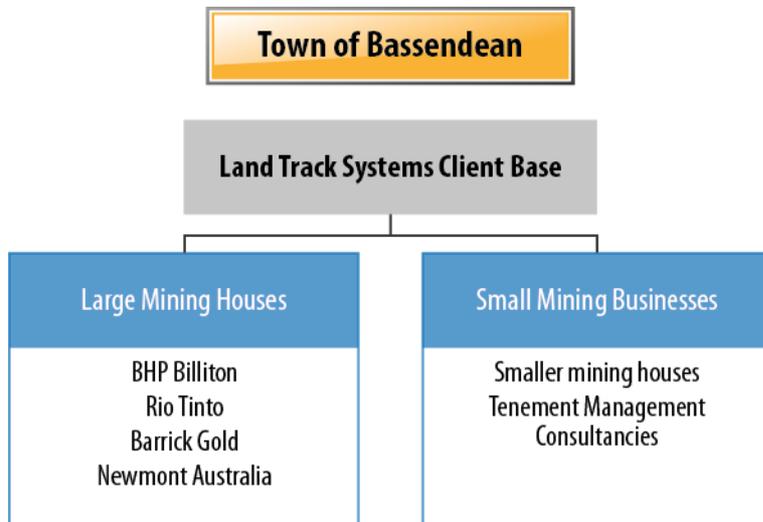
LTS has seen a reduction in business with the end of the mining boom. As a result they are shifting their company focus from generating opportunities to providing companies with cost savings, as well as developing productivity tools to reduce production costs within mining companies. LTS is located within Bassendean Town Centre on Old Perth Road.



2.1.1 Client Base

LTS's client base is mining-focussed, with companies typically from the West Australian mining industry.

Figure 1. Land Track Systems Client Base

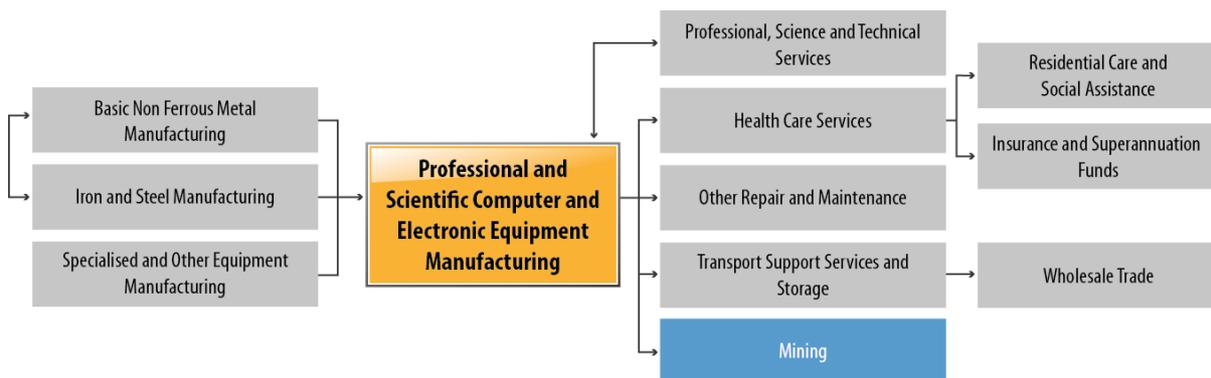


Source: Land Track Systems 2015, Pracsys 2015

2.1.2 Supply Chain

Being a software-based company, suppliers required are minimal. However, most computer parts and computers are sourced from suppliers located in the Tonkin Business Park in Bassendean. Cloud services are also utilised. The updated supply chain cluster is shown in Figure 2.

Figure 2. Professional and Scientific Computer and Electronic Equipment Manufacturing



Source: Pracsys 2015, ABS 2011



2.1.3 Constraints Identified

Constraints affecting all aspects of supply chain, general productivity and employee attraction and retention were identified by LTS to be:

2.1.3.1 Internet

The lack of sufficiently fast internet was identified as a constraint to doing business, although this was somewhat ameliorated by the office being located close to the exchange in the Bassendean Town Centre. Fast internet is especially important for a software business such as LTS.

2.1.3.2 Parking

Parking was identified as a constraint, with an increasing number of people now living and working in the area. It was suggested that the majority of employees currently drive to work and require a parking space.

2.1.3.3 Distance from Perth CBD

Being situated approximately 13 km from the CBD was cited as a constraint to the business, with most employees expressing an interest in working in the city centre, with the exception of one staff member who preferred working in Bassendean as it was also his suburb of residence. From an employee perspective this may reflect the higher level of accessibility and amenity of the CBD. From a business perspective it is advantageous to be located close to the company's client base.

2.1.3.4 Congestion

Congestion was identified as an increasing constraint, with more people moving to the Town of Bassendean and hence contributing to increased local traffic. Congestion acts a general negative externality effecting commuting times and overall business productivity. In a similar manner to parking concerns, such negative externalities will factor into decisions made by businesses to locate in the area or re-locate to alternative areas.

Congestion is a negative externality resulting from agglomerations of activity. Failing to address this constraint may lead to dispersal of activity to other locations where productivity impacts do not outweigh the benefits. Companies may choose to relocate to other less congested areas in the future should this constraint continue to increase.

2.1.4 Opportunities

2.1.4.1 Reduced rent

LTS recently re-negotiated the lease term for a further two years with a 25% reduction in rent fees which has been a significant incentive for LTS to continue to exist in the area, particularly given the end of the current mining boom and LTS's focus on the mining sector.

2.1.4.2 Proximity to train line

The location of LTS in close proximity to the Midland train line facilitates access to clients located in Perth CBD.



2.1.4.3 Facilities for cyclists

Facilities for cyclists are of a high standard with designated areas to store bicycles. Cycling has proven an attractive mode of transport, with employees living in the local area choosing to cycle to work instead of driving. This may attract more businesses to the area, resulting in clusters of activity and agglomeration economies as it provides people with the ability to utilise an alternative mode of transport and reduces reliance on cars.

2.1.4.4 Gentrification of Bassendean

The gentrification of Bassendean is making the area a much better place to work and live in and is now seen as an attractive location for employees to work. It was suggested that further improvement of the local area and increasing amenity would further draw more people to working and living in the Town of Bassendean.

2.1.5 Further points for consideration

It was suggested that construction of a technology park or hub in the area would attract similar technology-based businesses to co-locate in the Town of Bassendean, though a specific location was not named. It was suggested that such a facility could potentially create knowledge spillovers and agglomeration economies.



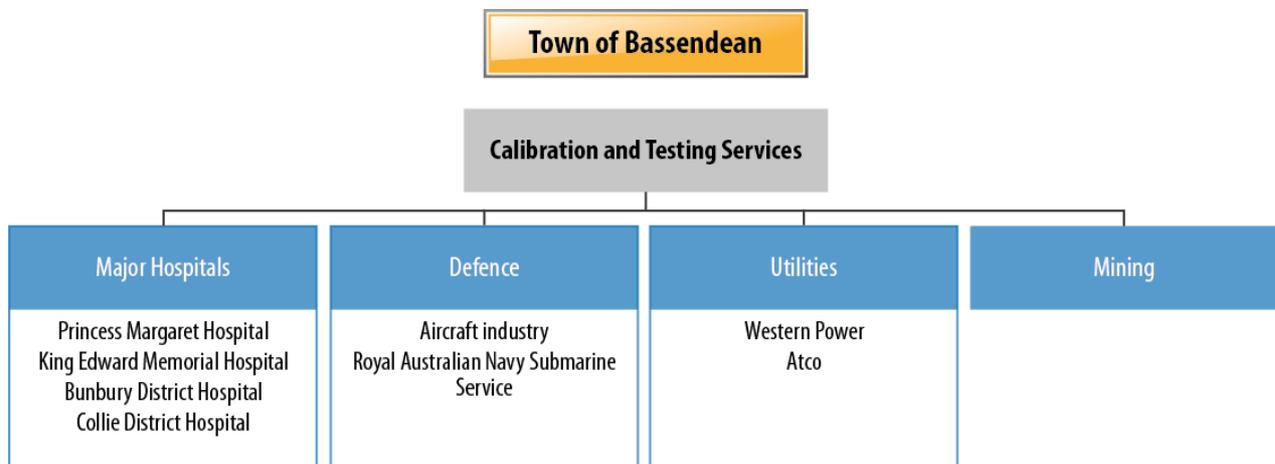
2.2 Calibration and Testing Services (Steve Arrow, Laboratory Manager)

Calibration and Testing Services (CATS) is a National Association of Testing Authorities (NATA) accredited calibration laboratory based in Bassendean, specialising in electronic test and measurement equipment. The laboratory was first accredited in 1985 and has been run as a family business for the last 15 years. CATS is located within a light industrial area comprising largely of storage and distribution services.

2.2.1 Client Base

CATS service a diverse range of clients and industries, as shown in Figure 3.

Figure 3. Calibration and Testing Services Client Base

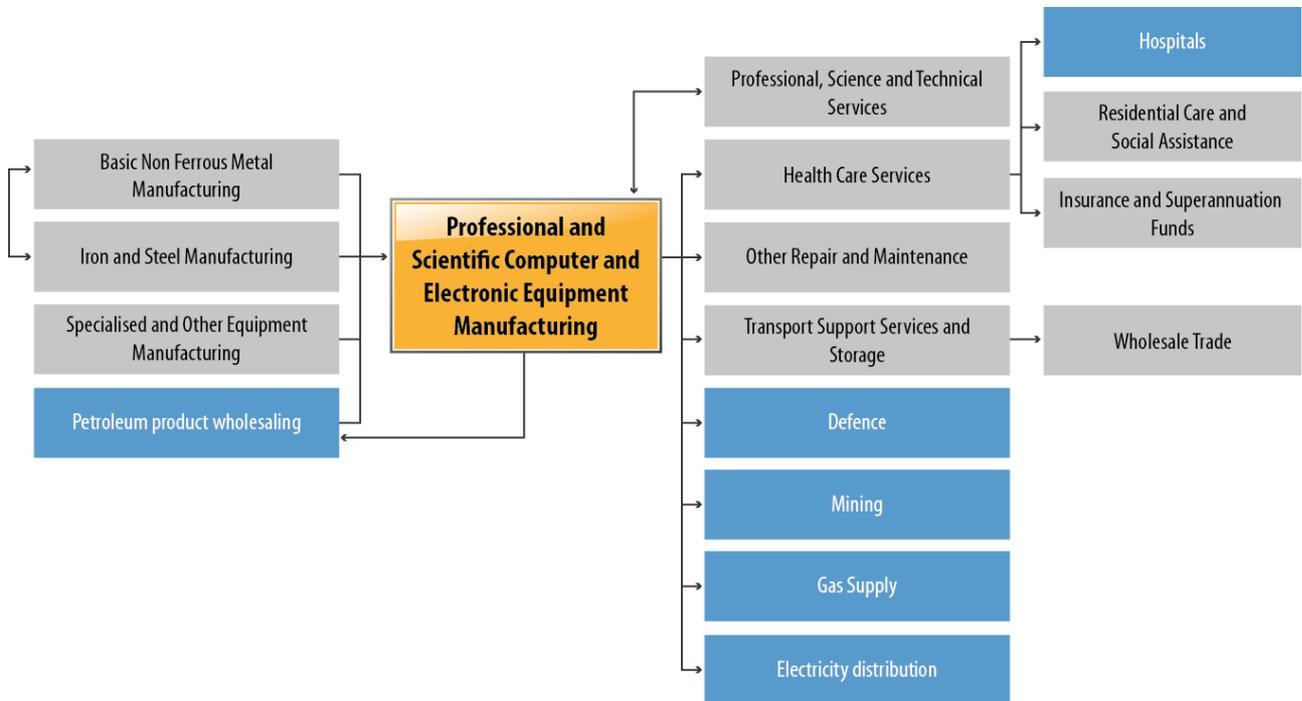


Source: Calibration and Testing Services 2015, Pracsys 2015

CATS provide services to any company that requires calibration testing of their scientific and measurement equipment that rely on precision. Most requests for services come from outside the Town of Bassendean, with the local area being predominantly industrial and storage based.

2.2.2 Supply Chain

Any equipment required by CATS is purchased from the Eastern States of Australia, as equipment is supplied from overseas and distributed through the Eastern States suppliers. Equipment required by CATS includes specialised electronics equipment, multimeters and test and calibration equipment required to perform the services offered by CATS. The updated supply chain is shown in Figure 4.

Figure 4. Professional and Scientific Computer and Electronic Equipment Manufacturing


Source: Pracsys 2015, ABS 2011

2.2.3 Constraints Identified

Constraints affecting all aspects of supply chain, general productivity and employee attraction and retention were identified by CATS to be:

2.2.3.1 Internet

The need for high speed internet was emphasised during the stakeholder consultation. It was suggested that lack of high-speed internet was a constraint, particularly with regards to downloading electronics information, circuit diagrams and operation manuals.

2.2.3.2 Absence of gas infrastructure and access

The lack of connection to gas was identified as a constraint, with CATS having to transport bottled gas into their facility to perform gas-related calibration and testing services.

2.2.4 Opportunities

It was expressed that there was no intention to grow CATS further as there was a desire to maintain it as a family-run business.

2.2.5 Further points for consideration

It was suggested that the location of more electronics distribution services would be beneficial to the area.

It was identified that there often seemed to be a lack of information regarding bulk waste clearance collection periods, and some clearer information surrounding these dates would prove useful. In addition, it was suggested that it would be useful if CATS were allocated the Bassendean rubbish tip for any disposal for



waste as opposed to having to transport waste to the Red Hill Waste Management Facility, situated approximately 15 km away from Bassendean.

It was also suggested that locating lunch bars in the area would prove beneficial for businesses.

2.3 Conclusion

Stakeholder consultation with LTS and CATS identified key areas where improvements could be made within the Town of Bassendean to facilitate cluster growth in the Professional and Scientific, Computer and Electronic Equipment Manufacturing cluster. This included:

- Providing businesses with faster internet connectivity, namely an NBN connection;
- Locating more electronics-based, scientific equipment businesses and non-industrial based businesses in the area; and
- Location of more quality lunch bars and cafes in the area to provide the local workforce and residents with more food options.



3 City of Bayswater

The City of Bayswater's two identified clusters were:

- Specialised and Other Equipment Manufacturing; and
- Heritage, Creative and Performing Arts.

ANZSIC classifies the Specialised and Other Equipment Manufacturing cluster as consisting of units mainly engaged in the manufacturing of specialised machinery and parts including the following:

- Food processing machinery;
- Sewing machinery;
- Tyre retreading; and
- Repairing machinery.

This cluster within the City of Bayswater is likely due to proximity to freight routes, other industrial and manufacturing firms within the area, agglomeration economies and access to market.

The Heritage, Creative and Performing Arts cluster is defined by ANZSIC as consisting of units mainly engaged in the provision or production of performances and creative events supporting local culture and the performing arts sector. This cluster within the City of Bayswater is likely due to proximity to freight routes and businesses that specialise in the construction of temporary structures such as tents and marquees, and access to market.

3.1 Perth Audio Visual (Lee Williams, General Manager)

PAV were predominantly an audiovisual equipment and technology-based company, until mid last year, where PAV purchased a corporate theatre events company based in Belmont. The two companies merged in August 2014 and are now the biggest events company in Western Australia, and one of the largest in Australia, providing a full suite of event planning, and equipment hire services. PAV also operate a 3,000 sqm warehouse two streets away from their office to house all audiovisual equipment and props. PAV operate internal staff within six major hotels in Perth. PAV are located in close proximity to a number of light industrial and retail businesses.

It was expressed that the last two to three years have proven challenging for PAV, with the flow-on effects of the economic crisis of 2008 and mining slow-down still apparent.

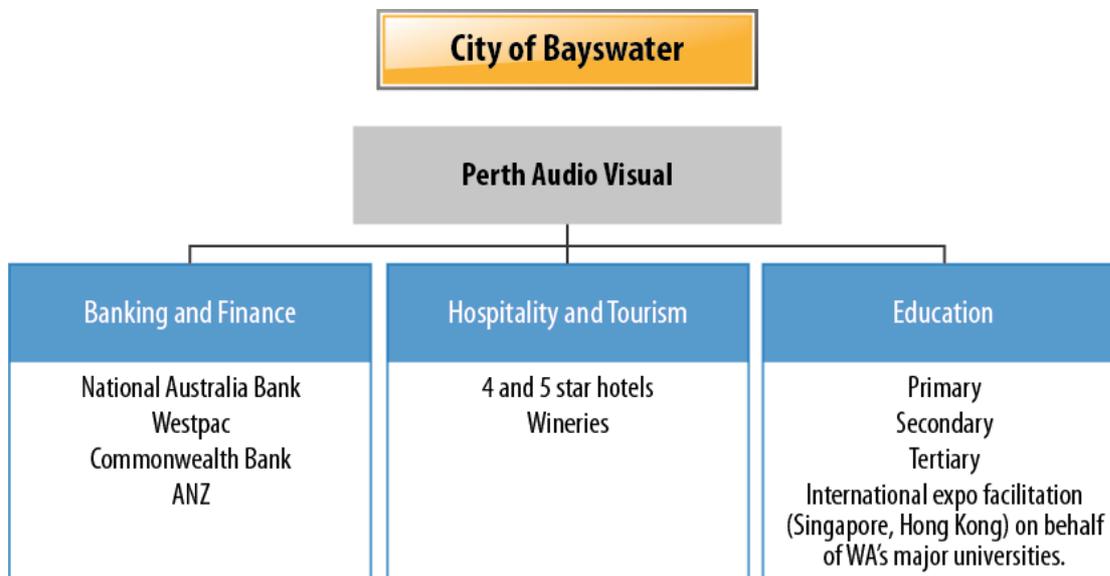
Whilst PAV has not grown significantly in these last few years, they have maintained business and have enjoyed continued success. The economic events have impacted on the scale of events requested by clients, and as a result PAV has clients presenting smaller budgets and requesting smaller venues.

3.1.1 Client Base

PAV's client base is diverse, with a wide range of clients, as detailed in Figure 5.



Figure 5. Perth Audio Visual Client Base



Source: Perth Audio Visual 2015, Pracsys 2015

Stakeholder consultation identified that there did not seem to be strong engagement of PAV’s services within the City of Bayswater. It was suggested this could perhaps be attributed to the local area housing mostly industrial businesses, although PAV expressed an interest in working more closely to assist the local government with their event planning.

Most of PAV’s clients are WA based, with only a handful of Eastern states-based clients.

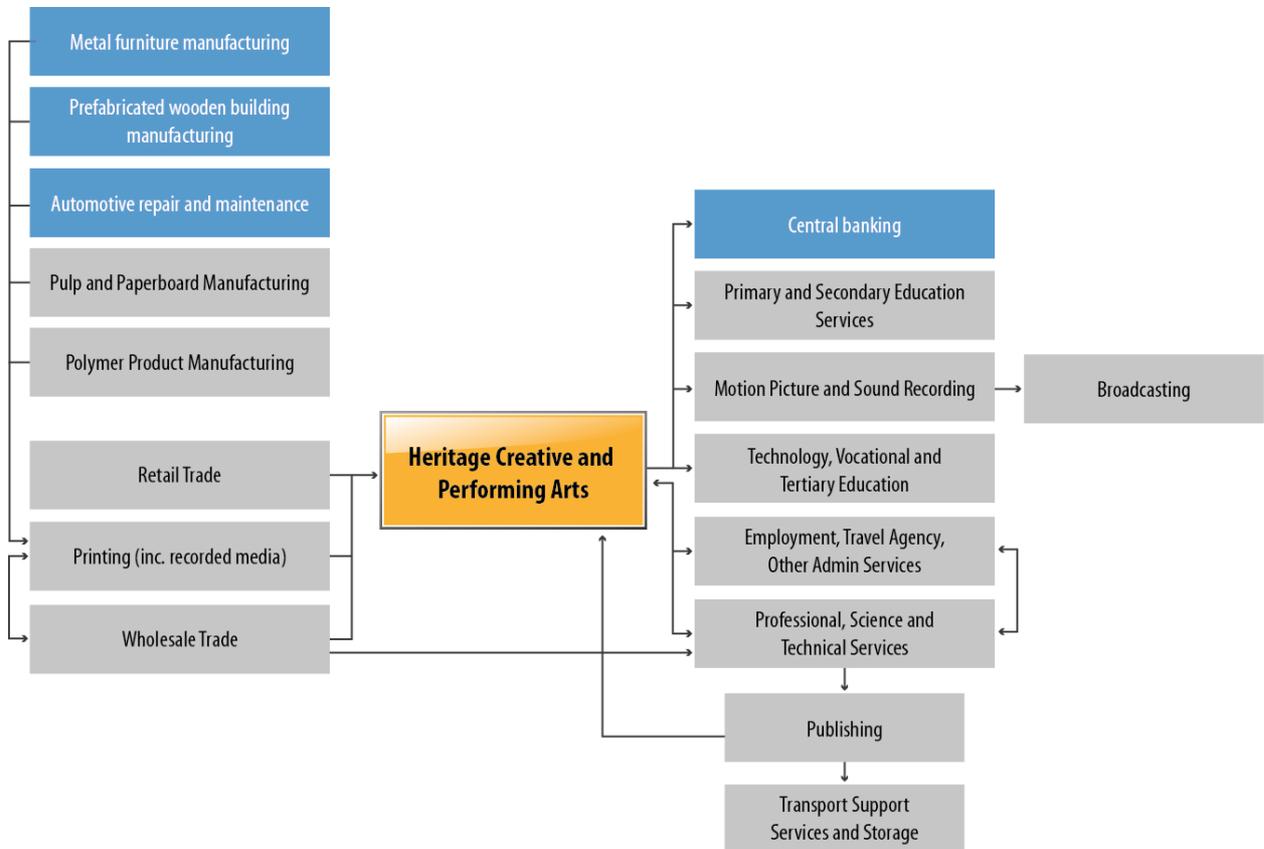
3.1.2 Supply Chain

It was expressed that PAV’s philosophy is to utilise local suppliers for equipment where possible, though this was limited.

The following services and supplies are sourced locally by PAV:

- Warehouse storage racks;
- Car and truck servicing;
- Signage; and
- Marquee and oversized furniture assembly and hire.

Most of the technology PAV utilise is unavailable in Australia, and has to be purchased overseas. This includes brands such as Panasonic and Sony. The updated supply chain is shown in Figure 6.

Figure 6. Heritage Creative and Performing Arts


Source: Pracsys 2015, ABS 2011

3.1.3 Constraints identified

Constraints affecting all aspects of supply chain, general productivity and employee attraction and retention were identified by PAV to be:

3.1.3.1 Internet and power

Internet proved to be a significant constraint for PAV, particularly with regards to the uploading and downloading of large multimedia files. Multimedia files typically take 18 – 20 hours to load, and intermittent power outages mean this process often needs to be restarted again, thus contributing to loss of productivity and significant costs. It was identified that the need for high speed internet was crucial requirement towards PAV's operation.

It was mentioned however, that power outages have been occurring with lesser frequency recently, and these significant improvements suggest that the power constraint is becoming less of a concern.



3.1.4 Opportunities

3.1.4.1 Location

PAV suggested that they were situated in an optimal location, in close proximity to the Tonkin and Great Eastern Highways and Guildford Road, thus facilitating their ability to access their clients, most of whom are based in Perth CBD and the rest of metropolitan Perth.

3.1.4.2 Business opportunities

PAV has traditionally focused their services on business located in the Perth CBD. However PAV are beginning to see key business opportunities in areas such as Swan Valley, particularly from Mandoon Estate winery, with significant growth in the winery, hospitality and tourism sectors.

In addition, opportunities were identified with the possibility of obtaining more local government contracts. It was suggested that there exist opportunities for government to utilise local event solutions rather than source such requirements outside the area.

3.1.5 Further points for consideration

It was suggested that the location of specialised electronic parts, repairs and servicing businesses locally would be beneficial. It was not elaborated further as to whether such businesses currently exist within the City of Bayswater.

3.2 Conclusion

The stakeholder consultation with PAV identified a few key areas where improvements could be made within the City of Bayswater to facilitate business growth in the Heritage, Creative and Performing Arts cluster. Further cluster growth within the City of Bayswater could be driven by:

- Providing businesses with faster internet connectivity, namely an NBN connection;
- The location of more non-industrial based businesses in the area as the City of Bayswater at present houses a large proportion of industrial businesses; and
- The location of specialist audiovisual electronics businesses, electronics distribution and repair business within the City of Bayswater in order to foster agglomeration economies.



4 City of Belmont

The two clusters identified as existing within the City of Belmont are:

- Transport Support Services and Storage; and
- Professional, Scientific, Computer and Electronic Equipment Manufacturing.

In addition, the EMRC region as a whole had one extra cluster identified, this was:

- Road Transport.

The whole of the EMRC region cluster of Road Transport was utilised for Belmont due to consultation availability and its importance and prevalence in the City of Belmont economy. ANZSIC classifies the Transport Support Services and Storage cluster as consisting of units mainly engaged in activities such as the transportation and warehouse storage of goods for other enterprises. Development of this cluster within the City of Belmont is likely due to proximity to freight routes, other logistics firms, agglomeration economies and access to market.

ANZSIC classifies the Professional, Scientific, Computer and Electronic Equipment Manufacturing cluster as consisting of units mainly engaged in activities such as:

- Manufacturing computers, computer peripheral equipment or other electronic office equipment; and
- Manufacturing medical, surgical or dental equipment, inclusive of dentures.

Development of this cluster within the City of Belmont is likely due to location within metropolitan Perth, proximity to freight routes and Perth domestic and international airports, and access to market.

ANZSIC classifies the Road Transport cluster as consisting of units mainly engaged in the transportation of freight by road. It also includes units mainly engaged in renting trucks with drivers for freight transport and road vehicle towing service. Development and location of this cluster within the City of Belmont likely arose due to proximity to key transport infrastructure (e.g. the airport and major freight routes) proximity to other logistics firms, large amounts of available land (at the time) and access to key customers. The business consulted for this cluster was Saddleirs Group. Given Saddleirs Group's diversity of operations, it can be suggested that they also fit into the Transport Support Services and Storage cluster.

4.1 Saddleirs Group (Jamie Fogarty, Operations Manager)

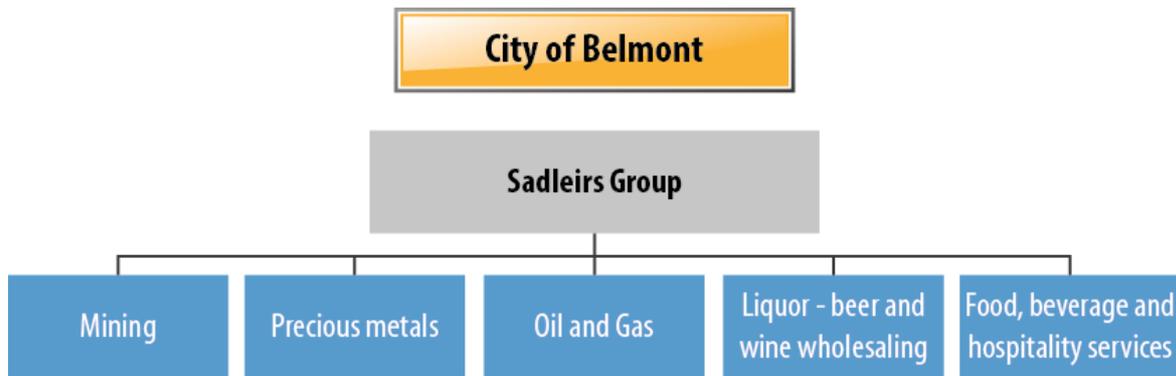
Saddleirs Group is the oldest operating family business in Australia and has been family owned since 1829. Saddleirs Group are an independent transport provider, customs brokerage and international shipping agent. Saddleirs Groups also specialise in wine and beer wholesaling and offer distribution services. Their head office is located in Kewdale, with branch offices in Adelaide, Melbourne, Brisbane and Sydney.



4.1.1 Client Base

Sadleirs Group Perth Office is largely export resources based in WA, though they service a diverse variety of clients, as detailed in Figure 7.

Figure 7. Sadleirs Group Client Base



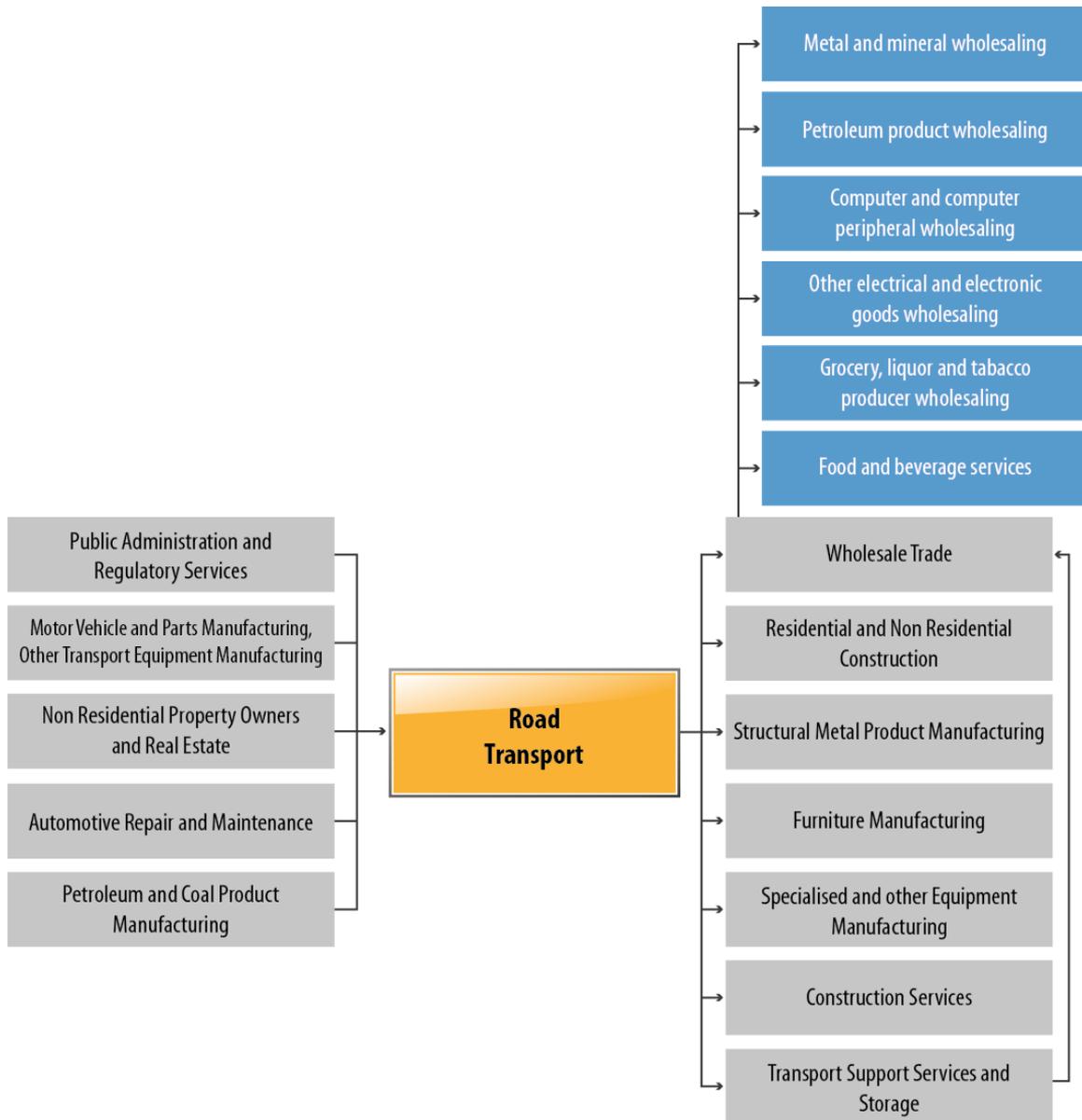
Source: DB Schenker 2015, Pracsys 2015

4.1.2 Supply Chain

Sadleirs Group stated that they are predominantly self-sufficient. They utilise local trucking parts and repair businesses though are still predominantly self-served due to the lack of providers in the immediate vicinity. Truck hire was also mentioned as an occasional input. The updated supply chain is shown in Figure 8.



Figure 8. Road Transport



Source: Pracsys 2015, ABS 2011

4.1.3 Constraints identified

Constraints affecting all aspects of supply chain, general productivity and employee attraction and retention were identified by Sadleirs Group as:

4.1.3.1 Truck movement legislation

One issue affecting general productivity raised by Sadleirs Group is truck movement legislation. In essence, the legislation and road rules that place restrictions on B-doubles and road trains using certain roads at certain times in Kewdale has a flow-on effect that impacts business productivity. This creates a stringent operational time window in which loads need to be received and dispatched. These limits mean if a truck is



late, there can be a significant delay before a load is able to be received and hence dispatched to the customer.

4.1.3.2 Footpath and Cycle Network

The state of the footpath and cycle network was identified as a constraint to staff amenity. Cycle networks in the area do not currently seamlessly connect. For example, the cycle path down to Leach Hwy does not intersect with the connecting path near Sadleirs office. Similarly there exists a lack of footpaths within the industrial area. This results in staff having to walk on the road which presents a significant safety issue due to frequent and heavy vehicle use.

4.1.3.3 Public Transport

The lack of public transport was identified as an issue for the company. This constraint restricts their potential labour pool to those with access to a car or those willing to walk the 4 km from the train station to Sadleirs. At present the estimated mode share (the percentage of travellers utilising a particular type of transportation for non-private motor vehicle transport) at Sadleirs is 0%.

4.1.3.4 Security

Stakeholder consultation identified that there have been security breaches (both vandalism and theft) at the site recently. This affects how the business operates and erodes profits.

4.1.3.5 Sewer

The industrial area that Sadleirs Group is located in is not connected to the main sewerage network running through Belmont. As a result Sadleirs Group has to rely on septic and biomax systems that are cost prohibitive, reducing profitability and productivity of the business.

4.1.3.6 Internet

It was identified that the slow internet speeds were a constraint to business, However, it was not highlighted as being detrimental - NBN was cited as more of a want than a need.

4.1.3.7 Land Prices

One of the constraints identified was that land prices within the City of Belmont were become increasingly expensive. Sadleirs Group suggested that land prices were likely a barrier to entry for similar companies (and for expansion) as comparable land was available in industrial estates, such as Hazelmere, for a lower price. The land offers similar advantages to those present within the City of Belmont, such as convenient access to road infrastructure and thus represents a major competitor.

4.1.4 Opportunities

4.1.4.1 Location and Transport Routes

Sadleirs Group identified that they were situated in an optimal location. Close proximity to both domestic and international airports offers efficiencies as does its key connectivity to crucial transportation routes. Of particular note, Sadleirs Group identified future plans by the Government to increase transportation linkages



as being a significant opportunity. It was expressed that the potential time and costs savings would far outweigh any toll that was imposed.

4.1.4.2 Complementary Services

The stakeholder noted that they currently perform almost all vehicle repair and maintenance in house. Despite this it was communicated that they would like to see an increase in the number of vehicle and maintenance providers nearby.

4.1.4.3 Local Jobs

Sadleirs brought up a desire to employ more local people citing relatively high staff turnover reasons. Logic followed that a shorter drive time to work would be more sustainable and result in less staff turnover than a longer trip. It was suggested that there may be some scope for cooperation between the City of Belmont and Sadleirs to implement a local job board initiative with the view to attract a more locally-based workforce at Sadleirs Group. It was also identified that City of Belmont's Aboriginal Engagement Office has also been in touch to assist supporting Sadleirs Group with their Indigenous employment strategy.

4.2 Conclusion

Stakeholder consultation highlighted the positives with the Kewdale area in respect to logistics and transportation networks. The connectivity and advantages provided by the site is adequate to foster current business. Despite this, there is a need for more complete service and amenity provision in the area with a number of constraints imposing efficiency and productivity costs on the business.

Further cluster growth within the City of Belmont could be driven by:

- Providing businesses with faster internet connectivity, namely an NBN connection;
- Construction of transportation linkages with associated port infrastructure;
- Fostering growth in vehicle maintenance providers;
- Public transport and other cycle and footpath network expansions; and
- Lowering of land prices.



5 Shire of Kalamunda

The Shire of Kalamunda's two identified clusters were:

- Other Fabricated Metal Product Manufacturing; and
- Road Transport.

ANZSIC classifies the Other Fabricated Metal Product Manufacturing cluster as consisting of units mainly engaged in manufacturing hand tools with the exception of wood, pneumatic or power operated equipment, general hardware and other fabricated metal products not classified elsewhere. Within the Shire of Kalamunda, this cluster forms part of a larger agglomeration of metal manufacturing and basic non-ferrous metal fabrication and manufacture that potentially services the building industry. Development of this cluster within the Shire was likely due to access to major freight routes and availability of industrial space.

The Road Transport cluster consists of units mainly engaged in the transportation of freight by road. It also includes units mainly engaged in renting trucks with drivers for freight transport and road vehicle towing services. Development of this cluster within the Shire of Kalamunda is likely due to proximity to freight routes, other logistics firms, agglomeration economies and access to market.

Four businesses were contacted as part of the stakeholder consultation process, of which one, DB Schenker, expressed interest in taking part in the project.

5.1 DB Schenker (Frank Vogel, Head of Global Projects/General Manager)

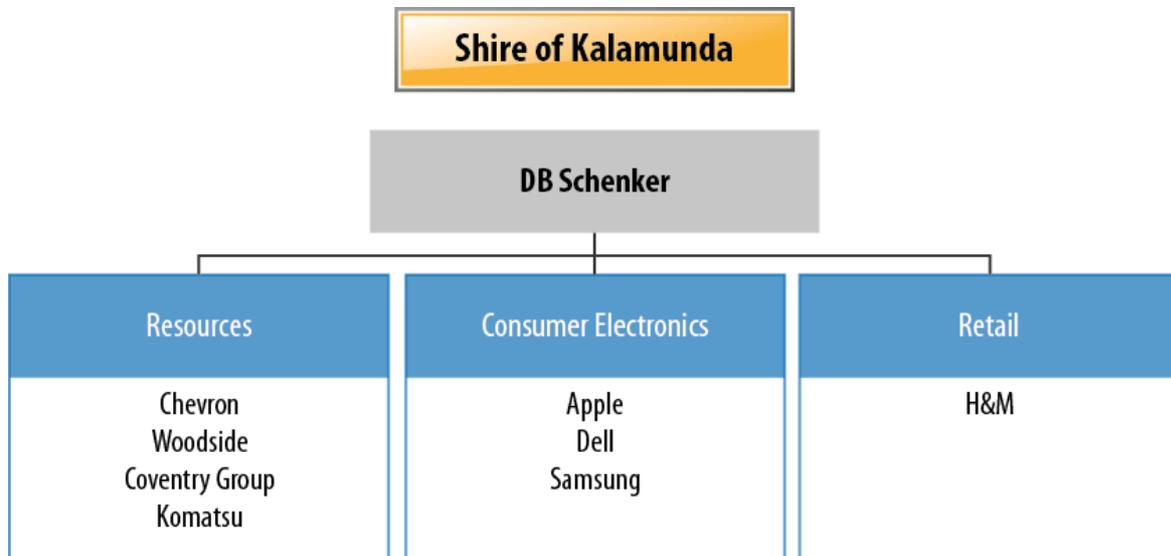
DB Schenker is one of the world's leading providers of integrated logistics services inclusive of road, air and ocean freight and supply chain management consulting. Their Perth office is located within the logistics, manufacturing and industrial area of Forrestfield.

5.1.1 Client Base

DB Schenker's Perth Office is largely export resources based, in WA, though they service a diverse variety of clients, as detailed in Figure 9.



Figure 9. DB Schenker Client Base



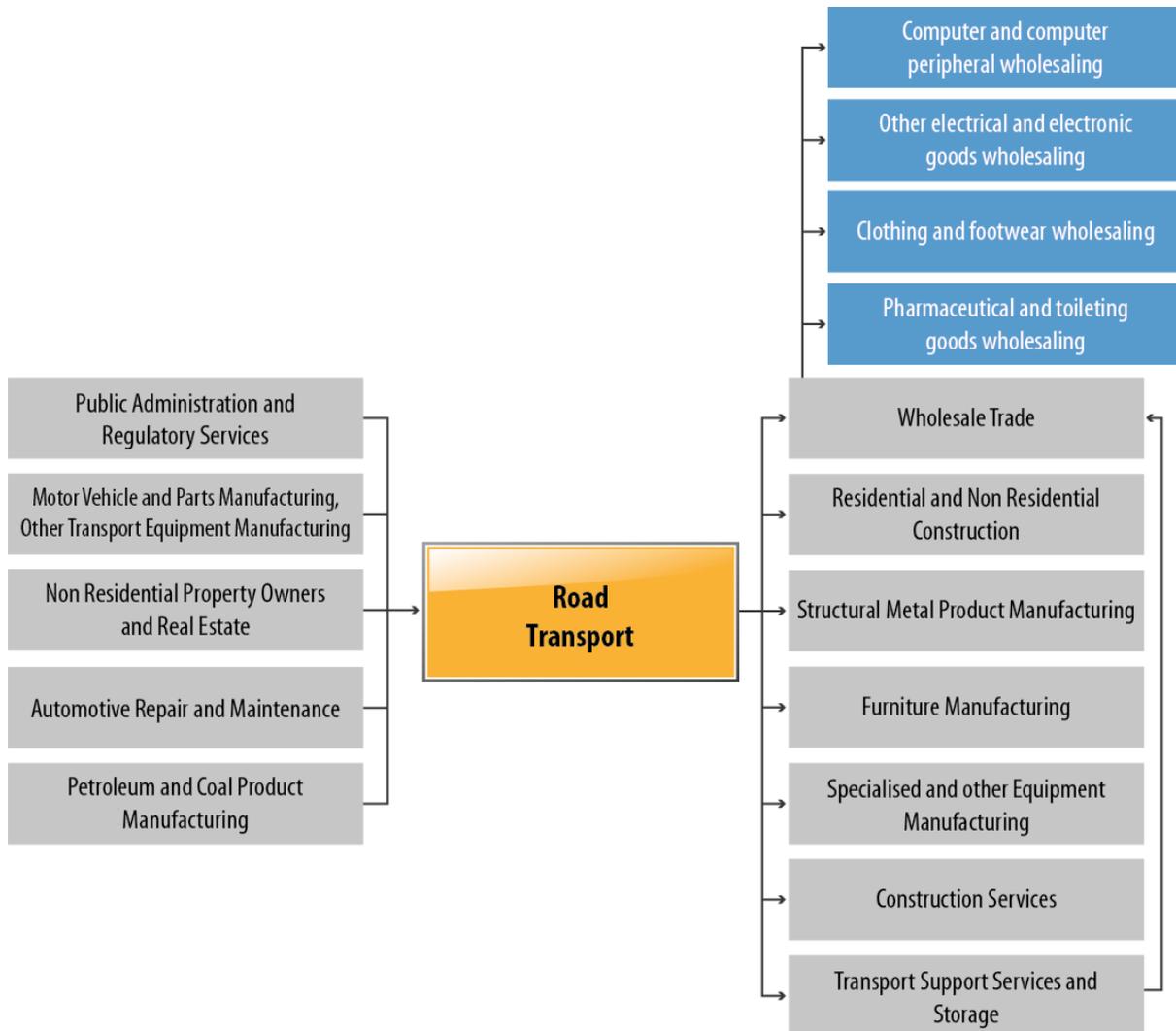
Source: DB Schenker 2015, Pracsys 2015

5.1.2 Supply Chain

It was expressed that DB Schenker operate on a predominantly self-sufficient basis, though they utilise local trucking parts and repair businesses, as do their competitors in the area, such as DHL and Toll. The updated supply chain is shown in Figure 10.



Figure 10. Road Transport



Source: Pracsys 2015, ABS 2011

5.1.3 Constraints identified

Constraints affecting all aspects of supply chain, general productivity and employee attraction and retention were identified by DB Schenker to be:

5.1.3.1 Constrained access to Fremantle port

Stakeholder consultation with DB Schenker identified that the current constrained access to Fremantle port due to lack of a direct freight link was an issue. The movement of goods is a core business of DB Schenker. Whilst access to port was identified as an issue, proximity to particular modes of transport networks should not be considered in isolation. In the case with DB Schenker, the close proximity to major road networks and airports outweighed restricted access to Fremantle port.



5.1.3.2 Insufficient floorspace for expansion

Stakeholder consultation identified that DB Schenker Perth would outgrow its floorspace, currently at 14,000 sqm, in Forrestfield within the next 4 – 5 years. Expansion of the facility is constrained by a pond next door to the premises and the airport. Some talks have taken place with Perth Airport with regards to purchasing or leasing extra land. In the absence of successful negotiations, it was suggested that DB Schenker would have to subcontract services to other logistics businesses in the area that possess available land.

5.1.3.3 Internet

It was identified that slow internet speeds were a constraint to business, and that internet connectivity and speed were crucial to driving the future of DB Schenker. It was not elaborated as to why this was identified as a constraint specifically. Given the nature of DB Schenker's operations, it could be suggested that insufficiently fast internet may hinder communication between clients and interstate offices.

5.1.4 Opportunities

5.1.4.1 Location and Transport Routes

DB Schenker recognised that they were situated in an optimal location, in close proximity to Perth domestic and international airports, as well as major road transportation routes. This close proximity to major transport may attract more transport and logistics businesses to locate within the area, fostering agglomeration economies and knowledge spill-overs.

5.1.5 Further points for consideration

It was highlighted that the absence of a right turn-off road on Grogan Road onto the dual-carriageway Abernethy Road was a significant concern and safety issue, with possibility of a serious accident imminent. The lack of a right turn-off onto Abernethy Road from Grogan Road has also been contributing to back-up of traffic down Grogan Road.

It was suggested that the area would benefit from more lunch bar and coffee facilities.

5.2 Conclusion

The stakeholder consultation with DB Schenker concluded that the Shire of Kalamunda is well placed to allow Road Transport businesses and related industries to flourish in the area. This is due to its close proximity to major transport routes and Perth's domestic and international airports. It was suggested that it was more favourable to be located within close proximity to both major road networks and airports, at the expense of being located further away from Fremantle Port, though better connectivity would certainly be welcomed and advantageous to business operations.

Further cluster growth within the Shire of Kalamunda could be driven by:

- Providing businesses with faster internet connectivity, namely an NBN connection;
- Construction of a freight link to facilitate better access to Fremantle Port;
- The location of more truck servicing supplies and repair businesses in the area; and



-
- Location of more quality lunch bars and cafes in the area to provide the local workforce and residents with more food options.



6 Shire of Mundaring

The Shire of Mundaring’s two clusters identified were:

- Adult, Community, Other Education and Sports; and
- Metal Container and Other Sheet Metal Product Manufacturing.

The Adult, Community, Other Education and Sports cluster identified consists of units mainly engaged in providing adult, community, and other education not elsewhere classified. This is likely attributed to the older resident population and thus this location was chosen for its close proximity to its users.

The Metal Container and Other Sheet Metal Product Manufacturing cluster identified within the Shire of Mundaring was likely due to the Shire’s location in proximity to other metal manufacturing businesses and rural-based customers.

As part of the stakeholder consultation process to determine the Shire of Mundaring’s two industry cluster requirements, three businesses were contacted. Face-to-face meetings were organised for all three stakeholders, though one proved to sit outside of the two above mentioned clusters identified and as such was not included in this report.

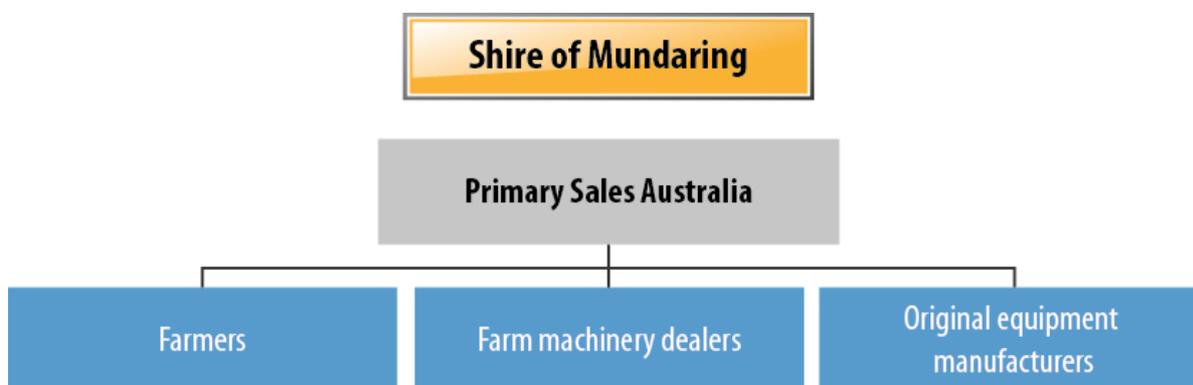
6.1 Primary Sales Australia (Jeff Hunter, Manager Director)

Primary Sales Australia (PSA) is a specialist in the research, design and manufacture of bespoke farm machinery and has been located at its current premises since 1993. Machinery manufactured includes tillage parts and modules, precision seeder bar and tines, and harvest parts. PSA also provide specialist primary engineering, design and research services towards the agriculture industry. PSA are located within the Midvale activity centre, with a number of light industrial and retail businesses in close proximity.

6.1.1 Client Base

PSA’s client base is largely agricultural-based, with clients mostly located in rural WA and comprise of clients as detailed in Figure 11.

Figure 11. Primary Sales Australia Client Base



Source: Primary Sales Australia 2015, Pracsys 2015



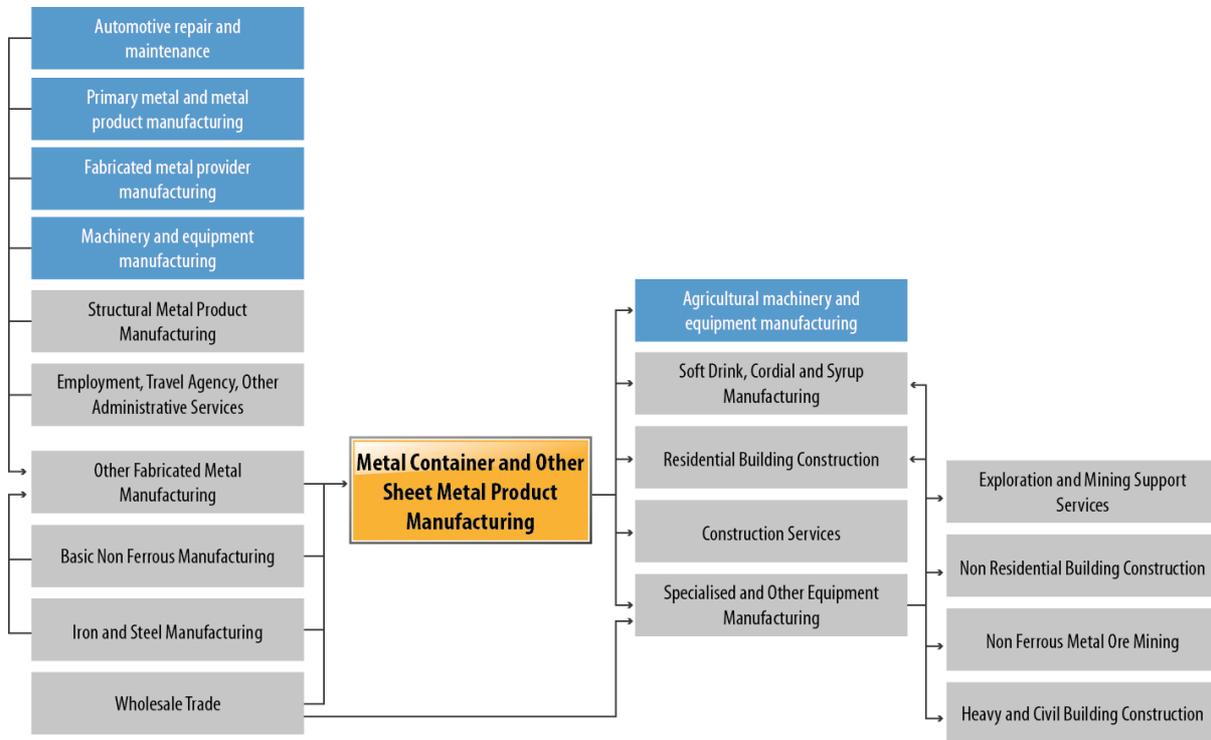
6.1.2 Supply Chain

It was discussed that a diverse range of services and supplies are sourced by PSA, within metropolitan Perth, from areas such as Wangara through to Bibra Lake. This included the following specific services:

- Battery suppliers;
- Car repairs;
- Small fabrication shops;
- Bolts and nut suppliers;
- Hydraulic supplies;
- Gauges and instruments;
- Laser cutters;
- Rubber suppliers;
- Fabrication; and
- Bearing suppliers.

The broader categories comprising these specific services and supplies are defined through ANZSIC classifications in Figure 12, and fit into the following categories:

- Automotive Repair and Maintenance;
- Primary Metal and Metal Product Manufacturing;
- Fabricated Metal Provider Manufacturing; and
- Machinery and Equipment Manufacturing categories.

Figure 12. Metal Container and Other Sheet Metal Product Manufacturing


Source: Pracsys 2015, ABS 2011

PSA emphasised that their supplier choice was determined by the quality of product and not proximity to the company.

PSA's specialist steel suppliers are England-based, and metal bearings used in their equipment manufacturing are largely sourced from Japan. This was due to the unavailability of such bespoke material within Australia. The rubber tyres, castings and springs used in their equipment are sourced from South Australia and New South Wales.

6.1.3 Constraints Identified

Constraints affecting all aspects of supply chain, general productivity and employee attraction and retention were identified by PSA to be:

6.1.3.1 Internet

Stakeholder consultations with PSA identified that Internet speeds were typically 3 MB/second, with any possibility of faster internet speeds impacted by being located 4.3 kilometers away from the exchange and no ability to obtain a cable connection. This was in addition to paying an extra \$600/month for an extra 2 – 3 MB/second. Insufficient internet speeds were identified as a key constraint impacting on PSA's ability to conduct business, especially with regards to communicating with interstate offices and clients. PSA suggested that they would benefit immensely from an NBN connection.



6.1.3.2 Road traffic congestion and safety

The stakeholder suggested that congestion had increased over the years, though the impact had encouraged them to service the local area as well as perform their painting and blasting services locally as opposed to transporting parts to Welshpool for treatment.

Road safety was also highlighted as a primary concern, with the lack of turn arrows and traffic lights suggested as requiring attention to prevent accidents.

The following road infrastructure improvements to address road congestion and safety were suggested, as detailed in Figure 13.

Figure 13. Road traffic congestion and safety issues identified

Issue Identified during consultation	Solution proposed by stakeholders
Road congestion, particularly with local traffic passing through to Midland, with road users having to go through the intersection of Roe and Great Eastern Highway or up Tooday Road.	Convert Roe Highway into a freeway.
Black spot area at the intersection of Farrall and Morrison Roads, with accidents occurring with some frequency. It is noted that the location of this issue is consistent with <i>Appendix 4 – Local Blackspot infrastructure (Black Spot Program 2014-2015 Applications)</i> in the <i>Regional Integrated Transport Strategy 2014 -2016 (RITS)</i> .	Place traffic lights at those intersections and include turn arrows to facilitate safer traffic flow.

Source: Primary Sales Australia 2015, Pracsys 2015

6.1.3.3 Inability to source required material locally or nationally

Stakeholder consultations with PSA identified that the specific steel required for many machinery parts is no longer manufactured within Australia, and can likely be attributed to insufficient demand for such products on a large scale.

6.1.4 Opportunities Identified

6.1.4.1 Location

The stakeholder identified that they were situated in an optimal location, in close proximity to the Great Northern and Great Eastern Highways, thus facilitating their ability to access their clients, most of whom are rural based, and enabling rural customers to access their business with ease.

6.1.4.2 Advantages of back-loading shipment rates

Transport rates from WA to the Eastern states are significantly cheaper than rates from the Eastern states to WA. This is due to most of WA's goods and supplies being transported from the Eastern states, requiring empty containers to be transported back. The utilisation of back-loading shipment rates presents an attractive cost-saving, with PSA able to ship their manufactured goods at a reasonable cost to the Eastern States.



6.2 Conclusion

The stakeholder consultation with PSA identified a few key areas where improvements could be made within the Shire of Mundaring to facilitate business growth in the Metal Container and Other Sheet Metal Product Manufacturing cluster identified in the EMRC Cluster Analysis. This included the following recommendations:

- Providing businesses with faster internet connectivity, namely an NBN connection; and
- The location of metal parts specialist manufacturing, custom steel and component manufacturing businesses within the Shire of Mundaring, although it was suggested that the quality of such parts was more important than the proximity of location of such businesses.

It was also identified that road safety could also be improved within the Shire of Mundaring through installation of traffic lights and turn arrows at the black spot location identified and busier intersections.



6.3 Mundaring Sharing (Hilda Christian, President)

Mundaring Sharing is a community adult learning centre. It was initially set up with the view to provide young mothers with an opportunity to pursue interests outside of home life in 1978. Its services have since expanded, with students of all backgrounds and ages. Classes offered include provision of a wide variety of art and craft, education and cookery classes, and the centre now houses a childcare facility. They exist as a non-profit organisation and rely heavily on volunteer assistance.

6.3.1 Client Base and Supply Chain

It was understood that no external suppliers were used at Mundaring Sharing, with the exception of provision of computers for their computer literacy classes and basic stationery for office operation, sourced from the Good Guys in Midland and Office Works Midland respectively.

With classes running at \$50 a term (or \$45 for concession holders), it was expected that all participants supply their own materials as necessary for class. This included paints, picture frames, woodwork materials and other art supplies as appropriate.

It was discussed that attendees of the classes were not exclusive to the Shire of Mundaring, but consisted of people travelling as far West as Subiaco, as far North as Ocean Reef and as far East as York.

6.3.2 Constraints Identified

The constraints identified were especially unique, given the nature of the organisation interviewed. The biggest constraint identified was the lack of fundraising, particularly as the organisation operates as a not-for-profit and relies heavily on volunteer support.

6.3.3 Opportunities

A number of opportunities exist for Mundaring Sharing, as detailed below.

The opportunities identified were largely around the possibility of offering more classes. This however would be reliant on securing extra funds.

An opportunity also exists to double the childcare facilities offered, however the centre expressed a reluctance to expand, particularly as they operate on leases, where the Shire owns the land and everything constructed upon it regardless of who provided the funds for construction and operation. Should Mundaring Sharing consider expansion it would be opportune for them to facilitate discussion with the Shire of Mundaring about how any expansion could be funded.

The centre identified that there was significant interest in the possibility of yoga classes being offered and that they would be willing to do so provided they could secure funds to construct a gazebo-type structure to provide a suitable space.

6.3.4 Further points for consideration

It was suggested that the centre and the area in general would benefit from a transport shuttle service, particularly due to the number of elderly residents in the area. It was suggested that a dedicated evening



service would prove beneficial, particularly as night driving conditions were identified by elderly patrons as being a deterrent to attending events organised in the evenings.

It was also suggested that having a local art supply shop in the area would assist residents. Shire of Mundaring residents currently travel to Midland, which houses the closest art supply store.

6.4 Conclusion

The stakeholder consultation with Mundaring Sharing identified a few key areas where improvements could be made within the Shire of Mundaring to facilitate further growth in the Adult, Community, Other Education and Sports cluster. This included the following recommendations:

- Provision of a shuttle service, particularly in the evenings, as many of the elderly expressed a reluctance to drive at night for safety reasons; and
- The location of an art supply shop within the Shire of Mundaring to facilitate easy access to such material for local residents, and could assist in further cluster growth.



7 City of Swan

The City of Swan's two clusters identified were:

- Road Transport; and
- Motor Vehicle, Parts, and Other Transport Equipment Manufacturing.

The Road Transport cluster consists of units mainly engaged in the transportation of freight by road. It also includes units mainly engaged in renting trucks with drivers for freight transport and road vehicle towing service. Development of this cluster within the City of Swan is likely due to the following:

- Proximity to freight routes and Perth domestic and international airports;
- Location in close proximity to other logistics firms, agglomeration economies and access to market; and
- The ability for road transport and logistics businesses located in the area to service the Avon Arc and a large part of the State's agricultural regions.

The Motor Vehicle, Parts and Other Transport Equipment Manufacturing cluster consist of units mainly engaged in the following:

- Manufacturing vehicles or motor vehicle engines;
- Manufacturing motor vehicle bodies (including buses and trucks), caravans and trailers, and in vehicle modifications involving permanent changes to bodywork using an existing engine and chassis; and
- Manufacturing motor vehicle parts not elsewhere classified within the ANZSIC.

It is likely that this cluster has located within the City of Swan due to the proximity to various freight routes, proximity to the airport and other logistics businesses.

Two businesses were contacted as part of the stakeholder consultation process, of which both expressed interest in taking part in the project. The two companies consulted were B&J Catalano and Haulmore Trailers.

7.1 B&J Catalano (Brad May, Operations Resource Manager)

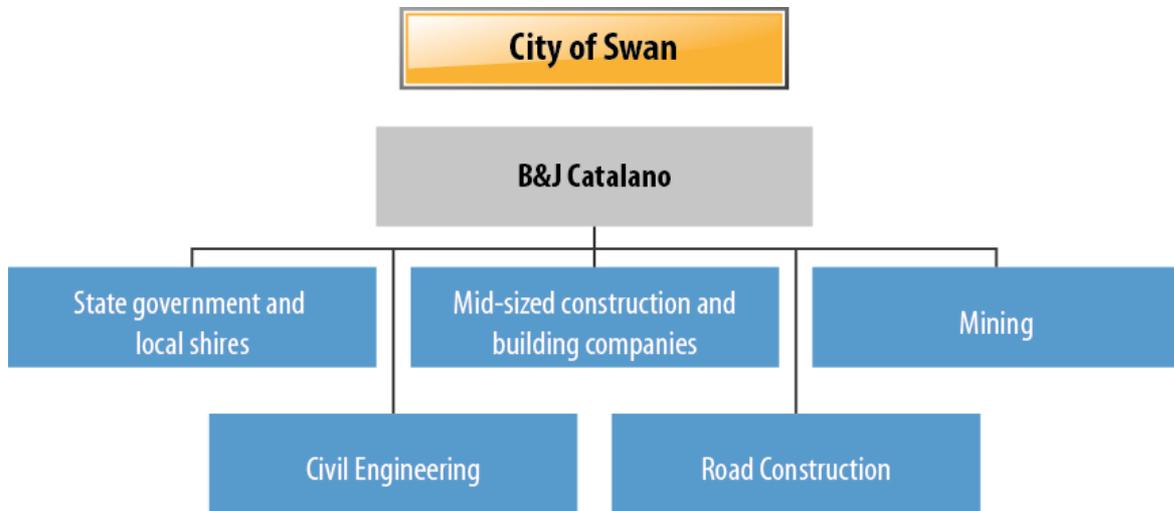
B&J Catalano provides a comprehensive range of state-of-the-art earthmoving and materials processing equipment, complimented by an extensive fleet of trucks and tankers. The company own and operate a number of sand, gravel and limestone quarries within the South-West, Mid-West and Metropolitan regions, supplying materials to key clients. B&J Catalano are located within the designated transport hub in Hazelmere, along with a number of logistics-focussed businesses.

7.1.1 Client Base

B&J Catalano's client base is diverse, with a wide range of clients as detailed in Figure 14.



Figure 14. B&J Catalano Client Base



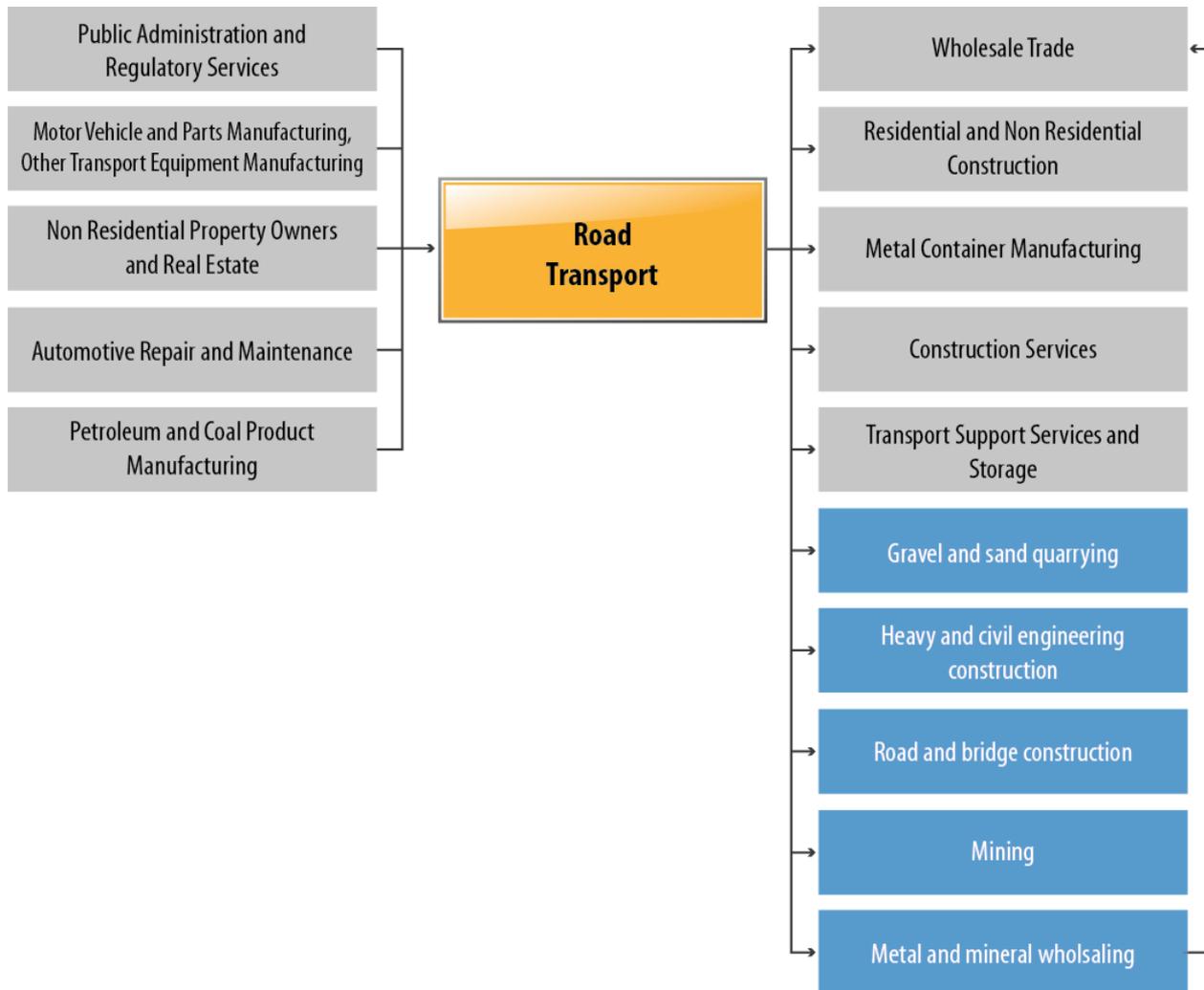
Source: B&J Catalano 2015, Pracsys 2015

7.1.2 Supply Chain

B&J Catalano mostly sourced trucking parts, supplies and maintenance and repair services from Kewdale, which is located approximately 15 km from their premises. It was suggested that it would be beneficial to locate such services within the local area, however most services required were within a reasonable distance. Travelling in and out of Kewdale, however, was identified as being cumbersome. The updated supply chain is detailed in Figure 15.



Figure 15. Road Transport



Source: Pracsys 2015, ABS 2011

Most other services required by B&J Catalano are carried out in-house as the firm has a strong desire to remain self-sufficient where possible, inclusive of IT based services.

7.1.3 Constraints Identified

Constraints affecting all aspects of supply chain, general productivity and employee attraction and retention were identified by B&J Catalano to be:

7.1.3.1 Road infrastructure, congestion and safety

Consultation with B&J Catalano identified a number of issues surrounding the lack of adequate road infrastructure, despite the area housing a designated transport hub. These are described in further detail in Figure 16.



Figure 16. Road infrastructure, congestion and safety issues identified

Issue Identified during consultation	Solution proposed by stakeholders
Inadequate road width – some internal roads were not designed for road trains and transport of large, heavy equipment. This issue can be linked to KFA 5, in the RITS 2014-2016.	Widen internal roads to 1.5 standard lanes in both directions where appropriate.
Traffic congestion and bottlenecks that costs businesses and the state at the following intersections/junctions: <ul style="list-style-type: none"> • Stirling Crescent; and • Military Road. 	Road widening works will reduce congestion and bottlenecks caused by road trains and transport of large, heavy machinery. Construction of an on-ramp and off-ramp on Military Road to facilitate connection to Roe Highway.
Mixed use including non-commercial vehicles sharing the road network with road trains	Provide alternative routes or designated access for non-commercial vehicles separate to road train access.
Sweep paths are too narrow and bend radius not large enough, contributing to traffic congestion and maneuvering difficulties. This issue can be linked to KFA 5, in the RITS 2014-2016.	Widen sweep paths and bend radius to facilitate safer road train movement where appropriate

Source: B&J Catalano 2015, Pracsys 2015

7.1.3.2 Internet

The need for high speed internet was emphasised during the stakeholder consultation. It was suggested that the lack of high-speed internet hindered communication between clients and interstate offices.

7.1.4 Opportunities

7.1.4.1 Location

Stakeholder consultations with B&J Catalano identified a number of opportunities in the area. These included the following:

- Proximity to major highways and road links such as Roe and Tonkin Highways;
- Proximity to both Domestic and International airports;
- Proximity to Perth metropolitan area;
- Good access to the Great Northern Highway;
- Good road train access; and
- Proximity to Kewdale as a source of truck parts, mechanical repair and maintenance services.

A well-serviced location such as this may result in the location of similar transport and logistics oriented businesses to the area, promoting cluster growth, agglomeration economies and knowledge spillovers.



7.1.5 Further points for consideration

B&J Catalano suggested that their business would benefit from the location of a tyre supply business in the area.

It was discussed that they currently source all truck parts, services and repairs from Kewdale, located approximately 15 km away from their business which they felt was a reasonable distance to travel. However, it was mentioned that any location of such businesses even closer to their premises would undoubtedly be useful.

7.2 Conclusion

Stakeholder consultation with B&J Catalano suggested that the City of Swan is well placed to allow Road Transport businesses and related industries such as Motor Vehicle, Parts, and Other Transport Equipment Manufacturing to flourish in the area. This is due to the designation of the area as a dedicated road transport hub. Its close proximity to major transport routes, the domestic and international airport, and access to Fremantle Port have also assisted in successful development of this cluster.

Stakeholder consultation with B&J Catalano identified a few key areas where improvements could be made within the City of Swan to facilitate business growth in Road Transport. This included the following recommendations:

- Providing businesses with faster internet connectivity, namely an NBN connection;
- The location of more truck servicing and repair businesses in the local area, especially a tyre manufacturing and fitting business; and
- Undertake road improvements as detailed in Figure 14 to reduce congestion, improve road safety in the area and improve the functionality of the area as a successful road transport hub.

Making these improvements within the City of Swan may likely foster further agglomeration economies and cluster growth.



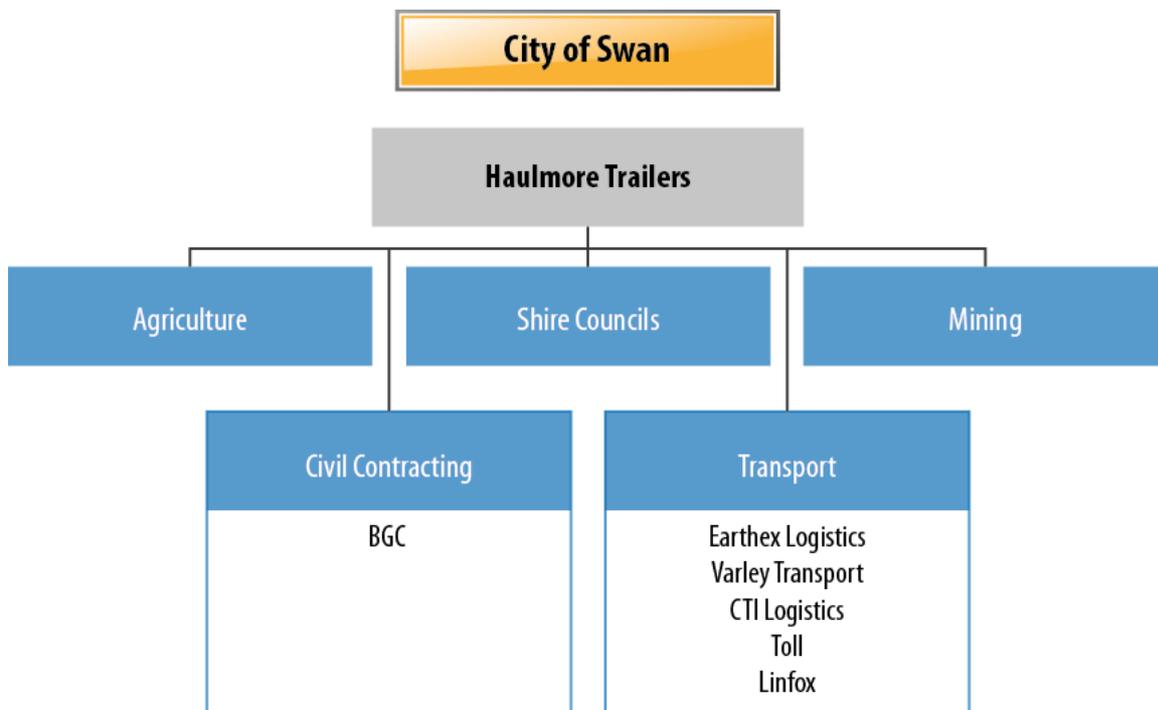
7.3 Haulmore Trailers (Alan Moody, Managing Director)

Haulmore Trailers is a transport equipment hire and trailer manufacturing company, and is a leader in the provision of standard and heavy duty transport vehicles for hire including semi trailers, low loaders, side tippers, water tankers and drop deck trailers. The Company is also a licensed motor vehicle dealer for the sale of used transport equipment and authorised repairer and modifier of heavy vehicles. Haulmore Trailers are located within the designated transport hub in Hazelmere, along with a number of logistics-focused businesses.

7.3.1 Client Base

Haulmore’s client base is diverse, with a range of clients including the following industries, many of whom have premises located in the immediate vicinity. This is shown in Figure 17.

Figure 17. Haulmore Trailers Client Base



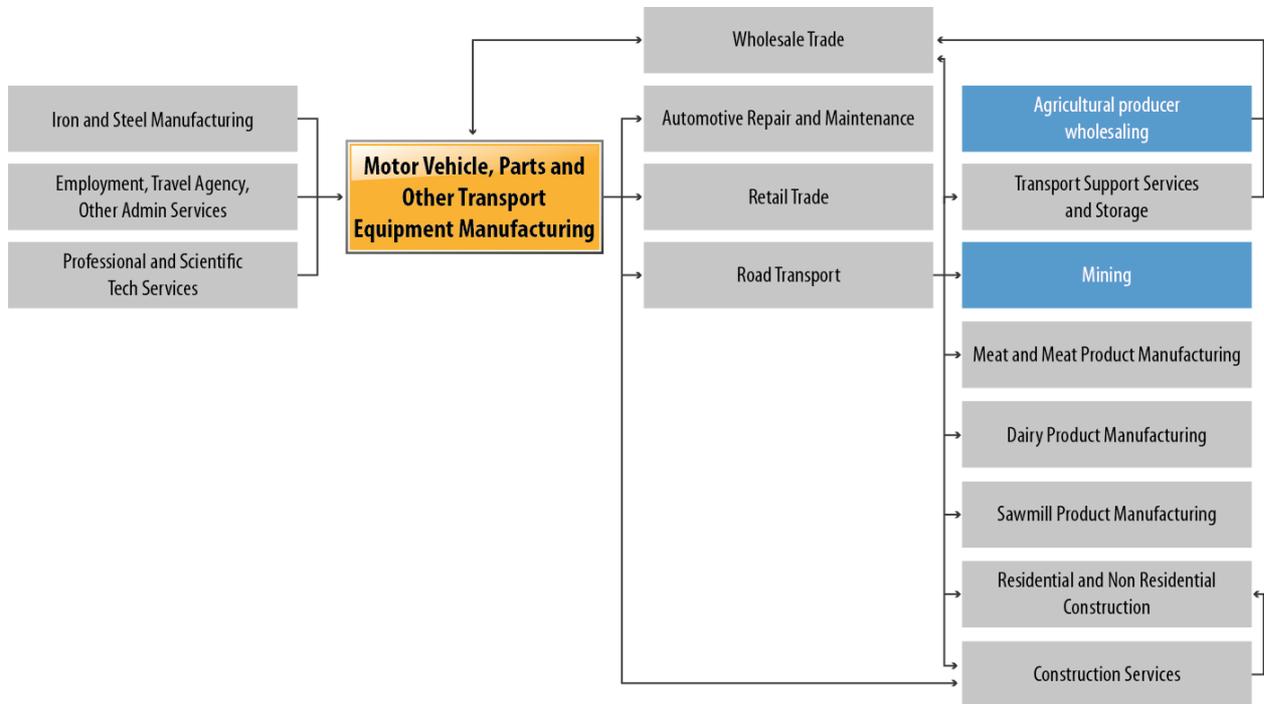
Source: Haulmore Trailers 2015, Pracsys 2015

7.3.2 Supply Chain and Suppliers

Haulmore Trailers operates as being largely a self-sufficient business. With the cost of labour and manufacturer of trailers parts being significantly higher in Australia than overseas, Haulmore are sourcing trailers from China in order to remain competitive. The updated supply chain is shown in Figure 18.



Figure 18. Motor Vehicle Parts and Other Transport Equipment Manufacturing



Source: Pracsys 2015, ABS 2011

7.3.3 Constraints identified

Constraints affecting all aspects of supply chain, general productivity and employee attraction and retention were identified by Haulmore Trailers to be:

7.3.3.1 Road infrastructure, congestion and safety

Consultation with Haulmore Trailers identified a number of issues surrounding the lack of adequate road infrastructure, despite the area being a designated transport hub. These are described in further detail in Figure 19.

Figure 19. Road infrastructure, congestion and safety issues identified

Issue Identified during consultation	Solution proposed by stakeholders
Inadequate road width – some internal roads were	Widen roads to 1.5 standard lanes in both directions



Issue Identified during consultation	Solution proposed by stakeholders
not designed for road trains and transport of large, heavy equipment. This can be linked to KFA 5, in the RITS 2014-2016.	where appropriate.
Traffic congestion and bottlenecks that costs businesses and the state on the following road: <ul style="list-style-type: none"> Bushmead Road. No further information was specified with regards to which intersections/junctions were particularly problematic. This issue can be linked to KFA 5, in the RITS 2014-2016.	Complete the Abernethy Road and Lloyd Street Extension. Road widening works will reduce congestion and bottlenecks caused by road trains and transport of large, heavy machinery.
Non-commercial vehicles including family cars sharing the road network with road trains.	Provide alternative routes or designated access for non-commercial separate to road train access.
No easy access to Midland CBD	Construct an access bridge over the Helena River to the Midland CBD.
No quick access to emergency hospital and essential services. This issue can be linked to KFA 5, in the RITS 2014-2016.	Connect Hazelmere to Midland CBD to provide access to Midland District Hospital and essential services through completion of the Abernethy Road and Lloyd Street extension and bridge over the Helena river.
Sweep paths are too narrow and bend radius not large enough, contributing to traffic congestion and maneuvering difficulties. This issue can be linked to KFA 5, in the RITS 2014-2016.	Widen sweep paths and bend radius to facilitate safer road train movement where appropriate.

Source: Haulmore Trailers 2015, Pracsys 2015

7.3.3.2 Absence of deep sewerage Infrastructure

Haulmore Trailers informed us that the lack of a deep sewerage connection had resulted in the loss of significant business for their company as clients looking to lease land stipulated that deep sewerage connectivity was a requirement.

7.3.3.3 Internet

The need for high speed internet was emphasised during the stakeholder consultation. It was suggested that lack of high-speed internet hindered communication with clients and day-to-day business operations.

7.3.4 Opportunities

The stakeholder consultation identified a number of opportunities in the area. These included the following:

- Proximity to major highways and road links such as the Roe and Tonkin Highways;
- Proximity to both domestic and international airports;
- Proximity to Perth metropolitan area;
- Good access to the Great Northern Highway and Great Eastern Highway;
- Good road train access;
- Proximity to Kewdale as a source of truck parts, mechanical repair and maintenance services; and
- Location of customer base in the same area who utilise their services.



It was highlighted that there were opportunities to expand services offered and grow the business provided that further road improvements and deep sewerage infrastructure were progressed.

7.3.5 Further points for consideration

Haulmore Trailers suggested that the business would benefit from more transport, mining and civil contracting companies locating in the area, as they typically require the services of Haulmore Trailers.

7.4 Conclusion

Stakeholder consultation with Haulmore Trailers suggested that the City of Swan is well placed to allow Motor Vehicle, Parts, and Other Transport Equipment Manufacturing businesses and related industries, especially, Road Transport to flourish in the area. This is due to the designation of the area as a dedicated road transport hub. Its close proximity to major transport routes, the domestic and international airport, and access to Fremantle Port have also assisted in successful development of this cluster.

Stakeholder consultation identified a few key areas where improvements could be made within the City of Swan to facilitate further cluster growth in the Motor Vehicle, Parts, and Other Transport Equipment Manufacturing sector and complementary industries. This included:

- Providing businesses with faster internet connectivity, namely an NBN connection;
- Providing deep sewerage connections as this is currently an inhibitor to further cluster growth as land is seen as unattractive from a business viability point of view;
- Locating more complementary industries such as road transport, civil construction and mining industries in the area to further develop agglomeration economies; and
- Undertaking further road improvements as detailed in Figure 19 to reduce congestion, improve road safety in the area and improve the functionality of the area as a successful road transport hub.



8 Overall Conclusion

Overall, there were a number of key themes pertaining to the EMRC Region that were identified through the stakeholder consultations conducted. These include:

- Businesses across all Shires, Towns and Cities in the region expressing the need for faster internet in order to efficiently upload and download crucial data and to facilitate efficient communication between suppliers, clients and interstate offices.
- Congestion acting as a broad constraint by stakeholders within the City of Swan, Shire of Mundaring and Town of Bassendean. This will become increasingly important to address as the population of Perth continues to grow. Failure may lead to dispersal of activity to other locations where the negative productivity impacts associated with congestion do not outweigh the benefits associated with continuing in their current location.
- The importance of proximity to transport routes across all Shires, Towns and Cities in Perth's Eastern Region due to the contribution to the businesses competitive advantages and business operations. Actively pursuing building economic development initiatives that leverage such that this substantial regional advantage will stimulate further development of all identified agglomerations.
- The need for internal road widening upgrades where appropriate to facilitate movement of road trains in and out of the City of Swan was identified as critical for future development of Road Transport and related clusters as detailed in Figure 16 and Figure 19.

The EMRC Region has significant economic assets that, given ongoing targeted economic development, may prove a basis for ongoing business co-location within the area. Opportunities exist within the EMRC Region to support further growth of agglomeration economies through addressing the constraints identified within this report. The clusters identified during this project may form the basis for such growth given a proven history of development of a sustained competitive advantage in these areas. Addressing issues of internet speed and traffic congestion is critical to ensure capacity exists within basic services, allowing for growth when drivers for further economic development exist.



1.4 DIVERSE HOUSING – TARGETS AND ACHIEVEMENTS IN PERTH'S EASTERN REGION

REFERENCE: D2016/00646

PURPOSE OF REPORT

The purpose of this report is to summarise and present the key information contained in the attached report - *Diverse Housing – Targets and Achievements in Perth's Eastern Region*.

KEY ISSUE(S)

- The Eastern Metropolitan Regional Council's (EMRC) *Regional Economic Development Strategy 2010 - 2015* identifies the supply of diverse housing as a priority in improving the liveability of the region and as a key attractor for workers.
- To mitigate the ongoing costs of infrastructure development and to ensure that residents have access to services and employment opportunities the State's primary planning document *Directions 2031 and Beyond* has set an infill target of 47% for new dwellings.
- Within the region, there are clear differences in the development pathways of the central sub-region areas and the outer sub-region areas.

SOURCE OF REPORT

Acting Director Regional Services

BACKGROUND

The EMRC's *Regional Economic Development Strategy 2010 - 2015* highlights the importance of the supply of diverse housing as an attractor for workers, to maintain a high quality of life for residents and to reduce strain on both infrastructure and social instability. The *Diverse Housing – Targets and Achievements in Perth's Eastern Region* paper has been developed to provide an overview of key housing data for each member Council and the region as a whole.

REPORT

The population in Western Australia, and the region, continues to grow and additional residents will require accommodation that is appropriate, affordable and attractive. The State government has recognised that the distribution of this population is unlikely to be evenly spread and there is potential for this growth to result in adverse planning outcomes, particularly with regards to providing infrastructure and services to the new dwellings. To mitigate the ongoing costs of infrastructure development and to ensure that residents have access to services and employment opportunities the State's primary planning document *Directions 2031 and Beyond* has set an infill target of 47% of new dwellings. Despite forward planning the actual implementation is showing little change.

Housing supply can be determined by considering the rate of building approvals granted in each area. The number of building approvals granted in the local government areas of Bayswater, Belmont and Swan are exceeding the targets set in *Directions 2031 and Beyond*. The City of Swan in particular has, on average, granted building approvals at a rate over 60% higher than the target set for high density assisting the region as a whole in exceeding the collective target. The Town of Bassendean and Shire of Mundaring, are on track to reach the number of building approvals and the Shire of Kalamunda are currently marginally below the estimated dwelling supply targets set out in *Directions 2031 and Beyond* but working towards achieving those targets.



Item 1.4 continued

Across the Perth Metropolitan Area, infill development in recent years has decreased from historical averages, to a point where the number of new developments required to be 'infill' are predicted to be required to grow to over 60% of new development to meet the initial targets. With regards to Perth's Eastern Region, none of the local government areas are currently meeting their infill targets. The central areas of Bassendean, Bayswater and Belmont are 'tracking towards' their target (ranked 5, 6 and 11 respectively of the 19 local governments in the central sub-region areas) and Swan, Kalamunda and Mundaring are considered to be in the 'early planning' stage (ranked 8, 12 and 13 respectively of the 13 local governments outer sub-region area).

In addition to the supply and location of housing it is also important to consider the affordability of housing within a region. The Department of Housing determines 'indicative affordability' by comparing estimated housing repayments with the WA median annual household income. Based on this assessment, the lower quartile of units in all six local government areas are 'affordable', however only the Shire of Mundaring and Cities of Bayswater and Swan meet this test with regards to the costs of median units and none reach this test for either category of house type.

Increased housing supply is required across the region to accommodate the growing population. However, it is important to look beyond the simplistic allocation of housing and infill targets and ensure that a range of housing options are supplied, including those that are affordable for low to middle income earners, provide for open space, access to key services and public transport, reduce dependence on continuous expansion of urban infrastructure and provide for the lifestyle preferences of the community.

The information contained within the report provides an opportunity for member Councils to benchmark against state targets and to have access to current research on the topic of housing relevant to Perth's Eastern Region. In addition to the report the EMRC has prepared Key Housing Statistics for each individual council and will update this information on an annual basis and disseminate back out to member Councils for their information and use.

STRATEGIC/POLICY IMPLICATIONS

EMRC 2022 10 - Year Strategic Plan

Key Result Area 4 – Good Governance

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

Regional Economic Development Strategy 2010 - 2015

Key Result Area 5 – Work Hard, Play Hard

- Objective 5.1 Match the availability of local housing with the growing economy and local workforce needs

FINANCIAL IMPLICATIONS

The *Diverse Housing – Targets and Achievements in Perth's Eastern Region* paper was developed internally and as such there are no financial implications for Councils.



Item 1.4 continued

SUSTAINABILITY IMPLICATIONS

The *Diverse Housing – Targets and Achievements in Perth’s Eastern Region* aims to contribute to the sustainability of the Region through advocating for the supply of diverse housing that meets the needs of the local community and considers a range of factors in housing planning and development.

MEMBER COUNCIL IMPLICATIONS

Member Council

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

Implication Details

The information provides supporting data and key housing statistics that can be utilised by member Councils as required, including benchmarking against state targets.

ATTACHMENT(S)

Diverse Housing – Targets and Achievements in Perth’s Eastern Region (Ref: D2016/00673)



**Diverse Housing
Targets and Achievements
in Perth's Eastern Region**

November 2015



1. Background

The Eastern Metropolitan Regional Council's (EMRC) *Regional Economic Development Strategy* identifies the supply of diverse housing as a priority in improving the liveability of the region and as a key attractor for workers. While the population growth has begun to slow in Western Australia and the region, provision of additional housing will still be required to accommodate new residents. Given the relatively high workforce participation rate and employment self-sufficiency in the region, it can be reasonably expected that to grow the economy both in terms of the number of people employed and output, we must also provide the space for these workers to live.

Correctly matching housing supply and development with population growth and demand is critical for sustainable economic development¹. It is important to recognise that provision of housing is not as simple as just increasing the number of dwellings. Care must be taken to ensure that the housing provided is diverse and reflective of the residents and potential workers' requirements and that it considers other priorities such as the local environment and costs such as investment in infrastructure.

The EMRC recognises that the management of new and existing development and town planning schemes are the role of local authorities. The EMRC aims to support local government's consideration of local development by providing a regional context within the wider planning schemes including one of the State's primary planning strategies *Directions 2031 and Beyond*.

The State planning documents set a number of targets across local government areas that collectively equate to the State meeting their own set targets. The purpose of this paper is to provide an overview of the region's housing stock, assess the current status of the EMRC's member Councils and region in meeting infill targets, the implications of increased infill and provide an overview of current housing affordability across the region.

1.1 Directions 2031 and Beyond

*Directions 2031 and Beyond*¹, along with the draft *Perth and Peel@3.5 million*² documents, outline the State's vision on allocation of the predicted population growth across Perth. The Strategy provides a framework for delivering both significant infill development in the central areas and provision of infrastructure to support appropriate development on the urban fringe.

The Strategy acknowledges that population growth is usually coupled with urban expansion as development of urban fringe sites are often cost-effective for developers in the short term and an easy way of providing additional housing in an affordable way. However, urban expansion has significant long term challenges including creating demand for additional infrastructure, increased car dependency and the location/distribution of lower income families away from key services and employment opportunities.

¹ Directions 2031 and Beyond (WAPC, 2010)

² Perth and Peel@3.5 million (Draft, WAPC, May 2015)



Directions 2031 and Beyond advocates for distributing the majority of new residences around existing activity centres which already provide employment, transport access and social services and can be leveraged to increase economies of scale. The Strategy includes a target for 47% of all new housing/development growth being achieved through infill. The Strategy also provides for the development of infrastructure, economic centres and social services at existing urban fringe sites in time to meet the needs of the growing populations.

1.2 Sub-regional Planning Frameworks

The State government recently released its draft Subregional Planning Frameworks³ including the North East Subregional Planning Framework, comprising the City of Swan and Shires of Kalamunda and Mundaring and the Central Subregional Planning Framework comprising 19 local government areas including the Cities of Bayswater and Belmont and the Town of Bassendean. The aim of the Frameworks is to build upon the principles of *Directions 2031 and Beyond* and establish long-term (to 2050) integrated planning for infrastructure and land use with a particular guiding focus in the central subregion on future infill growth. The Framework aims to promote better use of infrastructure by co-locating jobs and homes closer to public transport and amenities in order to reduce the pressure on resources, infrastructure services and the environment.

³ Draft Central and North East Subregional Planning Frameworks (WAPC, May 2015)



2. Population and dwellings

As the population grows, the number of dwellings required increases. From 2004 to 2014, the estimated total population for Perth's Eastern Region has grown from 279,444 to 358,714⁴ (an increase of 28% and an average of 2.5% per year). This growth is distributed unevenly across the region with the highest population growth in the Cities of Swan, Belmont and Bayswater (demonstrating a local growth of 42%, 33% and 24% respectively) and the lowest in the Shire of Kalamunda, Town of Bassendean and Shire of Mundaring (demonstrating a local growth of 22%, 16% and 12% respectively)⁴.

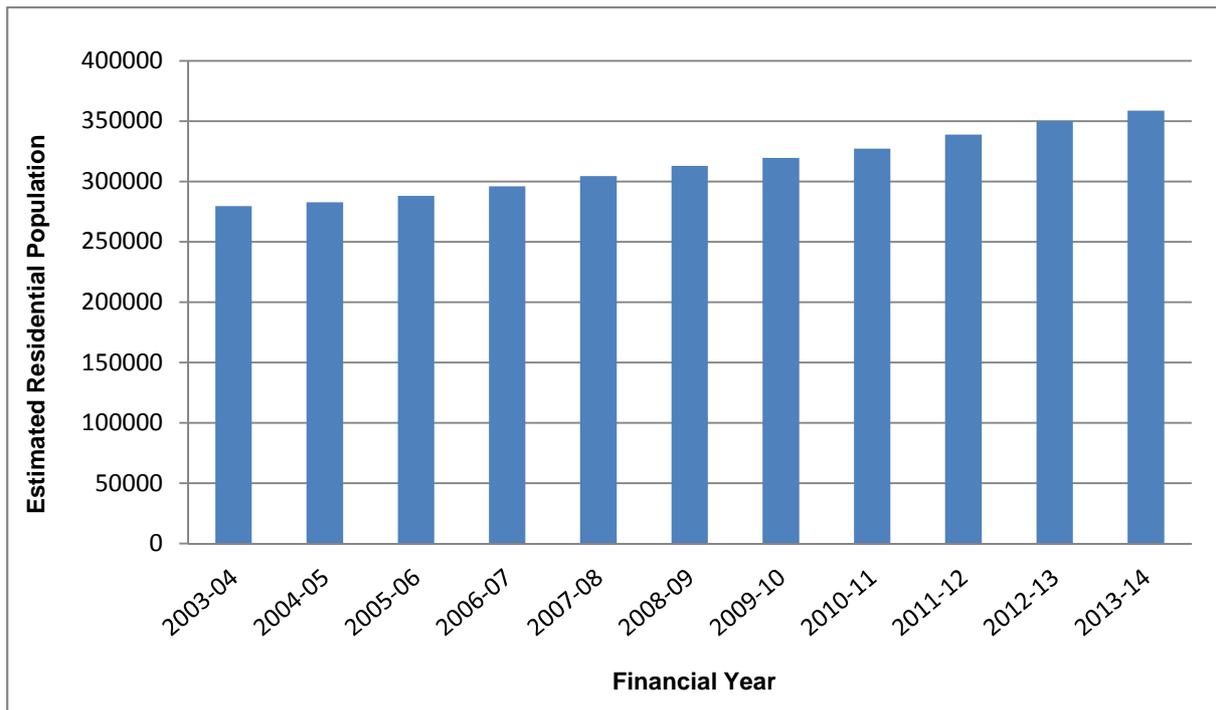


Figure 1: Estimated Residential Population in Perth's Eastern Region
(Australian Bureau of Statistics, Regional Population Growth, Australia (3218.0))

WA Tomorrow (2015)⁵ is a set of forecasts representing an estimate of the future population through to 2026 when considering a range of future scenarios. The forecasts consider current trends in fertility, mortality and migration. Perth's Eastern Region's population forecasts for 2026 range from 423,500 to 464,520. This represents an increase of between 30 and 40% on the 2011 population.

This population forecast is also used to estimate future housing needs and associated service provision and also estimates that the total number of households in the region will reach between 152,000 and 175,800. At the highest estimate, this equates to an almost 40% increase in the total number of households from 2011.

⁴ Australian Bureau of Statistics, Regional Population Growth, Australia (3218.0)

⁵ *WA Tomorrow* - Population Report No. 10 (Aug, 2015)



2.1 Residential Building Approvals

Interestingly, the number of building approvals across the region from the 2001/2002 financial year, to the 2011/12 financial year was relatively consistent at 2,000 to 3,000 per year⁶. In 2012/13 this jumped to almost 4,000 and has continued to increase to almost 6000 approvals in 2014/15. While there is likely to be fluctuations due to the diversity of drivers for building approval requests and assessments of the application, growth is observed despite the recent economic slow-down.

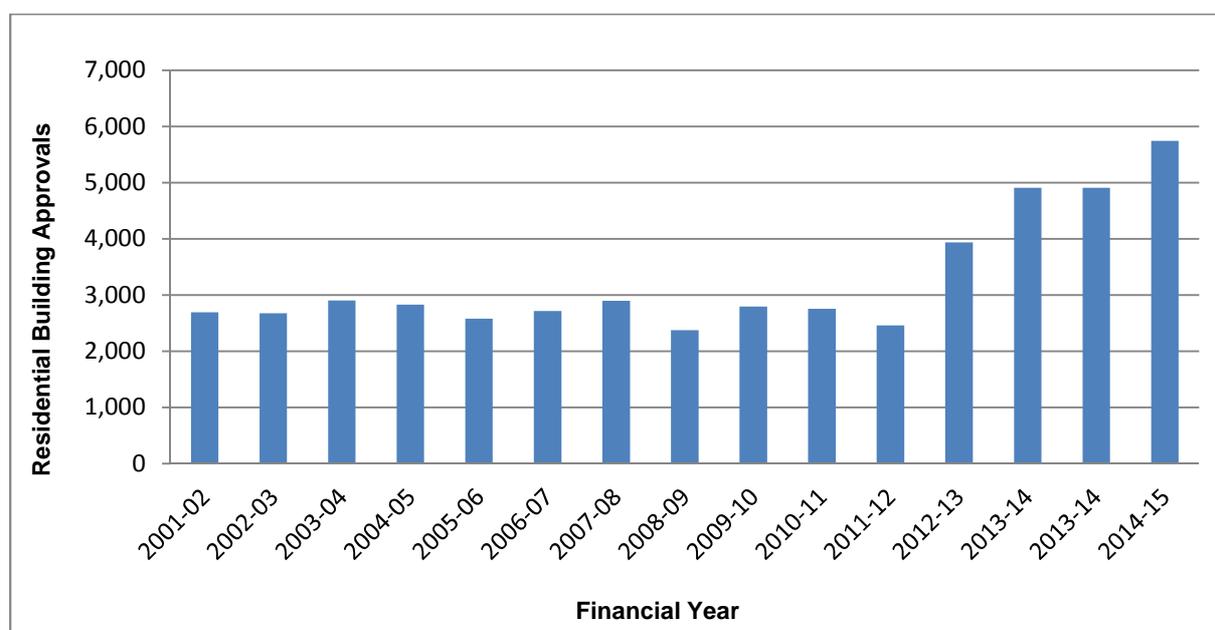


Figure 2: Residential Building approvals in Perth's Eastern Region
(Australian Bureau of Statistics, Building Approvals, Australia (8731.0))

The table below shows the total number of new dwellings⁷ approved in each local government area compared to the number of approvals across the State.

	2012/2013	2013/2014	2014/2015	Change 2012/13 - 2013/14	Change 2013/14 - 2014/15	Observed Trend
Western Australia	24,350	30,055	32,117	23% ↑	7% ↑	↑
EMRC Region*	3,914	4,922	5,762	26% ↑	17% ↑	↑
Bassendean (T)	161	75	141	-53% ↓	88% ↑	-
Bayswater (C)	513	635	791	24% ↑	25% ↑	↑
Belmont (C)	528	1,008	1,430	91% ↑	42% ↑	↑
Kalamunda (S)	475	431	246	-9% ↓	-43% ↓	↓
Mundaring (S)	190	190	253	0% -	33% ↑	↑
Swan (C)	2,047	2,583	2,901	26% ↑	12% ↑	↑

Table 1: Residential Building approvals in by local government area
(Australian Bureau of Statistics, Building Approvals, Australia (8731.0))

⁶ Australian Bureau of Statistics, Building Approvals, Australia (8731.0)

⁷ This refers to the total number of 'dwelling units' in each building approval application. Three apartments count as three units even if applied for on one permit).



In line with the growth in population, the majority of both the actual number of building approvals, as well as the percentage increase in approvals, is being accommodated by the Cities of Belmont, Bayswater and Swan. The Shire of Mundaring is beginning to accommodate an increase in housing as expected under *Directions 2031 and Beyond*. The Shire of Kalamunda, while decreasing substantially still represents a proportion of new approvals. From a regional perspective, the number of approvals granted for new dwellings within the region is growing consistently and is marginally above the growth in approvals across the State.

Directions 2031 and Beyond sets new dwelling targets for the local government areas captured in the central metropolitan sub-region. These targets distribute the estimated 121,000 required new dwellings over the central area, and allocate the target based on the relative capacity and appropriate densities. *Directions 2031 and Beyond* also sets dwelling supply estimates by local government areas captured in the outer metropolitan Perth and Peel sub-region⁸. These estimates are projected for both a 'business as usual' scenario and a 'connected city' scenario which requires a higher density.

Both the dwelling targets (for central areas) and the estimated dwelling supply (for outer metropolitan areas) can be used as a bench mark to assess how well the local government area is performing annually. Table 2 (below) shows a representation of these estimates and targets averaged across the projection timeframe. This is used as a comparison to the Australian Bureau of Statistics data for building approvals for each local government, averaged over the preceding three financial years.

Location	Target (Avg/year)	Actual (avg/year)	Location	Estimate (Avg/year) (low)	Estimate (Avg/year) (high)	Actual (avg/year)
Bassendean (T)	130	126	Kalamunda (S)	482	613	384
Bayswater (C)	370	646	Mundaring (S)	171	216	211
Belmont (C)	239	988	Swan (C)	1193	1544	2,511

Table 2: Estimate and Target residential building approvals (2012/13 to 2014/15) compared to average (Australian Bureau of Statistics, Building Approvals, Australia (8731.0), *Directions 2031 and Beyond*)

The number of building approvals granted in the local government areas of Bayswater, Belmont and Swan are exceeding the targets set in *Directions 2031 and Beyond*⁹. The City of Swan in particular has, on average, granted building approvals at a rate over 60% higher than the target set for high density. The Town of Bassendean and Shire of Mundaring while marginally below the target, are on track with the target number of building approvals. In contrast, the local government area of Kalamunda is significantly below the estimated dwelling supply outlined in *Directions 2031 and Beyond*. This could be attributed to a number of factors including the consideration of timeframes for development.

The assumption made for the targets above is that the total target would be achieved consistently across the time period from the initial strategy development to 2031. In reality, it could be expected that development will occur in stages across the region. Current

⁸ Directions 2031 and Beyond, metropolitan planning beyond the horizon (WAPC, 2010)

⁹ Australian Bureau of Statistics, Building Approvals, Australia (8731.0)



development in the urban fringe areas of the City of Swan, particularly those in close proximity to key transport corridors are likely to accelerate the number of building approvals as reflected in the tables above. Development and acceleration of building applications (and therefore approvals) may be delayed in more distant areas such as Kalamunda until the proximal development areas are reaching initial capacity.

The draft *Perth and Peel@3.5 million* suite of documents set new housing targets out to 2050. These targets exceed the current targets set by *Directions 2031 and Beyond* both in terms to total number (as it is over a longer period) and in real terms of the average per year required¹⁰.

2.2 Housing Stock

In addition to the total number of building approvals, it is also important to acknowledge the type of dwellings and the distribution of population across these dwellings to determine their ability to provide accommodation for a growing population. The table below shows the population to dwelling ratio (total population divided by total housing stock) in each local government area compared to the region overall and Greater Perth.

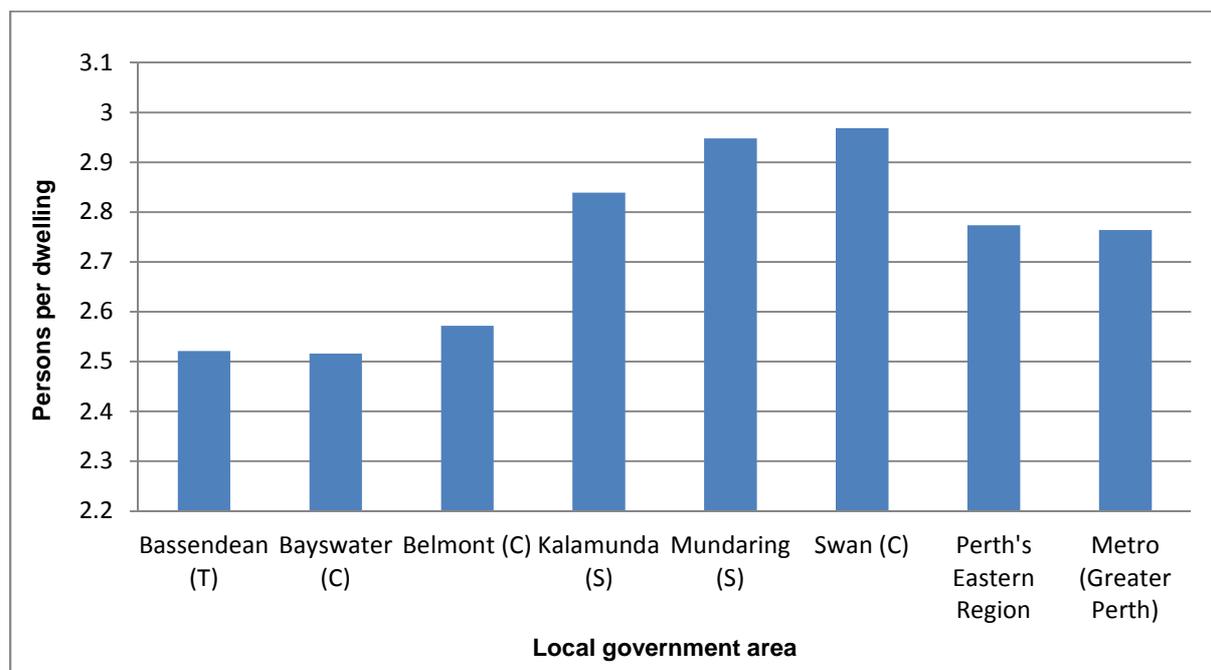


Figure 3: Population to Dwelling ratio (total population divided by total dwellings)
(Local Government Area Housing Snapshot - December 2014)

The population to dwelling ratio for the region as a whole is comparable to the Greater Perth area (2.77 and 2.76 respectively) however variation can be observed between the local government areas¹¹. The areas of Swan, Mundaring and Kalamunda show a higher average number of persons per dwelling with Belmont, Bayswater and Bassendean showing a lower number. This may reflect the characteristics of central locations in comparison to those in outer locations, particularly the size and type of dwelling.

¹⁰ *Perth and Peel@3.5 million*

¹¹ Local Government Area Housing Snapshot - December 2014



The housing type across the central local government areas of Belmont, Bayswater and Bassendean account for 77% of the regions flats, units and apartments, but only 37% of the regions houses (separate, semi-detached or terrace). Despite a higher proportion of the regions flats, units and apartments being located in the central local government areas, the predominant dwelling type in these areas is still separate, semi-detached or terrace housing.

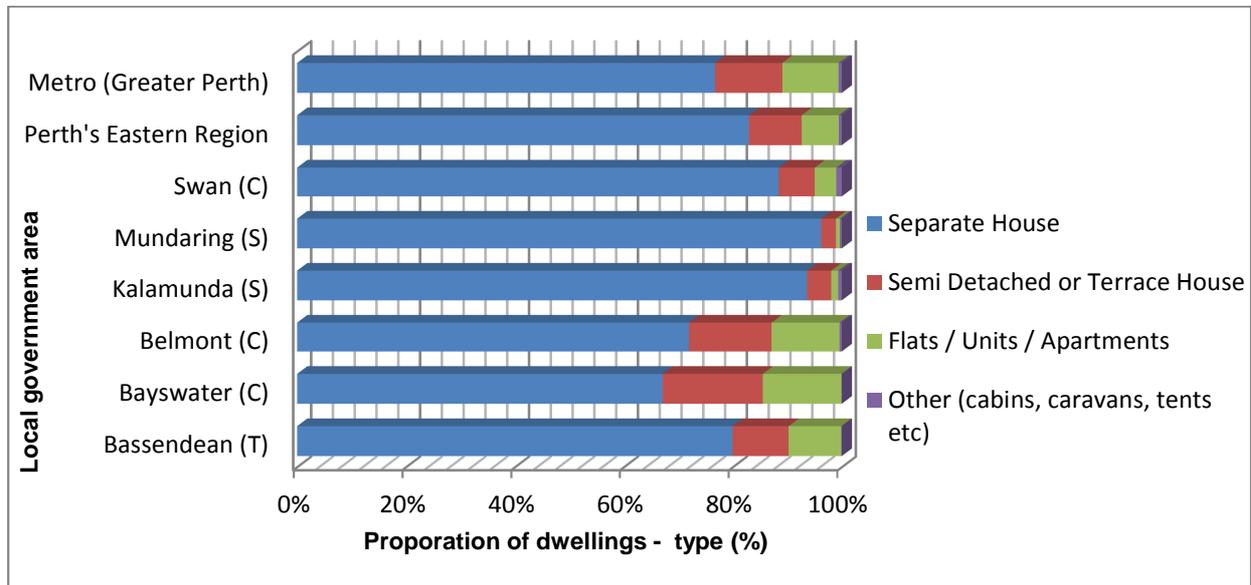


Figure 4: Dwelling types by local government area
(Local Government Area Housing Snapshot - December 2014)

This is further demonstrated in that these areas have a much higher proportion of 0-3 bedroom dwellings and a lower proportion of 4+ bedroom dwellings. In real terms, this means that an increase in the number of dwelling approvals in these areas may accommodate less people than an increase in the urban fringe areas¹².

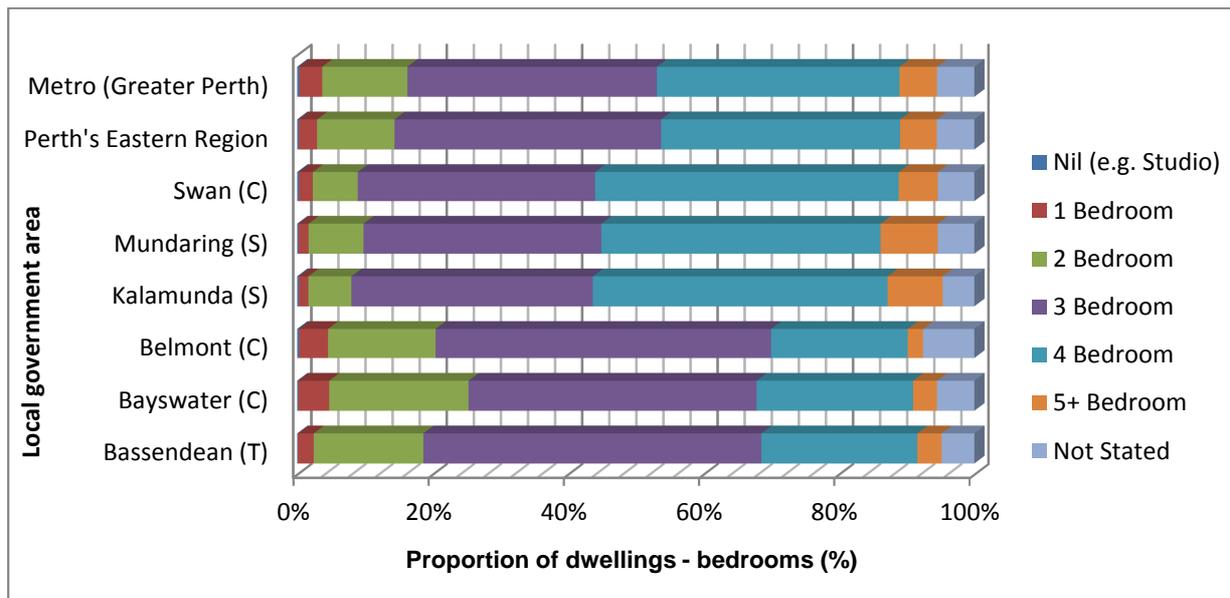


Figure 4: Number of bedrooms by local government area
(Local Government Area Housing Snapshot - December 2014)

¹² Local Government Area Housing Snapshot - December 2014



3. Housing Infill

Directions 2031 and Beyond identified an overall infill target of 47% of all new dwellings built in established areas with the remainder of new builds occurring on greenfield sites and urban expansion developments. Minister Day was quoted as saying in the *Directions 2031 and Beyond* report "...The move towards infill will take time to implement but I am confident that Perth and Peel will meet the 47 percent infill target by 2031"¹³. Interestingly, the *Perth Perceptions Survey* showed that fewer people were focused on a lower density lifestyle in 2015 than in 2012, demonstrating a reduction in public opinion barriers to infill developments¹⁴.

3.1 Meeting infill targets

Despite the relatively low infill targets and baseline density and the change in public opinion, development in Perth is failing to keep up with demand. In 2012, the infill rate was only 28% which is not only substantially lower than the target, but also lower than the historic average¹⁵. Chris Palandri WA President of Property Council of Australia comments that "since 2010 the rate of infill development has been at or below 30%" and that "on current trends, Perth will require an effective rate of infill development over 50% in the next decade and over 60% in subsequent decades" to meet the anticipated need¹⁶.

The *Delivering Directions 2031 Report Card 2014* highlighted that only half of the 32 local government areas are considered 'ahead' or 'tracking towards' the set infill targets and that a 'significant increase in residential infill development' is required to meet short-term targets¹⁷. With regards to Perth's Eastern Region, none of the local government areas are currently meeting their targets. The central areas of Bassendean, Bayswater and Belmont are 'tracking towards' their target (ranked 5, 6 and 11 respectively of the 19 central sub-region areas) and Swan, Kalamunda and Mundaring are considered to be in the 'early planning' stage (ranked 8, 12 and 13 respectively of the 13 outer sub-region areas). In terms of Mundaring, it is recognised that the lack of infill sewerage is a major contributing factor in its inability to meet infill targets and this is further noted in the Urbis (2015) *Keep WA Growing* report.

Recent criticism of the State's strategies, particularly of the recent *Perth and Peel @3.5million*, has focused on the lack of clear direction about how infill should be achieved. This includes the over-emphasis on high-density living, a lack of consideration about lifestyle choices and whether people are interested in living in the areas ear-marked for high-density development. The State government has recently announced a partnership with the University of Western Australia to further investigate affordable infill developments¹⁸. Interestingly, recognised property economists Urbis has recently outlined an expectation that

¹³ *Directions 2031 and Beyond* (WAPC, 2010)

¹⁴ *Perth Perceptions Survey* (Ipsos, July 2015)

¹⁵ *Urban Growth Monitor* (WAPAC, 2014)

¹⁶ *Perth's Infill Dilemma* (Property Council of Australia, Aug 2015)

¹⁷ *Delivering Directions 2031 Report Card 2014* (WAPC, 2014)

¹⁸ *Infill housing options to be explored in new MoU* (Media Statement, Oct 2015)



demand for apartments is likely to increase, particularly as recent developments have been “selling off-the-plan”¹⁹.

Until the methods for reaching these targets can be clearly outlined, reaching the set targets may prove difficult particularly given the effects of the ‘mining boom’ decline mentality remain strong. Innovations in infill development, even once identified, will take time to implement as many planning schemes account for a very restrictive view on the types of future dwellings. For instance, Fremantle Councillor Rachel Pemberton is looking to change the current approach to infill housing and is proposing a planning scheme amendment to allow for ‘tiny-houses’ which utilise small sections for small houses, similar to workers cottages, rather than encouraging all infill to be apartment or town-house style developments²⁰.

3.2 Other Infill Considerations

The primary purpose of encouraging infill development centres on consolidation of population to reduce strain on the development of the infrastructure and services required for new residential living areas. The philosophy of a connected city promotes connection to activity centres and higher density lifestyle choices supported by active and public transport options, appropriate road infrastructure and high quality communication, energy and water provision. With a focus on infill rather than urban sprawl, funding can be channelled towards improving the quality of infrastructure and services rather than continual expansion and commitment to higher ongoing infrastructure maintenance.

The challenge for Councils may be controlling the quality of developments that is in keeping with their municipality. In considering the advantages of infill, there also needs to be a balance of consideration of lifestyle choices, recognition of the diverse needs of new residents, housing affordability and the needs of the existing community. Other government priorities should also be considered, particularly with regards to environmental issues including urban heat island effect, increasing urban canopies, the supply of public open space, walkability and encouragement of healthy lifestyle choices as a preventative health measure.

Previous research^{21, 22} has clearly identified the benefits of urban vegetation to include:

- Reduction in the urban heat island effect
- Improved water quality
- Improved biodiversity
- Mitigating the impacts of climate change
- Improved human health and wellbeing
- Improved property value
- Reduction in the running costs of buildings (eg heating and air conditioning).

In neighbourhoods where infill development has resulted in a reduction in urban canopy many of these benefits have been lost. In addition, many of the small, local areas of open

¹⁹ Perth set to live up not out (Urbis, April 2015)

²⁰ Fremantle councillor wants to launch 'tiny house movement' in Perth (WA Today, Sept, 2015)

²¹ Island Continent, Island Cities (Sonya Wellby, May 2014)

²² Community Futures (dwp suters, February 2015)



public space have also been lost. It is important to recognise that walkable streets are necessary to encourage active transport behaviours that improve overall health and wellbeing and reduce the hospital hours a community will require in the future²².

Research conducted by Curtin University in partnership with the EMRC, investigated community preferences for land use around transit corridors and included the recommendation to increase targets for urban densities around these corridors²³. However, the EMRC also recognises that, for instance, while the proposed Forrestfield Train Station represents an opportunity to achieve a transit oriented development, given the proximity to the Forrestfield marshalling yards, which is the largest centre of heavy rail activity in Perth with more than 600 train rail movements each week, noise and visual impacts may be an issue if high density urban development occurs²⁴.

Infill development may provide a means to extend the availability of housing in urban areas. However, it is important to also consider the potential for a reduction in the quality of housing, infrastructure and service requirements to enable appropriate water quality and improved community health and wellbeing, the higher costs of running buildings and the effect of this on overall housing affordability.

²³ Rapid Transit Corridor Development Study (Curtin University 2014)

²⁴ Proposed Forrestfield Passenger Rail Station (Freight and Logistics Council (Dec, 2014)



4. Greenfield Development

The purpose of increasing infill development is to ensure that the rising population is catered for without increasing urban sprawl. Urban sprawl has a range of recognised negative effects particularly with regards to environmental degradation, habitat loss, flooding (due to an increase in impervious surfaces), water pollution, air pollution, health degradation (particularly related car dependency), traffic safety, commuter times and increased infrastructure costs²⁵. The key issue with these effects is that the associated costs are usually worn by the public rather than the developer or home owner.

A series of three comparison papers “The Costs of Urban Sprawl” examine the comparative costs to infrastructure and transport, transport carbon emissions and health and productivity of urban redevelopment compared to those of greenfield development. When assessed across all categories the total estimated development costs for urban redevelopment, when compared to a fringe development (per 1000 dwellings) was \$308,702,220 for redevelopment compared to \$687,255,500 for urban fringe equating to an expected development cost of more than double for urban fringe than for redevelopment²⁵.

Greenfield sites are also usually in relatively undesirable locations attracting a lower land price than more desirable areas. Given the relative cost of land is low the development on these sites is often traditional detached housing and does not usually offer the range of housing options as infill development²⁶. This consistency in housing style restricts the diversity in housing types and the ability for a family to move through a range of housing options over their lifetime within the same suburb as their needs change.

Readily available greenfield sites reduce the take up of infill development sites, as they are cheaper and easier to build upon. This means that it is up to governments to restrict the supply for greenfield sites in order to achieve infill targets or apply appropriate levys to ensure all externalities are recovered²⁶.

²⁵ The Costs of Urban Sprawl (Environmental Design Guide, 2010)

²⁶ Delivering diverse and affordable housing on infill development sites (Rowley and Phibbs, 2012)



5. Housing Affordability

Employment Self-Sufficiency is an indicator of the ability of the local workforce to fill local jobs. Employment Self-Sufficiency is calculated by comparing the total workforce to the total number of jobs available within a given area. For the EMRC region this has been calculated at 78%. This means that the region has capacity for 78% of the labour force to be employed locally. It is important to recognise that this does not necessarily mean that local jobs are filled by local people, it is just the capacity for this to occur. Employment Self-Containment, which is the actual number of local people filling local jobs, is currently estimated at 40%²⁷.

Provision of diverse housing, that matches the availability of local housing with a growing economy and local workforce needs, is identified as a key priority area in the EMRC's *Regional Economic Development Strategy 2010 – 2015* as a contributor to improving the liveability of Perth's Eastern Region and as an attractor for workers. To ensure that Employment Self-Containment is maintained or increased when compared to Employment Self-Sufficiency it is vital that the liveability of the region is improved.

Residential property prices in Perth have risen consistently over the last decade and it can be reasonably assumed that this rise is reflected within the region²⁸. The affordability of housing is a vital component of the ability to provide quality of life outcomes for the community as a whole and as a determinant of the region's liveability.

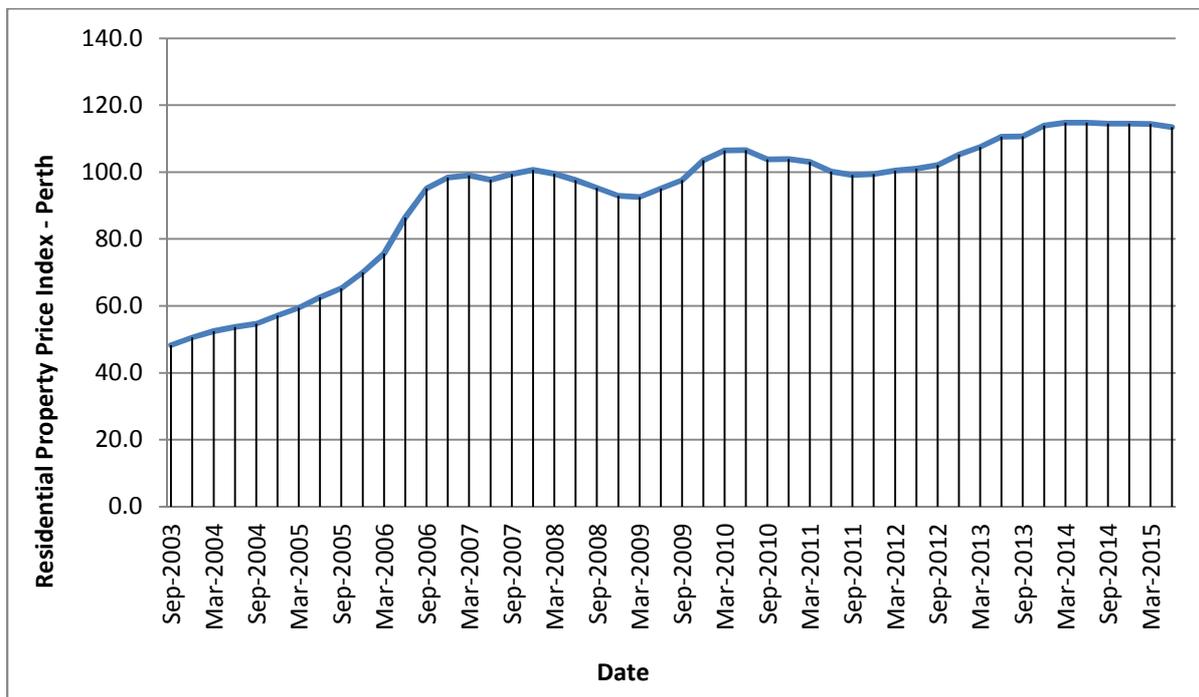


Figure 5: Residential Property Price Index - Perth
(Australian Bureau of Statistics, Residential Property Price Indexes, Australia (6416.0))

²⁷ Industry Cluster Research Paper (Draft, EMRC, December 2015)

²⁸ Australian Bureau of Statistics, Residential Property Price Indexes, Australia (6416.0)



5.1 Affordable Housing Strategy 2010 – 2020

The *Affordable Housing Strategy*²⁹ identifies that there are proportionally more Western Australians that are unable to access housing without government assistance largely due to significant changes to the cost of housing and land. The Strategy aims to increase the availability of affordable housing by trialling a range of strategies in partnership with other government departments and the private sector. Specifically, the Strategy signals a key change in government focus from supply of public housing to supporting the development of diverse housing that caters to a broad section of the community.

In 2013, the Departments of Planning and Housing published the findings of a study that aimed to assess the philosophies of diversity and density outlined in both *Directions 2031 and Beyond* and the *Affordable Housing Strategy* against the preferences of local residents³⁰. The study, “The housing we’d choose”, showed a desire for a range of factors including home ownership, neighbourhoods that were safe, with mature trees and a variety of housing styles and easy access to work and other services. Interestingly, there was a preference for living in inner central areas, particularly with younger people, but this preference and a number of other lifestyle and housing types was removed when the trade-off with house income was considered.

5.2 Income and housing prices

Housing affordability is often determined as a comparison between the relative mortgage repayments and income within a region. Across the region, there are marginally higher proportions of households with lower incomes (less than \$41,599 or \$41,600 - \$77,999) than for the Greater Perth metropolitan area³¹. This is observed in the central local government areas of Belmont, Bassendean and Bayswater that each have almost 60% of their households in this category compared to only half in the greater metropolitan area. The Shires of Kalamunda and Mundaring and the City of Swan are comparable with Greater Perth metropolitan area and only the Shire of Mundaring has a higher proportion of households with an income over \$130,000 than the Greater Perth metropolitan area.

LGA	Less than \$41,599	\$41,600 - \$77,999	\$78,000 - \$129,999	\$130,000 and above
Bassendean (T)	33%	24%	22%	21%
Bayswater (C)	31%	26%	21%	22%
Belmont (C)	34%	24%	21%	21%
Kalamunda (S)	26%	24%	25%	26%
Mundaring (S)	26%	23%	24%	27%
Swan (C)	26%	26%	26%	22%
Perth's Eastern Region	29%	25%	24%	23%
Metro (Greater Perth)	28%	23%	22%	26%

Table 3: Household Income
(Local Government Area Housing Snapshot - December 2014)

²⁹ Affordable Housing Strategy (Department of Housing, Dec 2010)

³⁰ The housing we’d choose (Departments of Planning and Housing, May 2013).

³¹ Local Government Area Housing Snapshot - December 2014



The median house prices are lower than the Greater Perth metropolitan area in the local government areas of Swan, Kalamunda and Bassendean (at \$460,000, \$505,000 and \$520,000 respectively) and higher for the remaining three councils, the highest of which is the City of Bayswater at \$580,000.

House			
LGA	Lower Quartile	Median	Upper Quartile
Bassendean (T)	\$ 462,250	\$ 520,000	\$ 619,500
Bayswater (C)	\$ 510,000	\$ 580,000	\$ 670,000
Belmont (C)	\$ 492,500	\$ 566,000	\$ 685,000
Kalamunda (S)	\$ 440,000	\$ 505,000	\$ 615,000
Mundaring (S)	\$ 445,000	\$ 544,500	\$ 669,250
Swan (C)	\$ 400,000	\$ 460,000	\$ 549,250
Perth's Eastern Region	\$ 458,292	\$ 529,250	\$ 634,667
Metro (Greater Perth)	\$ 410,000	\$ 540,000	\$ 679,000

Unit			
LGA	Lower Quartile	Median	Upper Quartile
Bassendean (T)	\$ 335,000	\$ 380,000	\$ 420,000
Bayswater (C)	\$ 300,000	\$ 367,500	\$ 451,500
Belmont (C)	\$ 335,000	\$ 405,000	\$ 498,750
Kalamunda (S)	\$ 317,500	\$ 397,000	\$ 533,250
Mundaring (S)	\$ 236,500	\$ 305,000	\$ 378,000
Swan (C)	\$ 320,000	\$ 360,000	\$ 385,500
Perth's Eastern Region	\$ 307,333	\$ 369,083	\$ 444,500
Metro (Greater Perth)	\$ 290,250	\$ 356,000	\$ 450,000

**Tables 4 and 5: Housing Market (Houses and Units)
(Local Government Area Housing Snapshot - December 2014)**

When considering affordability it is often best to compare lower quartile sale prices as these are representative of the lower-income families' choices. With regards to house prices, only the City of Swan (at \$400,000) is less expensive than the Metro area (at \$410,000). The Cities of Bayswater and Belmont have the highest lower quartile sale price of almost \$100,000 more than the Metro area overall³². Units in all local governments, except the Shire of Mundaring, have a higher lower quartile and median price than the Greater Perth Metropolitan area.

The Department of Housing outlines 'indicative affordability' by comparing the lower quartile and median annual housing repayments in each local government area for both houses and units (based on an estimated mortgage determined from sale price), with a 30% share of the WA median annual income³². Based on this assessment, the lower quartile of units in all six local government areas are 'affordable', however only the Shire of Mundaring and Cities of Bayswater and Swan meet this test with regards to the costs of median units and none reach this test for either category of house type.

³² Local Government Area Housing Snapshot - December 2014



5.3 Other Affordability Considerations

The assessment above is somewhat simplified as there are a range of other factors affecting the affordability of housing to each individual family. The ability to service a mortgage annually compared to the affordability over the life of the mortgage also needs to be considered. Other considerations include:

- the cost of running the house, particularly with regards to the additional heating and cooling cost in older houses with lower quality seals and insulation
- the cost of reaching services such as medical centres, child care and education
- the cost of travel to activity centres and major roads for work, shopping, to visit friends and family, social interaction and transport connections
- the proximity to public transport and car dependency
- rates and other location specific costs
- access to infrastructure including gas, water and internet connection
- the cost of insurance particularly with regards to bush fires and flooding
- air quality and other environmental factors contributing to ongoing health
- local amenity and access to open space

These considerations are particularly important as they often do not feature household decision-making when purchasing a house, but will contribute to financial strain on occupants over the long term. As highlighted in the Departments of Planning and Housing's research, the preference for housing types and locations are quickly dismissed when families and individuals are required to consider choosing a home that they can afford³³.

³³ The housing we'd choose (Departments of Planning and Housing, May 2013)



6. Conclusions

The population in Western Australia, and the region, continues to grow and the additional residents will still require accommodation that is appropriate, affordable and attractive. The State government has recognised that the distribution of this population is unlikely to be evenly spread and there is potential for this growth to result in adverse planning outcomes, particularly with regards to providing infrastructure and services to the new dwellings.

To mitigate the ongoing costs of infrastructure development and to ensure that residents have access to services and employment opportunities the State's primary planning document *Directions 2031 and Beyond* has set an infill target of 47% of new dwellings. Despite the forward planning the actual implementation is showing little change. In particular, the actual infill development in recent years has decreased from historical averages, to a point where the number of new developments required to be 'infill' is predicted to be needing to grow to over 60% to meet the initial targets.

Within the region, there are clear differences in the development pathways of the central sub-region areas and the outer sub-region areas. The Cities of Belmont and Bayswater demonstrate a higher percentage change in building approvals, as well as a higher proportion of units, flats and apartments (as indicators of infill development). However, these areas also show a lower population to dwelling ratio and a lower number of bedrooms in their existing housing stock.

Despite a higher proportion of low-income households, the central sub-region areas have some of the highest median and lower quartile house and unit prices. Of the three local government areas, only the median house price in Bassendean is lower than the average for the Greater Metropolitan area. This demonstrates a disconnect between the types of housing available, the affordability and the incomes of the residents.

The outer sub-region local government areas of Swan, Kalamunda and Mundaring show some key differences. The Shires of Kalamunda and Mundaring account for only a very small proportion of new building approvals and as yet are not showing signs of significant changes as a result of the State planning strategies. It is important to recognise that these areas do have a higher population to dwelling ratio and a higher proportion of larger houses and an availability of relatively affordable units and apartments. They are likely to become a focus of development once current urban fringe sites are fully utilised.

The City of Swan significantly differs from the five other local government areas in Perth's Eastern Region and many of these differences can be accounted for in their geographical positioning on the urban fringe. The urban fringe sites are particularly attractive as they are generally cheaper to develop (as greenfield sites), offer apparent proximity to key infrastructure and many conform to lifestyle preferences better than infill units and apartments.

The EMRC's *Regional Economic Development Strategy 2010 - 2015* highlights the importance of the supply of diverse housing as an attractor for workers, to maintain a high quality of life for residents and to reduce strain on both infrastructure and social instability. In considering accommodating a growing population it is important to look beyond the simplistic



allocation of housing and infill targets and ensure that a range of housing options are supplied, including those that are affordable for low to middle income earners, provide for open space, access to key services and public transport, reduce dependence on continuous expansion of urban infrastructure and provide for the lifestyle preferences of the community.

Potential Actions	
1.	Provide ongoing summaries of key State planning and housing documents including the relevant information for <i>Directions 2031 and Beyond</i> report cards and ABS data
2.	Undertake perceptions research to determine the housing preferences of current residents (including those renting), potential residents and workers (budget required)
3.	Provide in depth analysis on factors outlined in the paper including information reports on the Urban Canopy, assessment of current Journey to Work costs (project time allocation required)
4.	Invite Associate Professor Steven Rowley, Curtin University of Technology as a guest speaker at a future Economic Development Officers Group meeting. (note: AHURI Research Centre contact in Perth)



7. References

7.1 Western Australia Planning Commission Documents

- Directions 2031 and Beyond**, metropolitan planning beyond the horizon (WAPC, 2010)
- Perth and Peel@3.5 million** – Draft Report (WAPC, May 2015)
- Towards Perth and Peel@3.5 million** – Draft Central Subregional Planning Framework (WAPC, May 2015)
- Towards Perth and Peel@3.5 million** – Draft North-East Subregional Planning Framework (WAPC, May 2015)
- Western Australia Tomorrow** - Population Report No. 10 Medium Term Population Forecasts for Western Australia 2014 to 2026 and Subregions 2016 to 2026 - Version 1.2. (Local Government Area forecasts only) (WAPC, August 2015)
- Urban Growth Monitor** – Perth Metropolitan, Peel and Greater Bunbury Regions (WAPC, July 2014)
- Delivering Directions 2031** - Report Card 2014 (WAPC, December 2014)

7.2 Australian Bureau of Statistics

- Australian Bureau of Statistics**, Regional Population Growth, Australia (3218.0)
- Australian Bureau of Statistics**, Building Approvals, Australia (8731.0)
- Australian Bureau of Statistics**, Residential Property Price Indexes, Australia (6416.0))

7.3 Other Government Documents

- Local Government Area Housing Snapshot** - December 2014 (Housing Authority, 2014)
- Regional Economic Development Strategy 2010 – 2015** (EMRC, 2010)
- Regional Urban Canopy Program** – City of Bayswater (EMRC, 2015)
- Industry Cluster Analysis Research Paper** – (Draft EMRC, 2015)
- Affordable Housing Strategy 2010 - 2020** – Opening Doors to Affordable Housing (Department of Housing, December 2010)
- The housing we'd choose: a study for Perth and Peel** (Departments of Planning and Housing, May 2013)
- Australian Infrastructure Audit** – Our Infrastructure Challenges, Report – Volume 1 (Infrastructure Australia, April 2015)

7.4 Research

- Perth Perceptions Survey** - produced for Committee for Perth (Ipsos, July 2015)
- Community Futures** (dwp suters, February 2015)
- Island Continent, Island Cities: A Case Study of the Urban Heat Island in Perth** (Australia) – produced for the Hon Alannah Mac Tiernan (Sonya Wellby, May 2014)
- Rapid Transit Corridor Development Study** – produced for the EMRC (Curtin University 2014)



Keep WA Growing – produced for the Property Council of Australia (Urbis, August 2015) Summary report.

Delivering diverse and affordable housing on infill development sites, AHURI Final Report No.193. Melbourne: Australian Housing and Urban Research Institute (Rowley, S. and Phibbs, P. 2012)

The Costs of Urban Sprawl companion papers: GEN 83: The Costs of Urban Sprawl – Infrastructure and Transportation; GEN 84: The Costs of Urban Sprawl – Predicting Transport Greenhouse Gases from Urban Form Parameters; and GEN 85: The Costs of Urban Sprawl – Physical Activity Links to Healthcare Costs and Productivity (Environmental Design Guide. 2010).

7.5 News Articles and Opinion

Perth's Infill Dilemma, Chris Palandri, Property Council of Australia, 19 Aug 2015 (https://www.propertycouncil.com.au/Web/Content/News/WA/2015/Perth_s_Infill_Dilemma.aspx)

Infill housing options to be explored in new MoU, Hon Colin Holt, Minister for Housing, Racing and Gaming, Media Statement, 25 Oct 2015 (<https://www.mediastatements.wa.gov.au/Pages/Barnett/2015/10/Infill-housing-options-to-be-explored-in-new-MoU.aspx>)

Fremantle councillor wants to launch 'tiny house movement' in Perth, Brendan Foster, WA Today, 9 September 2015 (<http://www.watoday.com.au/wa-news/fremantle-councillor-wants-to-launch-tiny-house-movement-in-perth-20150908-gjhy9f.html>)

Proposed Forrestfield Passenger Rail Station, Dr Fred Affleck, Chairman Freight and Logistics Council, 2 Dec, 2014, (<http://freightandlogisticscouncil.wa.gov.au/documents/correspondence/Reece-Waldock-Proposed-Forrestfield-Passenger-Rail-Station-Dec-2014.pdf>)

Perth set to live up to out, Urbis, 7 April 2015 (<http://www.urbis.com.au/think-tank/general/perth-set-to-live-up-not-out>)



1.5 STATE NATURAL RESOURCE MANAGEMENT CONFERENCE

REFERENCE: D2016/00647

PURPOSE OF REPORT

The purpose of this report is to provide an update on the State Natural Resource Management Conference, "Finding the Balance: Healthy Environment, Productive Economy" held in September 2015.

KEY ISSUE(S)

- The State Natural Resource Management Conference, "Finding the Balance: Healthy Environment, Productive Economy" was held in Mandurah from the 21 to 22 September 2015.
- The Eastern Region Catchment Management Program was a finalist in the WA Landcare Awards in the Australian Government Partnerships with Landcare category that were announced at the conference dinner.
- The conference showcased innovations in the NRM industry including:
 - NRM organisations needing to further involve the community and politicians in environmental activities, promote good news stories and engage new people to achieve better environmental outcomes.
 - Northern Agricultural Catchments Council utilisation of maps to engage community groups to promote NRM and provide a portal for information sharing.
 - Northern Agricultural Catchments Council's use of social media including Twitter to improve communication, improve their organisation's profile and increase environmental awareness.

SOURCE OF REPORT

Acting Director Regional Services

BACKGROUND

Each year the State Natural Resource Management Office (NRM) holds a conference to enable the sharing of knowledge, project updates and to provide a networking forum for people working in the NRM field. The 2015 theme was "Finding the Balance: Healthy Environment, Productive Economy". The conference was aimed at showcasing projects currently being undertaken by community groups, regional NRM organisations, industry and government. The WA Landcare Awards Presentation dinner also formed part of the conference. The awards recognise groups, individuals, organisations and activities involving managing land/water management in local areas. The EMRC's Eastern Region Catchment Management Program was a finalist in the Australian Government Partnerships with Landcare category which was announced at the conference dinner.

REPORT

Key conference presentations included:

Winthrop Professor Carmen Lawrence – 'Care Not Plunder'

Professor Lawrence spoke about the history of Western Australia and how it shaped current views of the environment. It is environmental values that underpin policy making decisions and therefore the impact on the environment. The Professor began with the shift in views from early European colonisers to a common view in the 21st century of striving for economic growth often to the detriment of the environment. She explained that in order to improve the state of the environment, we need to increase our exposure to, and appreciation for, the natural environment. Professor Lawrence noted that this presents a key challenge for NRM organisations who need to further involve the community and politicians in environmental activities, promote good news stories and engage new people to achieve better environmental outcomes.



Item 1.5 continued

Northern Agricultural Catchments Council – Taking Natural Resource Management into the Cloud

The Northern Agricultural Catchments Council (NACC) has created a web-based, interactive NRM Strategy called NARvis. NACC had sought to develop a highly accessible way of making information available to members, land managers and community groups.. The NARvis tool utilises maps to engage community groups and provides a portal for information sharing. Community members and groups can showcase the great work they are undertaking in the region and stakeholders can identify and prioritise NRM investment and promote collaboration. The ArcGIS component addresses the challenge of sharing information collected on a daily basis. Because ArcGIS is an online tool there are no installation or set up requirements. This is important for regional organisations with a large volunteer base. The maps can be created and shared with photos and webpages attached. The maps can be exported into a PowerPoint presentation, external webpages, blogs, Twitter or Facebook. NARvis is an innovative way to bring a strategy into the online realm for practical application.

Northern Agricultural Catchments Council - #DoMoreGood

NACC's CEO, Mr Richard McLellan, explained NACC's utilisation of Twitter to improve communication, improve the organisation's profile and increase environmental awareness. Communication in NRM is considered vital for project promotion, engaging with the community and staying abreast of new and evolving information and techniques. Mr McLellan suggested that NRM organisations can use Twitter to benefit their organisations if done in a professional manner. NACC utilises Twitter for the following:

- Source of professional reading;
- Source of news and current affairs;
- Staying abreast of key topics and issues;
- Connecting / Networking;
- "Filing" key documents, graphics, statements, reports, etc.;
- Intellectual stimulation and inspiration; and
- Virtual conferencing.

Mr McLellan provided the example of where NACC had been concerned about the future of Western Australia's threatened species and after voicing concern on Twitter and following an international professional who had the same concerns on Twitter, NACC nominated to hold a Threatened Species Forum in their region to address this issue. The inaugural event brought together a wide range of stakeholders from across Western Australia into their region to explore solutions and promote practical and effective ways of tackling threats, whilst also building and enhancing networks of support in the field of threatened species conservation.

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 4 – Good Governance

- 4.2 To manage partnerships and relationships with stakeholders

FINANCIAL IMPLICATIONS

The cost of attending the conference and the State NRM Awards was provided for within the 2015/2016 Environmental Services operational budget.



Item 1.5 continued

SUSTAINABILITY IMPLICATIONS

With the impacts of climate change, water scarcity and drying conditions in WA, the information presented at the conference will assist local governments with NRM management in Perth's Eastern Region.

MEMBER COUNCIL IMPLICATIONS

Member Council	Implication Details
Town of Bassendean	} The conference provided some new innovations in natural resource management that can be adapted within the Eastern Region Catchment Management Program.
City of Bayswater	
City of Belmont	
Shire of Kalamunda	
Shire of Mundaring	
City of Swan	

ATTACHMENT(S)

Nil



1.6 INTERNATIONAL CONFERENCE ON SUSTAINABLE WATER MANAGEMENT

REFERENCE: D2016/00648

PURPOSE OF REPORT

The purpose of this report is to provide an update on the International Conference on Sustainable Water Management held in December 2015.

KEY ISSUE(S)

- The International Conference on Sustainable Water Management was held at Murdoch University in December 2015.
- The conference highlighted critical sustainable water management issues including:
 - The south west of Western Australia is experiencing a warmer drier climate. The temperature has increased half a degree since 1975 and there has been a 10-15% reduction in rainfall.
 - The deficit gap between supply and demand increases as the climate continues to dry and the population continues to increase. The necessary infrastructure for cities and regions to provide good quality water, in sufficient quantity, in the most sustainable manner was outlined.
 - There is no 'one size fits all' solution. Solutions need to be site dependent and based on socio-economic and environmental conditions.
 - Relevant research and technology is available, it just needs to be communicated and harnessed appropriately.

SOURCE OF REPORT

Acting Director Regional Services

BACKGROUND

The International Conference on Sustainable Water Management was held over three days in December 2015, hosted by Murdoch University and sponsored by the Department of Water, Josh Byrne and Associates, Perth Convention Bureau and numerous industry supporters and academic partners. The conference comes at a vital time for the effective management of water resources in the face of population growth, lack of conservation ethos, urbanisation, industrial development, pollution of water bodies and climate change. The conference included discussion on the necessary infrastructure for cities and regions to provide good quality water, in sufficient quantity, in the most sustainable manner.

REPORT

The conference brought together scientists, engineers and professionals from government departments, international aid agencies, private institutions, consulting establishments, research institutes and universities. There were 20 keynote speeches, 68 presentations and 14 poster presentations by contributors representing 21 countries from around the world.



Item 1.6 continued

Key Messages

The south west of Western Australia is experiencing a warmer, drier climate. The temperature has increased half a degree since 1975, which has brought about a 10-15% reduction in rainfall. As the climate continues to dry and the population increases, the deficit gap between supply and demand increases. There is a need for collaboration and innovation to address this looming issue. Sustainable water management goes hand in hand with environmental conservation. Without a healthy thriving ecosystem the water systems that remain are either of significantly poor quality or they simply dry up. The connection of water to all living systems is a story that has been poorly told and, without a clear understanding of how the systems interact – social, economic and environmental, any form of conservation will not be sustainable in the long run. The use of language and a narrative is something that needs priority attention.

A number of options for better water management were provided over the course of the conference from recycling (retrofitting for household greywater reuse, or large scale black water treatment plants for drinking), recharging groundwater aquifers and better city construction, to advancement in technologies. The one thing that was very clear was that no matter the option chosen, it would need to be site dependent based on socio-economic and environmental conditions. There is no 'one size fits all' option and no technology is better than any other. The conference reiterated that the research and technology is available – we just need to know about it and how to harness this in the best way possible to meet each site's needs.

Conference Highlights

Prof. Jorg Imberger – University of Western Australia

Professor Imberger's presentation highlighted the environmental and social consequences of the issues we are facing today due to the reduction of rainfall brought on by climate change. The Professor highlighted the faults that the human race collectively have and how these are presenting barriers to global change. Professor Imberger also put forward a new definition of sustainability - a sustainable future is one where actions are sustainable if the domain can absorb the impact of development action without loss of functionality.

Josh's House – Josh Byrne and Associates

Josh Byrne (environmental scientist and ABC TV's Gardening Australia presenter) has undertaken a design and construction project to develop two 10 star energy efficient family homes in the Fremantle suburb of Hilton (minimum star rating for newly developed homes is 6 star). With 72% of Perth's drinking water being used in our homes and more that 40% of this being used to water our gardens, how we design and manage our household and landscape water use can make a big impact on water savings. Innovative actions undertaken within Josh's homes include: Rainwater harvesting for use within the house; greywater plumbing to water the garden; bore water is used to make up any deficit in greywater for garden irrigation; storm water is collected and recharged back into the groundwater system; water efficient plumbing and appliances have been installed such as: 3 star shower heads; 4 star kitchen and vanity basin tapware; 5 star toilet with integrated hand basin; and the highest water and energy efficient dishwasher and washing machines selected.

The homes highlight that water efficiency is achievable and cost efficient. These actions can be undertaken by people in their own homes and by member Councils within their facilities, to achieve significant savings.

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 4 – Good Governance

- 4.2 To manage partnerships and relationships with stakeholders



Item 1.6 continued

FINANCIAL IMPLICATIONS

The three day conference cost was \$660 provided for within the Environmental Services budget.

SUSTAINABILITY IMPLICATIONS

With the impacts of climate change, water scarcity and drying conditions in WA, the information presented at the conference will assist local governments with management of water resources in Perth's Eastern Region.

MEMBER COUNCIL IMPLICATIONS

Member Council	Implication Details
Town of Bassendean	} Management of water resources may impact member Councils.
City of Bayswater	
City of Belmont	
Shire of Kalamunda	
Shire of Mundaring	
City of Swan	

ATTACHMENT(S)

Nil



1.7 URBAN FOREST MASTERCLASS FOR WESTERN AUSTRALIA

REFERENCE: D2015/00649

PURPOSE OF REPORT

The purpose of this report is to provide an update on the West Australian Urban Forest Masterclass held in December 2015.

KEY ISSUE(S)

- EMRC is a partner of 202020 Vision.
- 202020 Vision was created by Horticulture Innovation Australia, a not-for-profit organisation set up and funded by the Commonwealth to support horticulture across Australia.
- The Urban Forest Masterclass for Perth was held at The Rise in Maylands on 2 December 2015.
- The masterclass showcased 28 speakers over eight sessions, including:
 - Perth in review - a celebration of achievements and thoughts for the future;
 - Urban Forestry in practice - methodology and case studies from those doing urban forestry;
 - Smart, cheap and useful ways to use data and mapping tools; and
 - Pitching to the politicians.
- Regular updates on Regional Urban Canopy Program and climate change activities are provided through the Environmental Services Quarterly Activity Reports.

SOURCE OF REPORT

Acting Director Regional Services

BACKGROUND

EMRC became a partner to the 202020 Vision in April 2015, joining a network of over 250 organisational partners, many of them local governments, 1,000 individual supporters and 29 strategic experts all working towards one common goal. The mission of 202020 Vision is to create 20% more green space in our urban areas by 2020. The 202020 Vision is based upon the collective impact model for creating long-term change by promoting the shared value of green space among government, business and the community. The 202020 Vision was created in 2013 by Nursery and Garden Industry Australia and Horticulture Innovation Australia Ltd. It has since grown into Australia's biggest network of green space experts, creators and supporters. 202020 Vision activities, network and resources meet objectives and actions under both the Regional Climate Change Adaptation Action Plan and Regional Urban Canopy Program

REPORT

Working in partnership with the EMRC, WALGA, Department of Planning WA and with the support of Parkland WA and AECOM, 202020 Vision brought to Perth a day-long urban forest strategy workshop based on the How to Grow an Urban Forest workbook published earlier this year which identifies some of the key steps local governments can take to initiate, incubate and eventually have urban forest policies passed at local government level. The workshop format was based on the National Urban Forest Masterclass held in Melbourne earlier in the year, however, the event in Perth was programmed specifically to address the unique opportunities and challenges that face WA.



Item 1.7 continued

The Urban Forest Masterclass was held in Maylands on 2 December 2015, with over 130 people attending. The purpose of the event was to advance urban green space at a local council level, acknowledging that each local government area has its own unique challenges, varying political context, and is at a different stage of the journey. The workshop was designed to bring together local government staff, state government representatives, arborists, researchers, the property industry, horticulture industry groups and members of the community sector to share practical knowledge and experience. The masterclass program was set up to support The Ten Steps of How to Grow an Urban Forest and was facilitated by Yvonne Lynch, City of Melbourne and Jess Miller, 2020 Vision. The program included 28 speakers across eight sessions. Some of the key points from the various sessions are outlined below.

Perth in review - a celebration of achievements and thoughts for the future

Eric Lumsden, WA Planning Commission Chairman, opened the panel session with a presentation on the planning background to the urban forest, including Liveable Neighbourhoods and Bush Forever, leading into the planning which needs to be undertaken to prepare for Perth and Peel @ 3.5 million by 2050. Mr Lumsden made the key point that whilst Perth needs to have urban infill, this does not equate to less urban forest. Other presenters included Kylee Schoonens, The Property Council of Australia WA, discussing the need to design appropriately for sites; Sabrina Hahn, Green Space Alliance, talking passionately about the diverse aspects of industry supporting urban greening, including turf; and Debra Goostrey, UDIA, presenting on trends, including tree retention and planting in new development design.

Urban Forestry in practice - methodology and case studies from those doing urban forestry

Case studies of urban forest strategy development were presented by City of Belmont, City of Vincent, City of Armadale and City of Subiaco, highlighting the different drivers each had to begin development, the supporting documents already in place and how those affected the finished strategy, for example, 'Greening Vincent'.

Smart, cheap and useful ways to use data and mapping tools

Bindi House, Department of Planning WA, presented the CSIRO Urban Monitor 2009 data and Urban Forest of Perth and Peel maps and the newly available 2014 maps which local governments can use to show canopy increase or decrease over time. To access aerial vegetation data, surface and elevation models via Landgate, please visit website - <http://urbanmonitor-beta.landgate.wa.gov.au/home>. Renata Zelinova, Nam Natura Consulting, presented the WALGA Environmental Planning Tool which can be used to plan for urban forestry via layers. Rachel Thorpe, Parks and Leisure Australia, presented the newly released SPADE Public Open Space Tool.

An economic framework for valuing green infrastructure

Professor Roger Jones, Victoria University shared his knowledge of developing a framework (at the local government scale) to value the benefits of green infrastructure and developing the business case to adapt now.

Identifying different drivers for urban forestry strategies and plans

Drivers and challenges for urban forestry are many, and are often council-area specific. They may include biodiversity, heat island effect, amenity, health benefits, water access, bushfire risk and community fear, to name just a few. Yvonne Lynch, City of Melbourne, Dr Paula Hooper, University of WA, Shelley Shepherd, New Water Ways, Greg Gabasch, UDLA, and Dr Felicity Morel-Edniebrown, University of WA, provided some thoughtful presentations on the ways to approach drivers and challenges to urban greening as well as some of the key concepts to be mindful of when developing successful, appropriate urban forest strategies and plans.

"Pitch to the pollies"

Cr Chris Cornish, City of Bayswater, Cr Rachel Pemberton, City of Fremantle, Cr Karen Caddy, City of Stirling, and Mayor John Carey, City of Vincent, formed a 'super Council of Vincent' to take project submissions from the floor. Each table developed a collaborative local government 'urban greening' project, taking into consideration all of the information from the day's sessions, and pitched these to the councillors. Three of the projects were unanimously endorsed, and the session proved both informative and entertaining.



Item 1.7 continued

Presentations from the Urban Forest Masterclass are available to access on the 2020 Vision website at <http://2020vision.com.au/help-centre/urban-greening-resources/>

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

A budget allocation of \$20,000 was provided for urban heat island research and activities in the Environmental Services budget in 2015/2016.

SUSTAINABILITY IMPLICATIONS

With the impacts of climate change and biodiversity loss in WA, this event will assist local governments with management of the urban heat island effect and urban forest resources in Perth's Eastern Region.

MEMBER COUNCIL IMPLICATIONS

Member Council	Implication Details
Town of Bassendean	} Member Councils benefitted from attending the Urban Forest Masterclass by accessing information on how to better manage the urban forest to reduce urban temperatures, improve health and improve urban landscapes for WA climatic conditions.
City of Bayswater	
City of Belmont	
Shire of Kalamunda	
Shire of Mundaring	
City of Swan	

ATTACHMENT(S)

Nil



2 WASTE SERVICES

2.1 COUNCIL TONNAGE COMPARISONS AS AT 31 DECEMBER 2015

REFERENCE: D2016/00254 (TAC) – D2016/01043

PURPOSE OF REPORT

The purpose of this report is to provide Council with year to date tonnages and quantities at the Red Hill Waste Management Facility and Hazelmere Resource Recovery Park for the period 1 July 2015 to 31 December 2015.

REPORT

Attachment 1 to this report indicates that member Council tonnages totalling 68,231.87 tonnes were received at Red Hill Waste Management Facility during the period 1 July 2015 to 31 December 2015 compared to 69,706.74 tonnes received during the same period in 2014/2015.

Attachment 2 outlines "other" waste that was received at Red Hill Waste Management Facility being 42,852.69 tonnes. The combined tonnages for the period totalled 111,084.56 tonnes. The 2014/2015 tonnages of 49,957.54 and 119,664.28 respectively for the same period are also provided for comparison purposes.

Attachment 3 outlines the tonnages of various materials that have been exported from Red Hill Waste Management Facility during the reporting period.

Attachment 4 outlines the tonnages and quantities of waste timber, wood chip/fines and mattresses, received and sold, at the Hazelmere Resource Recovery Park for the period 1 July 2015 to 31 December 2015. Incoming Waste Timber totalled 10,741.75 tonnes compared to 8,134.92 tonnes for the same period in 2014/2015. The sale of woodchip/fines totalled 10,849.68 tonnes compared to 7,923.02 tonnes for the same period in 2014/2015. Mattresses incoming totalled 4,472 units compared to 2,142 units for the same period in 2014/2015.

ATTACHMENT(S)

1. Council Tonnages - 1 July 2015 to 31 December 2015 (Ref: D2016/01039)
2. Other Tonnages - 1 July 2015 to 31 December 2015 (Ref: D2016/01040)
3. Tonnages Exported from Red Hill - 1 July 2015 to 31 December 2015 (Ref: D2016/01041)
4. Hazelmere Resource Recovery Park – Incoming Materials and Product Sales - 1 July 2015 to 31 December 2015 (Ref: D2016/01042)

EASTERN METROPOLITAN REGIONAL COUNCIL
2015/2016 YTD COUNCIL TONNAGES DISPOSED OF AT RED HILL WASTE MANAGEMENT FACILITY

Week Ending	Bayswater		Belmont		Bassendean		Swan		Kalamunda		Mundaring		Total
	Waste	Greenwaste MGB	Waste	Uncont G/W	Waste	Uncont G/W	Waste	Uncont G/W	Waste	Uncont G/W	Waste	Greenwaste	
07-Jul-15	380.40	65.64	233.02	0.00	102.08	0.00	861.76	0.00	469.30	29.34	226.92	0.00	2,368.46
14-Jul-15	350.28	91.72	225.52	0.00	98.96	0.00	828.32	0.00	465.84	33.04	244.14	0.00	2,337.82
21-Jul-15	329.18	81.72	233.12	0.00	105.76	0.00	796.26	0.00	480.78	44.24	247.90	0.00	2,318.96
28-Jul-15	343.50	101.72	240.90	0.00	111.68	0.00	847.26	0.00	442.34	45.34	241.16	0.00	2,373.90
31-Jul-15	179.08	36.40	149.10	0.00	60.72	0.00	470.48	0.00	258.78	14.88	117.54	0.00	1,286.98
4-Aug-15	154.08	39.66	92.82	0.00	58.36	0.00	343.84	0.00	237.42	0.00	132.02	0.00	1,058.20
11-Aug-15	442.00	91.14	234.22	0.00	109.32	0.00	814.40	1.18	472.28	20.80	281.76	49.54	2,516.64
18-Aug-15	468.28	76.44	245.70	0.00	110.12	0.00	832.44	2.32	480.22	25.98	394.50	102.78	2,738.78
25-Aug-15	689.94	113.18	247.28	0.00	121.28	0.00	850.22	0.00	472.62	44.26	400.80	99.78	3,039.36
31-Aug-15	324.42	57.78	210.40	0.00	90.04	0.00	708.80	0.00	371.80	20.44	339.28	73.70	2,196.66
8-Sep-15	460.80	153.20	300.06	0.00	138.66	0.00	1034.12	0.00	574.34	43.36	455.16	63.88	3,223.58
15-Sep-15	389.80	93.02	253.20	0.00	117.02	0.00	888.08	0.00	457.56	30.56	367.28	46.86	2,643.38
22-Sep-15	394.48	127.80	259.38	0.00	110.68	0.00	951.00	0.00	494.80	37.24	352.06	16.28	2,743.72
30-Sep-15	484.88	129.94	295.92	0.00	143.86	0.00	1168.36	0.00	588.08	29.50	262.64	0.00	3,103.18
6-Oct-15	458.72	91.88	216.22	0.00	98.60	0.00	749.48	0.00	427.60	21.82	186.44	0.00	2,250.76
13-Oct-15	372.16	94.84	328.30	0.00	111.38	0.00	1057.08	0.00	460.42	24.46	226.27	0.00	2,674.92
20-Oct-15	350.94	125.42	257.06	0.00	121.12	0.00	995.48	0.00	524.10	25.28	247.78	0.00	2,647.18
27-Oct-15	348.96	87.74	279.88	0.00	111.12	0.00	900.48	0.00	511.70	32.20	245.86	0.00	2,517.94
31-Oct-15	182.66	83.76	228.30	0.00	70.58	0.00	512.36	0.00	273.32	10.54	126.70	0.00	1,488.22
3-Nov-15	157.44	43.80	98.86	0.00	96.96	0.00	376.48	0.00	208.96	16.92	115.58	0.00	1,115.00
10-Nov-15	346.40	100.58	275.66	0.00	225.54	0.00	881.36	0.00	510.08	32.82	251.20	0.00	2,623.64
17-Nov-15	357.24	100.76	257.64	0.00	181.86	0.00	851.90	0.00	502.16	30.40	229.68	0.00	2,511.64
24-Nov-15	339.06	89.88	251.02	0.00	240.92	0.00	912.08	0.00	487.48	35.38	225.18	0.00	2,581.00
30-Nov-15	268.46	87.84	208.22	0.00	143.92	0.00	838.50	0.00	379.24	24.34	202.96	0.00	2,153.48
8-Dec-15	415.42	104.08	304.08	0.00	278.10	0.00	1193.24	0.00	605.72	37.64	291.88	0.00	3,230.16
15-Dec-15	353.46	108.60	246.52	0.00	150.30	0.00	1086.82	0.00	517.56	20.80	243.86	0.00	2,727.92
22-Dec-15	347.72	77.22	252.76	0.00	114.62	0.00	872.86	0.00	493.34	27.84	265.08	0.00	2,451.44
31-Dec-15	486.06	113.22	330.30	0.00	142.04	0.00	1249.52	0.00	628.66	39.58	319.58	0.00	3,308.96
Year to Date	10,175.82	2,568.98	6,755.46	-	3,565.60	-	23,872.98	3.50	12,796.50	799.00	7,241.21	452.82	68,231.87
31-Dec-15		12,744.80	6,755.46		3,565.60		23,876.48		13,595.50		7,694.03		68,231.87
Year to date	9,284.64	2,694.88	6,721.22	0.00	3,528.32	0.00	22,725.30	730.88	13,431.40	2,701.54	7,408.10	480.46	69,706.74
as at 31-Dec-14		11,979.52	6,721.22		3,528.32		23,456.18		16,132.94		7,888.56		69,706.74

EASTERN METROPOLITAN REGIONAL COUNCIL

2015/2016 YTD OTHER TONNAGES DISPOSED AT RED HILL WASTE MANAGEMENT FACILITY

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Week Ending	Transfer Station	Class III Contaminated	Class IV Contaminated	Uncontaminated Greenwaste Transfer St	Uncontaminated Greenwaste Commercial	Other Commercials	Asbestos (Wrapped)	Non Member Council Waste	Total Other	Total Tonnages (Council & Other)
07-Jul-15	121.44	14.28	0.00	16.04	14.30	1616.10	57.66	0.00	1839.82	4,208.28
14-Jul-15	132.64	15.80	0.00	24.10	15.20	1590.26	61.74	80.65	1920.39	4,258.21
21-Jul-15	141.66	23.84	0.00	10.00	12.48	1304.58	47.74	0.00	1540.30	3,859.26
28-Jul-15	129.56	156.48	0.00	13.50	14.36	1136.90	57.10	0.00	1507.90	3,881.80
31-Jul-15	45.36	0.00	0.00	5.60	18.24	708.74	18.50	0.00	796.44	2,083.42
04-Aug-15	77.66	0.00	0.00	11.00	4.26	559.92	28.74	107.67	789.25	1,847.45
11-Aug-15	92.60	9.60	0.00	14.62	14.80	1349.50	79.68	0.00	1560.80	4,077.44
18-Aug-15	128.02	8.62	0.00	13.78	16.52	1518.46	67.08	0.00	1752.48	4,491.26
25-Aug-15	117.94	0.00	9.12	13.72	16.14	1350.96	65.64	0.00	1573.52	4,612.88
31-Aug-15	114.16	0.00	2.42	9.56	14.48	1071.68	89.00	124.30	1425.60	3,622.26
08-Sep-15	114.96	0.00	6.62	16.12	15.48	1728.38	61.82	0.00	1943.38	5,166.96
15-Sep-15	130.88	48.46	0.00	14.68	24.02	1410.45	53.88	0.00	1682.37	4,325.75
22-Sep-15	123.90	0.00	0.00	15.80	33.42	1335.92	71.40	85.99	1666.43	4,410.95
30-Sep-15	152.42	0.00	152.78	15.30	19.84	1317.76	55.28	0.00	1713.38	4,816.56
06-Oct-15	103.68	0.00	0.00	14.36	14.12	1271.24	51.14	86.28	1540.82	3,791.58
13-Oct-15	159.76	35.46	0.00	14.60	31.84	1519.18	40.14	0.00	1800.98	4,475.89
20-Oct-15	129.26	0.00	0.00	19.04	23.78	1478.34	62.96	82.79	1796.17	4,443.35
27-Oct-15	138.58	0.00	0.00	19.46	31.10	1474.18	62.70	0.00	1726.02	4,243.96
31-Oct-15	68.28	26.80	0.00	5.94	15.28	847.14	38.66	0.00	1002.10	2,490.32
03-Nov-15	56.56	0.00	0.00	4.56	8.78	616.44	23.88	0.00	710.22	1,825.22
10-Nov-15	121.70	0.00	0.00	16.28	26.78	1385.70	43.72	76.71	1670.89	4,294.53
17-Nov-15	105.92	0.00	0.00	13.82	33.38	1212.90	58.92	0.00	1424.94	3,936.58
24-Nov-15	109.34	68.60	0.00	20.94	21.76	1121.16	53.80	72.15	1467.75	4,048.75
30-Nov-15	121.42	22.38	151.42	16.36	13.76	856.70	43.00	0.00	1225.04	3,378.52
08-Dec-15	128.20	24.54	635.52	29.96	59.80	1326.66	71.14	76.41	2352.23	5,582.39
15-Dec-15	134.02	35.76	100.66	22.70	26.62	1199.70	50.16	0.00	1569.62	4,297.54
22-Dec-15	129.72	0.00	0.00	22.36	20.40	1341.98	42.58	78.61	1635.65	4,087.09
31-Dec-15	157.40	0.00	0.00	17.70	10.42	1009.52	23.16	0.00	1218.20	4,527.16
Year to date 31-Dec-15	3,287.04	490.62	1,058.54	431.90	571.36	34,660.45	1,481.22	871.56	42,852.69	111,084.56
Year to date as at 31-Dec-14	3,989.52	4,553.99	0.00	462.24	583.94	37,557.27	1,765.66	1,044.92	49,957.54	119,664.28

EASTERN METROPOLITAN REGIONAL COUNCIL									
2015/2016 YTD TONNAGES EXPORTED FROM RED HILL WASTE MANAGEMENT FACILITY									
Page 1 of 1									
Week Ending	Clay	Ferricrete	Filter / Laterite Rock	Recycled Material from Transfer Stn	Mulch Std, Fines, Coarse	Soil Improver	Total		
07-Jul-15	0.00	750.38	82.68	25.06	393.96	39.82	1291.90		
14-Jul-15	0.00	556.16	12.60	17.42	383.68	2.52	972.38		
21-Jul-15	0.00	3220.68	69.36	17.80	18.32	37.14	3363.30		
28-Jul-15	0.00	672.40	12.34	9.16	8.88	18.76	721.54		
31-Jul-15	0.00	562.66	21.82	5.70	45.18	4.54	639.90		
04-Aug-15	0.00	36.64	20.40	7.92	0.00	18.10	83.06		
11-Aug-15	0.00	1524.42	59.82	0.82	37.86	0.00	1622.92		
18-Aug-15	0.00	774.26	20.46	19.06	275.46	12.54	1101.78		
25-Aug-15	0.00	937.08	24.22	5.84	619.32	15.54	1602.00		
31-Aug-15	0.00	409.68	41.74	10.16	79.48	22.50	563.56		
08-Sep-15	0.00	2394.12	27.58	7.36	686.44	19.34	3134.84		
15-Sep-15	0.00	696.30	0.00	9.22	0.00	31.08	736.60		
22-Sep-15	0.00	883.02	60.30	5.38	224.44	18.02	1191.16		
30-Sep-15	0.00	977.22	23.50	23.64	52.44	38.98	1115.78		
06-Oct-15	0.00	416.40	11.50	8.20	243.38	9.82	689.30		
13-Oct-15	0.00	738.58	32.12	18.64	0.00	9.36	798.70		
20-Oct-15	0.00	1182.59	73.50	4.68	218.42	13.42	1492.61		
27-Oct-15	0.00	1280.98	20.68	7.70	149.06	30.86	1489.28		
31-Oct-15	0.00	880.78	0.00	11.88	131.26	0.00	1023.92		
03-Nov-15	0.00	148.40	0.00	2.78	81.56	17.30	250.04		
10-Nov-15	0.00	494.08	74.00	13.90	270.46	45.96	898.40		
17-Nov-15	0.00	216.18	24.32	6.82	318.28	108.76	674.36		
24-Nov-15	0.00	106.78	13.54	12.94	349.32	54.54	537.12		
30-Nov-15	0.00	70.28	0.00	1.50	310.46	56.22	438.46		
08-Dec-15	0.00	260.74	71.38	13.82	227.14	22.38	595.46		
15-Dec-15	0.00	400.94	48.00	5.74	203.82	22.40	680.90		
22-Dec-15	0.00	166.94	12.20	13.28	14.18	17.50	224.10		
31-Dec-15	0.00	43.86	0.00	7.26	0.00	5.62	56.74		
Year to date 31-Dec-15	0.00	20,802.55	858.06	293.68	5,342.80	693.02	27,990.11		
Year to date as at 31-Dec-14	268.36	38,752.32	15.30	378.62	5,479.27	1,059.80	45,953.67		

EASTERN METROPOLITAN REGIONAL COUNCIL 2015/2016 YTD - COUNCIL TONNAGES Hazelmere Resource Recovery Park - Incoming Materials & Product Sales					
Month	Timber Recycling		Mattress Processing		Hazelmere Waste to Red Hill
	Incoming Waste Timber Tonne	Sale of wood chip / fines Tonne	Mattresses Received This includes mattresses from Red Hill	Mattress/Woodwaste Tonne	
Jul-2015	1,993.47	1583.14	973	178.08	
Aug-2015	1,894.59	1578.27	398	223.84	
Sep-2015	1,840.07	2664.18	693	150.00	
Oct-2015	1,845.56	1855.28	847	15.48	
Nov-2015	1,718.67	1507.80	1,079	177.42	
Dec-2015	1,449.40	1660.99	482	228	
Jan-2016	0.00	0.00			
Feb-2016	0.00	0.00			
Mar-2016	0.00	0.00			
Apr-2016	0.00	0.00			
May-2016	0.00	0.00			
Jun-2016	0.00	0.00			
Year to Date 31-Dec-15	10,741.75	10,849.68	4,472	972.52	
Previous Year to 31-Dec-14	8,134.92	7,923.02	2,142	1,462.40	



3. CORPORATE SERVICES

3.1 CORPORATE BUSINESS PLAN 2015/2016 TO 2019/2020 PROGRESS REPORT

REFERENCE: D2016/00187

PURPOSE OF REPORT

The purpose of this report is to provide a progress report against activities identified within EMRC's Corporate Business Plan 2015/2016 to 2019/2020 for the period 1 July to 31 December 2015.

KEY ISSUES AND RECOMMENDATION(S)

- Section 5.56(1) and (2) of the *Local Government Act 1995* 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' comprise the following:
 - A Strategic Community Plan – a minimum 10 year timeframe; and
 - A Corporate Business Plan – a four to five year plan, which translates the 10 year strategic plan into operations.
- Council adopted EMRC's Strategic Community Plan titled EMRC 2022 – 10 Year Strategic Plan on 6 December 2012 (Ref: DMDOC/172950).
- Council adopted the Corporate Business Plan 2015/2016 to 2019/2020 on 18 June 2015 (Ref: D2015/06640)
- The attachment to this report provides a progress report against activities identified within the Corporate Business Plan for the period 1 July to 31 December 2015.

SOURCE OF REPORT

Chief Executive Officer

BACKGROUND

Section 5.56(1) and (2) of the *Local Government Act 1995* 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' comprise the following:

- A Strategic Community Plan – a minimum 10 year timeframe; and
- A Corporate Business Plan – a four to five year plan, which translates the 10 year strategic plan into operations.

Council adopted EMRC's Strategic Community Plan titled *EMRC 2022 – 10 Year Strategic Plan* on 6 December 2012 (Ref: DMDOC/172950).

Council adopted the Corporate Business Plan 2014/15 to 2017/18 on 19 June 2014 (Ref: D2015/06640).



Item 3.1 continued

REPORT

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 Corporate Business Plan 2015/2016 to 2019/2020 (Corporate Business Plan) was developed to articulate the strategic direction into operational activities. It is designed to ensure that the organisation as a whole is able to deliver on Council’s high level priorities, and summarises the services, operations and projects EMRC will deliver over the next five years.

The attachment to this report provides a progress report against activities identified within the Corporate Business Plan for the period 1 July to 31 December 2015.

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

The Corporate Business Plan 2015/2016 to 2019/2020 identifies projects, programs and services for the benefit and sustainability of Perth’s Eastern Region.

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)

Corporate Business Plan 2015/2016 to 2019/2020 Progress Report for the period 1 July to 31 December 2015 (Ref: D2016/01238)



**CORPORATE BUSINESS PLAN
PROGRESS REPORT**

1 JULY TO 31 DECEMBER 2015



INTRODUCTION

The Eastern Metropolitan Regional Council's (EMRC) Integrated Planning Framework is structured to ensure that operational activities are aligned to strategic priorities. EMRC's long term strategic plan - EMRC 2022 – 10 Year Strategic Plan (EMRC - 2022) is the overarching plan which provides direction for the activities that EMRC staff will take to achieve EMRC – 2022.

EMRC's Integrated Planning Framework also comprises of a series of plans including:

- The 10 year Financial Plan – which projects EMRC's long term financial position
- Strategic High Level Plans – which provide the framework for developing projects for the benefit and sustainability of the region
- Business Unit Plans – which detail annual projects and programs delivered by each business unit

The Corporate Business Plan, also an element of the Integrated Planning Framework, provides high level information on capital and operating projects planned over the next five years and establishes the first year of EMRC's annual budget.

Reports against the Corporate Business Plan provide Council with information on progress in relation to the achievement of projects and programs developed to achieve Council's 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"*.

PETER B. SCHNEIDER

Chief Executive Officer

Corporate Business Plan Progress Report – July to December 2015

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ENVIRONMENTAL SUSTAINABILITY



TO PROVIDE SUSTAINABLE WASTE DISPOSAL OPERATIONS

STRATEGIES	PROJECTS / ACTIONS	PROGRESS COMMENTS
Minimise the environmental impact of waste management operations	Leachate Project	<ul style="list-style-type: none"> Options are currently being investigated
	Construct storm water and siltation ponds	<ul style="list-style-type: none"> Ongoing
	Construct nutrient stripping pond	<ul style="list-style-type: none"> Ongoing
Provide a waste disposal service at Red Hill Waste Management Facility	Review and update Red Hill Development Plan	<ul style="list-style-type: none"> Ongoing
	Operate Red Hill Waste Management Facility	<ul style="list-style-type: none"> Ongoing
	Construct Class III Cells Stage 14 / 15 and Farm Stage 3	<ul style="list-style-type: none"> Stage 15 was completed in November 2015
	Construct Roads / Carparks – Red Hill	<ul style="list-style-type: none"> Ongoing
	Construct Access Roads to Lots 8,9 & 10	<ul style="list-style-type: none"> Ongoing
	Upgrade air supply lines	<ul style="list-style-type: none"> Extension of air lines has been partially completed
	Relocate Greenwaste processing area	<ul style="list-style-type: none"> Works approval has been submitted to the DER

ENVIRONMENTAL SUSTAINABILITY



STRATEGIES	PROJECTS / ACTIONS	PROGRESS COMMENTS
<p>Develop Hazelmere Resource Recovery Park</p>	Review and update Hazelmere Development Plan	<ul style="list-style-type: none"> • Complete
	Purchase Land	<ul style="list-style-type: none"> • Purchase of land from the WA Planning Commission has been completed
	Construct and commission Resource Recovery Park site infrastructure	<ul style="list-style-type: none"> • Comprehensive geotechnical investigation has been completed and forwarded to design engineers for incorporation into the infrastructure design. • Infrastructure design has been completed, including roads, drainage and landscaping.
	Construct and commission C&I Building	<ul style="list-style-type: none"> • Tenders for the building and installation of power, lighting and fire detection system and for the design and installation of waste sorting equipment have been awarded.
	Construct and commission Wood Waste to Energy Building	<ul style="list-style-type: none"> • Works Approval application was lodged on 2 October 2015. • Appeals on the Environmental Protection Agency (EPA) report are being finalised.

ENVIRONMENTAL SUSTAINABILITY



TO IMPROVE REGIONAL WASTE MANAGEMENT

STRATEGIES	PROJECTS / ACTIONS	PROGRESS COMMENTS
<p>Continue the Waste Education Program and align this to new operations and resource recovery</p>	<p>Implement priority projects (refer the Waste Education Strategy)</p>	<ul style="list-style-type: none"> • Regional Waste Education Steering Group events were organised. • Waste Education talks were presented at ten community events across the region. • The 2015/16 Waste and Recycling guides were completed and distributed to member Councils. • The R-Gang website was updated. • 4,220 kg of batteries were collected at public places and 2,735 kg were collected from schools. • 375 kg of CFL (compact florescent lighting) was collected from public places. • EMRC received an Infinity Award for its Schools Battery Program.
	<p>Review Waste Education Strategy</p>	<ul style="list-style-type: none"> • Discussion with the Regional Waste Education Steering Group has commenced.
	<p>Promote and co-ordinate Red Hill Education Tours</p>	<ul style="list-style-type: none"> • 22 tours (756 people) of Red Hill and the Waste Education Centre were completed. • A new litter activity is being trialled.
<p>Operate member councils' waste transfer stations where applicable</p>	<p>Operate Coppin and Mathieson Roads Transfer Stations</p>	<ul style="list-style-type: none"> • EMRC continued operation of the Transfer Stations ensuring an effective service to the Shire of Mundaring community.

ENVIRONMENTAL SUSTAINABILITY



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

STRATEGIES	PROJECTS / ACTIONS	PROGRESS COMMENTS
<p>Identify and develop resource recovery products and markets in order to reduce waste going to landfill</p>	<p>Develop and implement programs to increase sales of Red Hill by-products</p> <p>Develop and implement programs to increase sales of Hazelmere by-products</p>	<ul style="list-style-type: none"> • Ferricrete and mulch was provided to the Gateway WA project. • New customers have been contracted for projects such as the Northlink WA Projects. • Wood fine sales are at current production capacity with the majority of sales going to the Broiler Growers Association. • A regular customer base for coloured chip has been developed. • A business case is being developed to increase production of woodchip fines from the stationary grinder and reduce dust emissions.

ENVIRONMENTAL SUSTAINABILITY



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

STRATEGIES	PROJECTS / ACTIONS	PROGRESS COMMENTS
Regional Environmental Strategy 2011-2016	Implement the Regional Environmental Strategy	<ul style="list-style-type: none"> • Consultation with member Councils and key stakeholders on a new Regional Environment Strategy for 2016 to 2020 was undertaken in August and September 2015.
	Provide a Waster Auditing Service	<ul style="list-style-type: none"> • Water audits have been carried out at the Town of Bassendean's Administration Centre, library and Senior Citizen's Centre. • An audit of the Shire of Mundaring's Parkerville Hall was undertaken.
	Develop and Implement a Sustainability and Environmental Educational Program	<ul style="list-style-type: none"> • A review of the Shire of Mundaring's Environmental Education Directory was undertaken. • Three Community Sustainability workshops were organised for the City of Bayswater. • A progress report on the Sustainability and Environmental Education Schools programme was submitted to the City of Bayswater.
Eastern Hills Catchment Management Program (EHCMP)	EHCMP Program	<ul style="list-style-type: none"> • Bush Skills for the Hills workshops continued. • The bi-monthly Greenpage newsletter was distributed. • \$330,000 in grant funding was received.
	Community Led projects	<ul style="list-style-type: none"> • Assistance continued to be provided on issues such as marri canker and weed identification and control.

ENVIRONMENTAL SUSTAINABILITY



STRATEGIES	PROJECTS / ACTIONS	PROGRESS COMMENTS
<p>Eastern Hills Catchment Management Program (EHCMP)</p>	<p>Youth Programs</p>	<ul style="list-style-type: none"> • A celebration workshop and evaluation of the first year of the Bush Skills 4 Youth program was held. • Weed control activities were implemented.
	<p>Green Army Program</p>	<ul style="list-style-type: none"> • The inaugural Green Army team graduated in July 2015. • Participants of round two of the Green Army program will graduate in February 2016. • Two Green Army teams from round four will commence in July 2016. • An additional Green Army team, associated with the 20 Million Trees project, will commence work in February 2016.
	<p>Wildlife Health Project</p>	<ul style="list-style-type: none"> • A grant of \$194,375 for "Healthy Wildlife Healthy Lives – A One Health" project was received from Lotterywest. • The grant approval schedule and associated contracts are being prepared in readiness for the project's commencement in partnership with Murdoch University in 2016.
<p>Implement the Water Campaign</p>	<p>Implement the Water Quality and Conservation Program and Water Campaign</p>	<ul style="list-style-type: none"> • Data collection/analysis was implemented for participating member Councils. • Water Audits were carried out at the Town of Bassendean and Shire of Mundaring. • The Cities of Bayswater and Swan were recognised as Waterwise Councils.
	<p>Cooperative Research Centre (CRC) for Water Sensitive Cities</p>	<ul style="list-style-type: none"> • The CRC for Water Sensitive Cities Tranche Two – Needs and Opportunities workshop was attended to identify opportunities for implementation of projects within the region. • City of Swan is now included in the trial of the CRC

ENVIRONMENTAL SUSTAINABILITY



STRATEGIES	PROJECTS / ACTIONS	PROGRESS COMMENTS
Identify, investigate and develop new environmental and sustainability opportunities	Regional Urban Canopy Program	<p>Water Sensitive Cities Index - one of only two local governments in Western Australia.</p> <ul style="list-style-type: none"> Over 130 people attended the inaugural Urban Forest Masterclass. Tree and canopy valuation information has been provided to the City of Bayswater.

TO ADDRESS CLIMATE CHANGE ISSUES WITHIN THE REGION

Implement the ACER Program

STRATEGIES	PROJECTS / ACTIONS	PROGRESS COMMENTS
Implement ACER Program	ACER Program	<p>2015</p> <ul style="list-style-type: none"> Emission Report Cards for 2014/2015 have been developed for the City of Belmont and the Town of Bassendean. A review of the Home Energy Audit Kits in libraries in the Town of Bassendean, Shire of Mundaring, City of Bayswater and City of Belmont was conducted. The Understanding and Managing Flood Risk in Perth's Eastern Region project continued, with Stage 1 addressing the hydrology of the Swan Helena catchment. Development of a Climate Change Risk Awareness Seminar to address the impacts of climate change on biodiversity is underway. Priority actions for the 2016/2017 financial year have been identified for further discussion with member Councils.
Implement Regional Climate Change Adaptation Action Plan	Regional Climate Change Adaptation Action Plan	
	Local Climate Change Adaptation Action Plans	

SOCIAL OPPORTUNITIES



TO FACILITATE REGIONAL CULTURAL AND RECREATIONAL ACTIVITIES

STRATEGIES	PROJECTS / ACTIONS	PROGRESS COMMENTS
<p>Continue the coordination of regional events</p>	<p>Co-ordinate the Avon Descent Family Fun Days</p> <p>Co-ordinate the Perth's Autumn Festival</p> <p>Administer the Perthtourism.com.au regional tourism website</p> <p>Hello Spring Campaign</p>	<ul style="list-style-type: none"> The 2015 Avon Descent Family Fun Days were held on the first weekend in August. The regional marketing campaign coordinated by the EMRC cost \$45,000 and delivered over \$87,000 in advertising value. The 2015 Avon Descent Family Fun Days Lotterywest grant acquittal process is underway and planning for the 2016 events has commenced. The 2016 grant application was submitted to Lotterywest in October 2015. Users to the Perth Tourism website increased, compared to the same period in the previous 3 years. The Regional Events program was awarded the Silver Medal in the 'Destination Marketing' category at the 2015 Perth Airport WA Tourism Awards. The 'Hello Spring' campaign was launched to promote community, arts, culture and cycling events held across the region from 1 September to 30 November.
<p>Implement the Swan and Helena Rivers Framework</p>	<p>Implement priority projects</p>	<ul style="list-style-type: none"> A summary report on the State Government's recently released Swan and Canning River Protection Strategy was provided to member Councils.

ENVIRONMENTAL SUSTAINABILITY



TO FACILITATE INCREASED INVESTMENT IN REGIONAL INFRASTRUCTURE

STRATEGIES	PROJECTS / ACTIONS	PROGRESS COMMENTS
<p>Facilitate the implementation of the Regional Integrated Transport Strategy</p>	<p>Regional Recreational Cycling Guide</p>	<ul style="list-style-type: none"> The Regional Recreational Cycling Guide project was scoped and a stakeholder workshop was held. Walking and Cycling Trails on the Perth Tourism website were reviewed and information revised in preparation for promotional activities. An 'experiences' section was added to the Perth Tourism website.
	<p>Regional Road Safety Plan</p>	<ul style="list-style-type: none"> The Regional Road Safety Plan was approved by Council at its 3 December 2015 meeting.
	<p>Active Transport and Public Transport Infrastructure Audit</p>	<ul style="list-style-type: none"> The Active Transport and Public Transport Infrastructure Audit commenced. Discussions were held with the Public Transport Authority, Department of Transport and member Councils on potential projects. The information is being collated and will be provided to member Councils once finalised
	<p>Promotion of Active Travel and Public Transport</p>	<ul style="list-style-type: none"> The EMRC was awarded a Bike Week grant for 2016 to conduct five #ride2market events at local food and hawker markets in March/April 2016. The EMRC received the Major Bikeley award for "the Bike Week event that best promotes and celebrates cycling for transport and attracts new riders to the cycling community".
	<p style="text-align: right;">224</p>	

ECONOMIC DEVELOPMENT



TO FACILITATE REGIONAL ECONOMIC DEVELOPMENT ACTIVITIES

STRATEGIES	PROJECTS / ACTIONS	PROGRESS COMMENTS
<p align="center">Implement the Regional Economic Development Strategy</p>	Mini-Showcase Series	<ul style="list-style-type: none"> • A City of Swan Showcase Tour was held on 8 December 2015. • A combined, Shire of Mundaring and Kalamunda, tour is proposed for the first half of 2016.
	Regional Profiling Tools	<ul style="list-style-type: none"> • The EMRC continued to provide REPLAN, id.Profile and id.Atlas subscriptions to enable member Councils and the EMRC to obtain relevant regional economic and social-demographic profiling data.
	Regional Youth Project	<ul style="list-style-type: none"> • A workshop on youth engagement at council-run youth events was planned. • A Youth Advisory Research Paper to guide the development of regional economic development, transport and environment strategies is being developed.
	Business Exemplar Project	<ul style="list-style-type: none"> • A meeting was held with the Mundaring Chamber of Commerce, Swan Chamber of Commerce, Kalamunda Chamber of Commerce, Belmont Business Enterprise Centre, Central Eastern Business Association and Malaga and Districts Business Association to discuss methods of promoting local business exemplars.
	Regional Digital Strategy	<ul style="list-style-type: none"> • The development of a Co-working Spaces Directory commenced.
		<ul style="list-style-type: none"> • Information on the National Broadband Networks three year rollout plan was released.

GOOD GOVERNANCE



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

Implement the Regional Advocacy Strategy 2013-2016

STRATEGIES	PROJECTS / ACTIONS	PROGRESS COMMENTS
Implement the Regional Advocacy Strategy	Meetings and discussions with key stakeholders	<ul style="list-style-type: none"> The Urbis/ Property Council of Australia were provided information on quality infrastructure projects that could trigger investment and broader economic and social opportunities in the region. Meetings continued to be held with various stakeholders to advocate for the benefit of the region.

TO MANAGE PARTNERSHIPS AND RELATIONSHIPS WITH STAKEHOLDERS

Continue to foster and enhance relationships with member councils

STRATEGIES	PROJECTS / ACTIONS	PROGRESS COMMENTS
Continue to foster and enhance relationships with member councils	Coordinate EMRC's Community Grants Program	<ul style="list-style-type: none"> The program was completed with six community groups receiving grants totalling \$7,600. A presentation ceremony was held at Red Hill Waste Management Facility on 9 October 2015.
	Community Liaison	<ul style="list-style-type: none"> The Red Hill Community Liaison Group and Waste Management Community Reference Group meetings continued.

GOOD GOVERNANCE



TO PROVIDE RESPONSIBLE AND ACCOUNTABLE GOVERNANCE AND MANAGEMENT OF THE EMRC

STRATEGIES	PROJECTS / ACTIONS	PROGRESS COMMENTS
Implement EMRC's Integrated Planning Framework	Review 10 Year Strategic Plan	<ul style="list-style-type: none"> • A strategic planning workshop was held on 10 September 2015 involving EMRC Councillors and Deputies, Mayors/Presidents, Chief Executive Officers and EMRC senior staff to review EMRC's 10 year strategic plan. • A second workshop will be held on 30 April 2016 as part of the review of EMRC – 2022 - 10 Year Strategic Plan.
Improve organisational governance	Hold Council elections	<ul style="list-style-type: none"> • Council elections were held at a special Council meeting on 5 November 2015.
Review and implement the Risk Management Plan	Review Record Keeping Plan Implement priority actions	<ul style="list-style-type: none"> • EMRC's reviewed Record Keeping Plan was submitted to the State Records Commission. • An action plan has been developed and will be used to implement improvements. • Organisational risk continued to be monitored and managed through EMRC's Risk Management software.

GOOD GOVERNANCE



TO CONTINUE TO IMPROVE FINANCIAL AND ASSET MANAGEMENT PRACTICES

STRATEGIES	PROJECTS / ACTIONS	PROGRESS COMMENTS
	Investment Portfolio	<ul style="list-style-type: none"> The Financial Investment portfolio was monitored on an ongoing basis. A register of term deposits is maintained to ensure compliance with EMRC's Investment Policy
<p>Develop and review long term financial plans</p>	<p>Improve credit control</p>	<ul style="list-style-type: none"> EMRC debtors were reviewed and monitored on a weekly basis to ensure that payments were received within the required timeframe. Direct Debt system was implemented in August 2015. A weekly Debtor trading Terms Analysis report was developed.
<p>Implement Asset Management Plans</p>	<p>Integrated Asset Management</p>	<ul style="list-style-type: none"> A 10 year capital expenditure report together with a 10 year vehicle replacement report & 10 year plant replacement report were developed and updated as part of the budget. A Request for Quote is currently being compiled for valuation services for a 3 year period : 2015/2016 (Plant & Equipment), 2016/2017 (Land & Buildings) & 2017/2018 (Structure & Other Assets: Artworks). The plant replacement program continued to be implemented.

GOOD GOVERNANCE



Review and implement the Strategic IT Plan

STRATEGIES	PROJECTS / ACTIONS	PROGRESS COMMENTS
<p>Review and implement the Strategic IT Plan</p>	<p>Implement Priority Projects</p>	<ul style="list-style-type: none"> • Specifications for replacement of the primary network storage at Ascot Place were developed. • The IT Disaster Recovery Plan was tested. • The financial system, SynergySoft was upgraded. • Virtualisation management software and tools were updated. • New web filtering and monitoring software was implemented. • The review of the Strategic IT Plan commenced.

GOOD GOVERNANCE



TO IMPROVE ORGANISATIONAL CULTURE, HEALTH, WELFARE AND SAFETY

Develop and implement a Workforce Plan

STRATEGIES	PROJECTS / ACTIONS	PROGRESS COMMENTS
<p>Develop and implement a Workforce Plan</p>	<p>Implement Priority actions</p>	<ul style="list-style-type: none"> • The rewards and recognition program continued • The Employee of the Year was recognised at the annual staff Christmas Party. • A number of HR Management Guidelines were reviewed by the Executive team. • Staff Information Sessions and Toolbox meetings were improved. • Performance reviews were completed for all staff and the Training Plan for 2016 was developed. • New staff inductions process was improved.
<p>Safety Management Plan</p>	<p>Implement Priority actions</p>	<ul style="list-style-type: none"> • EMRC received recognition as a Silver Healthy Workplace. • Safety inspections were conducted at all EMRC sites and improvements implemented. • Safety committee meetings continued.



15 REPORTS OF COMMITTEES

15.1 INVESTMENT COMMITTEE MEETING HELD 7 DECEMBER 2015 (REFER TO MINUTES OF COMMITTEE – BLUE PAGES) REFERENCE: D2015/16250 (IC) - D2015/20471

The minutes of the Investment Committee meeting held on **7 December 2015** accompany and form part of this agenda – (refer to blue section of 'Minutes of Committees' for Council accompanying this Agenda).

QUESTIONS

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

Any questions relating to the confidential report were dealt with under section 19.1 of the agenda "Confidential Items."

RECOMMENDATION(S)

That Council notes the unconfirmed minutes of the Investment Committee meeting held 7 December 2015 (Section 15.1).

COUNCIL RESOLUTION(S)

MOVED CR PERKS

SECONDED CR STALLARD

THAT COUNCIL NOTES THE UNCONFIRMED MINUTES OF THE INVESTMENT COMMITTEE MEETING HELD 7 DECEMBER 2015 (SECTION 15.1).

CARRIED UNANIMOUSLY

INVESTMENT COMMITTEE

MINUTES

7 December 2015

(REF: D2015/16250 (IC) – D2015/20471)

A meeting of the Investment Committee was held at the EMRC Administration Office, 1st Floor, 226 Great Eastern Highway, BELMONT WA 6104 on **Monday, 7 December 2015**. The meeting commenced at **3:00pm**.

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1 DECLARATION OF OPENING AND ANNOUNCEMENT OF VISITORS

The Chief Executive Officer opened the meeting at 3:00pm and welcomed members.

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

Councillor Attendance

Cr Terry Kenyon	EMRC Member	City of Bayswater
Cr Janet Powell	EMRC Member	City of Belmont
Cr Geoff Stallard	EMRC Member	Shire of Kalamunda
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
Mrs Annie Hughes-d'Aeth	Personal Assistant to Director Corporate Services (Minutes)

Guests

Mr Haydn Robinson	Haydn Robinson Barrister Solicitor
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3 DISCLOSURE OF INTERESTS

Nil

4 ANNOUNCEMENTS BY THE CHAIRMAN OR PRESIDING MEMBER WITHOUT DISCUSSION

Nil



5 ELECTION OF INVESTMENT COMMITTEE CHAIRMAN AND DEPUTY CHAIRMAN

5.1 ELECTION OF A CHAIRMAN OF THE INVESTMENT COMMITTEE (IC)

REFERENCE: D2015/16243 (IC) – D2015/20472

PURPOSE OF REPORT

To provide for an election to be conducted for the office of Chairman of the Investment Committee (IC).

KEY ISSUES AND RECOMMENDATION(S)

- It is a statutory requirement that a Committee elects a Chairman at the first meeting of the IC after an Ordinary Council elections day.

Recommendation(s)

That the members of the Investment Committee elect a Chairman.

SOURCE OF REPORT

Director Corporate Services
 Manager Administration & Compliance

BACKGROUND

At the Special Meeting of Council held on Thursday 5 November 2015, the EMRC Chairman and Deputy Chairman were elected and members to the EMRC Committees were appointed.

IC MEMBERS 2015/2016

The following IC members were appointed to the IC at the Special Meeting of Council held on 5 November 2015:

EMRC Member	Cr Terry Kenyon	City of Bayswater
EMRC Member	Cr Janet Powell	City of Belmont
EMRC Member	Cr Geoff Stallard	Shire of Kalamunda
EMRC Member	Cr Bob Perks	Shire of Mundaring
EMRC Member	Cr David McDonnell	City of Swan

In accordance with section 5.12(1) of the *Local Government Act 1995*, (the Act) the members of a committee are to elect a presiding member from amongst themselves in accordance with Schedule 2.3, Division 1.

It is a requirement of Schedule 2.3 of the Act that the election is conducted by the Chief Executive Officer and the nominations for the Office are to be given to the Chief Executive Officer in writing before the meeting or during the meeting before the close of nominations. Furthermore, if a member is nominated by another member the Chief Executive Officer is not to accept the nomination unless the nominee has advised the Chief Executive Officer, orally or in writing, that he or she is willing to be nominated for the Office.

The procedure outlined in Schedule 2.3 of the Act will be followed if there is an equality of votes.



Item 5.1 continued

REPORT

The CEO will preside at the meeting until the office of Chairman of the Investment Committee is filled.

The following material accompanies the agenda for this meeting as a means of assisting members of the Committee to nominate themselves or another member for the Office of Chairman of the IC.

1. Investment Committee Terms of Reference
2. A blank nomination form for the Office of Chairman of the IC, nominate oneself
3. A blank nomination form for the Office of Chairman of the IC, nominate another
4. A blank ballot paper for Election of Chairman of the IC

Ballot papers will be made available prior to voting.

The completed nomination forms are to be given to the CEO of the EMRC before the meeting or when the CEO calls for them when dealing with this item at the meeting.

STRATEGIC/POLICY IMPLICATIONS

Council Policy 2.1 provides for the establishment of the Investment Committee.

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)

1. Investment Committee Terms of Reference (Ref: D2015/20474)
2. A blank nomination form for the Office of Chairman of the IC, nominate oneself (Ref: D2015/20478)
3. A blank nomination form for the Office of Chairman of the IC, nominate another (Ref: D2015/20478)
4. Ballot Paper – Election of IC Chairman (Ref: D2015/20476)



Item 5.1 continued

VOTING REQUIREMENT

Secret Ballot

RECOMMENDATION(S)

That the members of the Investment Committee elect a Chairman.

The Chief Executive Officer advised that two (2) nominations for the Office of Chairman of the Investment Committee (IC) had been received, from Councillors Kenyon and Perks and called for any further nominations.

A further nomination was received from Councillor Powell and the CEO closed nominations.

Candidates' names were listed on the ballot paper following the drawing of lots.

Following an invitation from the CEO, Councillors Powell, Kenyon and Perks addressed the committee.

A secret ballot was then conducted for the three (3) nominations received for Councillors Powell, Kenyon and Perks and votes counted by the CEO and Director Corporate Services.

The Chief Executive Officer advised there was an equality of votes for the two highest nominations being Councillors Kenyon and Perks.

The Chief Executive Officer advised there would be an adjournment of 5 minutes as required by the Act and a second secret ballot would be held when the meeting was reconvened.

At 3:08pm, the meeting was adjourned for 5 minutes.

The Chief Executive Officer reconvened the meeting at 3:13pm, and advised that under the legislation, any nomination may be withdrawn and any further nominations made.

Cr Kenyon withdrew his nomination.

The Chief Executive Officer asked for any further nominations.

Cr Powell renominated herself and a further nomination was received from Cr McDonnell. The CEO closed nominations.

A second secret ballot was then conducted with the three (3) nominations received for Councillors Powell, McDonnell and Perks.

The Chief Executive Officer advised there was an equality of votes for the two highest nominations being Councillors McDonnell and Perks.

The CEO placed the two candidates' names in separate blue spheres. The blue spheres were placed in the ballot box and shaken. The CEO advised that the first person's name drawn out would be declared Chairman of the IC.

Cr Perk's name was drawn out and the CEO declared him the Chairman of the IC.

ANNOUNCEMENT: RESULT OF BALLOT FOR OFFICE OF CHAIRMAN

The CEO declared Cr Perks Chairman of the IC for the term commencing 7 December 2015 until 2017.

The CEO congratulated Cr Perks and vacated the chair at 3.22pm.

At 3.22pm, Cr Perks took the Chair.

TERMS OF REFERENCE

INVESTMENT COMMITTEE

1. OBJECTIVES OF COMMITTEE:

1.1. The Investment Committee (IC) is a formally appointed committee of Council and is responsible to that body. It has been established to deal with matters related to EMRC's Management of Investment Policy.

1.2. The Committee's role is to:

- (a) Report to Council and provide appropriate advice and recommendations on matters relevant to its terms of reference in order to facilitate decision-making by Council in relation to the discharge of its responsibilities.
- (b) Carry out its functions and fulfil its responsibilities as required by the Local Government Act 1995 and associated regulations, guidelines and protocols of the Council which are relevant to the Committee
- (c) The Committee will only have those executive powers as specifically delegated to it.

2. RESPONSIBILITIES

3.1 The Investment Committee shall have the following functions:

- (a) To consider amendment and revision of Policy 3.5 Management of Investment Policy
- (b) To deal with matters referred to the committee, by the Chief Executive Officer (CEO), under Policy 3.5 Management of Investment Policy.
- (c) To deal with legal and other matters associated with the Grange Securities Ltd / Lehman Investment Mandate Agreement (3 March 2005) as referred to the Committee by the CEO or Council.

3. MEMBERSHIP:

3.1 The Investment Committee will comprise of Council members only.

3.2 Deputy members of the Committee will not be appointed.

3.3 Members will be appointed for a period of two years following each ordinary Council election.

4. MEETINGS

4.1 The Committee shall meet as required, convened at the discretion of the Chairperson.

5. OPERATING PROCEDURES

- 5.1 All meetings of the IC are to be conducted in accordance with the Local Government Act 1995, associated Regulations and the *EMRC Standing Orders Local Law 1998*.
- 5.2 A quorum for a meeting of the Committee shall be at least 50% of the number of offices (whether vacant or not) of member of the Committee.
- 5.2 Voting
- (a) All decisions of the Committee shall be made on the basis of a simple majority decision of the members present or, if another kind of majority has been prescribed by regulations for the particular kind of decision, by that kind of majority.
 - (b) If the decision results in a tied vote, the person presiding is to cast a second vote.
 - (c) Persons other than Committee members are not entitled to cast a vote.
 - (d) All other aspects related to voting procedure shall be consistent with relevant sections of the *EMRC Standing Orders Local Law 1998*.
- 5.4 Other EMRC staff may attend meetings, at the discretion of the Chief Executive Officer to provide advice and information when required.

6. REPORTING

- 6.1 The Committee shall after every meeting forward the minutes of that meeting to the next Ordinary Meeting of Council, including a report explaining any specific recommendations and key outcomes.

7. DELEGATED POWER

- 7.1 The Investment Committee has only those delegated powers and duties of Council associated with the EMRC Investment Portfolio, that have not been delegated to the CEO inclusive of, but not limited to:
- (a) the acceptance of tenders for the provision of advice and services; and
 - (b) to deal with any legal proceedings that may need to be initiated.

Related Documentation:

Policy 2.1 Committees of Council

Policy 3.5 Management of Investments Policy

EMRC Standing Orders Local Law 2013

EMRC Code of Conduct

Administration:

Adopted / Reviewed by Council: 23 September 2010
18 September 2014

Next Review: Following the Ordinary Elections in 2017

Responsible: Director Corporate Services



Nomination for Chairman of the Investment Committee

To the Chief Executive Officer

I hereby nominate myself, _____ for the position of Chairman of the Eastern Metropolitan Regional Council Investment Committee for the term of Office commencing on the date of the election and continuing until the next ordinary elections day and/or other circumstances occur in accordance with section 5.11 of the *Local Government Act 1995*.

Signed: _____

Date: _____



Nomination for Chairman of the Investment Committee

To the Chief Executive Officer

I hereby nominate _____ for the position of Chairman of the Eastern Metropolitan Regional Council Investment Committee for the term of Office commencing on the date of the election and continuing until the next ordinary elections day and/or other circumstances occur in accordance with section 5.11 of the *Local Government Act 1995*.

Signed: _____

Date: _____

*I _____ hereby certify that I accept the above nomination to the position of Chairman of the Eastern Metropolitan Regional Council Investment Committee.

Signed: _____

Date: _____

*This certificate is to be completed when a Representative is nominated by another Representative.



**Eastern Metropolitan Regional Council
IC Monday 7 December 2015**

**BALLOT PAPER FOR THE
ELECTION OF THE IC CHAIRMAN**

HOW TO VOTE

Place a tick in the box next to the candidate you want to elect.

Do not make any other marks on the ballot paper.

First Name, Last Name

First Name, Last Name

First Name, Last Name



5.2 ELECTION OF A DEPUTY CHAIRMAN OF THE INVESTMENT COMMITTEE (IC)

REFERENCE: D2015/16244 (IC) – D2015/20473

PURPOSE OF REPORT

To provide for an election to be conducted for the Office of Deputy Chairman of the Investment Committee (IC).

KEY ISSUES AND RECOMMENDATION(S)

- In accordance with section 5.12(2) of the *Local Government Act 1995*, the members of a committee may elect a deputy presiding member from amongst themselves.

Recommendation(s)

That the members of the Investment Committee elect a Deputy Chairman.

SOURCE OF REPORT

Director Corporate Services
 Manager Administration & Compliance

BACKGROUND

At the Special Meeting of Council held on Thursday 5 November 2015, the EMRC Chairman and Deputy Chairman were elected and members to the EMRC Committees were appointed.

IC MEMBERS 2015/2016

The following IC members were appointed to the IC at the Special Meeting of Council held on 5 November 2015:

EMRC Member	Cr Terry Kenyon	City of Bayswater
EMRC Member	Cr Janet Powell	City of Belmont
EMRC Member	Cr Geoff Stallard	Shire of Kalamunda
EMRC Member	Cr Bob Perks	Shire of Mundaring
EMRC Member	Cr David McDonnell	City of Swan

In accordance with section 5.12(2) of the *Local Government Act 1995*, (the Act) the members of a committee may elect a deputy presiding member from amongst themselves.

It is a requirement of Schedule 2.3 of the Act that the election is conducted by the Chairman and the nominations for the Office are to be given to the Chairman in writing before the meeting or during the meeting before the close of nominations. Furthermore, if a member is nominated by another member, the Chairman is not to accept the nomination unless the nominee has advised the Chairman, orally or in writing, that he or she is willing to be nominated for the Office.

The procedure outlined in Schedule 2.3 of the Act will be followed if there is an equality of votes.



Item 5.2 continued

REPORT

The following material accompanies the agenda for this meeting as a means of assisting members of the Committee to nominate themselves or another member for the Office of Deputy Chairman of the IC.

1. A blank nomination form for the Office of Deputy Chairman of the IC, nominate oneself
2. A blank nomination form for the Office of Deputy Chairman of the IC, nominate another
3. A blank ballot paper for Election of Deputy Chairman of the IC

Ballot papers will be made available prior to voting.

The completed nomination forms are to be given to the Chairman before the meeting or when the Chairman calls for them when dealing with this item at the meeting.

STRATEGIC/POLICY IMPLICATIONS

Council Policy 2.1 provides for the establishment of the Investment Committee.

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)

1. A blank nomination form for the Office of Deputy Chairman of the IC, nominate oneself (Ref: D2015/20477)
2. A blank nomination form for the Office of Deputy Chairman of the IC, nominate another (Ref: D2015/20477)
3. Ballot Paper – Election of IC Deputy Chairman (Ref: D2015/20475)



Item 5.2 continued

VOTING REQUIREMENT

Secret Ballot

RECOMMENDATION(S)

That the members of the Investment Committee elect a Deputy Chairman.

The Chairman advised that no nominations for the Office of Deputy Chairman of the IC had been received and called for nominations.

Nominations were received from Councillors Powell and McDonnell. There being no further nominations, the Chairman closed nominations.

Candidates' names were listed on the ballot paper following the drawing of lots.

A secret ballot was then conducted for the two (2) nominations received for Councillors Powell and McDonnell and votes counted by the CEO and Director Corporate Services.

ANNOUNCEMENT: RESULT OF BALLOT FOR OFFICE OF DEPUTY CHAIRMAN

The Chairman declared Cr McDonnell as Deputy Chairman of the Investment Committee for the term commencing 7 December 2015 until 2017.



Nomination for Deputy Chairman

To the Chief Executive Officer

I hereby nominate myself, _____ for the position of Deputy Chairman of the Eastern Metropolitan Regional Council Investment Committee for the term of Office commencing on the date of the election and continuing until the next ordinary elections day and/or other circumstances occur in accordance with section 5.11 of the *Local Government Act 1995*.

Signed: _____

Date: _____



Nomination for Deputy Chairman

To the Chief Executive Officer

I hereby nominate _____ for the position of Deputy Chairman of the Eastern Metropolitan Regional Council Investment Committee for the term of Office commencing on the date of the election and continuing until the next ordinary elections day and/or other circumstances occur in accordance with section 5.11 of the *Local Government Act 1995*.

Signed: _____

Date: _____

*I _____ hereby certify that I accept the above nomination to the position of Deputy Chairman of the Eastern Metropolitan Regional Council Investment Committee.

Signed: _____

Date: _____

*This certificate is to be completed when a Representative is nominated by another Representative.



**Eastern Metropolitan Regional Council
IC Monday 7 December 2015**

**BALLOT PAPER FOR THE ELECTION OF
THE IC DEPUTY CHAIRMAN**

HOW TO VOTE

Place a tick in the box next to the candidate you want to elect.

Do not make any other marks on the ballot paper.

First Name, Last Name

First Name, Last Name

First Name, Last Name



6 RESPONSE TO PREVIOUS PUBLIC QUESTIONS TAKEN ON NOTICE

Nil

7 PUBLIC QUESTION TIME

Nil

8 PETITIONS, DEPUTATIONS AND PRESENTATIONS

Nil

9 CONFIRMATION OF MINUTES OF PREVIOUS MEETINGS

9.1 MINUTES OF THE INVESTMENT COMMITTEE MEETING HELD 24 SEPTEMBER 2015

That the minutes of the Investment Committee meeting held on 24 September 2015 which have been distributed, be confirmed.

INVESTMENT COMMITTEE RESOLUTION(S)

MOVED CR POWELL

SECONDED CR STALLARD

THAT THE MINUTES OF THE INVESTMENT COMMITTEE MEETING HELD ON 24 SEPTEMBER 2015 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

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 report item is covered in section 18 of this agenda:

12.1 INVESTMENT COMMITTEE LEGAL UPDATE

13 BUSINESS NOT DEALT WITH FROM A PREVIOUS MEETING

Nil



14 REPORTS OF EMPLOYEES

Nil

15 REPORTS OF DELEGATES

Nil

16 MEMBERS' MOTIONS OF WHICH PREVIOUS NOTICE HAS BEEN GIVEN

Nil

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

Nil

18 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) of the Local Government Act for the purpose of dealing with matters of a confidential nature.

IC RESOLUTION

MOVED CR KENYON

SECONDED CR STALLARD

THAT WITH THE EXCEPTION OF MR ROBINSON, THE CEO, THE DIRECTOR CORPORATE SERVICES AND THE PERSONAL ASSISTANT TO THE DIRECTOR CORPORATE SERVICES, 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 3:33pm.

18.1 INVESTMENT COMMITTEE LEGAL UPDATE

REFERENCE: D2015/19268 (IC) – D2015/20481

This item is recommended to be confidential because it contains matters of a commercial-in-confidence nature and subject to legal professional privilege.

The Committee considered the Confidential Item circulated with the Agenda under separate cover.



Item 18 continued

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.

IC RESOLUTION

MOVED CR KENYON

SECONDED CR MCDONNELL

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 4:21pm.

Recording of the recommendations passed behind closed doors, namely:

18.1 INVESTMENT COMMITTEE LEGAL UPDATE

REFERENCE: D2015/19268 (IC) – D2015/20481

IC RESOLUTION(S)

MOVED CR MCDONNELL

SECONDED CR KENYON

THAT:

1. THE INVESTMENT COMMITTEE MEMBERS AUTHORISE THE CEO TO SUPPORT THE SETTLEMENT OF THE CLASS ACTION ON THE BASIS OF THE SETTLEMENT OFFER RECEIVED FROM SQUIRE PATTON BOGGS.
2. THE REPORT REMAINS CONFIDENTIAL AND BE CERTIFIED BY THE CHAIRMAN AND CHIEF EXECUTIVE OFFICER.

CARRIED UNANIMOUSLY

19 FUTURE MEETINGS OF THE INVESTMENT COMMITTEE

The Investment Committee will meet as required. The next Investment Committee meeting will be held at a date to be advised.

20 DECLARATION OF CLOSURE OF MEETING

There being no further business, the meeting was closed at 4:22pm.



**15.2 TECHNICAL ADVISORY COMMITTEE MEETING HELD 4 FEBRUARY 2016
(REFER TO MINUTES OF COMMITTEE – YELLOW PAGES)
REFERENCE: D2016/00251 (TAC) – D2016/01158**

The minutes of the Technical Advisory Committee meeting held on **4 February 2016** accompany and form part of this agenda – (refer to yellow section of ‘Minutes of Committees’ for Council accompanying this Agenda).

QUESTIONS

The Chairman invited general questions from members on the minutes of the Technical 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 Technical Advisory Committee report (Section 15.2).

COUNCIL RESOLUTION(S)

MOVED CR WOLFF

SECONDED CR SUTHERLAND

THAT COUNCIL ADOPTS THE RECOMMENDATIONS IN THE TECHNICAL ADVISORY COMMITTEE REPORTS (SECTION 15.2).

CARRIED UNANIMOUSLY

TECHNICAL ADVISORY COMMITTEE

MINUTES

4 February 2016

(REF: D2016/00251 (TAC) – D2016/01158)

A meeting of the Technical Advisory Committee was held at the EMRC Administration Office, 1st Floor, 226 Great Eastern Highway, BELMONT WA 6104 on **Thursday, 4 February 2016**. The meeting commenced at **4:03pm**.

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1 DECLARATION OF OPENING AND ANNOUNCEMENT OF VISITORS

The Chairman opened the meeting at 4:03pm.

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

Committee Members

Mr Doug Pearson (Chairman)	Director Technical Services	City of Bayswater
Mr Ric Lutey (Deputy Chairman)	Director Technical Services	City of Belmont
Mr Dennis Blair (<i>from 4:04pm</i>)	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

Mr Simon Stewert-Dawkins	Director Operational Services	Town of Bassendean
Mr Ken Cardy	Manager Asset Services	Town of Bassendean

EMRC Officers

Mr Stephen Fitzpatrick	Director Waste Services
Mr Hua Jer Liew	Director Corporate Services
Mr Kevin Porter	Manager Administration and Compliance
Ms Justine Lewis	Project Engineer Waste Services
Ms Giulia Bono	Administration Officer Waste Services
Ms Melinda Berwick	Administration Officer (Minutes)

3 DISCLOSURE OF INTERESTS

Nil

4 ANNOUNCEMENTS BY THE CHAIRMAN OR PRESIDING MEMBER WITHOUT DISCUSSION

Nil

5 PETITIONS, DEPUTATIONS AND PRESENTATIONS

Nil



11 REPORTS OF EMPLOYEES

11.1 TENDER 2015-008 – PROVISION OF MINOR CIVIL AND DRAINAGE WORKS

REFERENCE: D2016/00252 (TAC) – D2016/02154

PURPOSE OF REPORT

The purpose of this report is to advise Council of the results of Tender 2015-008 for Provision of Minor Civil and Drainage Works and recommend a preferred tenderer.

KEY ISSUES AND RECOMMENDATION(S)

- A tender for the provision of Minor Civil and Drainage Works was advertised in The West Australian newspaper on 2 December 2015 and online at the EMRC Tenderlink website.
- Tenders closed on 16 December 2015 with eleven (11) submissions being received.
- The tender called for the provision of Minor Civil and Drainage Works at Red Hill Waste Management Facility and Hazelmere Resource Recovery Park.

Recommendation(s)

That:

1. Council award Tender 2015-008 to Densford Pty Ltd at the listed rates forming the Attachment to this report for a three (3) year period from 1 March 2016 to 28 February 2019 with an option for two (2) single year extensions at the discretion of the EMRC.
2. Council authorise the CEO to enter into a contract, on behalf of the EMRC, with Densford Pty Ltd in accordance with their submitted tender, subject to any minor variations that may be agreed on between the CEO and Densford Pty Ltd.
3. Council authorise the CEO to exercise the option to extend the contract for two (2) single year extensions following the initial three (3) year period, subject to satisfactory performance.
4. The contract rates for Tender 2015-008 are to be adjusted annually at each anniversary of the contract based on the consumer price index for Perth over the previous twelve months.

SOURCE OF REPORT

Director Waste Services

BACKGROUND

The EMRC has ongoing requirements for a contractor to assist at the Red Hill Waste Management Facility and Hazelmere Resource Recovery Park for the provision of:

- Minor civil works, including site earthworks, upgrading of internal roads, minor concrete works, construction of siltation ponds, stormwater ponds, stone pitching, repair and maintenance of these works;
- Landfill drainage works – including construction of contour banks, drains, pipework, culverts, flushing of the leachate system, repair and maintenance of these works;
- Site drainage works – including construction of stormwater diversion channels, drains, pipework, culverts, repair and maintenance of these works; and
- Other works that are reasonably within the capabilities of the contractor, including supervision of sub-contractors.



Item 11.1 continued

REPORT

Tender 2015-008 for the Provision of Minor Civil and Drainage Works was advertised in the West Australian newspaper on 2 December 2015 and online at the EMRC Tenderlink website. Tenders closed on 16 December 2015 and submissions were received from:

- a) Allwest Plant Hire Australia Pty Ltd;
- b) CCS Rentals Pty Ltd;
- c) Densford Pty Ltd;
- d) Erebus Contracting Pty Ltd;
- e) Gilmour Global Pty Ltd;
- f) HAS Earthmoving;
- g) Hinds Transport Services Pty Ltd TA Hinds Sand Supplies;
- h) Industrial Roadpavers WA Pty Ltd;
- i) Jaycourt Nominees Pty Ltd TA Barfield Earthmoving;
- j) Mining Drilling Services Pty Ltd; and
- k) The Trustee for the Dowsing Family Trust.

An evaluation panel of EMRC officers assessed the submissions on the following criteria:

Assessment Criteria	Weighting
(a) Demonstrated experience in completing similar projects	30%
(b) Availability of Resources	20%
(c) Safety Management Plan	10%
(d) Environmental Management Plan	10%
(e) Tendered price	30%

The weightings adopted reflect the significant importance of contractors needing to understand how to work in a rocky and clay rich environment as encountered at Red Hill, as well as the sandy environment encountered at Hazelmere.

Densford Pty Ltd scored the highest for the four qualitative criteria (a, b, c and d) due to their ability to demonstrate substantial experience in providing quality civil and drainage works throughout the metropolitan area. This was further evidenced by the availability of resources to do such works and their understanding of safety management and environmental management.

The tendered price was evaluated by developing three likely scenarios for work at Red Hill Waste Management Facility over the initial three year contract term and the schedule of rates provided by each tenderer.



Item 11.1 continued

The result of the evaluation of the criteria was that Densford Pty Ltd present the best value for money tender and is the recommended tenderer.

STRATEGIC/POLICY IMPLICATIONS

Key Result Area 1 – Environmental Sustainability

- 1.1 To provide sustainable waste disposal operations

FINANCIAL IMPLICATIONS

The provision of minor civil and drainage works has been included in the approved 2015/2016 Budget. The estimated value of the contract is \$600,000 over a three year period plus \$200,000 per year for the subsequent two years if the contract extensions are granted.

SUSTAINABILITY IMPLICATIONS

The minor civil and drainage works carried out by the contractor enables the EMRC to maintain a high level of environmental performance at the Red Hill Waste Management Facility and the Hazelmere Resource Recovery Park. Using a contractor for these works enables the EMRC to have access to a range of plant and specialist skills for limited periods of time during the year, making the provision of the service more cost effective than if the EMRC supplied it internally.

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)

Tendered Schedule of Rates, Densford Pty Ltd (Ref: D2016/02153)

VOTING REQUIREMENT

Simple Majority



Item 11.1 continued

RECOMMENDATION(S)

That:

1. Council award Tender 2015-008 to Densford Pty Ltd at the listed rates forming the Attachment to this report for a three (3) year period from 1 March 2016 to 28 February 2019 with an option for two (2) single year extensions at the discretion of the EMRC.
2. Council authorise the CEO to enter into a contract, on behalf of the EMRC, with Densford Pty Ltd in accordance with their submitted tender, subject to any minor variations that may be agreed on between the CEO and Densford Pty Ltd.
3. Council authorise the CEO to exercise the option to extend the contract for two (2) single year extensions following the initial three (3) year period, subject to satisfactory performance.
4. The contract rates for Tender 2015-008 are to be adjusted annually at each anniversary of the contract based on the consumer price index for Perth over the previous twelve months.

Discussion ensued

Mr Blair entered the meeting at 4:04pm.

The Director Waste Services and Project Engineer Waste Services provided a brief overview of the evaluation process and the result.

TAC RECOMMENDATION(S)

MOVED MR LUTEY

SECONDED MR BLAIR

That:

1. Council award Tender 2015-008 to Densford Pty Ltd at the listed rates forming the Attachment to this report for a three (3) year period from 1 March 2016 to 28 February 2019 with an option for two (2) single year extensions at the discretion of the EMRC.
2. Council authorise the CEO to enter into a contract, on behalf of the EMRC, with Densford Pty Ltd in accordance with their submitted tender, subject to any minor variations that may be agreed on between the CEO and Densford Pty Ltd.
3. Council authorise the CEO to exercise the option to extend the contract for two (2) single year extensions following the initial three (3) year period, subject to satisfactory performance.
4. The contract rates for Tender 2015-008 are to be adjusted annually at each anniversary of the contract based on the consumer price index for Perth over the previous twelve months.

CARRIED UNANIMOUSLY



Item 11.1 continued

COUNCIL RESOLUTION(S)

MOVED CR WOLFF

SECONDED CR SUTHERLAND

THAT:

1. COUNCIL AWARD TENDER 2015-008 TO DENSFORD PTY LTD AT THE LISTED RATES FORMING THE ATTACHMENT TO THIS REPORT FOR A THREE (3) YEAR PERIOD FROM 1 MARCH 2016 TO 28 FEBRUARY 2019 WITH AN OPTION FOR TWO (2) SINGLE YEAR EXTENSIONS AT THE DISCRETION OF THE EMRC.
2. COUNCIL AUTHORISE THE CEO TO ENTER INTO A CONTRACT, ON BEHALF OF THE EMRC, WITH DENSFORD PTY LTD IN ACCORDANCE WITH THEIR SUBMITTED TENDER, SUBJECT TO ANY MINOR VARIATIONS THAT MAY BE AGREED ON BETWEEN THE CEO AND DENSFORD PTY LTD.
3. COUNCIL AUTHORISE THE CEO TO EXERCISE THE OPTION TO EXTEND THE CONTRACT FOR TWO (2) SINGLE YEAR EXTENSIONS FOLLOWING THE INITIAL THREE (3) YEAR PERIOD, SUBJECT TO SATISFACTORY PERFORMANCE.
4. THE CONTRACT RATES FOR TENDER 2015-008 ARE TO BE ADJUSTED ANNUALLY AT EACH ANNIVERSARY OF THE CONTRACT BASED ON THE CONSUMER PRICE INDEX FOR PERTH OVER THE PREVIOUS TWELVE MONTHS.

CARRIED UNANIMOUSLY

 RFT 2015-008 - Minor Civil & Drainage Works (Red Hill & Hazelmere) PRICE SCHEDULE DENSFORD CIVIL - PLANT / EQUIPMENT WET HIRE									
The contract/unit price/s includes all labour, plant and equipment, attendants, driver/operator's wages, taxes (excluding GST), charges, fees, import duties, overheads, profit and all other things necessary to perform the Works in an efficient and safe manner, including but not limited to spare parts, repairs and insurance. The contract/unit price/s shall not be subject to any rise and fall or fluctuation in exchange rates whatsoever.									
Item No.	Plant Required	Make	Model	Year of Manufacture	No. of Machines in Fleet	Mob/Demob (Ex GST) (paid once per job only)	Wet Hire Price per Hour (Ex GST)		
1	Grader 140H	Caterpillar	140G	1983	3	\$ 580.00	\$ 185.00		
2	Dozer	Caterpillar	D8	2010	2	\$ 1,000.00	\$ 410.00		
3	Loader Wheeled ERG WA320	Case	721C	2002	10	\$ 580.00	\$ 160.00		
4	Water Cart 14000L (inside working hours)	Mack			6	\$ 450.00	\$ 130.00		
5	Water Cart 14000L (outside working hours)	Mack			6	\$ 480.00	\$ 180.00		
8	Excavator 5t	Hyundai	35Z-7	2010	2	\$ 450.00	\$ 125.00		
6	Excavator 15t	Case	CX145C	2013	3	\$ 180.00	\$ 150.00		
7	Excavator 20t	Volvo	EC240BLC	2005	2	\$ 550.00	\$ 159.00		
9	Excavator 48t	Volvo	EC480DL	2012	2	\$ 580.00	\$ 180.00		
10	Compactor Plate 600mm	Wacker Neuson		2005	6	\$ 100.00	\$ 30.00		
11	Truck (rigid vehicle ~ 10m3)	Mack		2011	3	\$ 480.00	\$ 110.00		
12	Truck (articulating vehicle ~ 18m3)	Mack		2011	6	\$ 480.00	\$ 125.00		
13	Truck (rigid with Hiab)	Mack		2011	2	\$ 480.00	\$ 110.00		
14	Roller Multi	Wirtgen			3	\$ 480.00	\$ 110.00		
15	Roller Smooth 13t or greater mass	Wirtgen			4	\$ 480.00	\$ 110.00		
16	Roller 13t or less mass	Wirtgen			4	\$ 480.00	\$ 100.00		
17	Bobcat / Skid Steer Loader	Case	44XT	2010	4	\$ 480.00	\$ 110.00		
18	Street Sweeper				2	\$ 480.00	\$ 195.00		
19	Scraper 639	Case	633	2007	2	\$ 1,000.00	\$ 400.00		
20	Dump Truck 40t	Volvo	A40D	2008	4	\$ 580.00	\$ 160.00		



RFT 2015-008 - Minor Civil & Drainage Works (Red Hill & Hazelmere)

SCHEDULE OF RATES

DENSFORD CIVIL - SUPERVISION / LABOUR

The contract/unit price/s includes all labour, plant and equipment, attendants, driver/operator's wages, taxes (excluding GST), charges, fees, import duties, overheads, profit and all other things necessary to perform the Works in an efficient and safe manner, including but not limited to spare parts, repairs and insurance. The contract/unit price/s shall not be subject to any rise and fall or fluctuation in exchange rates whatsoever.

Item No	Position	Rate Per Hour (A\$ excl GST)	GST Amount	Rate Per Hour (A\$ incl GST)
1	Supervisor	\$ 90.00	\$ 9.00	\$ 99.00
2	Plant Operator	\$ 60.00	\$ 6.00	\$ 66.00
3	Labourer - skilled	\$ 60.00	\$ 6.00	\$ 66.00
4	Survey Crew	\$ 130.00	\$ 13.00	\$ 143.00
5	Project Manager	\$ 130.00	\$ 13.00	\$ 143.00
6	Project Engineer	\$ 90.00	\$ 9.00	\$ 99.00



11.2 AMENDMENT TO FEES AND CHARGES

REFERENCE: D2016/00933 (TAC) – D2016/02156

PURPOSE OF REPORT

The purpose of this report is to advise Council of proposed amendments to the 2015/2016 Waste Management Schedule of Fees and Charges for the disposal of mattresses at Hazelmere Resource Recovery Park.

KEY ISSUES AND RECOMMENDATION(S)

- To make it more attractive for member Councils and charitable organisations to dispose of mattresses at Hazelmere Resource Recovery Park, it is proposed to reduce the charge per mattress.

Recommendation(s)

That:

1. Council by absolute majority, in accordance with section 6.16 of the *Local Government Act 1995*, adopts the amended fees and charges for mattresses disposed at Hazelmere Resource Recovery Park for 2015/2016 as contained within the report.
2. The amended fees and charges for mattresses disposed at Hazelmere Resource Recovery Park take effect from 1 March 2016.

SOURCE OF REPORT

Director Waste Services

BACKGROUND

The fees and charges for 2015/2016 were set as part of the budget process in June 2015.

In June 2015 (Ref: D2015/09463), Council resolved inter alia 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 2015/2016 ANNUAL BUDGET AND SUPPORTING SCHEDULES WHICH HAVE BEEN PREPARED IN COMPLIANCE WITH THE AUSTRALIAN ACCOUNTING STANDARDS.”

REPORT

The fees and charges for mattresses were increased in May 2014 to cover the increased cost of processing mattresses including higher landfill disposal costs for non-recyclable mattress material and because at that time and up until early 2015, processing of mattresses at Hazelmere Resource Recovery Park had been a manual operation with the recovery of the foam rubber and the spring steel. In February 2015 the EMRC commissioned a Hammel shredder to process mattresses because the manual stripping operation had become unprofitable with returns for recovered materials minimal and strong competition from lower cost private operators.

Mechanical processing using the Hammel shredder has reduced unit costs per mattress and although recovered spring steel is now being recycled to metals recyclers there is no revenue return because of the current scrap metal market conditions.



Item 11.2 continued

Following a request from the City of Swan, it is proposed to reduce the fees and charges for mattresses disposed at Hazelmere Resource Recovery Park for member Council residents and charitable organisations as shown in the table below. The amended fees and charges will encourage disposals of mattresses at Hazelmere and assist with the acquittal of the Waste Authority grant of \$100,000 against volume milestones. Indications are that this price reduction has the potential to increase mattress disposal volumes.

The proposed fees and charges for mattresses are as follows:

Waste Type	Unit	Current 2015/2016 Charge ex GST	GST	Current 2015/2016 Charges inc GST	Proposed 2015/2016 Charge ex GST	GST	Proposed Charges inc GST
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

STRATEGIC/POLICY IMPLICATIONS

Key Result Area 1 – Environmental Sustainability

1.1 To provide sustainable waste disposal operations

FINANCIAL IMPLICATIONS

There is an expectation that the reduction in mattress fees and charges will lead to a greater volume being received from member Councils and an increase in revenues.

SUSTAINABILITY IMPLICATIONS

Fees and Charges are set to ensure services offered are sustainable in the long term.

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 amended fees and charges for mattress disposal represents a cost reduction to member Councils



Item 11.2 continued

ATTACHMENT(S)

Nil

VOTING REQUIREMENT

Absolute Majority

RECOMMENDATION(S)

That:

1. Council by absolute majority, in accordance with section 6.16 of the *Local Government Act 1995*, adopts the amended fees and charges for mattresses disposed at Hazelmere Resource Recovery Park for 2015/2016 as contained within the report.
2. The amended fees and charges for mattresses disposed at Hazelmere Resource Recovery Park take effect from 1 March 2016.

TAC RECOMMENDATION(S)

MOVED MR COTEN

SECONDED MR LUTEY

That:

1. Council by absolute majority, in accordance with section 6.16 of the *Local Government Act 1995*, adopts the amended fees and charges for mattresses disposed at Hazelmere Resource Recovery Park for 2015/2016 as contained within the report.
2. The amended fees and charges for mattresses disposed at Hazelmere Resource Recovery Park take effect from 1 March 2016.

CARRIED UNANIMOUSLY

COUNCIL RESOLUTION(S)

MOVED CR WOLFF

SECONDED CR SUTHERLAND

THAT:

1. COUNCIL BY ABSOLUTE MAJORITY, IN ACCORDANCE WITH SECTION 6.16 OF THE *LOCAL GOVERNMENT ACT 1995*, ADOPTS THE AMENDED FEES AND CHARGES FOR MATTRESSES DISPOSED AT HAZELMERE RESOURCE RECOVERY PARK FOR 2015/2016 AS CONTAINED WITHIN THE REPORT.
2. THE AMENDED FEES AND CHARGES FOR MATTRESSES DISPOSED AT HAZELMERE RESOURCE RECOVERY PARK TAKE EFFECT FROM 1 MARCH 2016.

CARRIED UNANIMOUSLY



11.3 CONSERVATION COVENANT ON LOT 501 AND LOT 82 RED HILL WASTE MANAGEMENT FACILITY

REFERENCE: D2016/00936 (TAC) – D2016/02157

PURPOSE OF REPORT

The purpose of this report is to seek Council approval to enter into a conservation covenant for Lots 501 and 82 which form part of the land holdings at Red Hill Waste Management Facility.

KEY ISSUES AND RECOMMENDATION(S)

- The EMRC has been seeking approval for a clearing permit for 13.9 ha of remnant vegetation on Lot 12 at Red Hill Waste Management Facility in order to facilitate the development of landfill cells.
- As the clearing involves removing vegetation which is also feeding and potential breeding habitat for threatened species of cockatoos, approvals were required under both the Federal Government Environmental Protection and Biodiversity Conservation Act 1999 (EPBC), administered by the Department of the Environment (DoTE) and the Environmental Protection Act 1986, administered by the Department of Environment Regulation (DER).
- The assessment process involved several stages of flora and fauna studies to determine an appropriate offset for the proposed clearing.
- It was determined that 52.5 ha of offset would satisfy EPBC offset calculations and this could be met through Lots 501 and 82 which are in the southern landfill buffer zone on the EMRC's land holding.
- The clearing permit has been issued with conditions, one of which is the requirement to place a conservation covenant over Lots 501 and 82.
- The DoTE assessment is complete and is expected to mirror the DER assessment under the bilateral assessment process.
- The conservation covenant will retain and protect 52.5 hectares of native vegetation in perpetuity at Red Hill Waste Management Facility.

Recommendation(s)

That Council:

1. Approve a Conservation Covenant being placed on Lot 501 on Deposited Plan 40105 and Lot 82 on Diagram 18309 as a condition of Clearing Permit 5743/2 issued by the Department of Environment Regulation for Lot 12, Red Hill Waste Management Facility.
2. Authorise the Chief Executive Officer to execute the Conservation Covenant on behalf of the EMRC.

SOURCE OF REPORT

Director Waste Services

BACKGROUND

The EMRC has been progressing federal and state approvals concurrently for the clearing of 13.9 ha of remnant native vegetation across Lot 12 at Red Hill Waste Management Facility to make way for Farm Stages 3-5 landfill cell development (Attachment 1).



Item 11.3 continued

The vegetation to be cleared constitutes feeding habitat and potential breeding habitat of several fauna species of State and Commonwealth significance. These species include the Carnaby's Cockatoo, Baudin's Cockatoo and the Forest Red-Tail Cockatoo. For this reason, approvals to clear are required under the Environmental Protection Act 1985, administered by DER and the Environmental Protection and Biodiversity Conservation (EPBC) Act, 1999 administered by DoTE.

Following the requirements of each assessment process, several detailed fauna and flora surveys were undertaken over different seasonal periods, with particular focus on the black cockatoo's potential breeding and foraging habitat, to assist in determining appropriate offsets within Red Hill's buffer zone. It was determined that 52.5 ha of offset would satisfy EPBC offset calculations and this could be met through Lots 501 and 82.

The federal approval process is nearing completion with final decision documents being drafted for the Federal Minister of the Environment, whilst DER have issued state regulatory approval through clearing permit CPS 5743/2. Several conditions have been attached to clearing permit CPS 5743/2, one of which requires a conservation covenant to be placed over Lots 501 and 82 prior to the commencement of clearing.

A conservation covenant is an irrevocable instrument that is registered as a Memorial over the Certificate of Land Title and is issued under the Soil and Land Conservation Act, 1945 by the Soil and Land Conservation Commissioner. The EMRC lodged an application for a conservation covenant over Lots 501 and 82 in December 2015.

REPORT

The EMRC has established two landfill cells on Lot 12, Red Hill Waste Management Facility, namely Farm Stages 1 and 2. To develop Farm Stages 3 to 5 in accordance with the Red Hill Development Plan requires the clearing of 13.9 ha of remnant vegetation.

The EMRC commenced the approval process in 2013 by applying to the DER for a clearing permit for Lot 12 at Red Hill Waste Management Facility. This approval required an environmental offset for the loss of the 13.9 ha of native vegetation which can be met by utilising Lots 501 and 82 which are part of the Red Hill site and contain native vegetation in good condition.

Lot 501 also has an existing restrictive covenant which was placed on the title in June 2004 by Margaret Chambers and the Shire of Mundaring such that "the subject land shall be put to no use other than as a buffer to the Red Hill Waste Disposal Facility and no further development shall occur on the site until the subject land is provided with constructed dedicated road frontage". Even if this condition is met and the restrictive covenant is removed from the title, this lot and Lot 82 remain part of the landfill buffer zone under DER guidelines for separation distances between class II/III landfills and sensitive land uses and will now be permanently protected under the conservation covenant.

In November 2015, the DER issued a Clearing Permit, a condition of which is the requirement to place a conservation covenant over Lots 501 and 82, including the submission of a weed management plan by 31 January 2016 for the two lots. The weed management plan was prepared and submitted to DER in December 2015.

The Federal Government's Department of Environment assessment is almost completed and is expected to mirror the DER assessment under the bilateral assessment process.

The conservation covenant will retain and protect 52.5 hectares of native vegetation in perpetuity at Red Hill Waste Management Facility, details of which are shown in Attachment 2.

Council approval is sought as the conservation covenant will remain in force forever and would transfer to new owners at some stage in the future when the site is closed.



Item 11.3 continued

STRATEGIC/POLICY IMPLICATIONS

Key Result Area 1 – Environmental Sustainability

- 1.1 To provide sustainable waste disposal operations

FINANCIAL IMPLICATIONS

There will be a need to manage weed control on Lots 501 and 82 and otherwise protect the land from environmental damage. This will be managed within the operating budgeted for Red Hill.

SUSTAINABILITY IMPLICATIONS

The loss of remnant vegetation on Lot 12 at Red Hill Waste Management Facility is protected forever by a conservation covenant placed on Lots 501 and 82.

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)

1. Plan view of Red Hill Waste Management Facility with proposed Lot 12 development (Ref: D2016/02151)
2. Conservation Covenant for Lot 501 and Lot 82 (Ref: D2016/02152)

VOTING REQUIREMENT

Simple Majority

RECOMMENDATION(S)

That Council:

1. Approve a Conservation Covenant being placed on Lot 501 on Deposited Plan 40105 and Lot 82 on Diagram 18309 as a condition of Clearing Permit 5743/2 issued by the Department of Environment Regulation for Lot 12, Red Hill Waste Management Facility.
2. Authorise the Chief Executive Officer to execute the Conservation Covenant on behalf of the EMRC.



Item 11.3 continued

TAC RECOMMENDATION(S)

MOVED MR PURDY

SECONDED MR COTEN

That Council:

1. Approve a Conservation Covenant being placed on Lot 501 on Deposited Plan 40105 and Lot 82 on Diagram 18309 as a condition of Clearing Permit 5743/2 issued by the Department of Environment Regulation for Lot 12, Red Hill Waste Management Facility.
2. Authorise the Chief Executive Officer to execute the Conservation Covenant on behalf of the EMRC.

CARRIED UNANIMOUSLY

COUNCIL RESOLUTION(S)

MOVED CR WOLFF

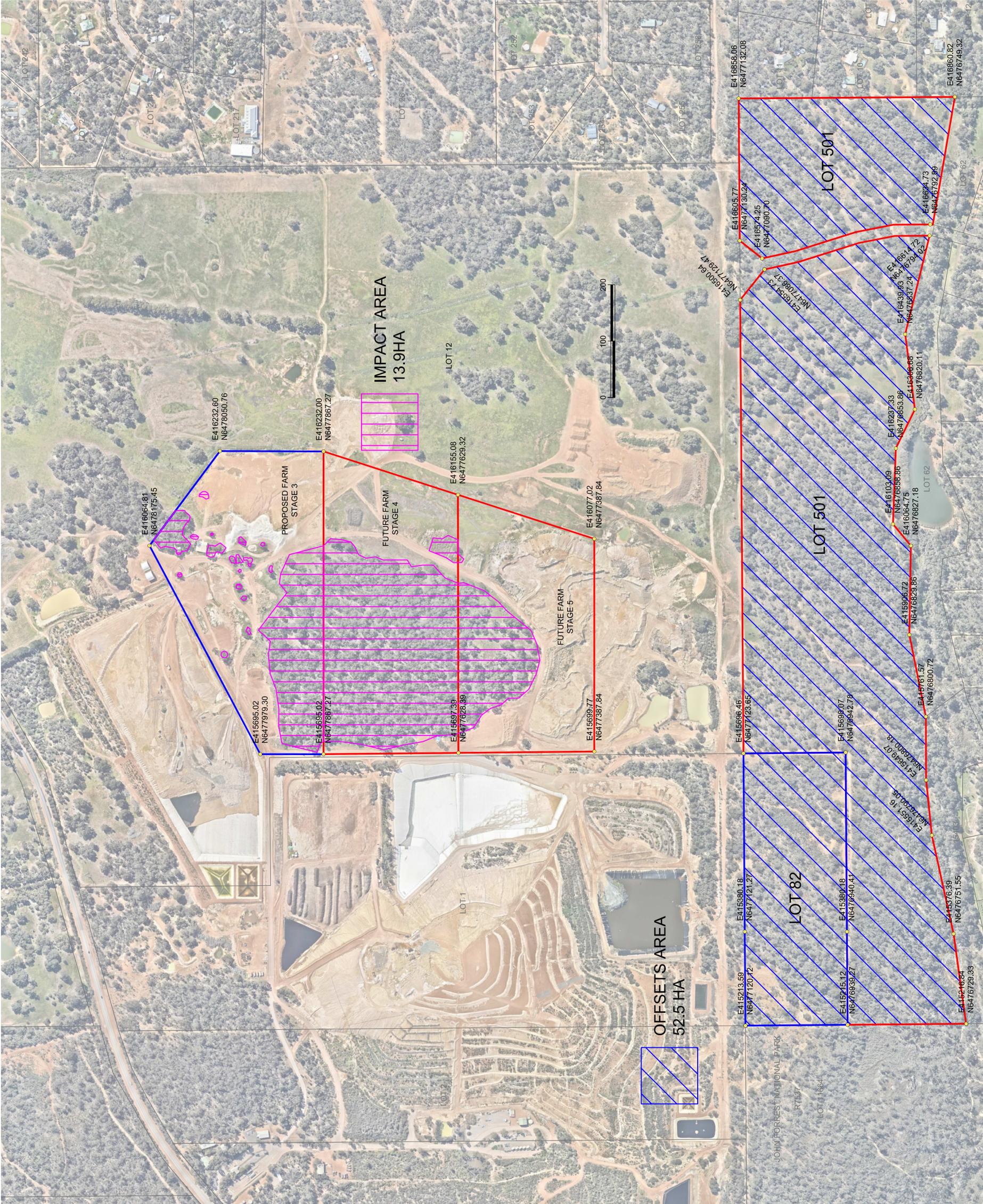
SECONDED CR SUTHERLAND

THAT COUNCIL:

APPROVE A CONSERVATION COVENANT BEING PLACED ON LOT 501 ON DEPOSITED PLAN 40105 AND LOT 82 ON DIAGRAM 18309 AS A CONDITION OF CLEARING PERMIT 5743/2 ISSUED BY THE DEPARTMENT OF ENVIRONMENT REGULATION FOR LOT 12, RED HILL WASTE MANAGEMENT FACILITY.

AUTHORISE THE CHIEF EXECUTIVE OFFICER TO EXECUTE THE CONSERVATION COVENANT ON BEHALF OF THE EMRC.

CARRIED BY ABSOLUTE MAJORITY 12/0



NOT FOR CONSTRUCTION
WORKING DRAWINGS SHOULD NOT BE OFFICIALLY
USED WITHOUT ENGINEERING & WASTE
MANAGEMENT BUSINESS UNIT AUTHORISATION
© EMRC FEBRUARY 2015

NO.	INT.	DATE	REVISION
B	SF	28/01/2016	RE-ISSUED AS AN ATTACHMENT FOR TAC REPORT
A	GA	08/12/2015	ISSUED FOR APPROVAL

DESIGNED	GA 12/2015
DRAWN	AS 12/2015
CHECKED	SF 01/2016
APPROVED	
— DIRECTOR, WASTE SERVICES —	

NTS
SCALE: COORDINATE SYSTEM
GDA MGA 94
ALL LEVELS IN AHD

ADDRESS
1094 TOODYAY ROAD
RED HILL

COORDINATES AT ADDRESS MAIN ENTRY GATE
EASTING: 414819.50
NORTHING: 6477981.65

**RED HILL WASTE
MANAGEMENT FACILITY**
OFFSET PROPOSAL PLAN
OFFSET AREAS STAGE 3, 4 & 5

EMRC
Eastern Metropolitan Regional Council
1st Floor Ascot Place, 228 Great Eastern Hwy
Belmont, Western Australia 6104
PO Box 234 Belmont Western Australia 6984

DRAWING NO. 2015-02-FS3-05
AMENDMENT B
A1

CONSERVATION COVENANT
SOIL AND LAND CONSERVATION ACT
SECTION 30B

File:

The registered proprietor, **EASTERN METROPOLITAN REGIONAL COUNCIL**, of the land described as *Lot 501 on Plan 40105, Certificate of Title Volume 2227 Folio 692* and *Lot 82 on Diagram 18309, Certificate of Title Volume 1131 Folio 63*, recognises the value of sound land management practices and the value of protecting areas within the land described on this plan.

The registered proprietor of the land agrees that an irrevocable instrument known as a Conservation Covenant be entered into in respect of that area of land contained within *Certificate of Title Volume 2227 Folio 692 and Certificate of Title 1131 Folio 63* and for the purpose of setting aside land for the protection and management of vegetation under Section 30B of the *Soil and Land Conservation Act 1945*. Accordingly:

We: **EASTERN METROPOLITAN REGIONAL COUNCIL**
(Proprietor of the Land)

Of: **226 Great Eastern Highway**
BELMONT WA
(Normal Postal Address)

Covenant to retain and protect 52.5 hectares of native vegetation in perpetuity, as shown on this plan as an area cross hatched orange contained within *Certificate of Title Volume 2227 Folio 692 and Certificate of Title 1131 Folio 63* in accordance with the following conditions:

The area of land described above is to be adequately fenced to exclude all classes of livestock and be managed in such a way as to retain and promote the growth of native vegetation.

Subject to sections 30B and 30C of the *Soil and Land Conservation Act 1945*, this Conservation Covenant is to have effect in perpetuity.

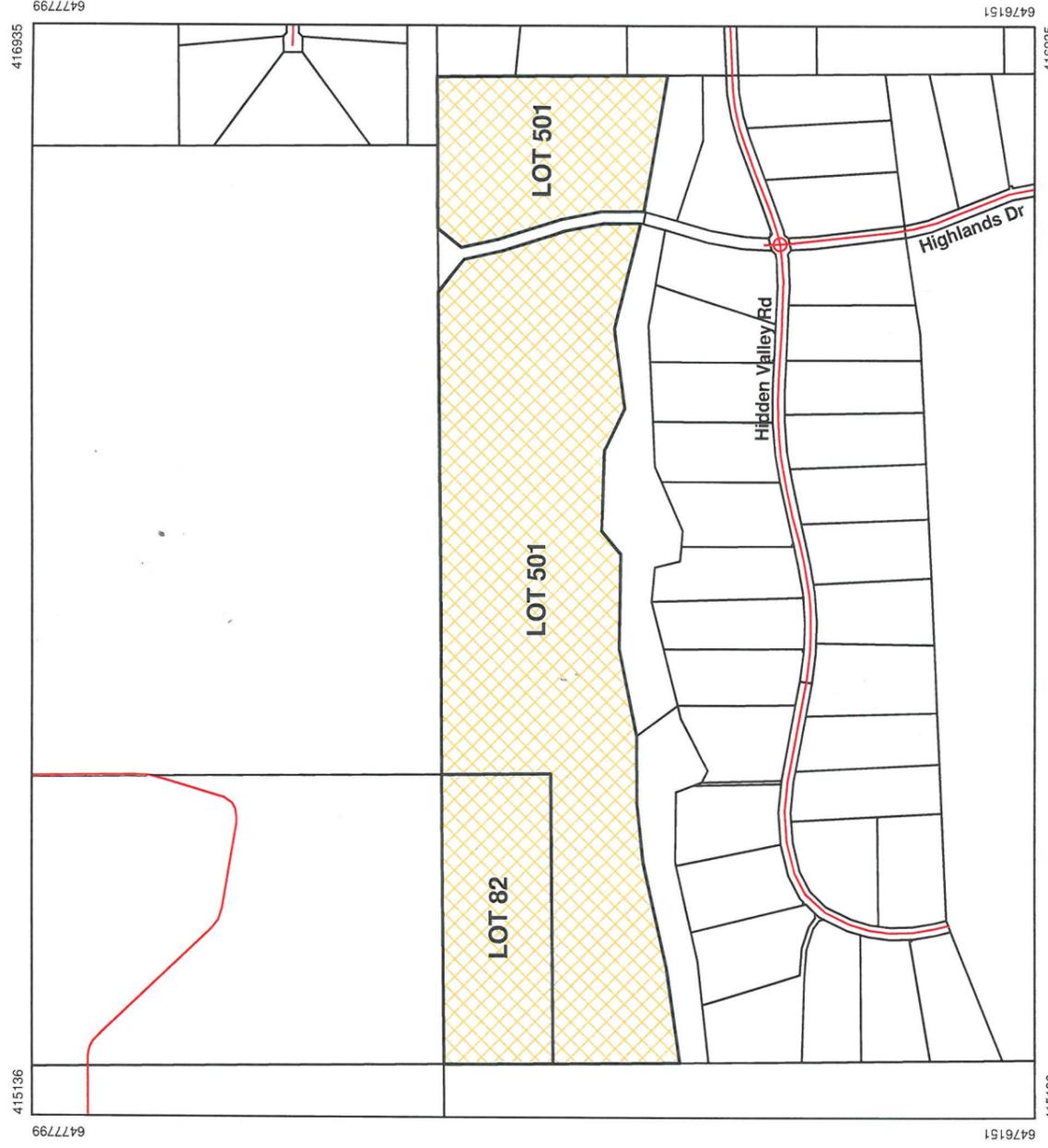
A Conservation Covenant registered on Certificate of Title by Memorial binds each person successively becoming an owner or occupier of the land.

Subject to any necessary approvals from relevant authorities, and in accordance with any written law, clearing is permitted within the areas described above for building envelope, boundary fence lines and firebreaks.

REGISTERED PROPRIETOR:

..... DATE :/...../ 2015
(print name) (signature)

Andrew Watson DATE :/...../ 2015.
COMMISSIONER OF SOIL AND LAND CONSERVATION



Legend

— WATERWAYS

— ROADS

▭ CADASTRAL PARCEL BOUNDARY

▨ AREA TO BE RETAINED AND PROTECTED AS NATIVE VEGETATION 52.5 ha

NOTE: 1. ALL MEASUREMENTS AND AREAS ARE ONLY APPROXIMATE AND SUBJECT TO ON-SITE ASSESSMENT BY A LAND CONSERVATION OFFICER FROM DEPARTMENT OF AGRICULTURE AND FOOD WESTERN AUSTRALIA.
2. LANDGATE CADASTRAL PARCELS SUPPLIED MARCH 2015
3. AERIAL PHOTOGRAPHY EXTRACTED FROM ORTHOPHOTO - MOSAIC NETRO CENTRAL FEBRUARY 2015
4. PROJECTION - MAP GRID OF AUSTRALIA 1994; ZONE - 50 DATUM - GEOCENTRIC DATUM OF AUSTRALIA 1994

DRAWN BY: G.SEREDENCO DATE: 16/12/2015

CHECKED BY: DATE:



11.4 ITEMS CONTAINED IN THE INFORMATION BULLETIN

REFERENCE: Ref: D2016/00143

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

1. WASTE SERVICES

1.1 COUNCIL TONNAGE COMPARISONS AS AT 31 DECEMBER 2015 (Ref: D2016/01043)

RECOMMENDATION

That the Technical Advisory Committee notes the items contained in the Information Bulletin.

Discussion ensued

Mr Purdy queried whether the decrease in tonnages were impacting the budget. The CEO stated that the EMRC are undertaking the half year budget review and reviewing new strategies.

TAC RESOLUTION(S)

MOVED MR COTEN

SECONDED MR PURDY

THAT THE TECHNICAL 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 CONFIDENTIAL MATTERS FOR WHICH THE MEETING MAY BE CLOSED TO THE PUBLIC

Nil



15 FUTURE MEETINGS OF THE TECHNICAL ADVISORY COMMITTEE

The next meeting of the Technical Advisory Committee will be held on **Thursday, 10 March 2016 (if required)** at the EMRC Administration Office, 1st Floor, Ascot Place, 226 Great Eastern Highway, Belmont WA 6104 commencing at 4:00pm.

Future Meetings 2016

Thursday	10	March (if required)	at	EMRC Administration Office
Thursday	7	April (if required)	at	EMRC Administration Office
Thursday	5	May (if required)	at	EMRC Administration Office
Thursday	9	June (if required)	at	EMRC Administration Office
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	Red Hill Waste Management Facility

16 DECLARATION OF CLOSURE OF MEETING

There being no further business, the Chairman declared the meeting closed at 4:29pm.



**15.3 RESOURCE RECOVERY COMMITTEE MEETING HELD 4 FEBRUARY 2016
(REFER TO MINUTES OF COMMITTEE – SAND PAGES)
REFERENCE: D2016/00258 (RRC) – D2016/01157**

The minutes of the Resource Recovery Committee meeting held on **4 February 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.

Any questions relating to the confidential report were dealt with under section 19.2 of the agenda “Confidential Items.”

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 15.3).

COUNCIL RESOLUTION(S)

MOVED CR MCNAMARA SECONDED CR WOLFF

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

CARRIED UNANIMOUSLY

RESOURCE RECOVERY COMMITTEE

MINUTES

4 February 2016

(REF: D2016/00258 (RRC) – D2016/01157)

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, 4 February 2016**. The meeting commenced at **5:08pm**.

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1 DECLARATION OF OPENING AND ANNOUNCEMENT OF VISITORS

The Chief Executive Officer opened the meeting at 5:08pm.

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

Committee Members

Cr Michael Lewis	EMRC Member	Town of Bassendean
Cr Michelle Sutherland	EMRC Member	City of Bayswater
Cr John Daw	EMRC Member	Shire of Mundaring
Cr David McDonnell	EMRC Member	City of Swan
Mr Doug Pearson	Director Technical Services	City of Bayswater
Mr Ric Lutey	Director Technical Services	City of Belmont
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

Mr Simon Stewert-Dawkins	Director Operational Services	Town of Bassendean
Mr Ken Cardy	Manager Asset Services	Town of Bassendean

EMRC Officers

Mr Stephen Fitzpatrick	Director Waste Services
Mr Hua Jer Liew	Director Corporate Services
Mr Dave Beresford	Manager Resource Recovery
Ms Melinda Berwick	Administration Officer
Ms Giulia Bono	Administration Officer Waste Services (Minutes)

Deputy Committee Members - Observers

Cr Terry Kenyon (<i>from 6:39pm</i>)	EMRC Member	City of Bayswater
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Visitor(s)

Mr John King	Talis Consultants
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3 DISCLOSURE OF INTERESTS

Nil

4 ANNOUNCEMENTS BY THE CHAIRMAN OR PRESIDING MEMBER WITHOUT DISCUSSION

Nil



5. ELECTION OF RESOURCE RECOVERY COMMITTEE CHAIRMAN AND DEPUTY CHAIRMAN

5.1 ELECTION OF A CHAIRMAN OF THE RESOURCE RECOVERY COMMITTEE

REFERENCE: D2016/00271 (RRC) – D2016/02149

PURPOSE OF REPORT

The purpose of this report is to provide for an election to be conducted for the office of Chairman of the Resource Recovery Committee (RRC).

KEY ISSUES AND RECOMMENDATION(S)

- It is a statutory requirement that the Committee elect a Chairman at the first meeting of the Resource Recovery Committee (RRC) after an ordinary Council elections day.

Recommendation(s)

That the members of the Resource Recovery Committee elect a Chairman by secret ballot.

SOURCE OF REPORT

Director Waste Services

BACKGROUND

At the Special Meeting of Council held on Thursday 5 November 2015 the EMRC Chairman and Deputy Chairman were elected and members of the EMRC Committees were appointed.

RRC MEMBERS 2015 - 2017

The following members were appointed to the RRC at the Special Meeting of Council held on 5 November 2015:

COUNCILLOR MEMBERS

Cr Michael Lewis	Town of Bassendean
Cr Michelle Sutherland	City of Bayswater
Cr Janet Powell	City of Belmont
Cr Dylan O'Connor	Shire of Kalamunda
Cr John Daw	Shire of Mundaring
Cr David McDonnell	City of Swan

OFFICER MEMBERS

Director Operational Services	(Mr Simon Stewert-Dawkins)	Town of Bassendean
Director Technical Services	(Mr Doug Pearson)	City of Bayswater
Director Technical Services	(Mr Ric Lutey)	City of Belmont
Director Infrastructure Services	(Mr Dennis Blair)	Shire of Kalamunda
Director Infrastructure Services	(Mr Shane Purdy)	Shire of Mundaring
Executive Manager Operations	(Mr Jim Coten)	City of Swan
Chief Executive Officer	(Mr Peter Schneider)	EMRC



Item 5.1 continued

In accordance with section 5.12(1) of the *Local Government Act 1995* (the Act), the members of a committee are to elect a presiding member from amongst themselves in accordance with Schedule 2.3, Division 1.

It is a requirement of Schedule 2.3 of the Act that the election is conducted by the CEO and the nominations for the Office are to be given to the CEO in writing before the meeting or during the meeting before the close of nominations. Furthermore, if a member is nominated by another member the CEO is not to accept the nomination unless the nominee has advised the CEO, orally or in writing, that he or she is willing to be nominated for the Office. Members are to vote on the matter by secret ballot.

The procedure outlined in Schedule 2.3 of the Act will be followed if there is an equality of votes.

REPORT

The CEO will preside at the meeting until the office of Chairman is filled.

The following material accompanies the agenda for this meeting as a means of assisting members of the Committee to nominate themselves or another member for the Office of Chairman of the RRC.

1. A blank nomination form for the Office of Chairman of the RRC, nominate oneself
2. A blank nomination form for the Office of Chairman of the RRC, nominate another
3. A blank ballot paper for Election of Chairman of the RRC

Ballot papers will be made available prior to voting.

The completed nomination forms are to be given to the CEO before the meeting or when the CEO calls for them when dealing with this item at the meeting.

STRATEGIC/POLICY IMPLICATIONS

Council Policy 2.1 Committees of Council provides for the establishment of the Resource Recovery Committee

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



Item 5.1 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)

1. A blank nomination form for the Office of Chairman of the RRC, nominate oneself (Ref: D2016/02144)
2. A blank nomination form for the Office of Chairman of the RRC, nominate another (Ref: D2016/02144)
3. Ballot paper – Election of RRC Chairman (Ref: D2016/02145)

VOTING REQUIREMENT

Secret Ballot

RECOMMENDATION(S)

That the members of the Resource Recovery Committee elect a Chairman by secret ballot.

The CEO called for nominations for the Office of Chairman of the Resource Recovery Committee.

Mr Jim Coten nominated Cr David McDonnell who accepted the nomination.

No further nominations were received and the CEO closed nominations.

ANNOUNCEMENT: OF THE OFFICE OF CHAIRMAN

The CEO declared, unopposed, Cr David McDonnell as Chairman of the Resource Recovery Committee for the term commencing 4 February 2016 until 2017.

The CEO congratulated Cr McDonnell and vacated the Chair at 5:11pm.

At 5:11pm, Cr McDonnell took the Chair.



Nomination for Chairman of the Resource Recovery Committee

To the Chief Executive Officer

**I hereby nominate myself, _____ for the position of
Chairman of the Eastern Metropolitan Regional Council Resource Recovery
Committee for the term of Office commencing on the date of the election and
continuing until the next ordinary elections day and/or other circumstances
occur in accordance with section 5.11 of the *Local Government Act 1995*.**

Signed: _____

Date: _____



Nomination for Chairman of the Resource Recovery Committee

To the Chief Executive Officer

I hereby nominate _____ for the position of Chairman of the Eastern Metropolitan Regional Council Resource Recovery Committee for the term of Office commencing on the date of the election and continuing until the next ordinary elections day and/or other circumstances occur in accordance with section 5.11 of the *Local Government Act 1995*.

Signed: _____ Date: _____

*I _____ hereby certify that I accept the above nomination to the position of Chairman of the Eastern Metropolitan Regional Council Resource Recovery Committee.

Signed: _____ Date: _____

*This certificate is to be completed when a Representative is nominated by another Representative.



**Eastern Metropolitan Regional Council
Resource Recovery Committee
4 February 2016
BALLOT PAPER FOR THE
ELECTION OF THE RRC CHAIRMAN**

HOW TO VOTE

Place a tick in the box next to the candidate you want to elect.

Do not make any other marks on the ballot paper.

First Name, Last name

First Name, Last name

First Name, Last name



5.2 ELECTION OF A DEPUTY CHAIRMAN OF THE RESOURCE RECOVERY COMMITTEE

REFERENCE: D2016/00276 (RRC) – D2016/02150

PURPOSE OF REPORT

The purpose of this report is to provide for an election to be conducted for the office of Deputy Chairman of the Resource Recovery Committee (RRC).

KEY ISSUES AND RECOMMENDATION(S)

- In accordance with section 5.12(2) of the *Local Government Act 1995*, the members of a committee may elect a deputy presiding member from amongst themselves.

Recommendation(s)

That the members of the Resource Recovery Committee elect a Deputy Chairman by secret ballot.

SOURCE OF REPORT

Director Waste Services

BACKGROUND

At the Special Meeting of Council held on Thursday 5 November 2015 the EMRC Chairman and Deputy Chairman were elected and members of the EMRC Committees were appointed.

RRC MEMBERS 2015-2017

The following members were appointed to the RRC at the Special Meeting of Council held on 5 November 2015:

COUNCILLOR MEMBERS

Cr Michael Lewis	Town of Bassendean
Cr Michelle Sutherland	City of Bayswater
Cr Janet Powell	City of Belmont
Cr Dylan O'Connor	Shire of Kalamunda
Cr John Daw	Shire of Mundaring
Cr David McDonnell	City of Swan

OFFICER MEMBERS

Director Operational Services	(Mr Simon Stewert-Dawkins)	Town of Bassendean
Director Technical Services	(Mr Doug Pearson)	City of Bayswater
Director Technical Services	(Mr Ric Lutey)	City of Belmont
Director Infrastructure Services	(Mr Dennis Blair)	Shire of Kalamunda
Director Infrastructure Services	(Mr Shane Purdy)	Shire of Mundaring
Executive Manager Operations	(Mr Jim Coten)	City of Swan
Chief Executive Officer	(Mr Peter Schneider)	EMRC



Item 5.2 continued

In accordance with section 5.12(2) of the *Local Government Act 1995* (the Act), the members of a committee may elect a deputy presiding member from amongst themselves.

It is a requirement of Schedule 2.3 of the Act that the election is conducted by the Chairman and the nominations for the Office are to be given to the CEO in writing before the meeting or the Chairman during the meeting before the close of nominations. Furthermore, if a member is nominated by another member, the Chairman is not to accept the nomination unless the nominee has advised the Chairman, orally or in writing, that he or she is willing to be nominated for the Office. Members are to vote on the matter by secret ballot.

The procedure outlined in Schedule 2.3 of the Act will be followed if there is an equality of votes.

REPORT

The following material accompanies the agenda for this meeting as a means of assisting members of the Committee to nominate themselves or another member for the Office of Deputy Chairman of the RRC.

1. A blank nomination form for the Office of Deputy Chairman of the RRC, nominate oneself
2. A blank nomination form for the Office of Deputy Chairman of the RRC, nominate another
3. A blank ballot paper for Election of Deputy Chairman of the RRC

Ballot papers will be made available prior to voting.

The completed nomination forms are to be given to the CEO in writing before the meeting or when called for by the Chairman when dealing with this item at the meeting.

STRATEGIC/POLICY IMPLICATIONS

Council Policy 2.1 Committees of Council provides for the establishment of the Resource Recovery Committee

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



Item 5.2 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)

1. A blank nomination form for the Office of Deputy Chairman of the RRC, nominate oneself (Ref: D2016/02147)
2. A blank nomination form for the Office of Deputy Chairman of the RRC, nominate another (Ref: D2016/02147)
3. Ballot paper – Election of RRC Deputy Chairman (Ref: D2016/02146)

VOTING REQUIREMENT

Secret Ballot

RECOMMENDATION(S)

The Chairman called for nominations for the Office of Deputy Chairman of the Resource Recovery Committee.

Mr Shane Purdy nominated Cr John Daw who accepted the nomination.

No further nominations were received.

ANNOUNCEMENT: OF THE OFFICE OF DEPUTY CHAIRMAN

The Chairman declared, unopposed, Cr John Daw as Deputy Chairman of the Resource Recovery Committee for the term commencing 4 February 2016 until 2017.



Nomination for Deputy Chairman of the Resource Recovery Committee

To the Chief Executive Officer

I hereby nominate myself, _____ for the position of Deputy Chairman of the Eastern Metropolitan Regional Council Resource Recovery Committee for the term of Office commencing on the date of the election and continuing until the next ordinary elections day and/or other circumstances occur in accordance with section 5.11 of the *Local Government Act 1995*.

Signed: _____

Date: _____



Nomination for Deputy Chairman of the Resource Recovery Committee

To the Chief Executive Officer

I hereby nominate _____ for the position of Deputy Chairman of the Eastern Metropolitan Regional Council Resource Recovery Committee for the term of Office commencing on the date of the election and continuing until the next ordinary elections day and/or other circumstances occur in accordance with section 5.11 of the *Local Government Act 1995*.

Signed: _____

Date: _____

*I _____ hereby certify that I accept the above nomination to the position of Deputy Chairman of the Eastern Metropolitan Regional Council Resource Recovery Committee.

Signed: _____

Date: _____

***This certificate is to be completed when a Representative is nominated by another Representative.**



**Eastern Metropolitan Regional Council
Resource Recovery Committee
4 February 2016**

**BALLOT PAPER FOR THE
ELECTION OF THE RRC DEPUTY CHAIRMAN**

HOW TO VOTE

Place a tick in the box next to the candidate you want to elect.

Do not make any other marks on the ballot paper.

First Name, Last name

First Name, Last name

First Name, Last name



12 REPORTS OF EMPLOYEES

12.1 HAZELMERE WOOD WASTE TO ENERGY PLANT, ENVIRONMENTAL CONSULTING SERVICES

REFERENCE: D2016/00452 (RRC) – D2016/02148

PURPOSE OF REPORT

The purpose of this report is to seek Council approval for additional expenditure on consulting services to complete the environmental approval process for the Hazelmere Wood Waste to Energy Plant.

KEY ISSUES AND RECOMMENDATION(S)

- On 27 July 2015, the Environmental Protection Authority (EPA) issued its report and recommendations on the proposed Hazelmere Wood Waste to Energy Plant.
- The EPA has concluded that the proposed technology meets its requirements for a waste to energy plant of this type.
- Third party appeals on the EPA Report and Recommendations have been addressed by the Appeals Convenor and this process has involved EMRC input.
- The Minister for Environment is expected to make a determination on the appeals shortly.
- The Works Approval application is being progressed with the Department of Environmental Regulation (DER).
- Strategen Environmental Consultants Pty Ltd (Strategen) have provided expert advice and support during the approval process and the EMRC require additional input from them to conclude the various Part IV and Part V approval steps.

Recommendation(s)

That Council approve additional expenditure of up to \$70,000 ex. GST to Strategen Environmental Consultants Pty Ltd for the consulting fees required to complete the environmental approval process for the Hazelmere Wood Waste to Energy Plant.

SOURCE OF REPORT

Director Waste Services

BACKGROUND

The 17 April 2014 meeting of Council (Ref: D2014/03799) resolved:

“THAT COUNCIL:

1. *ACKNOWLEDGES THAT BECAUSE OF STRATEGEN ENVIRONMENTAL CONSULTANTS PTY LTD’S EXISTING INVOLVEMENT AND EXPERIENCE, IT HAS GOOD REASON TO BELIEVE THERE IS UNLIKELY TO BE ANY OTHER SUPPLIER WHO CAN PROVIDE A SIMILAR VALUE FOR MONEY OUTCOME TO COMPLETE THE REQUIREMENTS OF THE PER PROCESS FOR THE HAZELMERE WOODWASTE TO ENERGY PROJECT.*
2. *NOTES THE EXPENDITURE OF UP TO \$150,000 FOR THE CONSULTING FEES REQUIRED TO COMPLETE THE ENVIRONMENTAL SCOPING DOCUMENT, THE PER DOCUMENTATION, EPA LIAISON, RESPONSE TO PUBLIC SUBMISSIONS AND ANY APPEALS AND ATTENDANCE AT COMMUNITY INFORMATION SESSIONS BY STRATEGEN, TO BE FUNDED FROM THE SECONDARY WASTE RESERVE.”*



Item 12.1 continued

The 19 February 2015 meeting of Council (Ref: D2015/04496) resolved inter alia:

“THAT COUNCIL APPROVES ADDITIONAL EXPENDITURE OF UP TO \$40,000 (EX. GST) ON CONSULTING FEES FOR STRATEGEN ENVIRONMENTAL CONSULTANTS PTY LTD TO COMPLETE THE ENVIRONMENTAL APPROVAL PROCESS FOR THE HAZELMERE WOOD WASTE TO ENERGY PROJECT.”

The 20 August 2015 meeting of Council (Ref: D2015/14130) resolved:

“THAT COUNCIL APPROVE ADDITIONAL EXPENDITURE OF UP TO \$40,000 EX GST FOR THE CONSULTING FEES REQUIRED TO COMPLETE THE ENVIRONMENTAL APPROVAL PROCESS FOR THE HAZELMERE WOOD WASTE TO ENERGY PLANT.”

REPORT

On 27 July 2015, the EPA issued its report and recommendations on the proposed Hazelmere Wood Waste to Energy Plant. The EPA has concluded that the proposed technology meets its requirements for a waste to energy plant of this type and that the proposal may be implemented, subject to various recommended conditions set out in its report.

There were a number of third party appeals on the EPA Report and Recommendations which involved preparing a detailed response to the Appeals Convenor who then had to meet with all valid appellants. After meetings with the Appeals Convenor, additional information was provided through Strategen to assist the EPA's preparation of a report to the Minister for Environment. It is expected that the Appeals Convenor's report to the Minister for Environment will be concluded by the end of January 2016.

The Works Approval application was resubmitted to the DER in October 2015 and is in their assessment process. This has involved meetings with the DER, supported by Strategen to clarify queries and prepare and provide additional information, including air emissions remodelling. The Works Approval can't be issued by the DER until the Ministerial approval is issued.

The expenditure by Strategen in supporting the EMRC during the approval process has reached the amount previously approved by Council in August 2015. This is attributable to the additional meetings and liaison with the Appeals Convenor and additional work prepared to assist this process, the reissue of the Works Approval application and meetings and remodelling work to meet DER requests.

Additional expenditure with Strategen will be required to complete the environmental approval process including the following steps under Part IV and Part V of the Environmental Protection Act:

- Review of the final Ministerial Statement;
- Liaison with the Appeals Convenor to discuss the Statement conditions;
- Discussion and provision of air quality data input/output files to the Air Quality Management System (AQMS) for the updated modelling undertaken for oxides of nitrogen (NOx) in 2015;
- Regular meetings with DER for the Works Approval and responding to draft Works Approval and draft Decision Document, review of any appeals against the Works Approval;
- Additional work to be undertaken by EMRC through construction of the plant up to the issuing of the licence to operate including the development of a Waste Acceptance Plan, licence application preparation and submission, including initial liaison with DER, review of any appeals made against the licence; and
- Compliance Assessment Plan which is required by the Ministerial Statement and will likely be required within nine months of the issue of the Ministerial Statement.



Item 12.1 continued

It is estimated that approximately \$70,000 (ex. GST) will be required to complete this work which includes a contingency allowance. Given Council's resolutions of 17 April 2014, 19 February 2015 and 20 August 2015, the additional expenditure is being referred to Council for approval, albeit funds have been provided for in the 2015/2016 budget and beyond.

Strategen were appointed to complete the environmental approval process for the project and have good knowledge of the project and the impact assessment of the technology against the relevant guidelines.

STRATEGIC/POLICY IMPLICATIONS

Key Result Area 1 – Environmental Sustainability

- 1.1 To provide sustainable waste disposal operations
- 1.3 To provide resource recovery and recycling solutions in partnership with member Councils
- 1.4 To investigate leading edge waste management practices

FINANCIAL IMPLICATIONS

Funds are provided in the annual budget for 2015/2016 for expenditure to undertake all approvals for the Hazelmere Wood Waste to Energy Plant.

SUSTAINABILITY IMPLICATIONS

The Hazelmere Wood Waste to Energy Plant is aimed at reducing greenhouse gas emissions from the EMRC's waste disposal operations and State programmes for reduction of waste to landfill.

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



Item 12.1 continued

RECOMMENDATION(S)

That Council approve additional expenditure of up to \$70,000 ex. GST to Strategen Environmental Consultants Pty Ltd for the consulting fees required to complete the environmental approval process for the Hazelmere Wood Waste to Energy Plant.

RRC RECOMMENDATION(S)

MOVED MR LUTEY

SECONDED CR LEWIS

That Council approve additional expenditure of up to \$70,000 ex. GST to Strategen Environmental Consultants Pty Ltd for the consulting fees required to complete the environmental approval process for the Hazelmere Wood Waste to Energy Plant.

CARRIED UNANIMOUSLY

COUNCIL RESOLUTION(S)

MOVED CR MCNAMARA

SECONDED CR WOLFF

THAT COUNCIL APPROVE ADDITIONAL EXPENDITURE OF UP TO \$70,000 EX. GST TO STRATEGEN ENVIRONMENTAL CONSULTANTS PTY LTD FOR THE CONSULTING FEES REQUIRED TO COMPLETE THE ENVIRONMENTAL APPROVAL PROCESS FOR THE HAZELMERE WOOD WASTE TO ENERGY PLANT.

CARRIED UNANIMOUSLY



13 REPORTS OF DELEGATES

Nil

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

Nil

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

RECOMMENDATION (Closing meeting to the public)

That with the exception of CEO, Director Waste Services, Director Corporate Services, Manager Resource Recovery, Mr King and Administration Officer Waste Services, the meeting be closed to members of the public in accordance with Section 5.23 (2) of the *Local Government Act* for the purpose of dealing with matters of a confidential nature.

RRC RESOLUTION

MOVED MR COTEN

SECONDED CR SUTHERLAND

THAT WITH THE EXCEPTION OF THE CEO, DIRECTOR WASTE SERVICES, DIRECTOR CORPORATE SERVICES, MANAGER RESOURCE RECOVERY, MR KING AND ADMINISTRATION OFFICER WASTE SERVICES, THE MEETING BE CLOSED TO MEMBERS OF THE PUBLIC IN ACCORDANCE WITH SECTION 5.23 (2) OF THE *LOCAL GOVERNMENT ACT* FOR THE PURPOSE OF DEALING WITH MATTERS OF A CONFIDENTIAL NATURE.

CARRIED UNANIMOUSLY

The doors of the meeting were closed at 5:15pm.

Item 6.1 Resource Recovery Facility - Project Review and Implementation was dealt with at this point in the meeting and a presentation was provided by Mr King from Talis Consultants on the Project Review and Implementation of the Resource Recovery Project.

15.1 RESOURCE RECOVERY FACILITY - PROJECT REVIEW AND IMPLEMENTATION

REFERENCE: D2016/00294 (RRC) - D2016/02116

The Committee considered the Confidential Item circulated with the Agenda under Separate Cover.

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 MR BLAIR

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 6:38pm.



Item 15 continued

Recording of the recommendations passed behind closed doors, namely:

15.1 RESOURCE RECOVERY FACILITY - PROJECT REVIEW AND IMPLEMENTATION

REFERENCE: D2016/00294 (RRC) - D2016/02116

Cr Lewis departed the Chamber at 5:42pm.

RRC RECOMMENDATION(S)

MOVED MR COTEN

SECONDED MR LUTEY

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.
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.

CARRIED UNANIMOUSLY



16 FUTURE MEETINGS OF THE RESOURCE RECOVERY COMMITTEE

The next meeting of the Resource Recovery Committee will be held on **Thursday, 10 March 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	10	March (if required)	at	EMRC Administration Office
Thursday	7	April (if required)	at	EMRC Administration Office
Thursday	5	May (if required)	at	EMRC Administration Office
Thursday	9	June (if required)	at	EMRC Administration Office
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

Cr Kenyon entered the meeting at 6:39pm.

17 DECLARATION OF CLOSURE OF MEETING

There being no further business, the Chairman declared the meeting closed at 6:40pm.



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

RECOMMENDATION (Closing meeting to the public)

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

COUNCIL RESOLUTION

MOVED CR SUTHERLAND

SECONDED CR PERKS

THAT WITH THE EXCEPTION OF THE CEO, DIRECTOR CORPORATE SERVICES, DIRECTOR WASTE SERVICES, ACTING DIRECTOR REGIONAL SERVICES, MANAGER RESOURCE RECOVERY, CEO FROM THE CITY OF BAYSWATER AND PERSONAL ASSISTANT TO THE DIRECTOR CORPORATE SERVICES THE MEETING BE CLOSED TO MEMBERS OF THE PUBLIC IN ACCORDANCE WITH SECTION 5.23 (2) 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 6:44pm and members of the public departed the Council Chambers.

19.1 ITEM 18.1 OF THE INVESTMENT COMMITTEE MINUTES - INVESTMENT COMMITTEE LEGAL UPDATE

REFERENCE: D2015/20481

This item is recommended to be confidential because it contains matters of legal professional privilege in nature.

The Council considered the Confidential Item circulated with the Agenda under Separate Cover.



19.2 ITEM 15.1 OF THE RESOURCE RECOVERY COMMITTEE MINUTES – RESOURCE RECOVERY FACILITY – PROJECT REVIEW AND IMPLEMENTATION

REFERENCE: D2016/02116

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

The Council considered the Confidential Item circulated with the Agenda under Separate Cover.

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.

COUNCIL RESOLUTION

MOVED CR LEWIS

SECONDED CR PERKS

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 7:22pm and members of the public returned to Council Chambers.

Recording of the resolutions passed behind closed doors, namely:

19.1 ITEM 18.1 OF THE INVESTMENT COMMITTEE MINUTES - INVESTMENT COMMITTEE LEGAL UPDATE

REFERENCE: D2015/20481

COUNCIL RESOLUTION(S)

MOVED CR MCNAMARA

SECONDED CR BRIDGES

THAT:

1. COUNCIL NOTES THE RESOLUTIONS OF THE INVESTMENT COMMITTEE.
2. THE REPORT REMAINS CONFIDENTIAL AND BE CERTIFIED BY THE CHAIRMAN AND CHIEF EXECUTIVE OFFICER.

CARRIED UNANIMOUSLY



19.2 ITEM 15.1 OF THE RESOURCE RECOVERY COMMITTEE MINUTES – RESOURCE RECOVERY FACILITY – PROJECT REVIEW AND IMPLEMENTATION

REFERENCE: D2016/02116

COUNCIL RESOLUTION(S)

MOVED CR MCNAMARA SECONDED CR SUTHERLAND

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.
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.

CARRIED 7/5

For: Cr Färdig, Cr Lewis, Cr McNamara, Cr O'Connor, Cr Powell, Cr Sutherland, Cr Wolff.

Against: Cr Bridges, Cr Daw, Cr Ehrhardt, Cr Perks, Cr Stallard.

20 FUTURE MEETINGS OF COUNCIL

The next meeting of Council will be held on **Thursday 24 March 2016** at the EMRC Administration Office, 1st Floor, Ascot Place, 226 Great Eastern Highway, Belmont WA 6104 commencing at 6:00pm.

Future Meetings 2016

Thursday	24 March	at	EMRC Administration Office
Thursday	21 April (if required)	at	EMRC Administration Office
Thursday	19 May (if required)	at	EMRC Administration Office
Thursday	23 June	at	EMRC Administration Office
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 7:23pm.