

MINUTES

**CERTIFICATION OF CONFIRMATION OF
COUNCIL MEETING MINUTES**

19 AUGUST 2010

I, Cr Graham Pittaway, hereby certify that the following minutes [pages 1 to 193] of the Meeting of Council held on 19 August 2010 were confirmed at a meeting of the Council held on 23 September 2010.

A handwritten signature in black ink, appearing to read "G. Pittaway", is written over a horizontal line.

Signature

Cr Graham Pittaway

Person presiding at the Council Meeting held on 23 September 2010



MINUTES

Ordinary Meeting of Council

19 August 2010

ORDINARY MEETING OF COUNCIL

MINUTES

19 August 2010

(REF: COMMITTEES-11137)

An Ordinary Meeting of Council was held at the EMRC Administration Office, 1st Floor, 226 Great Eastern Highway, BELMONT WA 6104 on **Thursday, 19 August 2010**. The meeting commenced at **6.04pm**.

TABLE OF CONTENTS

1	DECLARATION OF OPENING AND ANNOUNCEMENT OF VISITORS	1
2	ATTENDANCE, APOLOGIES AND LEAVE OF ABSENCE PREVIOUSLY APPROVED	1
3	DISCLOSURE OF INTERESTS	2
3.1	<i>CR ALAN PILGRIM – ITEM 9.1 OF THE CHIEF EXECUTIVE OFFICERS ADVISORY COMMITTEE – FINANCIAL AND PROXIMITY INTERSTS</i>	2
4	ANNOUNCEMENT BY THE CHAIRMAN OR PERSON PRESIDING WITHOUT DISCUSSION	2
4.1	<i>CARPET TILE RECYCLING COLLECTION DEPOT</i>	2
4.2	<i>AVON DESCENT</i>	2
4.3	<i>TOODYAY / NORTHAM TOWN COUNCILS</i>	2
4.4	<i>THE WHEATBELT COUNCIL</i>	2
4.5	<i>FORC – MUNICIPAL WASTE DEPUTATION TO THE PREMIER</i>	2
4.6	<i>COMMUNITY REFERENCE GROUP – PERTH TO DARWIN HIGHWAY</i>	2
4.7	<i>COUNCILLORS ANNUAL RETURNS DUE 31 AUGUST 2010</i>	3
4.8	<i>“RUBBISH TO RENOIR” – CREATED BY HELENA COLLEGE STUDENTS 2009</i>	3
4.9	<i>WASTE STATISTICS</i>	3
5	RESPONSE TO PREVIOUS PUBLIC QUESTIONS TAKEN ON NOTICE	3
5.1	<i>RESPONSE TO QUESTIONS FROM MR IAN WALTERS</i>	3
6	PUBLIC QUESTION TIME	4
6.1	<i>QUESTIONS FROM MR IAN WALTERS</i>	4
7	APPLICATION FOR LEAVE OF ABSENCE	5
7.1	<i>CR ALAN RADFORD</i>	5
8	PETITIONS, DEPUTATIONS AND PRESENTATIONS	5
9	CONFIRMATION OF MINUTES OF PREVIOUS MEETINGS	5
9.1	<i>MINUTES OF COUNCIL MEETING HELD 22 JULY 2010 (Ref: Committees-11050)</i>	5
10	QUESTIONS BY MEMBERS OF WHICH DUE NOTICE HAS BEEN GIVEN	6
11	QUESTIONS WITHOUT NOTICE	6
12	ANNOUNCEMENT OF CONFIDENTIAL MATTERS FOR WHICH THE MEETING MAY BE CLOSED TO THE PUBLIC	6
13	BUSINESS NOT DEALT WITH FROM A PREVIOUS MEETING	6
14	REPORTS OF OFFICERS	7
14.1	<i>LIST OF ACCOUNTS PAID DURING THE MONTH OF JUNE 2010 (Ref: Committees-11329)</i>	8
14.2	<i>FINANCIAL REPORT FOR PERIOD ENDED 30 JUNE 2010 (Ref: Committees-11252)</i>	18

TABLE OF CONTENTS *continued*

14.3	<i>EMRC ANNUAL DINNER (Ref: Committees-11184)</i>	34
14.4	<i>INVESTMENT POLICY REVIEW (Ref: Committees-11332)</i>	39
14.5	<i>RESOURCE RECOVERY PROJECT - COMMUNITY TASK FORCE NOMINATIONS (Ref: Committees-11319)</i>	48
14.6	<i>EMRC DISABILITY ACCESS & INCLUSION POLICY AND PLAN (Ref: Committees-11269)</i>	52
14.7	<i>ITEMS CONTAINED IN THE INFORMATION BULLETIN (Ref: Committees-11249)</i>	77
15	REPORTS OF COMMITTEES	96
15.1	<i>CHIEF EXECUTIVE OFFICERS ADVISORY COMMITTEE MEETING HELD 3 AUGUST 2010 (REFER TO MINUTES OF COMMITTEE - BLUE PAGES)</i>	96
15.2	<i>TECHNICAL ADVISORY COMMITTEE MEETING HELD 5 AUGUST 2010 (REFER TO MINUTES OF COMMITTEE - YELLOW PAGES)</i>	172
15.3	<i>RESOURCE RECOVERY COMMITTEE MEETING HELD 5 AUGUST 2010 (REFER TO MINUTES OF COMMITTEE - ORANGE PAGES)</i>	181
16	REPORTS OF DELEGATES	192
17	MEMBERS MOTIONS OF WHICH PREVIOUS NOTICE HAS BEEN GIVEN	192
18	NEW BUSINESS OF AN URGENT NATURE APPROVED BY THE CHAIRMAN OR PERSON PRESIDING OR BY DECISION OF MEETING	192
18.1	<i>CONFIDENTIAL DISCUSSION AT ITEM 19</i>	192
19	CONFIDENTIAL MATTERS FOR WHICH THE MEETING MAY BE CLOSED TO THE PUBLIC	192
20	FUTURE MEETINGS OF COUNCIL	193
21	DECLARATION OF CLOSURE OF MEETING	193



1 DECLARATION OF OPENING AND ANNOUNCEMENT OF VISITORS

The Chairman opened the meeting at 6.04pm.

2 ATTENDANCE, APOLOGIES AND LEAVE OF ABSENCE PREVIOUSLY APPROVED

Councillor Attendance

Cr Graham Pittaway (Chairman)	EMRC Member	City of Bayswater
Cr Gerry Pule	EMRC Member	Town of Bassendean
Cr Lynda Butler (Deputising for Cr Gangell)	EMRC Deputy Member	Town of Bassendean
Cr Alan Radford	EMRC Member	City of Bayswater
Cr Glenys Godfrey	EMRC Member	City of Belmont
Cr Janet Powell	EMRC Member	City of Belmont
Cr Don McKechnie	EMRC Member	Shire of Kalamunda
Cr Frank Lindsey	EMRC Member	Shire of Kalamunda
Cr Tony Cuccaro (Deputy Chairman)	EMRC Member	Shire of Mundaring
Cr Alan Pilgrim	EMRC Member	Shire of Mundaring
Cr Charlie Zannino	EMRC Member	City of Swan

Leave of Absence Previously Approved

Cr John Gangell
Cr David Färdig

EMRC Officers

Mr Peter Schneider	Chief Executive Officer
Mr Johan Le Roux	Acting Director Waste Services
Ms Rhonda Hardy	Director Regional Services
Ms Prapti Mehta	Manager Organisational Development
Ms Theresa Eckstein	Executive Assistant to Chief Executive Officer
Ms Mary-Ann Winnett	Personal Assistant to Director Corporate Services (Minutes)

EMRC Observers

Mr Steve Fitzpatrick	Manager Project Development
Mr Jer Liew	Manager Financial Services
Ms Teresa Foley	Manager Marketing and Communications
Ms Terri-Ann Ashton	Manager Administration and Compliance

Observers

Mr Bob Jarvis	Chief Executive Officer	Town of Bassendean
Mr Jonathan Throssell	Chief Executive Officer	Shire of Mundaring
Mr Doug Pearson	Director Technical Services	City of Bayswater

Visitors

Mr Ian Walters



3 DISCLOSURE OF INTERESTS

3.1 CR ALAN PILGRIM – FINANCIAL AND PROXIMITY INTERESTS:

Item: 9.1 of the CEOAC Minutes
Subject: Sponsorship Proposal from Curtin University – Regional Community Advocacy
Public Transport Forums
Nature of Interest: Disclosure of Financial Interest and Proximity Interests, Local Government Act
1995 Sections 5.60B, 5.65, 5.70 and 5.71
Employee of Curtin University.

4 ANNOUNCEMENT BY THE CHAIRMAN OR PERSON PRESIDING WITHOUT DISCUSSION

4.1 CARPET TILE RECYCLING COLLECTION DEPOT

This month, the EMRC's Hazelmere site became the first carpet tile recycling collection depot in Australia.

The EMRC, in partnership with InterfaceFLOR (an Australian carpet tile manufacturer), established the collection depot. Carpet tile waste is delivered and consolidated at the EMRC's Hazelmere Recycling Centre before being shipped to InterfaceFLOR in New South Wales for recycling.

InterfaceFLOR has pioneered a successful carpet tile recycling programme known as ReEntry. Using world first technology, ReEntry separates the backing and face cloth of reclaimed carpet tiles and recycles them into new carpet tiles.

InterfaceFLOR currently recycles approximately 10,000m² of carpet tile waste per annum from Western Australia, but the collection facility at the EMRC's Hazelmere Recycling Centre will increase that volume of carpet tiles recycled from Western Australia to 30,000m² per annum.

4.2 AVON DESCENT

The Chairman advised that he had attended the Avon Descent from Friday night to Sunday and it went well except for the low river level.

4.3 TOODYAY / NORTHAM TOWN COUNCILS

The Chairman advised that he had met the presidents of the Toodyay and Northam Council who had expressed interest in an EMRC presentation to find out more about our services and functions.

4.4 THE WHEATBELT COUNCIL

A team from WALGA is visiting the Wheatbelt Council to talk about waste management and they're also interested in talking to the EMRC so the Chairman and CEO will be meeting with them in the near future.

4.5 FORC – MUNICIPAL WASTE DEPUTATION TO THE PREMIER

The Chairman and CEO have attended a number of meetings with the Forum of Regional Councils (FORC) and discussions had been held with various government departments to push for waste services to be recognised as an essential service. The Chairman advised that he had a file of submissions and position statements from February 2010 to June 2010 and Councillors were welcome to look at it.

4.6 COMMUNITY REFERENCE GROUP – PERTH TO DARWIN HIGHWAY

The first meeting of the above group was held at the EMRC on 27 July 2010.



4.7 COUNCILLORS ANNUAL RETURNS DUE 31 AUGUST 2010

The Chairman reminded Councillors that their annual returns needed to be completed and be submitted by 31 August 2010.

4.8 “RUBBISH TO RENOIR” – CREATED BY HELENA COLLEGE STUDENTS 2009

The Chairman invited the Manager Project Development to explain the “Rubbish to Renoir” art collection on display in Council Chambers.

The Manager Project Development advised that the collection was an initiative with Helena College whereby Year 11 students undertook community service projects for 6 weeks, one of which was to invent creative panels of art using wooden canvases, by reusing materials and objects which would have ended up in landfill.

The students access the materials they need from the Remida, the Red Hill Environmental Education Centre, their school, home, or from friends, and assemble the pieces over 6 weeks from art class. The finished products are then taken to the Red Hill Environmental Education Centre where the works of art are presented to the EMRC Waste Education officers. In presentation the students give the title of their piece, talk about their inspiration for their creation, where they sourced their materials, and any challenges they may have encountered along the way.

The EMRC has about 12 pieces so far and they are displayed in the Education Centre and used in the school tours of Red Hill to show how materials can be reused.

The two pieces displayed in Council Chambers at the meeting are:

1. **Mona Lisa Recycled** – the inspiration was to transform an old masterpiece into a modern version of art using recycled materials (they used old fabric, plaster of Paris, video tape, cassette tape, jigsaw puzzle pieces, paint and bathroom tiles).
2. **Crow at the Tip Face** – the inspiration was the crows on site at Red Hill watching how they scavenge from waste to create their nests (they used cassette tapes, nuts and bolts, arm rests from computer keyboards, knives and forks, bottle tops, ring pulls, car keys).

The next project in the pipeline with Helena College Year 11 Students is working on a creative re-use artistic archway or other functional art-piece for EMRC’s permaculture-based garden which is currently in construction at Red Hill outside the Environmental Education Centre.

4.9 WASTE STATISTICS

The Chairman advised that he had suggested to the CEO that consideration be given to including statistics regarding woodwaste and the number of mattresses processed at Hazelmere with the other statistics reported through the Information Bulletin.

Cr McKechnie referred to newspaper articles during the week that stated that a council had withdrawn from a regional council and asked if any of the regional councils had withdrawn from FORC. The Chairman advised that none of the regional councils had withdrawn from FORC and advised that there had been no official confirmation of any council’s withdrawal from a regional council. One metropolitan council had a dispute over fees with their regional council and some of their waste was being taken to Red Hill. In response to Cr McKechnie’s query on what the EMRC was charging them for their waste, the CEO advised that the standard gate fees were being charged.



5 RESPONSE TO PREVIOUS PUBLIC QUESTIONS TAKEN ON NOTICE

5.1 QUESTIONS FROM MR IAN WALTERS

The following questions were taken on notice at the Council meeting held on 22 July 2010 and a written response was supplied to Mr Walters as follows:

Question 1: Please advise the underlying transaction details covering 218637 dated 1/12/09 favouring the EMRC for \$1,200.

Response: This cheque related to cash advances for the Resource Recovery Project reference facility visits.

Question 2: EFT14570 dated 16/10/2009 in favour of Oakvale Capital Ltd for \$2,333.49

Response: The CEO advised it was the monthly fee for EMRC's Investment Advisors.

Question 3: Cheque 411 dated 16/06/10 in favour of National Australia Bank

Response: The CEO advised that it was a Municipal Fund amount paid into the National Australia Bank for a term deposit.

Question 4: Mr Chairman are you aware that the EMRC continues to fail to provide details of EMRC's Investments due to legal professional privilege. What is the matter? Mr Walters suggested the EMRC didn't understand what legal professional privilege was and should get legal advice.

Response: The CEO advised that the EMRC had received legal advice in relation to this matter.

Question 5: My question relates to the response given to my first question at the Council meeting held on 17 June 2010, the non-adherence to Local Government Administration Regulation 13.

Please have your executive revisit this as the response was not factual and advise the outcome.

Response: The CEO advised that the minutes were in his office at the time Mr Walters came into the office, however the CEO was in a meeting therefore, the minutes were emailed out on the next business day. The next business day was a Tuesday as the Monday was a public holiday so the response was correct.

6 PUBLIC QUESTION TIME

6.1 QUESTIONS FROM MR IAN WALTERS

Question 1: My question relates to the Agenda this evening – Management of Investments Policy Item 14.4, in particular, investment strategy. It specifies that the EMRC invested in specified banks – National Australia Bank, Bankwest, Westpac, St George, Commonwealth Bank and ANZ and two pages prior to that the Overall Portfolio Limits – there is no provision there that Bankwest is wholly owned by the Commonwealth Bank and Westpac by St George. The EMRC should not consider investing so much in Bankwest and Commonwealth.

Response: The CEO advised that Council can take that into consideration when it deals with Item 14.4 Investment Policy Review.

Question 2: Please advise what steps were taken to assess applicable credit ratings prior to the EMRC investing in interest bearing securities issued by non-ADI's or CDO's (Collateralised Debt Obligation).

Response: The CEO advised that all of the products fitted in with the policy and were rated by the three major rating agencies Standard and Poor's, Moody's and Fitch (the world leaders in credit ratings).



Item 6 continued

Question 3: What consideration and detailed analysis of the investments was undertaken at the time the investments were made.

Response: The CEO advised that the EMRC had an investment advisor at the time and they made recommendations that fitted in with and complied with the investment policy at the time.

Question 4: Can you please advise names of Investment Committee members when decision(s) was made to invest in non-ADI's (Authorised Deposit Taking Institutions) or CDO's (Collateralised Debt Obligations).

Response: The CEO advised that the Investment Committee didn't exist at that time, it was established post the Global Financial Crisis.

Question 5: Thank you Mr Chairman.

Can you please advise names of the current Councillors and their deputies who were members of the EMRC when the decision(s) were taken to invest in interest bearing securities issued by non-ADI's (Authorised Deposit Taking Institutions) or CDO's (Collateralised Debt Obligations).

Response: The CEO advised that he would take the question on notice.

7 APPLICATION FOR LEAVE OF ABSENCE

7.1 CR ALAN RADFORD - LEAVE OF ABSENCE

COUNCIL RESOLUTION(S)

MOVED CR GODFREY SECONDED CR CUCCARO

THAT COUNCIL APPROVE APPLICATION FOR LEAVE OF ABSENCE FOR CR RADFORD FROM 31 AUGUST 2010 TO 3 SEPTEMBER 2010, INCLUSIVE.

CARRIED UNANIMOUSLY

8 PETITIONS, DEPUTATIONS AND PRESENTATIONS

Nil

9 CONFIRMATION OF MINUTES OF PREVIOUS MEETINGS

9.1 MINUTES OF ORDINARY MEETING OF COUNCIL MEETING HELD ON 22 JULY 2010

That the minutes of the Ordinary Meeting of Council held on 22 July 2010 which have been distributed, be confirmed.

COUNCIL RESOLUTION

MOVED CR PULE SECONDED CR CUCCARO

THAT THE MINUTES OF THE ORDINARY MEETING OF COUNCIL HELD ON 22 JULY 2010 WHICH HAVE BEEN DISTRIBUTED, BE CONFIRMED.

CARRIED UNANIMOUSLY



10 QUESTIONS BY MEMBERS OF WHICH DUE NOTICE HAS BEEN GIVEN

Nil

11 QUESTIONS WITHOUT NOTICE

Nil

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

Nil

13 BUSINESS NOT DEALT WITH FROM A PREVIOUS MEETING

Nil



14 REPORTS OF OFFICERS

QUESTIONS

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

RECOMMENDATION

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

Cr Godfrey referred to page 27 of the Agenda – Refurbish Environmental Education Centre – Red Hill Landfill Facility and asked why no money had been spent when there was an allocated amount of \$32,300. The CEO advised that it was a timing issue and has been carried forward to next year.

Cr Godfrey referred to page 28 of the Agenda – Trade and Other Payables and asked for an explanation of the increase from \$1.8M in June 2009 to \$4.8M in June 2010. The CEO advised that the question would be taken on notice.

POST MEETING NOTE

The increase of \$3,068,011.59 in Trade Creditors and Other Payables between June 2009 and June 2010 in the Balance Sheet is primarily attributable to the following:

- Landfill levy
 - Discount sought with the Department of Environment and Conservation ("DEC") on the land fill levy totalling \$680,423.86. As approval from the DEC is not finalised, a provision has been made in the event the discount is not allowed and the EMRC is obligated to pay the original amount; and
 - The June Quarter's landfill levy of \$1,620,761.24 for 2010 is \$1,087,290.77 higher than the \$533,470.47 for June 2009 as the landfill levy rate has increased from \$7/tonne to \$28/tonne.
- Items reflected in the June 2010 accounts that were over and above June 2009 levels included:
 - \$660,000 is payable to Department of Transport for the Solar City Project for which grant funds have already been received;
 - \$252,795.92 for the purchase of a truck for Red Hill that was received and to be paid in July 2010; and
 - \$189,743.90 for the Ascot Place refurbishment that was recognised as services rendered but not paid as at June 2010.

Cr McKechnie referred to page 22 of the Agenda – Unrealised (Gain)/Loss From Change in Fair Value of Investments and noted that the EMRC still had approximately \$4.5M invested and asked how they were likely to perform going forward. The CEO advised that the gains only related to the ADI's.

Cr Pilgrim referred to page 45 of the Agenda – Resource Recovery Project – Community Task Force Nominations and asked if any of the 15 nominations did not meet the selection criteria, for example, did any applicants live outside the district or region. The CEO advised that all nominations were from within the district so it was a matter of selecting 8 people that best fit the criteria as stated in the information pack.

COUNCIL RESOLUTION

MOVED CR MCKECHNIE

SECONDED CR PULE

THAT WITH THE EXCEPTION OF ITEMS 14.3, 14.4, AND 14.5, WHICH ARE TO BE WITHDRAWN AND DEALT WITH SEPARATELY, THE RECOMMENDATIONS IN THE OFFICERS REPORTS (SECTION 14) BE ADOPTED.

CARRIED UNANIMOUSLY



14 REPORTS OF OFFICERS

14.1 LIST OF ACCOUNTS PAID DURING THE MONTH OF JULY 2010

REFERENCE: COMMITTEES-11329

PURPOSE OF REPORT

The purpose of this report is to present to Council a list of accounts paid under the Chief Executive Officer's delegated authority during the month of July 2010 for noting.

KEY ISSUES AND RECOMMENDATION(S)

- As per the requirements of the Local Government (Financial Management) Regulations 1996 (Clause 13 (1)) the list of accounts paid during the month July 2010 is provided for noting.

Recommendation(s)

That Council notes the CEO's list of accounts for July 2010 paid under delegated power in accordance with Regulation 13(1) of the Local Government (Financial Management) Regulations 1996, as attached to this report totalling \$5,046,940.38.

SOURCE OF REPORT

Director Corporate Services
 Manager Financial 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.

REPORT

The table below summarises the payments drawn on the funds during the month of July 2010. A list detailing the payments made is appended as an attachment to this report.

Municipal Fund	EFT Payments: 16903 – 17225	
	Cheque Payments: 218799 - 218832	
	Payroll EFT: PAY-1, PAY-1.1 & PAY-2	
	DIRECT DEBITS	
	- Bank Charges: 1*JUL10	
	- Other: 417 - 423	\$10,392,142.55
	LESS	
	Cancelled EFTs and Cheques	
	EFT16937, EFT16980,EFT17005, EFT17028-17031	(5,345,202.17)
	218799, 218800 & 218807	
Trust Fund	Not Applicable	Nil
Total		\$5,046,940.38



Item 14.1 continued

STRATEGIC/POLICY IMPLICATIONS

Key Result Area 4 – Good Governance

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

FINANCIAL IMPLICATIONS

As contained within the report.

SUSTAINABILITY IMPLICATIONS

Nil

MEMBER COUNCIL IMPLICATIONS

Member Council	Implication Details
Town of Bassendean	} Nil direct implications for member Councils
City of Bayswater	
City of Belmont	
Shire of Kalamunda	
Shire of Mundaring	
City of Swan	

ATTACHMENT(S)

CEO's Delegated Payments List for the month of July 2010 (Ref: Committees-11331)

VOTING REQUIREMENT

Simple Majority

RECOMMENDATION(S)

That Council notes the CEO's list of accounts for July 2010 paid under delegated power in accordance with Regulation 13(1) of the Local Government (Financial Management) Regulations 1996, as attached to this report totalling \$5,046,940.38.

COUNCIL RESOLUTION

MOVED CR MCKECHNIE

SECONDED CR PULE

THAT COUNCIL NOTES THE CEO'S LIST OF ACCOUNT FOR JULY 2010 PAID UNDER DELEGATED POWER IN ACCORDANCE WITH REGULATION 13(1) OF THE LOCAL GOVERNMENT (FINANCIAL MANAGEMENT) REGULATIONS 1996, AS ATTACHED TO THIS REPORT TOTALLING \$5,046,940.38.

CARRIED UNANIMOUSLY



Eastern Metropolitan Regional Council

 Print 05/08/2010
 Print 10:25:13 AM

 CEO's DELEGATED PAYMENTS LIST
 FOR THE MONTH OF JULY 2010

User: Le Truong

Cheque /EFT No	Date	Payee	Amount
EFT16903	02/07/2010	ALL DAY CONTRACTING	9,169.60
EFT16904	02/07/2010	PRIME HEALTH GROUP LTD	187.00
EFT16905	02/07/2010	RED 11 PTY LTD	1,728.64
EFT16906	02/07/2010	VANCOUVER WASTE SERVICES PTY LTD T/A WA BIO FUEL	7,084.00
EFT16907	02/07/2010	360 RECYCLING PTY LTD	110.00
EFT16908	02/07/2010	ACCESS INDUSTRIAL TYRES	463.83
EFT16909	02/07/2010	AIR FILTER DRY CLEAN SYSTEMS PTY LTD	319.88
EFT16910	02/07/2010	ANALYTICAL REFERENCE LABORATORY	148.50
EFT16911	02/07/2010	ANNE COURTNEY	275.00
EFT16912	02/07/2010	APACE AID (INC)	717.75
EFT16913	02/07/2010	AUSTRACLEAR LIMITED	35.07
EFT16914	02/07/2010	AUSTRALIAN HVAC SERVICES	1,523.74
EFT16915	02/07/2010	CJD EQUIPMENT PTY LTD	4,019.80
EFT16916	02/07/2010	CLARK RUBBER CANNINGTON	281.72
EFT16917	02/07/2010	CORPORATE EXPRESS AUSTRALIA LTD	12.01
EFT16918	02/07/2010	CUTTING EDGES PTY LTD	582.18
EFT16919	02/07/2010	DEPARTMENT OF TRANSPORT	22,000.00
EFT16920	02/07/2010	ELEMENT HYDROGRAPHIC SOLUTIONS	1,557.60
EFT16921	02/07/2010	EMBROIDME MALAGA	1,041.87
EFT16922	02/07/2010	FUELQUIP (AUSTRALIA) PTY LTD	1,283.94
EFT16923	02/07/2010	FUJI XEROX AUSTRALIA PTY LTD	60.49
EFT16924	02/07/2010	GOURMET INDULGENCE	570.35
EFT16925	02/07/2010	HILLS FRESH	63.09
EFT16926	02/07/2010	INTEWORK INC	690.00
EFT16927	02/07/2010	ISS WASHROOM SERVICES	113.66
EFT16928	02/07/2010	KALAMUNDA TOYOTA	387.64
EFT16929	02/07/2010	MACHINERY WAREHOUSE	29.95
EFT16930	02/07/2010	MAYDAY EARTHMOVING	7,713.75
EFT16931	02/07/2010	MEHMET SHENAYE	409.75
EFT16932	02/07/2010	MORLEY GENERAL CLEANING SERVICE	5,291.66
EFT16933	02/07/2010	NEVERFAIL SPRINGWATER	143.00
EFT16934	02/07/2010	ON SITE RENTALS PTY LTD	393.80
EFT16935	02/07/2010	PERRY ENVIRONMENTAL CONTRACTING	7,700.00
EFT16936	02/07/2010	PULSE DESIGN	1,246.99
EFT16937	02/07/2010	Q3 PTY LTD TRADING AS Q3 ARCHITECTURE	2,475.00
EFT16938	02/07/2010	RECLAIM COLLECTIONS T/A TYRE WASTE (WA)	1,049.07
EFT16939	02/07/2010	REMIDA PERTH INC	150.00
EFT16940	02/07/2010	ROSS HUMAN DIRECTIONS	7,177.81
EFT16941	02/07/2010	SCRD HOLDINGS P/L T/A SECURE COMPUTER RECYLING & DISPOSAL	2,830.05
EFT16942	02/07/2010	SHIRE OF MUNDARING	11,000.00
EFT16943	02/07/2010	SKIPPER TRUCKS	97.87
EFT16944	02/07/2010	SOUTHERN METROPOLITAN REGIONAL COUNCIL	225.55
EFT16945	02/07/2010	SPUDS GARDENING SERVICES	3,770.00
EFT16946	02/07/2010	TELSTRA - A/C 008 2879 300 - SECONDARY WASTE PRJ	172.07
EFT16947	02/07/2010	TELSTRA - A/C 295 7816 000 - RED HILL	631.38
EFT16948	02/07/2010	TOTALLY WORKWEAR MIDLAND	142.31
EFT16949	02/07/2010	ULTIMO CATERING	1,216.60
EFT16950	02/07/2010	UNIQUE WASTE MANAGEMENT SERVICES	3,212.00
EFT16951	02/07/2010	VISY RECYCLING	23.45
EFT16952	02/07/2010	VOLICH WASTE CONTRACTORS PTY LTD	44.00
EFT16953	02/07/2010	WA EQUAL OPPORTUNITY COMMISSION	320.00
EFT16954	02/07/2010	WA HINO SALES AND SERVICE	252,722.75

CEO's DELEGATED PAYMENTS LIST
FOR THE MONTH OF JULY 2010

User: Le Truong

Cheque /EFT No	Date	Payee	Amount
EFT16955	02/07/2010	WESTERN AUSTRALIAN LOCAL GOVERNMENT	5,704.66
EFT16956	02/07/2010	WESTRAC EQUIPMENT PTY LTD	18,008.92
EFT16957	02/07/2010	WILSON SECURITY	2,260.43
EFT16958	14/07/2010	ALL DAY CONTRACTING	26,277.58
EFT16959	14/07/2010	ANNE PETTIT	481.25
EFT16960	14/07/2010	IPING PTY LTD	1,128.80
EFT16961	14/07/2010	PRIME HEALTH GROUP LTD	253.00
EFT16962	14/07/2010	A TEAM PRINTING	273.90
EFT16963	14/07/2010	A.T. MILK SUPPLY	526.80
EFT16964	14/07/2010	ADCORP	18,387.13
EFT16965	14/07/2010	AIR FILTER DRY CLEAN SYSTEMS PTY LTD	158.61
EFT16966	14/07/2010	AUSTRALIAN INSTITUTE OF MANAGEMENT - AIM	3,025.00
EFT16967	14/07/2010	AUSTRALIAN LABORATORY SERVICES PTY LTD	239.80
EFT16968	14/07/2010	BEAUMONDE CATERING	1,497.15
EFT16969	14/07/2010	BIN BATH AUSTRALIA PTY LTD	250.25
EFT16970	14/07/2010	BOBCAT ATTACH	2,222.00
EFT16971	14/07/2010	CAPITAL TRANSPORT SERVICES (WA) PTY LTD	1,503.65
EFT16972	14/07/2010	CARDNO (WA) PTY LTD	21,491.62
EFT16973	14/07/2010	CJD EQUIPMENT PTY LTD	2,937.00
EFT16974	14/07/2010	CMA RECYCLING PTY LTD	1,020.58
EFT16975	14/07/2010	COASTAL ZONE MANAGEMENT PTY LTD	7,080.70
EFT16976	14/07/2010	COMPU-STOR	693.17
EFT16977	14/07/2010	COMSYNC CONSULTING PTY LTD	3,539.25
EFT16978	14/07/2010	COVENTRYS	264.13
EFT16979	14/07/2010	DELOITTE TOUCHE TOHMATSU	7,841.20
EFT16980	14/07/2010	DEPARTMENT OF ENVIRONMENT AND CONSERVATION	1,777,643.12
EFT16981	14/07/2010	DEPARTMENT OF TRANSPORT	638,000.00
EFT16982	14/07/2010	DUN & BRADSTREET PTY LTD	23.42
EFT16983	14/07/2010	EXPANDABRAND	1,887.05
EFT16984	14/07/2010	FUJI XEROX AUSTRALIA PTY LTD	2,973.44
EFT16985	14/07/2010	GRACE REMOVALS GROUP	2,289.54
EFT16986	14/07/2010	HAYS SPECIALIST RECRUITMENT	2,842.13
EFT16987	14/07/2010	HILLS FRESH	66.48
EFT16988	14/07/2010	IMPRINT PLASTIC	82.50
EFT16989	14/07/2010	JAYCOURT NOMINEES PTY LTD T/A BARFIELD MECHANICAL SERVICES	20,491.90
EFT16990	14/07/2010	KAREN WARNER	151.85
EFT16991	14/07/2010	KELLY SERVICES (AUSTRALIA) LTD	2,299.38
EFT16992	14/07/2010	KEYNOTE CONFERENCES	2,000.00
EFT16993	14/07/2010	KLB SYSTEMS	1,265.00
EFT16994	14/07/2010	LANDMARK OPERATIONS LIMITED	753.59
EFT16995	14/07/2010	M2 TECHNOLOGY	220.00
EFT16996	14/07/2010	MIDLAND TOYOTA	79,686.96
EFT16997	14/07/2010	MOTORCHARGE PTY LTD	8,177.38
EFT16998	14/07/2010	MULTITRACK (WA) PTY LTD	297.00
EFT16999	14/07/2010	MUNDARING TYRE CENTRE	50.00
EFT17000	14/07/2010	NEVERFAIL SPRINGWATER	132.65
EFT17001	14/07/2010	NORTHAM'S AVON DESCENT ASSOCIATION	5,500.00
EFT17002	14/07/2010	OAKVALE CAPITAL LTD	2,333.49
EFT17003	14/07/2010	PAYG PAYMENTS	53,123.47
EFT17004	14/07/2010	PULSE DESIGN	3,947.79
EFT17005	14/07/2010	Q3 PTY LTD TRADING AS Q3 ARCHITECTURE	2,475.00
EFT17006	14/07/2010	REACH TO ACHIEVE CONSULTING	1,512.50

CEO's DELEGATED PAYMENTS LIST
FOR THE MONTH OF JULY 2010

User: Le Truong

Cheque /EFT No	Date	Payee	Amount
EFT17007	14/07/2010	ROBYN O'CALLAGHAN	138.00
EFT17008	14/07/2010	ROSS HUMAN DIRECTIONS	1,503.13
EFT17009	14/07/2010	SAI GLOBAL LIMITED	74.47
EFT17010	14/07/2010	SEEK LIMITED	220.00
EFT17011	14/07/2010	SPUDS GARDENING SERVICES	14,805.00
EFT17012	14/07/2010	STICKERWORLD PTY. LTD	1,672.00
EFT17013	14/07/2010	SWAN GOLD TOURS	1,070.00
EFT17014	14/07/2010	TELSTRA - A/C 335 6242 598 - MOBILE PHONES	2,279.97
EFT17015	14/07/2010	TOLL PRIORITY	296.92
EFT17016	14/07/2010	TOTALLY WORKWEAR MIDLAND	169.59
EFT17017	14/07/2010	TRUELINE CGMS	1,260.60
EFT17018	14/07/2010	ULTIMO CATERING	853.05
EFT17019	14/07/2010	VESBAR MOBILE PIZZA BAR	990.00
EFT17020	14/07/2010	WA HINO SALES AND SERVICE	73.17
EFT17021	14/07/2010	WA SUSTAINABLE ENERGY ASS INC	660.00
EFT17022	14/07/2010	WASTE MASTER	266.81
EFT17023	14/07/2010	WDR P/L T/A TYRES FOR TRUCKS	160.00
EFT17024	14/07/2010	WEBTRACK PTY LTD T/A MOBILE PHONE INSTALLATIONS AUSTRALIA	400.00
EFT17025	14/07/2010	WESTRAC EQUIPMENT PTY LTD	8,344.10
EFT17026	14/07/2010	WILDTRAIN ENTERPRISES P/L T/A EFFECTIVE TRANSPORT	2,123.58
EFT17027	14/07/2010	WILSON SECURITY	379.22
EFT17028	9/07/2010	Q3 PTY LTD TRADING AS Q3 ARCHITECTURE	2,475.00
EFT17029	13/07/2010	Q3 PTY LTD TRADING AS Q3 ARCHITECTURE	2,475.00
EFT17030	16/07/2010	DEPARTMENT OF ENVIRONMENT AND CONSERVATION	1,777,478.12
EFT17031	16/07/2010	Q3 PTY LTD TRADING AS Q3 ARCHITECTURE	2,475.00
EFT17032	16/07/2010	LIEBHERR AUSTRALIA PTY LTD	140.80
EFT17033	16/07/2010	ATC WILLIAMS PTY LTD	5,444.45
EFT17034	16/07/2010	B&J CATALANO PTY LTD	585.17
EFT17035	16/07/2010	BALSHAWS FLORIST	82.50
EFT17036	16/07/2010	BLAZING TRAILS PUBLIC RELATIONS	3,570.00
EFT17037	16/07/2010	BP AUSTRALIA LIMITED	41,587.19
EFT17038	16/07/2010	BP GIDGEGANNUP	27.30
EFT17039	16/07/2010	CAPITAL TRANSPORT SERVICES (WA) PTY LTD	158.13
EFT17040	16/07/2010	CJD EQUIPMENT PTY LTD	121.00
EFT17041	16/07/2010	COVENTRYS	55.00
EFT17042	16/07/2010	DAPI P/L T/A BIG WHEELS TRUCK ALIGNMENT	540.34
EFT17043	16/07/2010	DUN & BRADSTREET PTY LTD	8.65
EFT17044	16/07/2010	ERBEAC INC	28.50
EFT17045	16/07/2010	FILTERS PLUS	113.85
EFT17046	16/07/2010	FRUIT BOOST PTY LTD ATF BANDITS TRUST	288.00
EFT17047	16/07/2010	HILLS FRESH	61.65
EFT17048	16/07/2010	HILLS SCRAP METAL	177.76
EFT17049	16/07/2010	KELLY SERVICES (AUSTRALIA) LTD	1,292.43
EFT17050	16/07/2010	LAMB PRINT	1,324.00
EFT17051	16/07/2010	LANDFILL GAS & POWER PTY LTD	2,471.87
EFT17052	16/07/2010	LINFOX ARMAGUARD PTY LTD	396.05
EFT17053	16/07/2010	LO-GO APPOINTMENTS	600.33
EFT17054	16/07/2010	MAIL PLUS PERTH	204.60
EFT17055	16/07/2010	MAJOR MOTORS PTY LTD	48.66
EFT17056	16/07/2010	MORLEY GENERAL CLEANING SERVICE	6,185.96
EFT17057	16/07/2010	MORRISSEY MARKETING	5,606.25
EFT17058	16/07/2010	NAVSEC	3,977.07

CEO's DELEGATED PAYMENTS LIST
FOR THE MONTH OF JULY 2010

User: Le Truong

Cheque /EFT No	Date	Payee	Amount
EFT17059	16/07/2010	NEVERFAIL SPRINGWATER	52.20
EFT17060	16/07/2010	NUTRARICH PTY LTD	9,900.00
EFT17061	16/07/2010	OAKNEY PTY LTD T/A AIRPORT PUBLICATIONS	110.00
EFT17062	16/07/2010	PARKERVILLE CONCRETE	15,320.00
EFT17063	16/07/2010	PRESTIGE ALARMS	198.00
EFT17064	16/07/2010	PULSE DESIGN	188.76
EFT17065	16/07/2010	Q3 PTY LTD TRADING AS Q3 ARCHITECTURE	2,475.00
EFT17066	16/07/2010	ROSS HUMAN DIRECTIONS	4,212.11
EFT17067	16/07/2010	SGS AUSTRALIA PTY LTD	283.80
EFT17068	16/07/2010	SHIRE OF MUNDARING	726.00
EFT17069	16/07/2010	SHUGS ELECTRICAL	154.00
EFT17070	16/07/2010	SPUDS GARDENING SERVICES	847.00
EFT17071	16/07/2010	SURE GRO	523.60
EFT17072	16/07/2010	SYNERGY	248.00
EFT17073	16/07/2010	TOTALLY WORKWEAR MIDLAND	29.42
EFT17074	16/07/2010	TOWN OF BASSENDEAN	547.00
EFT17075	16/07/2010	ULTIMO CATERING	224.00
EFT17076	16/07/2010	UNIQUE WASTE MANAGEMENT SERVICES	572.00
EFT17077	21/07/2010	ANALYTICAL REFERENCE LABORATORY	148.50
EFT17078	21/07/2010	BT EQUIPMENT PTY LTD	83.40
EFT17079	21/07/2010	BUNNINGS BUILDING SUPPLIES PTY LTD	220.11
EFT17080	21/07/2010	CJD EQUIPMENT PTY LTD	61.12
EFT17081	21/07/2010	CROMMELINS AUSTRALIA	210.81
EFT17082	21/07/2010	DOUWE EGBERTS AUSTRALIA	267.29
EFT17083	21/07/2010	GREENSENSE	7,414.00
EFT17084	21/07/2010	HILLS FRESH	58.09
EFT17085	21/07/2010	LANDMARK OPERATIONS LIMITED	40.69
EFT17086	21/07/2010	MISS MAUD	55.95
EFT17087	21/07/2010	MORLEY GENERAL CLEANING SERVICE	547.58
EFT17088	21/07/2010	PAYG PAYMENTS	14,862.20
EFT17089	21/07/2010	PLANTRITE	264.00
EFT17090	21/07/2010	PROTECTOR ALSAFE PTY LTD	67.49
EFT17091	21/07/2010	SAFETY SIGNS SERVICE	58.85
EFT17092	21/07/2010	ULTIMO CATERING	251.90
EFT17093	21/07/2010	VERTICAL TELECOM WA PTY LTD (VERTEL)	5,980.39
EFT17094	21/07/2010	WESTERN RESOURCE RECOVERY PTY LTD	763.84
EFT17095	16/07/2010	BP AUSTRALIA LIMITED	24,628.74
EFT17096	23/07/2010	AIR-MET SCIENTIFIC PTY LTD	170.50
EFT17097	23/07/2010	PINK PIRANHA	536.36
EFT17098	23/07/2010	PITNEY BOWES AUSTRALIA (WA)	687.29
EFT17099	23/07/2010	ACCESS INDUSTRIAL TYRES	93.50
EFT17100	23/07/2010	ADCORP	4,917.44
EFT17101	23/07/2010	AIR FILTER DRY CLEAN SYSTEMS PTY LTD	381.94
EFT17102	23/07/2010	AUSTRALIA POST - RED HILL	223.44
EFT17103	23/07/2010	AUSTRALIAN INSTITUTE OF MANAGEMENT - AIM	645.00
EFT17104	23/07/2010	B&J CATALANO PTY LTD	5,878.86
EFT17105	23/07/2010	BALSHAWS FLORIST	100.00
EFT17106	23/07/2010	BLACKWOODS ATKINS	183.48
EFT17107	23/07/2010	BT EQUIPMENT PTY LTD	4,993.51
EFT17108	23/07/2010	BUNNINGS BUILDING SUPPLIES PTY LTD	12.84
EFT17109	23/07/2010	CABCHARGE	6.00
EFT17110	23/07/2010	CJD EQUIPMENT PTY LTD	1,147.99
EFT17111	23/07/2010	CORPORATE EXPRESS AUSTRALIA LTD	1,149.46



**CEO's DELEGATED PAYMENTS LIST
FOR THE MONTH OF JULY 2010**

User: Le Truong

Cheque /EFT No	Date	Payee	Amount
EFT17112	23/07/2010	CORPORATE SCORECARD PTY LTD	1,186.02
EFT17113	23/07/2010	CRACKAJACK PARTY HIRE	332.09
EFT17114	23/07/2010	CROSSLAND & HARDY PTY LTD	1,614.50
EFT17115	23/07/2010	ELECTROBOARD SOLUTIONS PTY LTD	3,230.00
EFT17116	23/07/2010	ENCYCLE CONSULTING PTY LTD	3,872.00
EFT17117	23/07/2010	ENVIRONMENT HOUSE	1,500.00
EFT17118	23/07/2010	HAYS SPECIALIST RECRUITMENT	879.45
EFT17119	23/07/2010	HORIZONS WEST BUS & COACHLINES	495.00
EFT17120	23/07/2010	INDEPTH INTERACTIVE	880.00
EFT17121	23/07/2010	JUST IN SCALES	258.50
EFT17122	23/07/2010	LANDFILL GAS & POWER PTY LTD	3,738.75
EFT17123	23/07/2010	LGIS INSURANCE BROKING	8,589.15
EFT17124	23/07/2010	LGIS PROPERTY	23,900.61
EFT17125	23/07/2010	LO-GO APPOINTMENTS	1,373.63
EFT17126	23/07/2010	MACHINERY WAREHOUSE	140.00
EFT17127	23/07/2010	MUNDARING CRANE TRUCK HIRE	99.00
EFT17128	23/07/2010	PEACETREE PERMACULTURE AND EDIBLE LANDSCAPES	5,197.50
EFT17129	23/07/2010	RENTOKIL INITIAL PTY LTD	577.06
EFT17130	23/07/2010	ROSS HUMAN DIRECTIONS	12,702.60
EFT17131	23/07/2010	RUDD INDUSTRIAL AND FARM SUPPLIES	16.80
EFT17132	23/07/2010	SEEK LIMITED	247.50
EFT17133	23/07/2010	SNAP PRINTING	393.15
EFT17134	23/07/2010	SYNERGY	327.55
EFT17135	23/07/2010	SYSTEMS EDGE MANAGEMENT SERVICES P/T T/A PRACSYS	4,400.00
EFT17136	23/07/2010	TELSTRA - A/C 246 2455 400 - RH SECURITY MONITOR	38.50
EFT17137	23/07/2010	TELSTRA - A/C 256 0950 500 - ASCOT PLACE LIFT	19.25
EFT17138	23/07/2010	ULTIMO CATERING	4,089.60
EFT17139	23/07/2010	WESTERN AUSTRALIAN LOCAL GOVERNMENT	660.00
EFT17140	23/07/2010	WESTRAC EQUIPMENT PTY LTD	21.69
EFT17141	23/07/2010	WILDTRAIN ENTERPRISES P/L T/A EFFECTIVE TRANSPORT	330.43
EFT17142	23/07/2010	LGIS INSURANCE BROKING	80,714.78
EFT17143	27/07/2010	DEPARTMENT OF ENVIRONMENT AND CONSERVATION	1,620,761.24
EFT17144	27/07/2010	PINK PIRANHA	53.64
EFT17145	27/07/2010	AUSTRALIA POST - ASCOT PLACE	1,941.72
EFT17146	27/07/2010	DEPUTY COMMISSIONER OF TAXATION	240,024.00
EFT17147	27/07/2010	TELSTRA - A/C 148 4710 000 - ASCOT PLACE	2,732.52
EFT17148	27/07/2010	TELSTRA - A/C 163 4688 200 - HAZELMERE	105.44
EFT17149	28/07/2010	PAYG PAYMENTS	50,278.30
EFT17150	30/07/2010	CHILD SUPPORT	491.84
EFT17151	30/07/2010	WALGS PLAN	66,087.83
EFT17152	30/07/2010	AIR-MET SCIENTIFIC PTY LTD	2,671.43
EFT17153	30/07/2010	EASTERN HILLS BOBCATS	1,815.00
EFT17154	30/07/2010	KEYWEST LOCK SERVICE	96.25
EFT17155	30/07/2010	SNAP BURSWOOD	330.00
EFT17156	30/07/2010	360 RECYCLING PTY LTD	55.00
EFT17157	30/07/2010	ACCESS INDUSTRIAL TYRES	110.00
EFT17158	30/07/2010	ASCOT KAYAK CLUB	70.00
EFT17159	30/07/2010	AUSTRACLEAR LIMITED	50.47
EFT17160	30/07/2010	AUSTRALIAN HVAC SERVICES	660.00
EFT17161	30/07/2010	AUSTRALIAN LABORATORY SERVICES PTY LTD	2,134.00
EFT17162	30/07/2010	B&J CATALANO PTY LTD	612.14
EFT17163	30/07/2010	BELMONT - REDCLIFFE NEWSROUND	109.52
EFT17164	30/07/2010	BOBCAT ATTACH	102.30

CEO's DELEGATED PAYMENTS LIST
FOR THE MONTH OF JULY 2010

User: Le Truong

Cheque /EFT No	Date	Payee	Amount
EFT17165	30/07/2010	BRING COURIERS	815.96
EFT17166	30/07/2010	BT EQUIPMENT PTY LTD	476.08
EFT17167	30/07/2010	BUDGET ELECTRICS	233.75
EFT17168	30/07/2010	BUNNINGS BUILDING SUPPLIES PTY LTD	189.24
EFT17169	30/07/2010	CJD EQUIPMENT PTY LTD	2,835.01
EFT17170	30/07/2010	COMMAND-A-COM AUSTRALIA PTY LTD	561.00
EFT17171	30/07/2010	CORPORATE EXPRESS AUSTRALIA LTD	3,309.12
EFT17172	30/07/2010	COUNCIL JOBS	220.00
EFT17173	30/07/2010	DBS FENCING (MAREBAR PTY LTD T/A)	2,750.00
EFT17174	30/07/2010	ENERGY RESPONSE PTY LTD	4,523.20
EFT17175	30/07/2010	FREEHILLS	2,530.00
EFT17176	30/07/2010	FRUIT BOOST PTY LTD ATF BANDITS TRUST	360.00
EFT17177	30/07/2010	FUJI XEROX AUSTRALIA PTY LTD	2,240.51
EFT17178	30/07/2010	G & S FURNITURE SALES (WA) PTY LTD	2,375.00
EFT17179	30/07/2010	HAYS SPECIALIST RECRUITMENT	1,608.75
EFT17180	30/07/2010	HIGGS DRILLING AND EXPLORATION	18,588.75
EFT17181	30/07/2010	HILLS FRESH	53.86
EFT17182	30/07/2010	HUMES CONCRETE PIPES	813.73
EFT17183	30/07/2010	INTEGRATED CONCEPT	2,310.00
EFT17184	30/07/2010	INTEWORK INC	690.00
EFT17185	30/07/2010	ISS WASHROOM SERVICES	113.66
EFT17186	30/07/2010	IT VISION AUSTRALIA PTY LTD	25,960.00
EFT17187	30/07/2010	KELLY SERVICES (AUSTRALIA) LTD	2,581.64
EFT17188	30/07/2010	KOTT GUNNING LAWYERS	3,920.80
EFT17189	30/07/2010	LANDMARK OPERATIONS LIMITED	1,651.17
EFT17190	30/07/2010	LIQUID ENGINEERING PTY LTD	708.40
EFT17191	30/07/2010	LO-GO APPOINTMENTS	2,346.85
EFT17192	30/07/2010	MARSMEN PLUMBING	365.75
EFT17193	30/07/2010	MCINERNEY FORD	692.70
EFT17194	30/07/2010	MUCHEA TREE FARM	2,917.50
EFT17195	30/07/2010	MULTITRACK (WA) PTY LTD	113.00
EFT17196	30/07/2010	MUNDARING TYRE CENTRE	25.00
EFT17197	30/07/2010	NEVERFAIL SPRINGWATER	191.10
EFT17198	30/07/2010	OAKS LIQUOR	779.49
EFT17199	30/07/2010	ON SITE RENTALS PTY LTD	649.55
EFT17200	30/07/2010	PLANNING INSTITUTE AUSTRALIA WA DIVISION	88.00
EFT17201	30/07/2010	PORTNER PRESS PTY LTD	197.00
EFT17202	30/07/2010	PRESTIGE ALARMS	2,018.50
EFT17203	30/07/2010	PRESTIGE PUMP RENTALS	1,100.00
EFT17204	30/07/2010	PROTECTOR FIRE SERVICES	448.53
EFT17205	30/07/2010	RECLAIM COLLECTIONS T/A TYRE WASTE (WA)	567.92
EFT17206	30/07/2010	ROBERTA CIRCOSTA	101.05
EFT17207	30/07/2010	ROSS HUMAN DIRECTIONS	13,244.45
EFT17208	30/07/2010	SIGNS & LINES	482.09
EFT17209	30/07/2010	SNAP PRINTING	3,118.71
EFT17210	30/07/2010	ST JOHN AMBULANCE ASSOCIATION	185.00
EFT17211	30/07/2010	STEVENSON CONSULTING	4,554.00
EFT17212	30/07/2010	SYNERGY	13.65
EFT17213	30/07/2010	TEAM MANAGEMENT SYSTEMS	539.00
EFT17214	30/07/2010	TOTALLY WORKWEAR MIDLAND	1,184.00
EFT17215	30/07/2010	ULTIMO CATERING	495.20
EFT17216	30/07/2010	VOLICH WASTE CONTRACTORS PTY LTD	44.00
EFT17217	30/07/2010	WA BROILER GROWERS ASSOCIATION (INC)	3,212.00

CEO's DELEGATED PAYMENTS LIST
FOR THE MONTH OF JULY 2010

User: Le Truong

Cheque /EFT No	Date	Payee	Amount
EFT17218	30/07/2010	WA MACHINERY GLASS	352.00
EFT17219	30/07/2010	WESTCARE INDUSTRIES	2,948.17
EFT17220	30/07/2010	WESTERN AUSTRALIAN LOCAL GOVERNMENT	169.41
EFT17221	30/07/2010	WESTERN TREE RECYCLERS	115,543.56
EFT17222	30/07/2010	WESTRAC EQUIPMENT PTY LTD	10,312.44
EFT17223	30/07/2010	WILDTRAIN ENTERPRISES P/L T/A EFFECTIVE TRANSPORT	97.09
EFT17224	30/07/2010	WREN OIL	159.50
EFT17225	30/07/2010	YOUNGS HOLDEN	35,049.60
218799	02/07/2010	MISPRINT	0.00
218800	2/07/2010	CANNINGTON NEWS	62.81
218801	02/07/2010	CANNINGTON NEWS	62.81
218802	05/07/2010	DEPARTMENT OF TRANSPORT - BULK BILLING	11,606.80
218803	09/07/2010	CITY OF SWAN	8,976.00
218804	09/07/2010	EMRC PETTY CASH - HAZELMERE	186.35
218805	09/07/2010	EMRC PETTY CASH - REDHILL	285.05
218806	09/07/2010	GIDGIE GROG LIQUOR STORE	273.38
218807	09/07/2010	DEPARTMENT OF ENVIRONMENT AND CONSERVATION	1,777,643.12
218808	13/07/2010	DEPARTMENT OF ENVIRONMENT AND CONSERVATION	165.00
218809	16/07/2010	GIDGIE GROG LIQUOR STORE	54.99
218810	16/07/2010	HUTCHISON 3G AUSTRALIA PTY LTD	107.00
218811	23/07/2010	DEPARTMENT OF TRANSPORT - BULK BILLING	24.05
218812	23/07/2010	WATER CORPORATION	183.55
218813	27/07/2010	EMRC PETTY CASH - BELMONT	318.00
218814	27/07/2010	KEVIN BAILEY	40.00
218815	27/07/2010	WATER CORPORATION	564.40
218816	30/07/2010	GENERATIONS PERSONAL SUPERANNUATION PLAN	391.95
218817	30/07/2010	WESTSCHEME	1,035.80
218818	30/07/2010	AMP LIFE LTD	1,038.33
218819	30/07/2010	ANZ STAFF SUPER	242.29
218820	30/07/2010	ANZ SUPER ADVANTAGE	683.81
218821	30/07/2010	AUSTRALIAN SUPER	494.78
218822	30/07/2010	AUSTRALIANSUPER CORPORATE	1,703.08
218823	30/07/2010	BT BUSINESS SUPER	729.85
218824	30/07/2010	BT LIFETIME - PERSONAL SUPER	374.88
218825	30/07/2010	CBUS INDUSTRY SUPER	324.59
218826	30/07/2010	Commonwealth Bank Superannuation	322.12
218827	30/07/2010	ING LIFE LTD	181.42
218828	30/07/2010	NORWICH UNION LIFE INSURANCE SOCIETY	470.12
218829	30/07/2010	THE INDUSTRY SUPERANNUATION FUND	286.80
218830	30/07/2010	UNISUPER LIMITED	346.77
218831	30/07/2010	ZURICH AUSTRALIAN SUPERANNUATION	335.22
218832	30/07/2010	EMRC PETTY CASH - REDHILL	396.60
417	23/07/2010	HAAS HOLZZERKLEINERUNGS - UND FORDERTECHNIK GMBH	658,677.00
418	27/07/2010	WBC - CORPORATE MASTERCARD - P SCHNEIDER	202.33
419	27/07/2010	WBC - CORPORATE MASTER CARD - ENAD ZRAID	5,639.84
420	27/07/2010	WBC - CORPORATE MASTER CARD - R MEDBURY	117.95
421	27/07/2010	WBC - CORPORATE MASTER CARD - S FITZPATRICK	848.41
422	27/07/2010	WBC - CORPORATE MASTERCARD - J L ROUX	13.25
423	27/07/2010	WBC - CORPORATE MASTERCARD - RHONDA HARDY	13.25
PAY-1	6/07/2010	PAYROLL F/E 6/7/10	170,598.49
PAY-1.1	6/07/2010	PAYROLL	26,673.46
PAY-2	20/07/2010	PAYROLL F/E 20/7/10	164,959.89
1*JUL10	1/07/2010	BANK CHARGES BS 1361 - 1365	1,271.69



Eastern Metropolitan Regional Council

Print 05/08/2010
 Print 10:25:13 AM

CEO's DELEGATED PAYMENTS LIST
 FOR THE MONTH OF JULY 2010

User: Le Truong

Cheque /EFT No	Date	Payee	Amount
SUB TOTAL			10,392,142.55
LESS CANCELLED CHEQUES & EFTs			
EFT16937	02/07/2010	Q3 PTY LTD TRADING AS Q3 ARCHITECTURE	-2,475.00
EFT16980	14/07/2010	DEPARTMENT OF ENVIRONMENT AND CONSERVATION	-1,777,643.12
EFT17005	14/07/2010	Q3 PTY LTD TRADING AS Q3 ARCHITECTURE	-2,475.00
EFT17028	9/07/2010	Q3 PTY LTD TRADING AS Q3 ARCHITECTURE	-2,475.00
EFT17029	13/07/2010	Q3 PTY LTD TRADING AS Q3 ARCHITECTURE	-2,475.00
EFT17030	16/07/2010	DEPARTMENT OF ENVIRONMENT AND CONSERVATION	-1,777,478.12
EFT17031	16/07/2010	Q3 PTY LTD TRADING AS Q3 ARCHITECTURE	-2,475.00
218799	02/07/2010	MISPRINT	0.00
218800	2/07/2010	CANNINGTON NEWS	-62.81
218807	09/07/2010	DEPARTMENT OF ENVIRONMENT AND CONSERVATION	-1,777,643.12
SUB TOTAL			-5,345,202.17
TOTAL			5,046,940.38

REPORT TOTALS

Bank Code	Bank Name	TOTAL
1	EMRC - Municipal Fund	5,046,940.38
TOTAL		5,046,940.38



14.2 FINANCIAL REPORT FOR PERIOD ENDED 30 JUNE 2010

REFERENCE: COMMITTEES-11252

PURPOSE OF REPORT

The purpose of this report is to provide Council with an overview of the Eastern Metropolitan Regional Council's (EMRC's) financial performance for the period ended 30 June 2010.

KEY ISSUES AND RECOMMENDATION(S)

Significant year to date budget variances greater than 10% or \$10,000, which ever is the greater, within each nature and type category on the Statement of Financial Activity as at 30 June 2010 have been identified and are reported on in the body of the report.

Recommendation(s)

That the unaudited Income Statement, Capital Expenditure Statement, Balance Sheet and the Statement of Cash and Investments for the period ended 30 June 2010 be received.

SOURCE OF REPORT

Director Corporate Services
Manager Financial Services

BACKGROUND

It is a requirement of the Local Government (Financial Management) Regulations 1996 (Clause 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 2009/2010 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.

The financial summaries attached to this report provide an overview of year to date budget performance for operating activities and capital works. 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 periodically in order to provide an accurate forecast end of year result.

The initial forecast review for 2009/2010 was undertaken during November 2009 and was based on the financial performance to the period ended 30 November 2009. A subsequent forecast review was undertaken during March 2010 and was based on the financial performance to the period ended 28 February 2010. This later review was the subject of the Half Year Budget Review 2009/2010 report submitted to the Audit Committee meeting held on 8 April 2010 (refer Audit Committee Meeting item 12.2) and Council at its meeting held 22 April 2010. The report was subsequently submitted to the Department of Local Government and Regional Development within 30 days in accordance with the provisions of the Local Government (Financial Management) Regulation 33A.

A Balance Sheet is also provided with year to date actual balances compared with budget provisions and end of year forecasts for all balance sheet items.



Item 14.2 continued

REPORT

Outlined below are unaudited financial summaries for the period ended 30 June 2010. 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.

Income Statement - Nature and Type (refer Attachment 1)

The operating result from normal activities as at 30 June 2010 is a favourable variance of \$830,145. The following information is provided on key aspects of Council's year to date financial performance. It should be noted that the end of year variances will not be reported as part of this report as these have been addressed as part of the Half Year Budget Review 2009/2010 report submitted to the Audit Committee meeting held on 8 April 2010 (refer Audit Committee Meeting item 12.2):

<u>Operating Income</u>	<i>Year to Date</i>	A favourable variance of \$819,515 (3.53%)
------------------------------------	---------------------	--

Operating Income variances previously reported to Council:

1. Year to date Contributions of \$675,695 are inclusive of the following unbudgeted funds totalling \$150,314:
 - Perth Solar City project - \$90,000 carried forward from the 2008/2009 financial year;
 - Regional Water Campaign - \$11,844;
 - Regional Tourism Development - \$5,000;
 - Regional Cycling Tourism Opportunities - \$20,000;
 - Perth's Eastern Autumn Festival - \$9,090; and
 - Planning for Walking - \$14,380.

Contribution amounts for other budgeted projects are invoiced throughout the year based on project timings.

2. Year to date Other income is \$297,797 above the year to date budget provision of \$735,676. The significant item associated with this relates to an additional rebate of \$180,714 received in relation to the fuel rebate scheme. As a result of the broadening of plant and fuel categories and classifications the EMRC was able to claim fuel rebates retrospectively from 1 July 2008.

Other significant items include income from the sale of products of \$122,822 greater than the year to date budget provisions applicable to various projects within the Waste Management section.

Operating Income variances not previously reported to Council:

3. The User Charges of \$19,277,534 is \$986,919 (5.40%) higher than the year to date budget provision of \$18,290,615. The variance is mainly due to higher than budgeted commercial tonnage and casual tipping fees, offset by lower than budgeted service fee income.
 4. Year to date Special Charges is \$40,112 (12.16%) lower than the year to date budget provision of \$329,849. The variance is attributable to lower than budgeted Community Waste Education Income from all member councils.
-



Item 14.2 continued

5. Year to date Operating Grants of \$1,614,403 is \$653,430 (28.81%) lower than the year to date provision of \$2,267,833. The significant item associated with this relates timing of grants for the Perth Solar Cities project of \$570,000. Funds not received and utilised this financial year will be carried forward into the 2010/2011 financial year. Other variations include an unsuccessful grant application for the Eastern Hills Catchment Management Program of \$60,000 for which the expenditure was reduced accordingly.
6. Interest from Municipal Cash Investments were \$125,937 (55.85%) higher than the year to date budget provision of \$225,500. The variance is attributable to accrued interest income (\$155,898) that is reflected in the year end accounts.

There were no further significant Operating Income variances as at 30 June 2010.

<u>Operating Expenditure</u>	<i>Year to Date</i>	A favourable variance of \$10,630 (0.05%).
-------------------------------------	---------------------	--

Operating Expenditure variances previously reported to Council:

1. Year to date Contract expenses are \$1,399,518 below the year to date budget provisions of \$6,706,998 due predominantly to the timing of various projects together with the timing of expenditure and payments relating to various projects. It also relates to the delay of various activities that will be carried forward into the 2010/2011 financial year. Major variations below the year to date budget include Manage Woodwaste project (\$131,210), Operate and Maintain Plant (\$55,991), Implementation of Perth Solar City Living Smart program and demonstration projects (\$570,000), various other Environmental Services projects (\$62,860), various Regional Development projects (\$175,255) and various Corporate Services activities (\$419,434) including Repairs to the Administration building, Strategic Planning Research and Special projects, IT Consulting and software fees and lower than budgeted Annual Dinner costs.

These amounts are partially off-set by expenditure greater than the year to date budget in the following activities:

- Operate and maintain storm water system at the Red Hill Waste disposal facility (\$163,552),
 - Manage Greenwaste mulching & composting (\$141,675)
 - Manage Mattress project (\$74,773),
2. Year to date Materials expenses are \$485,178 (41.94%) below the year to date budget provision of \$1,156,845. Significant variations include Catering/Food/Beverage expenses which are \$51,898 lower than the year to date budget provision of \$227,190, Material Expenses - General which is \$338,231 lower than the budget provision of \$586,790 and Printing expenses is also \$66,474 below the budget provision of \$222,595.

These variations are the cumulative values applicable to numerous accounts across all sections of the organisation and are based on the timing of various projects and activities yet to be undertaken as well as a general reduction of expenditure to date. The relocation to alternative premises during the renovation of the Ascot Place administration office has contributed to this with less meetings, functions and training courses being held during this period.

3. Utility Expenses exceeds the year to date budget by \$19,048 (20.94%) mainly due to the additional electricity usage by the construction company for the office renovation part of which will be recouped.
-



Item 14.2 continued

4. Insurance expenses exceed the year to date budget by \$46,306 (30.95%). This variation relates principally to an additional premium of \$8,281 payable for the new landfill compactor and an additional plant and motor vehicles premium adjustment of \$10,142. The premium adjustment relates to the year end valuation adjustment on plant and vehicles insured in 2008/2009. This was not invoiced until this financial year. This amount is marginally off-set by a good driving rebate of \$5,800 received from the insurance company. The balance of the variation relates to higher than budgeted insurance premiums for 2009/2010 (approximately \$15,000).
5. Year to date Depreciation Expenses of \$2,807,582 is \$337,618 (13.67%) greater than the year to date budget provision of \$2,469,964. Significant variations include the following:
 - Higher Class IV Cell Usage costs of approximately \$90,277 as a result of higher Class IV tonnages received to date.
 - Lower Class III Cell Usage costs of approximately \$383,108 as a result of lower Class III tonnages received to date.
 - Depreciation for new plant together with additional provisions relating to the Class III and Class IV Leachate ponds, Red Hill roads, Red Hill Green waste processing area, Hazelmere Hardstand and Road and Class IV Cell usage.
6. Year to date Miscellaneous Expenses of \$5,353,529 is \$1,623,741 (43.53%) higher than the year to date budget provision of \$3,729,788. The major variation relates to the accrual value and addition payment of the landfill levy as a result of the increase from \$8.00 per tonne to \$28.00 per tonne effective from 1 January 2010. This equates to a variance of \$2,032,001. This is partially offset by additional User Charges Income of \$986,919 generated as a result of the increase in the landfill levy as outlined above. The expense isn't fully offset as the tonnages received to date are less than budgeted as previously reported to Council.

Operating Expenditure variances not previously reported to Council

7. Fuel expenses were \$123,342 (16.23%) lower than budget of \$760,165 due to lower than budgeted consumption as well as lower than budgeted unit fuel cost.
8. The Provision expenses were \$30,708 (22.72%) lower than budget of \$135,184 due to lower than budgeted provisions for rehabilitation and environmental monitoring.

There were no further significant Operating Expenditure variances as at 30 June 2010.

<u>* Other Revenues and Expenses (Net)</u>	<i>Year to Date</i>	An unfavourable variance of \$46,212 (0.93%).
---	---------------------	---

** Note: This sections also includes Unrealised Gain/Loss from change in fair value of Investments*

Other Revenues and Expenses variances previously reported to Council:

1. Year to date Proceeds from Sale of Assets of \$437,031 is \$225,971 (34.08%) below the year to date budget provision of \$663,002. This relates specifically to the timing on the disposal by auction of fleet vehicles due for change over.
 2. Year to date Salary expenses of \$229,674 is \$63,729 (21.72%) below the year to date budget provision of \$293,403. This variation relates principally to the salary expenses for a Project Development Assistant position which is yet to be filled.
-



Item 14.2 continued

3. Year to date Carrying Amount of Assets Disposed Of is \$206,813 (33.33%) below the year to date budget provision of \$620,509. This relates specifically to the timing on the disposal by auction of fleet vehicles due for change over.
4. The Unrealised Gains from the Change in Fair Value of Investments for the period ending 30 June 2010 is an unrealised gain of \$621,457.

Unrealised gains or losses represent a fair market value measurement of the financial instruments during the period in which they are held, i.e. marked to market. It should be noted that actual gains or losses on financial instruments will not be realised until such time as the individual investments are sold.

Other Revenues and Expenses variances not previously reported to Council:

5. Secondary Waste Charge of \$4,250,236 is \$638,520 (13.06%) lower than the budget of \$4,888,756. While the Secondary Waste Charge Income is lower than budgeted across all council members, the bulk of the variance related to commercial tonnages (\$344,479).

There were no further significant Other Revenues and Expenses variances as at 30 June 2010.

Capital Expenditure Statement (refer Attachment 2)

<u>Capital Expenditure</u>	<i>Year to Date</i>	A favourable variance of \$1,368,767 (13.42%)
-----------------------------------	---------------------	---

Capital Expenditure variances:

A favourable variance of \$1,368,767 exists as at 30 June 2010 when comparing to the budget provision of \$10,193,849. The year to date budget provisions are used as a guide only as expenditure of a capital nature is undertaken as and when required.

Significant Capital Expenditure items to 30 June 2010 include Red Hill Waste Disposal site plant purchases totalling \$2,343,801 including the purchase of a landfill compactor valued at \$1,034,000, costs to date totalling \$3,039,491 for the construction of the Class III landfill cell - Farm Stage 1, \$430,000 for the construction of a Class III Leachate, Ascot Place vehicle purchases totalling \$470,483 and Ascot Place administration upgrade costs to date of \$1,630,378.

Balance Sheet (refer Attachment 3)

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

As at 30 June 2010 the unaudited Total Equity is above the original budget estimate of \$52,085,545 by \$783,934. This variation reflects the unrealised gains from the change in fair value of investments of \$621,457 which was not budgeted for.

Statement of Cash and Investments (refer Attachment 4)

The level of cash and investments in the Municipal fund as at 30 June 2010 is \$10,062,210 and Restricted Assets amount to \$18,382,432. This figure is net of cumulative unrealised losses of \$6,809,218 which have been provided for in this amount.

The total level of cash and investments as at 30 June 2010 is \$28,444,642.

The net movement for the month is an increase of \$1,547,427.



Item 14.2 continued

STRATEGIC/POLICY IMPLICATIONS

Key Result Area 4 - Good Governance

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

FINANCIAL IMPLICATIONS

As outlined in the attached financial reports.

SUSTAINABILITY IMPLICATIONS

Nil

ATTACHMENT(S)

- 1. Income Statement by Nature and Type (Ref: Committees-11338)
- 2. Capital Expenditure Statement (Ref: Committees-11339)
- 3. Balance Sheet (Ref: Committees-11340)
- 4. Statement of Cash and Investments (Ref: Committees-11341)

VOTING REQUIREMENT

Simple Majority

RECOMMENDATION(S)

That the unaudited Income Statement, Capital Expenditure Statement, Balance Sheet and the Statement of Cash and Investments for the period ended 30 June 2010 be received.

COUNCIL RESOLUTION(S)

MOVED CR MCKECHNIE

SECONDED CR PULE

THAT THE INCOME STATEMENT, CAPITAL EXPENDITURE STATEMENT, BALANCE SHEET AND THE STATEMENT OF CASH AND INVESTMENTS FOR THE PERIOD ENDED 30 JUNE 2010 BE RECEIVED.

CARRIED UNANIMOUSLY



INCOME STATEMENT Nature and Type

Year to Date			JUNE 2010		Full Year		
Actual	Budget	Variance		Current Budget	Forecast Change	End of Year Forecast	
Operating Income							
(\$19,277,534)	(\$18,290,615)	\$986,919	(F)	(\$18,290,615)	(\$1,003,162)	(F)	(\$19,293,777)
(\$289,737)	(\$329,849)	(\$40,112)	(U)	(\$329,849)	\$34,655	(U)	(\$295,194)
(\$675,695)	(\$525,590)	\$150,105	(F)	(\$525,590)	(\$146,905)	(F)	(\$672,495)
(\$1,614,403)	(\$2,267,833)	(\$653,430)	(U)	(\$2,267,833)	\$643,689	(U)	(\$1,624,144)
(\$351,437)	(\$225,500)	\$125,937	(F)	(\$225,500)	(\$204,500)	(F)	(\$430,000)
(\$813,791)	(\$861,492)	(\$47,701)	(U)	(\$861,492)	\$46,846	(U)	(\$814,646)
(\$1,033,473)	(\$735,676)	\$297,797	(F)	(\$735,676)	(\$187,693)	(F)	(\$923,369)
(\$24,056,070)	(\$23,236,555)	\$819,515	(F)	(\$23,236,556)	(\$817,070)	(F)	(\$24,053,626)
Operating Expenditure							
\$7,005,288	\$6,990,481	(\$14,807)	(U)	\$6,990,481	(\$52,936)	(F)	\$6,937,545
\$5,307,480	\$6,706,998	\$1,399,518	(F)	\$6,706,998	(\$1,096,051)	(F)	\$5,610,947
\$671,667	\$1,156,845	\$485,178	(F)	\$1,156,845	(\$324,890)	(F)	\$831,955
\$109,998	\$90,950	(\$19,048)	(U)	\$90,950	\$28,570	(U)	\$119,520
\$636,823	\$760,165	\$123,342	(F)	\$760,165	(\$82,265)	(F)	\$677,900
\$13,537	\$12,700	(\$837)	(U)	\$12,700	\$200	(U)	\$12,900
\$195,918	\$149,612	(\$46,306)	(U)	\$149,612	\$35,453	(U)	\$185,065
\$2,807,582	\$2,469,964	(\$337,618)	(U)	\$2,469,964	\$583,643	(U)	\$3,053,607
\$5,353,529	\$3,729,788	(\$1,623,741)	(U)	\$3,729,788	\$1,657,755	(U)	\$5,387,543
\$104,476	\$135,184	\$30,708	(F)	\$135,184	\$0	(F)	\$135,184
(\$61,624)	(\$47,383)	\$14,241	(F)	(\$47,383)	(\$11,387)	(F)	(\$58,770)
\$22,144,674	\$22,155,304	\$10,630	(F)	\$22,155,305	\$738,092	(U)	\$22,893,397
(\$1,911,396)	(\$1,081,251)	\$830,145	(F)	(\$1,081,251)	(\$78,978)	(F)	(\$1,160,229)
Surplus	Surplus			Surplus			Surplus

Notes:

1. User Charges - include member Councils, WMRC 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 predominately from government agencies; and
5. Miscellaneous Expenses - includes Landfill Levy as the major component.

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



INCOME STATEMENT Nature and Type

Year to Date			JUNE 2010		Full Year			
Actual	Budget	Variance		Current Budget	Forecast Change	End of Year Forecast		
Other Revenues								
(\$4,250,236)	(\$4,888,756)	(\$638,520)	(U)	Secondary Waste Charge	(\$4,888,756)	\$1,155,136	(U)	(\$3,733,620)
(\$70,164)	(\$70,272)	(\$108)	(U)	Operating Grants	(\$70,272)	\$108	(U)	(\$70,164)
(\$1,050,842)	(\$1,100,000)	(\$49,158)	(U)	Interest Restricted Cash Investments	(\$1,100,000)	\$120,300	(U)	(\$979,700)
(\$1,752)	(\$50)	\$1,702	(F)	Reimbursements	(\$50)	(\$3,400)	(F)	(\$3,450)
(\$437,031)	(\$663,002)	(\$225,971)	(U)	Proceeds from Sale of Assets	(\$663,002)	(\$41,983)	(F)	(\$704,985)
(\$5,810,025)	(\$6,722,080)	(\$912,055)	(U)	Total Other Revenues	(\$6,722,080)	\$1,230,161	(U)	(\$5,491,919)
Other Expenses								
\$229,674	\$293,403	\$63,729	(F)	Salary Expenses	\$293,403	(\$87,562)	(F)	\$205,841
\$700,825	\$686,250	(\$14,575)	(U)	Contract Expenses	\$686,250	\$38,481	(U)	\$724,731
\$30,386	\$24,350	(\$6,036)	(U)	Material Expenses	\$24,350	\$10,576	(U)	\$34,926
\$2,925	\$3,200	\$275	(F)	Utility Expenses	\$3,200	\$0	(F)	\$3,200
\$2,281	\$2,400	\$119	(F)	Insurance Expenses	\$2,400	(\$118)	(F)	\$2,282
\$3,501	\$1,820	(\$1,681)	(U)	Depreciation Expenses	\$1,820	\$928	(U)	\$2,748
\$78,817	\$94,300	\$15,483	(F)	Miscellaneous Expenses	\$94,300	(\$2,982)	(F)	\$91,318
\$413,696	\$620,509	\$206,813	(F)	Carrying Amount of Assets Disposed Of	\$620,509	(\$9,560)	(F)	\$610,949
\$61,624	\$41,883	(\$19,741)	(U)	Costs Allocated	\$41,883	\$16,387	(U)	\$58,270
\$1,523,729	\$1,768,115	\$244,386	(F)	Total Other Expenses	\$1,768,115	(\$33,850)	(F)	\$1,734,265
Unrealised (Gain)/Loss From Change in Fair Value of Investments								
(\$621,457)	\$0	\$621,457	(F)	Unrealised (Gain)/Loss	\$0	(\$650,000)	(F)	(\$650,000)
(\$621,457)	\$0	\$621,457	(F)	Total Unrealised (Gain)/Loss	\$0	(\$650,000)	(F)	(\$650,000)
(\$4,907,753)	(\$4,953,965)	(\$46,212)	(U)	OPERATING RESULT FROM OTHER ACTIVITIES	(\$4,953,965)	\$546,311	(U)	(\$4,407,654)
Surplus	Surplus				Surplus			Surplus
(\$6,819,149)	(\$6,035,216)	\$783,933	(F)	CHANGE IN NET ASSETS FROM OPERATIONS	(\$6,035,216)	\$467,333	(U)	(\$5,567,883)
Surplus	Surplus				Surplus			Surplus



CAPITAL EXPENDITURE STATEMENT

JUNE 2010

Full Year

Year to Date			On Order	(F) = Favourable variation (U) = Unfavourable variation	Current Budget	Forecast Change	End of Year Forecast	
Actual	Budget	Variance						
Governance and Corporate Services								
\$470,483	\$556,988	(\$86,505) (F)	\$0	Purchase Vehicles - Ascot Place (24440/00)	\$556,988	(\$110,320) (F)	\$446,668	
\$36,234	\$62,000	(\$25,766) (F)	\$874	Purchase Furniture Fittings & Equipment - Corporate Services (24510/01)	\$62,000	(\$22,000) (F)	\$40,000	
\$27,089	\$82,500	(\$55,411) (F)	\$0	Purchase Information Technology & Communication Equipment (24550/00)	\$82,500	(\$45,263) (F)	\$37,237	
\$38,386	\$148,500	(\$110,114) (F)	\$0	Purchase Network Communication Equipment (24560/00)	\$148,500	(\$105,100) (F)	\$43,400	
\$54,532	\$133,000	(\$78,468) (F)	\$0	Purchase Information Technology Servers (24570/00)	\$133,000	(\$72,732) (F)	\$60,268	
\$2,213	\$16,000	(\$13,787) (F)	\$0	Purchase PABX/Telephone Equipment (24580/00)	\$16,000	(\$10,587) (F)	\$5,413	
\$2,940	\$2,000	\$940 (U)	\$3,499	Purchase/ Replace other Equipment - Ascot Place (24590/01)	\$2,000	\$0 (F)	\$2,000	
\$0	\$10,000	(\$10,000) (F)	\$0	Purchase Office Furniture and Fittings - Corporate Services (24610/01)	\$10,000	\$0 (F)	\$10,000	
\$4,727	\$12,000	(\$7,273) (F)	\$5,727	Purchase Art Works (24620/00)	\$12,000	(\$7,273) (F)	\$4,727	
\$291	\$2,000	(\$1,709) (F)	\$0	Purchase/ Replace Miscellaneous Furniture and Equipment-Ascot Place (24690/00)	\$2,000	\$0 (F)	\$2,000	
\$3,220	\$0	\$3,220 (U)	\$0	Upgrade Landscaping - Ascot Place (25140/01)	\$0	\$3,220 (U)	\$3,220	
\$1,630,378	\$839,000	\$791,378 (U)	\$176,000	Capital Improvement Administration Building - Ascot Place (25240/01)	\$839,000	\$926,000 (U)	\$1,765,000	
\$15,340	\$227,000	(\$211,660) (F)	\$0	Upgrade Air Conditioning Equipment - Ascot Place (25240/02)	\$227,000	(\$211,660) (F)	\$15,340	
\$0	\$10,000	(\$10,000) (F)	\$0	Upgrade Security Equipment - Ascot Place (25530/01)	\$10,000	(\$10,000) (F)	\$0	
\$2,285,833	\$2,100,988	\$184,845 (U)	\$186,101		\$2,100,988	\$334,285 (U)	\$2,435,273	



CAPITAL EXPENDITURE STATEMENT

JUNE 2010

Full Year

Year to Date			On Order	(F) = Favourable variation (U) = Unfavourable variation	Current Budget	Forecast Change	End of Year Forecast
Actual	Budget	Variance					

Environmental Services

\$0	\$2,000	(\$2,000) (F)	\$0	Purchase Office Equipment - Environmental Services (24510/05)	\$2,000	\$0 (F)	\$2,000
\$0	\$1,500	(\$1,500) (F)	\$0	Purchase Office Furniture and Fittings - Environmental Services (24610/05)	\$1,500	\$0 (F)	\$1,500
\$0	\$3,500	(\$3,500) (F)	\$0		\$3,500	\$0 (F)	\$3,500

Regional Development

\$574	\$1,500	(\$926) (F)	\$0	Purchase Office Equipment - Regional Development (24510/04)	\$1,500	\$0 (F)	\$1,500
\$6,214	\$0	\$6,214 (U)	\$0	Purchase Other Equipment - Regional Development (24590/08)	\$0	\$4,132 (U)	\$4,132
\$2,159	\$1,500	\$659 (U)	\$0	Purchase Office Furniture and Fittings - Regional Development (24610/04)	\$1,500	\$0 (F)	\$1,500
\$8,947	\$3,000	\$5,947 (U)	\$0		\$3,000	\$4,132 (U)	\$7,132

Risk Management

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

Resource Recovery

\$0	\$1,000	(\$1,000) (F)	\$0	Purchase Office Equipment - Resource Recovery (24510/07)	\$1,000	\$0 (F)	\$1,000
\$5,497	\$1,000	\$4,497 (U)	\$0	Purchase Other Equipment - Resource Recovery (24590/07)	\$1,000	\$5,000 (U)	\$6,000
\$772	\$1,500	(\$728) (F)	\$0	Purchase Office Furniture and Fittings - Resource Recovery (24610/07)	\$1,500	\$1,800 (U)	\$3,300
\$6,269	\$3,500	\$2,769 (U)	\$0		\$3,500	\$6,800 (U)	\$10,300



CAPITAL EXPENDITURE STATEMENT

JUNE 2010

Year to Date			On Order	(F) = Favourable variation (U) = Unfavourable variation	Full Year		
Actual	Budget	Variance			Current Budget	Forecast Change	End of Year Forecast
Waste Management							
\$14,532	\$5,000	\$9,532 (U)		\$0	\$5,000	\$9,532 (U)	\$14,532
				Construct Waste Management Facility Buildings - Red Hill Landfill Facility (24250/01)			
(\$2,761)	\$50,050	(\$52,811) (F)		\$0	\$50,050	(\$50,050) (F)	\$0
				Construct Waste Management Facility Buildings - Hazelmere (24250/02)			
\$0	\$60,000	(\$60,000) (F)		\$0	\$60,000	(\$60,000) (F)	\$0
				Investigate and Design Number 3 Workshop - Redhill Landfill Facility (24259/01)			
\$18,678	\$50,000	(\$31,323) (F)	\$1,120	\$0	\$50,000	(\$31,000) (F)	\$19,000
				Construct Waste Management Facility Buildings - Other - Hazelmere (24259/02)			
\$3,039,491	\$3,420,268	(\$380,777) (F)		\$0	\$3,420,268	(\$320,268) (F)	\$3,100,000
				Construct Class III Cell Farm Stage 1 - Red Hill Landfill Facility (24310/08)			
\$0	\$5,000	(\$5,000) (F)		\$0	\$5,000	(\$5,000) (F)	\$0
				Investigate and Design Class III Cell Farm Stage 2 - Redhill Landfill Facility (24310/09)			
\$9,993	\$8,500	\$1,493 (U)		\$0	\$8,500	\$1,493 (U)	\$9,993
				Investigate and Design Class III Cell Farm Stage 3 - Redhill Landfill Facility (24310/10)			
\$430,000	\$330,000	\$100,000 (U)		\$0	\$330,000	\$100,000 (U)	\$430,000
				Construct Class III Leachate Pond - Red Hill Landfill Facility (24320/01)			
\$14,518	\$46,000	(\$31,482) (F)		\$0	\$46,000	(\$31,482) (F)	\$14,518
				Construct Siltation Ponds - Red Hill Landfill Facility (24350/00)			
\$6,916	\$111,120	(\$104,204) (F)		\$0	\$111,120	(\$101,120) (F)	\$10,000
				Construct Roads / Carparks - Red Hill Landfill Facility (24370/00)			
\$83,280	\$580,000	(\$496,720) (F)		\$0	\$580,000	(\$496,720) (F)	\$83,280
				Construct Water Storage Dams - Red Hill Landfill Facility (24393/00)			
\$890	\$0	\$890 (U)		\$0	\$0	\$890 (U)	\$890
				Construct Water Storage Dams/Tanks - Hazelmere (24393/01)			
\$8,578	\$12,600	(\$4,022) (F)		\$0	\$12,600	(\$3,322) (F)	\$9,278
				Construct Perimeter Fencing - Red Hill Landfill Facility (24394/00)			



CAPITAL EXPENDITURE STATEMENT

JUNE 2010

Year to Date			On Order	(F) = Favourable variation (U) = Unfavourable variation	Full Year		
Actual	Budget	Variance			Current Budget	Forecast Change	End of Year Forecast
Waste Management							
\$2,210	\$0	\$2,210 (U)	\$0	Construct Hardstand and Road - Hazelmere (24395/01)	\$0	\$2,210 (U)	\$2,210
\$16,899	\$20,000	(\$3,101) (F)	\$0	Construct Monitoring Bores - Red Hill Landfill Facility (24396/00)	\$20,000	\$0 (F)	\$20,000
\$7,046	\$5,000	\$2,046 (U)	\$109	Construct Perimeter Bunds - Red Hill Landfill Facility (24397/00)	\$5,000	\$10,000 (U)	\$15,000
\$2,343,801	\$2,567,000	(\$223,199) (F)	\$0	Purchase / Replace Plant - Red Hill Landfill Facility (24410/00)	\$2,567,000	(\$181,063) (F)	\$2,385,937
\$47,175	\$283,900	(\$236,725) (F)	\$0	Purchase / Replace Plant - Hazelmere (24410/01)	\$283,900	(\$236,725) (F)	\$47,175
\$182,467	\$178,400	\$4,067 (U)	\$0	Purchase / Replace Minor Plant and Equipment-Red Hill Landfill Facility (24420/00)	\$178,400	\$1,600 (U)	\$180,000
\$26,160	\$24,880	\$1,280 (U)	\$0	Purchase / Replace Minor Plant and Equipment - Hazelmere (24420/02)	\$24,880	\$2,761 (U)	\$27,641
\$14,364	\$0	\$14,364 (U)	\$0	Purchase Minor Plant and Equipment - Education Centre - Redhill Landfill Facility (24420/07)	\$0	\$0 (F)	\$0
\$186,890	\$117,884	\$69,006 (U)	\$0	Purchase / Replace Vehicles - Red Hill Landfill Facility (24430/00)	\$117,884	\$101,599 (U)	\$219,483
\$445	\$500	(\$55) (F)	\$0	Purchase / Replace Office Equipment - Engineering / Waste Management (24510/02)	\$500	(\$55) (F)	\$445
\$7,649	\$9,000	(\$1,351) (F)	\$0	Purchase / Replace Office Equipment - Red Hill Landfill Facility (24510/08)	\$9,000	(\$351) (F)	\$8,649
\$0	\$600	(\$600) (F)	\$0	Purchase Fire Fighting System/Equipment - Hazelmere (24520/07)	\$600	(\$600) (F)	\$0
\$0	\$6,000	(\$6,000) (F)	\$0	Purchase / Replace Fire Fighting Equipment - Red Hill Landfill Facility (24520/08)	\$6,000	(\$6,000) (F)	\$0
\$0	\$7,900	(\$7,900) (F)	\$0	Purchase / Replace Security System - Red Hill Waste Management Facility (24530/08)	\$7,900	\$2,100 (U)	\$10,000



CAPITAL EXPENDITURE STATEMENT

JUNE 2010

Year to Date			On Order	(F) = Favourable variation (U) = Unfavourable variation	Full Year			
Actual	Budget	Variance			Current Budget	Forecast Change	End of Year Forecast	
Waste Management								
\$23,256	\$35,650	(\$12,394) (F)	\$0	Purchase / Replace Other Equipment - Red Hill Landfill Facility (24590/00)	\$35,650	(\$10,650) (F)	\$25,000	
\$23,446	\$26,500	(\$3,054) (F)	\$4,078	Purchase / Replace Miscellaneous Plant & Equipment - Hazelmere (24590/02)	\$26,500	(\$1,760) (F)	\$24,740	
\$2,307	\$2,700	(\$393) (F)	\$0	Purchase/Replace Other Equipment - Engineering and Waste Management (24590/03)	\$2,700	(\$393) (F)	\$2,307	
\$9,700	\$19,509	(\$9,809) (F)	\$0	Purchase Other Equipment - Waste Education Fluorescent Light Recycling Grant (24590/04)	\$19,509	(\$9,809) (F)	\$9,700	
\$2,033	\$2,400	(\$367) (F)	\$0	Purchase Office Furniture and Fittings-Engineering and Waste Management (24610/03)	\$2,400	(\$367) (F)	\$2,033	
\$1,000	\$1,000	\$0 (F)	\$0	Purchase / Replace Office Furniture and Fittings - Red Hill Landfill Facility (24610/08)	\$1,000	\$0 (F)	\$1,000	
\$655	\$0	\$655 (U)	\$0	Purchase Office Furniture and Fittings-Hazelmere (24610/10)	\$0	\$655 (U)	\$655	
\$2,419	\$12,000	(\$9,581) (F)	\$0	Purchase Miscellaneous Furniture and Fittings - Red Hill Education Programme (24690/01)	\$12,000	(\$9,500) (F)	\$2,500	
\$0	\$32,300	(\$32,300) (F)	\$0	Refurbish Environmental Education Centre - Redhill Landfill Facility (25253/00)	\$32,300	(\$17,482) (F)	\$14,818	
\$0	\$25,000	(\$25,000) (F)	\$0	Refurbish Waste Transfer Station Building - Red Hill Landfill Facility (25259/01)	\$25,000	(\$25,000) (F)	\$0	
\$0	\$24,000	(\$24,000) (F)	\$0	Refurbish Plant - Red Hill Landfill Facility (25410/00)	\$24,000	(\$24,000) (F)	\$0	
\$0	\$1,200	(\$1,200) (F)	\$0	Refurbish Minor Plant - Red Hill Landfill Facility (25420/00)	\$1,200	(\$1,200) (F)	\$0	
\$6,524,033	\$8,081,861	(\$1,557,828) (F)	\$5,307		\$8,081,861	(\$1,391,077) (F)	\$6,690,784	
\$8,825,082	\$10,193,849	(\$1,368,767) (F)	\$191,408	TOTAL CAPITAL EXPENDITURE	\$10,193,849	(\$1,045,860) (F)	\$9,147,989	



BALANCE SHEET

JUNE 2010

Full Year

Actual 2008/2009	Actual Year to Date	(F) = Favourable variation (U) = Unfavourable variation	Current Budget 2009/2010	Forecast Change		Forecast 2009/2010
Current Assets						
\$1,921,192	\$3,819,119		\$1,388,143	\$2,971,084	(F)	\$4,359,227
\$22,205,947	\$24,625,523		\$21,840,922	(\$1,817,546)	(U)	\$20,023,376
\$2,255,656	\$2,484,281		\$2,255,656	\$0	(F)	\$2,255,656
\$30,680	\$23,408		\$30,680	\$0	(F)	\$30,680
\$50,881	\$73,514		\$50,881	\$0	(F)	\$50,881
\$0	\$0		\$0	\$0	(F)	\$0
\$26,464,356	\$31,025,845		\$25,566,282	\$1,153,538	(F)	\$26,719,820
Current Liabilities						
\$0	\$0		\$0	\$0	(F)	\$0
\$1,762,406	\$4,830,408		\$1,762,406	\$0	(F)	\$1,762,406
\$902,420	\$1,074,972		\$935,503	\$0	(F)	\$935,503
\$0	\$0		\$0	\$0	(F)	\$0
\$0	\$0		\$0	\$0	(F)	\$0
\$2,664,826	\$5,905,380		\$2,697,909	\$0	(F)	\$2,697,909
\$23,799,530	\$25,120,465		\$22,868,373	\$1,153,538	(F)	\$24,021,911



BALANCE SHEET

JUNE 2010

Full Year

Actual 2008/2009	Actual Year to Date	(F) = Favourable variation (U) = Unfavourable variation	Current Budget 2009/2010	Forecast Change	Forecast 2009/2010
Non Current Assets					
\$7,639,917	\$7,639,917	Property Plant and Equipment	\$7,639,917	\$3,200 (F)	\$7,643,117
\$2,509,418	\$2,406,984	Buildings	\$3,665,218	\$522,167 (F)	\$4,187,385
\$9,043,150	\$11,021,749	Structures	\$12,249,184	(\$831,253) (U)	\$11,417,931
\$3,995,921	\$5,454,459	Plant	\$6,275,064	(\$994,912) (U)	\$5,280,152
\$249,758	\$341,290	Equipment	\$684,737	(\$305,221) (U)	\$379,516
\$96,629	\$91,317	Furniture and Fittings	\$122,229	(\$14,872) (U)	\$107,357
\$33,904	\$2,213,284	Work in Progress	\$33,904	\$20 (F)	\$33,924
\$0	\$0	Investments - Non Current	\$0	\$0 (F)	\$0
\$0	\$0	Non Current Assets Other	\$0	\$0 (F)	\$0
\$23,568,696	\$29,169,000	Total Non Current Assets	\$30,670,252	(\$1,620,871) (U)	\$29,049,381
Non Current Liabilities					
\$1,317,897	\$1,419,987	Provisions	\$1,453,081	\$0 (F)	\$1,453,081
\$0	\$0	Borrowings - Long Term Portion	\$0	\$0 (F)	\$0
\$0	\$0	Non Current Liabilities Other	\$0	\$0 (F)	\$0
\$1,317,897	\$1,419,987	Total Non Current Liabilities	\$1,453,081	\$0 (F)	\$1,453,081
Equity					
\$19,513,931	\$19,513,931	Accumulated Surplus/Deficit	\$25,015,132	\$467,333 (U)	\$24,547,799
\$0	\$0	AAS27 Adjustments	\$0	\$0 (F)	\$0
\$0	\$0	Asset Revaluation Reserve	\$0	\$0 (F)	\$0
\$26,536,398	\$26,536,398	Cash Backed Reserves	\$27,070,412	\$0 (F)	\$27,070,412
\$46,050,330	\$46,050,330	Total Equity	\$52,085,545	\$467,333 (U)	\$51,618,212
\$0	\$6,819,149	Net change in assets from operations	\$0	\$0	\$0

Note : A negative value in the Forecast Change column of the Equity section results in a favourable increase in the equity position of the organisation.



CASH AND INVESTMENTS

JUNE 2010

Full Year

Actual 2008/2009 YTD Actual 2009/2010 (F) = Favourable variation
(U) = Unfavourable variation Current Budget 2009/2010 Forecast Change Forecast 2009/2010

Municipal Cash and Investments

1,917,892	3,815,819	Cash at Bank - Municipal Fund 01001/00	1,384,843	2,971,084	(F)	4,355,927
1,250	1,250	Cash on Hand - Ascot Place 01019/00	1,250	0	(F)	1,250
600	600	Cash on Hand - Walliston/Mathieson & Coppin Road Transfer Stations 01019/01	600	0	(F)	600
1,450	1,450	Cash on Hand - Red Hill / Hazelmere 01019/02	1,450	0	(F)	1,450
2,587,743	6,243,092	Investments - Municipal Fund 02021/00	1,443,243	240,300	(F)	1,683,543
4,508,935	10,062,210	Total Municipal Cash	2,831,386	3,211,384	(F)	6,042,770

Restricted Cash and Investments

776,748	387,395	Restricted Investments - Plant and Equipment 02022/01	37,738	347,826	(F)	385,564
2,635,734	2,660,225	Restricted Investments - Site Rehabilitation Red Hill 02022/02	2,624,172	23,800	(F)	2,647,972
2,946,239	510,222	Restricted Investments - Future Development 02022/03	1,516,139	(1,013,100)	(U)	503,039
281,405	292,292	Restricted Investments - Environmental Monitoring Red Hill 02022/04	292,905	(1,250)	(U)	291,655
238,367	224,245	Restricted Investments - Environmental Insurance Red Hill 02022/05	223,411	262	(F)	223,673
10,522	10,929	Restricted Investments - Risk Management 02022/06	10,952	(50)	(U)	10,902
87,232	225,485	Restricted Investments - Class IV Cells Red Hill 02022/07	137,809	87,501	(F)	225,310
412,501	294,281	Restricted Investments - Regional Development 02022/08	55,706	237,767	(F)	293,473
16,080,560	19,029,568	Restricted Investments - Secondary Waste Processing 02022/09	21,772,232	(2,781,734)	(U)	18,990,498
3,013,965	944,959	Restricted Investments - Class III Cells 02022/10	544,024	393,632	(F)	937,656
53,125	55,180	Restricted Investments - Building Refurbishment (Ascot Place) 02022/11	55,325	(250)	(U)	55,075
(7,430,675)	(6,809,218)	Restricted Investments - Unrealised Loss/Gain on Investments 02022/20	(7,430,675)	650,000	(F)	(6,780,675)
512,481	556,867	Restricted Investments - Long Service Leave 02022/90	557,941	(2,250)	(U)	555,691
19,618,204	18,382,432	Total Restricted Cash	20,397,679	(2,057,846)	(U)	18,339,833
24,127,139	28,444,642	TOTAL CASH AND INVESTMENTS	23,229,065	1,153,538	(F)	24,382,603

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.



14.3 EMRC ANNUAL DINNER

REFERENCE: COMMITTEES-11184

PURPOSE OF REPORT

The purpose of this report is to seek Council approval on amended timing for the EMRC Annual Dinner.

KEY ISSUES AND RECOMMENDATION(S)

- Council has previously endorsed amended timing for the EMRC Dinner to a biennial event (once every two years) to be held shortly after each EMRC Council election.
- As there were no Council elections in 2006, a Biennial Cocktail Function was held in November 2006 to ensure that there was continued networking with key EMRC stakeholders in the absence of a formal dinner.
- Due to the move in Council election dates to October, it was not considered practical to hold the dinner during November to January due to other conflicting events. In July 2007, Council resolved that future EMRC Biennial Dinners be held during or as close as possible to February.
- Following the EMRC Biennial Dinner in March 2008, the Chairman received many positive comments about the event; thus prompting Council to amend the frequency of the biennial dinner to an annual dinner and cease to conduct a cocktail function.
- To ensure that Council's investment in stakeholder networking events represents value for money, the Chairman has requested that the dinner event be reviewed in relation to the cocktail function, with consideration given to the purpose and characteristics of each event.

Recommendation(s)

That Council amends timing of the EMRC Annual Dinner event to a Biennial Dinner and hold a Biennial Cocktail Function in each alternative year.

SOURCE OF REPORT

Chief Executive Officer
 Manager Marketing & Communications

BACKGROUND

On 7 September 2004 a report was presented to the CEOAC for the purpose of obtaining Council endorsement to alter the timing of the EMRC Annual Dinner, from an annual to a biennial dinner i.e. once every two years. The salient points from the 7 September 2004 report include:

- That the timing of the EMRC Dinner be changed to coincide with EMRC Council elections. The dinner would be held immediately after each election and this would provide an opportunity to formally thank the past Council and welcome the new Council.
- In order to ensure that networking continued with key EMRC stakeholders on a regular basis, it was proposed that in the years that a formal Dinner would not be held, that at least one networking function be held with key stakeholders.

Thus, at the 23 September 2004 Ordinary Council meeting, Council resolved inter alia that:

- “1. *COUNCIL ENDORSES AMENDING THE TIMING OF THE EMRC DINNER TO A BIENNIAL EVENT TO BE HELD SHORTLY AFTER EACH EMRC COUNCIL ELECTION.*



Item 14.3 continued

2. *THE NEXT EMRC DINNER BE HELD ON A DATE FOLLOWING THE EMRC ELECTIONS THAT DOES NOT ADVERSELY IMPACT ON ANY PLANNED MEMBER COUNCIL EVENTS."*

As there were no Council elections in 2006, a Biennial Cocktail Function was held in November 2006 to ensure that there was continued networking with key EMRC stakeholders in the absence of a formal dinner.

On 26 July 2007 a report was provided to Council to seek approval to amend the timing of the biennial dinner because the Local Government elections, usually held in May, would now be held in October every two years. Due to the move in Council election dates to October, it was not practical to hold the dinner shortly after the EMRC Council election during November to January, as timing may conflict with other planned member Council and general events associated with the advent of Council recess, Christmas celebrations, and the school holiday period.

Thus, at the 26 July 2007 Ordinary Council meeting, Council resolved inter alia that:

- "1. FUTURE EMRC BIENNIAL DINNER EVENTS BE HELD DURING OR AS CLOSE AS POSSIBLE TO FEBRUARY, PROVIDED THE DATE DOES NOT ADVERSELY IMPACT ON ANY PLANNED MEMBER COUNCIL EVENTS."*

Following the EMRC Biennial Dinner in March 2008, the Chairman received many positive comments about the event; thus prompting the reason to consider whether the frequency of the biennial dinner should return to an annual dinner. On 20 March 2008 a report was provided to Council to determine whether to alter the frequency of the biennial dinner/cocktail functions. The report considered the purpose and benefits of both events; together with the event format, invited stakeholders and associated costs.

Thus, at the 20 March 2008 Ordinary Council meeting, Council resolved inter alia:

- "1. THAT COUNCIL AMENDS THE FREQUENCY OF THE BIENNIAL DINNER TO AN ANNUAL DINNER AND CEASES TO CONDUCT A COCKTAIL FUNCTION."*

REPORT

The Annual Dinner is EMRC's major stakeholder networking event for the year. Whilst it is only one of many ways the organisation engages with key stakeholders, networking events are considered important in nurturing business relationships, particularly as part of a diverse approach to stakeholder engagement. As people become time-poor and increasingly use phone and email to interact, greater importance is placed on maintaining face-to-face contact to promote effective two-way communication.

The EMRC 2010 Annual Dinner was held at Mulberry on Swan on Saturday, 20 February 2010. The function attracted key decision makers and received many positive comments from attending guests. Despite the event's success in building and maintaining stakeholder relationships, the Chairman requested that the frequency of the dinner function be reviewed to ensure that EMRC's investment in networking events represents good value for money.

In reviewing the frequency of the dinner, it is relevant to re-consider the purpose and benefits of a cocktail function in assessing value.

EMRC Dinner Function

The purpose of the EMRC dinner function, held during or as close as possible to February, is:

- To encourage networking amongst EMRC's key primary and secondary stakeholders;
- To provide an opportunity to formally thank the past Council and welcome the new Council. (Note that Council Policy 1.9 – Recognition of Members of Council, states that presentations should take place at the next EMRC Annual Dinner);



Item 14.3 continued

- To provide an opportunity for stakeholders to re-gather, bond and network in preparation for Council business relating to the new calendar year; and
- To promote EMRC's profile and portfolio of services and projects.

The most recent annual dinner event held at Mulberry on Swan in February 2010 was attended by 152 guests. The 2010/11 budget allocation allows the dinner to best cater for between 150-180 guests. Guests invited are key decision makers amongst EMRC's primary and secondary stakeholders, including:

- Present EMRC Council members and deputies;
- Immediate past EMRC Council members and deputies;
- Member Council Mayors and Presidents;
- Member Council CEO's;
- Technical Advisory Committee members;
- Member Council Executive Management staff;
- Relevant regional politicians (Federal, State and local MP's);
- Regional Council CEO's and Chairmen;
- Selected industry and business representatives; and
- EMRC management staff.

The maximum number of stakeholders accommodated at the dinner is 75-90 because all guests are invited with partners (50% of the guest list).

The dinner is generally a five-hour weekend function which commences at 7.00pm with pre-dinner drinks and canapés, followed by entrée, speeches, main meal, councillor recognition ceremony, and dessert before concluding at midnight. Guests are usually seated at tables of 8-10. Despite positive feedback about the event, past dinners have shown that a large proportion of guests generally depart the function after formalities conclude (at around 10.00pm).

EMRC Cocktail Function

EMRC has previously held one cocktail function in the alternative year when a dinner event was not held. The purpose of an EMRC cocktail function, held during or as close as possible to February, is:

- To encourage networking amongst EMRC's key primary and secondary stakeholders;
- To provide an opportunity for stakeholders to re-gather, bond and network in preparation for Council business relating to the new calendar year; and
- To promote EMRC's profile and portfolio of services and projects.

Whilst there is no requirement to formally introduce a new Council in the alternative year after Council elections, should any Councillors cease their service to Council mid-term they could still be formally acknowledged at a cocktail function in accordance with Policy 1.9 – Recognition of Members of Council.

The last cocktail function, held at Burswood Convention Centre in November 2006, was attended by 130 guests; all of whom were stakeholders. A cocktail function generally has the capacity to cater for 180-200 stakeholders. Guests invited include a variety of primary and secondary stakeholders, including:

- EMRC Council members and deputies;
- All member Council Councillors;
- Member Council CEO's;



Item 14.3 continued

- Technical Advisory Committee members;
- Member Council Executive Management staff;
- Selected Member Council staff;
- Relevant regional politicians (Federal, State and local MP's);
- Regional Council CEO's and Chairmen;
- Representatives of key government agencies;
- Various industry and business representatives;
- Commercial partners; and
- EMRC management staff.

The cocktail function allows EMRC to network with a greater diversity of regional stakeholders, as indicated by the list above. The maximum number of stakeholders invited to a cocktail function is between 180-200 guests, because partners are not invited. Whilst a cocktail function is not strictly a sit-down dinner event with tables and chairs, scattered seating can be provided – this format increases the capacity of most venues.

A business networking cocktail function is generally a three-hour weeknight function which commences at 6.00pm with drinks and canapés; short formalities; and networking, before concluding at 9.00pm. At the 2006 cocktail function, EMRC received positive feedback and noted that most guests did not depart the function until it concluded at 9pm. Partners are not invited and the shortened formalities provide greater opportunity for guests to network and mingle.

Whilst there is no significant overall cost difference (approx 10%) between a dinner and cocktail function there is significantly more value in a cocktail function when assessing the cost per stakeholder. The cocktail function has greater networking capacity than the dinner. At a dinner function, up to 50% of the attending guests represent no business networking value. Because partners are not invited to the cocktail function, EMRC's investment in the event represents 100% value. The cocktail function provides the opportunity to invite more guests and network with a more diverse range of stakeholders including other member Council staff, additional representatives of key government agencies, industry and business associations and commercial partners.

The dinner provides limited opportunity to speak with fellow guests because guests may be somewhat restricted to talking with those present on their table during dinner (note that on a table of 8-10 with partners, only 4-5 stakeholders at a time are networking and it is often difficult to talk to guests on the other side of the table).

While the cocktail function represents better value for money, it is not intended to replace the annual dinner entirely. Guests invited to the dinner represent key-decision makers. In recognition of their contribution to enhancing Perth's Eastern Region, partners are invited in acknowledgement and support for our shared collaborative achievements. In reviewing the frequency of the dinner and determining the format of future stakeholder networking events, it is recommended that a biennial cocktail function be held in the alternative year to a biennial dinner function; as this represents a balanced approach between event value and purpose.

Wherever possible, EMRC will endeavour to utilise a venue within Perth's Eastern Region for any stakeholder networking events.

STRATEGIC/POLICY IMPLICATIONS

Key Result Area 4: Good Governance:

- 4.4 To manage partnerships and relationships with stakeholders; and
 - 4.5 To improve marketing and communications.
-



Item 14.3 continued

FINANCIAL IMPLICATIONS

The cost of the annual networking function is provided for in each year's budget.

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

Simple Majority

RECOMMENDATION(S)

That Council amends timing of the EMRC Annual Dinner event to a Biennial Dinner and hold a Biennial Cocktail Function in each alternative year.

Cr Godfrey felt that these sorts of functions needed to be improved and suggested the biennial dinner should be delayed for approximately six months after the Local Government elections, the duration of the event should be shortened and consideration be given to presentation of awards. Cr Godfrey also suggested that the biennial cocktail function should be shortened from three hours to two hours and consideration should also be given to providing attendees with products from throughout the region.

COUNCIL RESOLUTION(S)

MOVED CR GODFREY

SECONDED CR PULE

THAT COUNCIL AMENDS TIMING OF THE EMRC ANNUAL DINNER EVENT TO A BIENNIAL DINNER AND HOLD A BIENNIAL COCKTAIL FUNCTION IN EACH ALTERNATIVE YEAR.

CARRIED UNANIMOUSLY



14.4 INVESTMENT POLICY REVIEW

REFERENCE: COMMITTEES-11332

PURPOSE OF REPORT

The purpose of this report is for Council to review and adopt Council Policy 3.5 Management of Investments.

KEY ISSUES AND RECOMMENDATION(S)

- Council Policy 3.5 Management of Investments was reported to Council in September 2008 and later referred to the Investment Committee for consideration.
- The Investment Committee reviewed the policy at their meeting held on 6 May 2010 and asked that consideration be given to the sections on reporting to Council and the appointment of an investment advisor.
- The above matters have been considered along with other amendments as suggested by EMRC's legal representative.
- The revised policy has been scrutinised by EMRC's internal auditors who are satisfied with the document.

Recommendation(s)

That Council adopts Policy 3.5 Management of Investments forming an attachment to this report.

SOURCE OF REPORT

Chief Executive Officer

BACKGROUND

The Council referred its existing Management of Investment Policy 3.5 (attachment 1) to the Investment Committee when it was reported to Council in September 2008.

In February 2008 the Department of Local Government and Regional Development (the Department) issued Local Government Guideline 19 - Investment Policy, intended to be a "best practice guide" to assist local governments in developing their own investment policy (attachment 2).

On the 2 December 2008 the Investment Committee issued guidelines and resolved that:

1. *THE EMRC SPREAD THE FUNDS UP TO \$1M TO BANKS COVERED BY THE \$1M GUARANTEE.*
2. *LIMIT ADDITIONAL FUNDS TO THE BIG 4 BANKS AND NOT PURCHASE THE .7% GUARANTEE, HOWEVER IF EMRC OFFICERS CONSIDER THIS NEEDS TO CHANGE THE OFFICERS BE AUTHORISED TO SECURE THE .7% GOVERNMENT INVESTMENT GUARANTEE."*
3. *THE ESTABLISHED FLOATING RATE NOTES ABOVE \$1M BE SECURED BY THE .7% GOVERNMENT INVESTMENT GUARANTEE."*

Please note that the option to purchase the Government Guarantee above the \$1m will no longer be available from the 31 March 2010.

A revised Investment Policy was referred to the Investment Committee at its meeting held 6 May 2010 where it was broadly supported subject to some comments being taken into consideration.



Item 14.4 continued

REPORT

The Investment Committee at their meeting held on 6 May 2010 reviewed the revised policy and requested that the CEO review the provisions dealing with “reporting” and the “appointment of an investment advisor.”

As the Investment Committee was satisfied with the revised policy, other than as outlined above, they recommended that the policy be referred to Council rather than being referred back to the Committee.

The EMRC’s internal auditors have reviewed and are satisfied with the revised format.

Amendments include:

- Section 3. Investment ratings – included at the suggestion of EMRC’s legal advisor who stated that it might be beneficial to incorporate the ratings of all three (3) rating agencies (Standard & Poor’s, Fitch’s and Moody’s) to give greater flexibility and method by which EMRC can double or triple crosscheck.
- Section 6. Risk Management Guidelines – Standard & Poor’s long term and short term rating definitions included.
- Section 9. Reporting – second paragraph added to address reporting frequency.
- Section 10. Investment Advisor – the Investment Committee asked that officers give consideration to Council confirming the appointment of the investment advisor(s). Given the qualification and criteria required of any advisor, as outlined in this section of the policy, it was not considered necessary to amend this section. Council does however have the option to resolve to amend this requirement should they wish to do so.

STRATEGIC/POLICY IMPLICATIONS

Accords with strategy 4.1 “To improve member Council and EMRC financial viability.”

FINANCIAL IMPLICATIONS

Nil

SUSTAINABILITY IMPLICATIONS

Has future economic sustainability implications.



Item 14.4 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)

Revised Management of Investment Policy 3.5 (Ref: Committees-11334)

VOTING REQUIREMENT

Simple Majority

RECOMMENDATION(S)

That Council adopts Policy 3.5 Management of Investments forming an attachment to this report.

Cr Lindsey referred to page 43 of the Agenda, the banks specified in the policy and asked to what extent the subsidiary banks such as BankWest are independent of the parent (Commonwealth Bank). Cr Lindsey felt that unless they were legally separate companies then the EMRC may need to consider amending the policy. The CEO advised that bank ownership particulars could change at any time and the EMRC would need to be diligent in taking this into consideration when placing investments.

Cr Lindsey stated that it was an excellent policy.

COUNCIL RESOLUTION(S)

MOVED CR LINDSEY

SECONDED CR PULE

THAT COUNCIL ADOPTS POLICY 3.5 MANAGEMENT OF INVESTMENTS FORMING AN ATTACHMENT TO THIS REPORT.

CARRIED UNANIMOUSLY



3.5 Management of Investments Policy

STRATEGIC PLAN OBJECTIVE

3.4 To improve member Council and East Metropolitan Regional Council (EMRC) financial viability.

PURPOSE

To establish a policy for the Investment of EMRC's surplus funds at the most favourable rate of return whilst ensuring prudent consideration of risk and security for the investment type and that liquidity requirements are being met.

To ensure that investments are managed with care, diligence and skill and that the management of the portfolio is carried out to safeguard the portfolio and not for speculative purposes.

Establish guidelines to ensure investments:

- Meet legislative requirements;
- Optimise investment income and returns within acceptable risk parameters;
- Ensure that investments match the liquidity needs of the EMRC; and
- Are invested at the most favourable rate of interest available to it at the time whilst having due consideration of risk and security for that investment type.

LEGISLATION

Local Government Act 1995 Section 6.14
 Local Government (Financial Management) Regulations 1996 Regulations 19, 28 and 49
 Trustees Act 1962 – Part III Investments
 Australian Accounting Standards

POLICY STATEMENT

1. Ethics and Conflicts of Interest

Officers shall refrain from personal activities that would conflict with the proper execution and management of EMRC's investment portfolio. This policy requires officers to disclose any conflict of interest to the CEO.

2. Delegation of Authority

Authority for implementation of the Investment Policy is delegated by Council to the CEO in accordance with the Local Government Act 1995. The CEO may in turn delegate the day-to-day management of Council's Investment to the Director, Corporate Services.



3. Investment Ratings

Investments rating in this policy are based on those issued by Standard and Poor's. International ratings agencies used as a basis for assessing EMRC's investments are required to be reviewed periodically by the CEO.

4. Approved Investments

Without approvals from Council, new investments are limited to:

- Commonwealth/State/Territory or Local Government Bonds;
- Interest bearing deposits and securities issued by Australian authorised deposit-taking institutions (ADIs) as authorised by the Australian Prudential and Regulatory Authority (APRA) and with a Standard & Poor's (or its equivalent) credit rating of A-2 (short term) or A (long term) or higher (subject to overall limits);
- Bank accepted/endorsed bank bills, guaranteed by Australian authorised deposit-taking institutions (ADI's);
- Bank negotiable Certificate of Deposits; and
- Managed Funds with a minimum long term Standard & Poor (S&P) rating of "A" and short term rating of "A-2".

5. Prohibited Investments

This investment policy prohibits but is not limited to any investment carried out for speculative purposes including:

- Derivative based instruments;
- Principal only investments or securities that provide potentially nil or negative cash flow; and
- Stand alone securities issued that have underlying futures, options, forwards contracts and swaps of any kind.

This policy also prohibits the use of leveraging (borrowing to invest) of an investment.

6. Risk Management Guidelines

Investments obtained are to be considered in light of the following key criteria:

- Preservation of Capital – the requirement for preventing losses in an investment portfolio's total value;
- Diversification – the requirement to place investments in a broad range of products so as not to be over exposed to a particular sector of the investment market;
- Market Risk - the risk that the fair value or future cash flows of an investment will fluctuate due to changes in market prices;
- Liquidity Risk - the risk an investor is unable to redeem the investment at a fair price within a timely period;
- Maturity Risk - the risk relating to the length of term to maturity of the investment. The larger the term, the greater the length of exposure and risk to market volatilities; and
- Leveraging Risk - the magnification of an investor's risk and return that occurs when the investor takes on financial leverage through an investment product.



Furthermore investments are to comply with three key criteria relating to:

a. Overall Portfolio Limits

To control the credit quality on the entire portfolio, the following credit framework limits the percentage of the portfolio exposed to any particular credit rating category.

S&P Long Term Rating	S&P Short Term Rating	Direct Investment Maximum %	Managed Funds Maximum %
AAA	A-1 +	100%	100%
AA	A-1	100%	100%
A	A-2	60%	80%

b. Counterparty Credit Framework

Exposure to an individual counterparty/institution will be restricted by its credit rating so that single entity exposure is limited, as detailed in the table below:

S&P Long Term Rating	S&P Short Term Rating	Direct Investment Maximum %	Managed Funds Maximum %
AAA	A-1+	45%	50%
AA	A-1	35%	45%
A	A-2	20%	40%

c. Term to Maturity Framework

The investment portfolio is to be invested within the following maturity constraints:

Overall Portfolio Term to Maturity Limits		
	Min	Max
Portfolio % < 1year	40%	100%
Portfolio % > 1year	0%	60%
Portfolio % > 3year	0%	35%
Portfolio % > 5year	0%	25%

Individual Investment Maturity Limits	
Maximum term to maturity limit of all investments	5 years



Standard and Poors Long term rating definitions:

AAA	An obligation rated 'AAA' has the highest rating assigned by Standard & Poor's. The obligor's capacity to meet its financial commitment on the obligation is extremely strong.
AA	An obligation rated 'AA' differs from the highest-rated obligations only to a small degree. The obligor's capacity to meet its financial commitment on the obligation is very strong.
A	An obligation rated 'A' is somewhat more susceptible to the adverse effects of changes in circumstances and economic conditions than obligations in higher-rated categories. However, the obligor's capacity to meet its financial commitment on the obligation is still strong.
BBB	An obligor rated 'BBB' has adequate capacity to meet its financial commitments. However, adverse economic conditions or changing circumstances are more likely to lead to a weakened capacity of the obligor to meet its financial commitments

Standard and Poors Short term rating definitions:

A-1	A short-term obligation rated 'A-1' is rated in the highest category by Standard & Poor's. The obligor's capacity to meet its financial commitment on the obligation is strong. Within this category, certain obligations are designated with a plus sign (+). This indicates that the obligor's capacity to meet its financial commitment on these obligations is extremely strong.
A-2	A short-term obligation rated 'A-2' is somewhat more susceptible to the adverse effects of changes in circumstances and economic conditions than obligations in higher rating categories. However, the obligor's capacity to meet its financial commitment on the obligation is satisfactory.
A-3	A short-term obligation rated 'A-3' exhibits adequate protection parameters. However, adverse economic conditions or changing circumstances are more likely to lead to a weakened capacity of the obligor to meet its financial commitment on the obligation.

Source: <http://www.standardandpoors.com>

7. Measurement

The investment return for the portfolio is to be regularly reviewed. The market value and investment maturities are to be assessed at least once a month to coincide with management reporting.

8. Procedures

Investments placed by Council's authorised advisor/s and managers must be appropriately documented at the time of placement.

Furthermore appropriate procedures and controls in regards to record keeping, reconciliation, authorisation forms and accounting for investments shall be prepared and maintained to give effect to this policy.



9. Reporting

An investment report is to be prepared for each month detailing compliance with the `key criteria outlined in section 6 (a), (b) and (c) of this policy.

The investment report is to be presented to Council at the next ordinary meeting of the Council following the end of the month to which the report relates. If the statement is not prepared in time to present it to that meeting it is to be presented at the next Ordinary Meeting of the Council following that meeting.

10. Investment Advisor

The CEO has delegated authority to appoint an investment adviser when considered appropriate.

The local government's investment advisor must be licensed by the Australian Securities and Investment Commission. The advisor must be an independent person who has no actual or potential conflict of interest in relation to investment products being recommended; and is free to choose the most appropriate product within the terms and conditions of the investment policy.

11. Investment Strategy

EMRC's current investment strategy in light of the 'Global Financial Crisis' is to optimise investment income within its acceptable levels of risk whilst ensuring the security of these funds enabling the EMRC to meet its business objectives.

Key considerations in this regard include funding requirements identified in the Five Year Plan.

Given the Federal Government Guarantee on retail deposits up to \$1 million with Australian Authorised Deposit Taking Institutions (ADIs) until 11th October 2011, any investment in such institutions to this date shall be considered to be AAA or A-1+ rated in line with the Federal Government's credit rating.

The investment strategy employed over the period of the Federal Government Guarantee that complies with relevant legislation would be:

1. Invest funds in Australian ADI's up to \$1 million covered by the guarantee
2. Limit additional funds to the specified banks listed below from the 31st March 2010
3. Investment terms not to exceed 5 years.

Specified banks; National Australia Bank, Bankwest, Westpac, St George, Commonwealth Bank, and ANZ.



FINANCIAL CONSIDERATIONS

Nil

Adopted/Reviewed by Council

1. 29 June 2000
2. 27 July 2000
3. 02 May 2002
4. 17 June 2004
5. 23 February 2006
6. 18 September 2008 (reported to Council and referred to Investment Committee)
7. 22 April 2010

Next Review

Following the Ordinary Elections in 2011

Responsible Unit

Governance and Corporate Services



14.5 RESOURCE RECOVERY PROJECT - COMMUNITY TASK FORCE NOMINATIONS

REFERENCE: COMMITTEES-11319

PURPOSE OF REPORT

To advise Council of the outcome of the Community Task Force nomination process for the Resource Recovery Project.

KEY ISSUES AND RECOMMENDATION(S)

- The call for nominations for the Resource Recovery Project Community Task Force commenced on 28 June 2010 and closed on 30 July 2010.
- Doorknocking and letter box drops of the information pack were undertaken in the area up to 1 kilometre from the boundaries of Red Hill Waste Management Facility (RHWMF) to raise awareness of the project and the community task force nomination process.
- One hundred and eighteen residences were visited and twenty five interviews were completed during the four week nomination period.
- Fifteen nominations were received.
- The nominations have been assessed by EMRC staff against the advertised selection criteria.
- The eight recommended applicants represent the three geographical areas around the RHWMF as detailed in the nomination pack.

Recommendation(s)

That Council endorse the following applicants for the Resource Recovery Project Community Task Force:

1. Jan Foster-Hawking, Gidgegannup.
2. Noelene Wigmore, Parkerville.
3. Greg Jones, Stoneville.
4. Noel Hales, Hazelmere.
5. Max Jamieson, Helena Valley.
6. Peter Jensen, Gidgegannup.
7. Peter Pearson, Bassendean.
8. Martin Chape, Bellevue.

SOURCE OF REPORT

Manager Project Development

BACKGROUND

Report item 9.2 of Resource Recovery Committee meeting of 6 May 2010 provided an outline of community engagement activities undertaken between September 2009 and April 2010 and Council resolved on 20 May 2010:

“THAT COUNCIL NOTE THE PROGRESS OF THE RESOURCE RECOVERY PROJECT COMMUNITY ENGAGEMENT AND ENDORSE THE NEXT STAGE OF COMMUNITY INVOLVEMENT, NAMELY THE FORMATION OF A COMMUNITY TASKFORCE AND DEVELOPMENT OF A COMMUNITY PARTNERSHIP AGREEMENT.”



Item 14.5 continued

Report item 9.1 of the Resource Recovery Committee meeting of 5 August 2010 provided an update on the Community engagement activities associated with the Resource Recovery Project.

REPORT

Following Council's decision on 20 May 2010 implementation of the strategy to recruit a community task force around the preferred site of Red Hill Waste Management facility has commenced.

This strategy involved:

- Development of an information pack for nominations to the community task force (CTF);
- Advertising the call for nominations for a community task force through the community newspapers, the Gidgegram and EMRC website;
- Doorknocking in the community adjacent to the RHWMF and conducting interviews on a range of issues related to the project; and
- Continued engagement with the Red Hill Community Liaison Group.

Door knocking in the Red Hill community provided an opportunity to engage with local residents through invitations to nominate for the task force as well as allowing for immediate and direct feedback on the proposed Resource Recovery Project (RRP). A second and equally important reason for undertaking doorknocking was concerns that local residents may not be receiving information about local community news and developments. It was noted during the education phase of the community engagement program that there was some misinformation about the proposed RRP being spread through the community by a handful of individuals. Therefore a third reason for undertaking doorknocking was to correct any misinformation and to provide facts about the proposed facility.

Over a four week period from 28 June to 30 July 2010, EMRC consultant Delia Richardson and volunteer members of the Waste Management Community Reference Group (WMCRG) went to 118 and conducted 25 interviews. This engagement process was no doubt responsible for encouraging some of the nominations received for the Community Task Force.

Fifteen nominations were received at the close of submissions and have been evaluated against the advertised selection criteria. The eight recommended applicants represent the three geographical areas around the RHWMF as follows:

1. Jan Foster-Hawking, Gidgegannup (0-1 km RHWMF);
2. Noelene Wigmore, Parkerville (0-1 km RHWMF);
3. Greg Jones, Stoneville (1-10 km RHWMF);
4. Noel Hales, Hazelmere (broader region);
5. Max Jamieson, Helena Valley (broader region);
6. Peter Jensen, Gidgegannup (broader region);
7. Peter Pearson, Bassendean (broader region); and
8. Martin Chape, Bellevue (1-10km RHWMF).

The two EMRC representatives will be the Manager Project Development and the Manager Organisational Development.

During the CTF nominations period, some community members raised the issue of deputies or proxies for CTF members who represent groups such as the Gidgegannup Progress Association, to maintain continuity of the group's representation. This matter will be discussed and resolved at the first meeting of the CTF.



Item 14.5 continued

STRATEGIC/POLICY IMPLICATIONS

The Resource Recovery Project contributes to Key Result Area 1 - Environmental Sustainability of EMRC's Strategic Plan for the Future, specifically Objective 1.3:

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

FINANCIAL IMPLICATIONS

The costs associated with community engagement are budgeted in the Resource Recovery Business Unit under Conduct Resource Recovery Community Consultation 72882/03 and Undertake Community Consultation (Task 3) 72889/03 - \$133,000 for 2010/2011.

SUSTAINABILITY IMPLICATIONS

The Resource Recovery Facility and/or Resource Recovery Park will contribute toward minimising the environmental impact of waste by facilitating the sustainable use and development of resources.

MEMBER COUNCIL IMPLICATIONS

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

ATTACHMENT(S)

Nil

VOTING REQUIREMENT

Simple Majority

RECOMMENDATION(S)

That Council endorse the following applicants for the Resource Recovery Project Community Task Force:

1. Jan Foster-Hawking, Gidgegannup.
2. Noelene Wigmore, Parkerville.
3. Greg Jones, Stoneville.
4. Noel Hales, Hazelmere.
5. Max Jamieson, Helena Valley.
6. Peter Jensen, Gidgegannup.
7. Peter Pearson, Bassendean.
8. Martin Chape, Bellevue.



Item 14.5 continued

Cr Pilgrim asked for more clarification before moving on with this item. He stated that, considering the Resource Recovery Project was a particularly sensitive issue in the hills area, and there were 15 nominations, if the other nominees came anywhere near meeting the selection criteria, lived in the district and had an interest in the issue they should be put on the committee. The CEO advised that the EMRC was looking for representation from three geographical areas around the Red Hill Waste Management Facility (RHWMF) and referred Cr Pilgrim to page 46 of the agenda which listed the recommended applicants and the distance from the RHWMF. The CEO advised that the CTF would be a leading group but there would also be community workshops with wider community participation. The Manager Project Development advised that two applicants were selected from each of the three geographical areas stated in the information pack. Of the 15 applicants, only two were deemed as not fitting the majority of the selection criteria, and although the EMRC could have selected more members, the nomination pack stated which areas the applicants should be selected from and two good applicants were selected from each of the specified areas.

In response to Cr Pule's query on whether the CTF would be subject to a quorum when they met, the CEO advised that they would be, but it was sometimes difficult with community groups to keep things moving along in the absence of a quorum. The information pack specified requirements and number of meetings and applicants were asked to ensure they could meet the requirements before nominating.

Cr Pule asked if consideration had been given to the flexibility of the group in relation to meeting the quorum provision by including the other seven applicants as deputies. The CEO advised that the issue of having deputies had been raised and would be discussed at the first CTF meeting.

Cr Godfrey referred to the first paragraph on page 47 of the Agenda and felt there may be community support for deputies. The CEO advised that the issue with deputies was that there were a lot of meetings to attend and to ensure a deputy attended they would need to be fully briefed. If a deputy had to step in towards the end of the process and then be briefed it may hold the whole process up. The Gidgegannup Progress Association raised the issue but there was also the issue of fairness to all other members to be considered.

COUNCIL RESOLUTION(S)

MOVED CR PILGRIM

SECONDED CR GODFREY

THAT COUNCIL ENDORSE THE FOLLOWING APPLICANTS FOR THE RESOURCE RECOVERY PROJECT COMMUNITY TASK FORCE:

1. JAN FOSTER-HAWKING, GIDGEGANNUP.
2. NOELENE WIGMORE, PARKERVILLE.
3. GREG JONES, STONEVILLE.
4. NOEL HALES, HAZELMERE.
5. MAX JAMIESON, HELENA VALLEY.
6. PETER JENSEN, GIDGEGANNUP.
7. PETER PEARSON, BASSENDEAN.
8. MARTIN CHAPE, BELLEVUE.

CARRIED UNANIMOUSLY



14.6 EMRC DISABILITY ACCESS & INCLUSION POLICY AND PLAN

REFERENCE: COMMITTEES-11269

PURPOSE OF REPORT

To present the draft Disability Access and Inclusion Policy and draft Disability Access and Inclusion Plan 2010-2012 for Council adoption.

KEY ISSUES AND RECOMMENDATION(S)

- A requirement of the *Disability Services Act 1993* (section 27) is that a public authority must ensure that it develops and implements a Disability Access and Inclusion Plan.
- EMRC developed a draft Access and Inclusion Policy (Attachment 1) and draft Disability Access and Inclusion Plan 2010-2012 (Attachment 2)
- Both documents were presented to Council on 17 June 2010 for endorsement, with a recommendation that both documents be made available to the community for a period of 21 days to enable the community of Perth's Eastern Region to make submissions in relation to the draft Plan.
- Council resolved that the draft Policy and Plan should be made available for a 42 day public consultation period.
- An advertisement to this effect was placed in the West Australian newspaper and EMRC's public website on 23 June 2010.
- At the end of the 42 day public comment period (4 August 2010) EMRC had received no comments.

Recommendation(s)

That:

1. Council adopt the draft *Disability Access and Inclusion Policy* forming Attachment 1 to this report.
2. Council adopt the draft *Disability Access and Inclusion Plan 2010-2012* forming Attachment 2 to this report.

SOURCE OF REPORT

Chief Executive Officer
Manager Organisational Development

BACKGROUND

A requirement of the *Disability Services Act 1993* (section 27) is that a public authority must ensure that it develops and implements a Disability Access and Inclusion Plan.

EMRC developed draft Access and Inclusion Policy (Attachment 1) and draft Disability Access and Inclusion Plan 2010-2012 (DAIP), shown at Attachment 2 to this report. In doing so, EMRC staff used the model provided by Disability Services Commission.

Both documents were presented to Council on 17 June 2010 for endorsement, with a recommendation that both documents be made available to the community for a period of 21 days to enable the community of Perth's Eastern Region to make submissions in relation to the draft Plan.



Item 14.6 continued

Council resolved that:

1. *COUNCIL ENDORSE THE DRAFT DISABILITY ACCESS AND INCLUSION POLICY FORMING ATTACHMENT 2 TO THIS REPORT.*
2. *COUNCIL ENDORSE THE DRAFT DISABILITY ACCESS AND INCLUSION PLAN 2010-2012 FORMING ATTACHMENT 3 TO THIS REPORT.*
3. *COUNCIL ENDORSE A 42 DAY PUBLIC CONSULTATION PERIOD ON THE DRAFT DISABILITY ACCESS AND INCLUSION POLICY AND PLAN.*

REPORT

An integral requirement of the DAIP is mandatory community consultation, as this will ensure that the document is relevant and responsive to the needs of customers. The Act and associated regulations leave it to the discretion of authorities to determine the method of consultation. The minimum requirements are that public authorities must call for submissions regarding DAIPs in a statewide or local newspaper as well as on their public website (s. 29 (10)).

An advertisement was placed in the West Australian newspaper and EMRC's public website on 23 June 2010, inviting members of the public to make comments on the draft Access and Inclusion Policy (Attachment 1) and draft Disability Access and Inclusion Plan 2010-2012 (DAIP), shown at Attachment 2. At the end of the 42 day public comment period (23 June to 4 August 2010), EMRC had received no comments in relation to either of the two documents.

The DAIP will be implemented by the EMRC and progress will be reported in EMRC's Annual Report in accordance with requirements of s.5.53 (ha) of the Local Government Act 1995.

STRATEGIC/POLICY IMPLICATIONS

Key Result Area 4: Good Governance:

- 4.6 To provide responsible and accountable governance and management of the EMRC

FINANCIAL IMPLICATIONS

There is no budget allocated towards the DAIP. A report will be presented for Council consideration should funds be required.

SUSTAINABILITY IMPLICATIONS

Nil



Item 14.6 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. Draft Disability Access and Inclusion Policy ([Ref:Committees-11011](#))
2. Draft Disability Access and Inclusion Plan 2010-2012 (Ref:Committees-11012)

VOTING REQUIREMENT

Simple Majority

RECOMMENDATION(S)

That:

1. Council endorse the draft *Disability Access and Inclusion Policy* forming Attachment 1 to this report.
2. Council endorse the draft *Disability Access and Inclusion Plan 2010-2012* forming Attachment 2 to this report.

COUNCIL RESOLUTION(S)

MOVED CR MCKECHNIE

SECONDED CR PULE

THAT:

1. COUNCIL ENDORSE THE DRAFT *DISABILITY ACCESS AND INCLUSION POLICY* FORMING ATTACHMENT 1 TO THIS REPORT.
2. COUNCIL ENDORSE THE DRAFT *DISABILITY ACCESS AND INCLUSION PLAN 2010-2012* FORMING ATTACHMENT 2 TO THIS REPORT.

CARRIED UNANIMOUSLY

Draft Disability Access & Inclusion Policy

STRATEGIC PLAN OBJECTIVE

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

PURPOSE

To ensure that all members of the community have equal access to all EMRC services, information and facilities.

LEGISLATION

Disability Services Act 1993
Equal Opportunity Act 1984.

POLICY STATEMENT

The EMRC is committed to the following outcomes:

1. EMRC Council ensures that a Disability Access & Inclusion Policy and Implementation Plan are developed, implemented and reviewed regularly.
2. People with disabilities have the same opportunities as other people to access the services of, and any events organised by, the EMRC.
3. People with disabilities have the same opportunities as other people to access the buildings and other facilities of the EMRC.
4. People with disabilities receive information from the EMRC in a format that will enable them to readily access the information other people are able to access.
5. People with disabilities receive the same level and quality of service from the staff and contractors of the EMRC.
6. People with disabilities have the same opportunities as other people to make complaints to the EMRC.
7. People with disabilities have the same opportunities as other people to participate in any public consultation by the EMRC.



FINANCIAL CONSIDERATIONS

Funding for projects will be provided for in the annual budget.

Adopted/Reviewed by Council

Next Review

Following the Ordinary Elections in 2011

Responsible Unit

Governance and Corporate Services

DRAFT



Draft Disability Access & Inclusion Plan

2010-2012

THIS PLAN IS AVAILABLE IN ALTERNATIVE FORMATS



TEL (08) 9424 2222 FAX (08) 9277 7598 EMAIL mail@emrc.org.au WEB www.emrc.org.au

This is printed on recycled paper.

Foreword

I have great pleasure in presenting the Eastern Metropolitan Regional Council's (EMRC) Disability Access and Inclusion Plan 2010 – 2012. This plan demonstrates our commitment to furthering the principles and meeting the objectives of the *Disability Services Act 1993*.

It is our intention to deliver facilities, services and events that are open, available and accessible to the whole community, regardless of ability, ethnicity, gender, age or any other perceived difference.

We are committed to achieving the seven desired outcomes of our Disability Access and Inclusion Plan 2010-2012, which are:

1. EMRC Council ensures that a Disability Access & Inclusion Policy and Implementation Plan are developed, implemented and reviewed regularly
2. People with disabilities have the same opportunities as other people to access the services of, and any events organised by, the EMRC.
3. People with disabilities have the same opportunities as other people to access the buildings and other facilities of the EMRC.
4. People with disabilities receive information from the EMRC in a format that will enable them to readily access the information other people are able to access.
5. People with disabilities receive the same level and quality of service from the staff and contractors of the EMRC.
6. People with disabilities have the same opportunities as other people to make complaints to the EMRC.
7. People with disabilities have the same opportunities as other people to participate in any public consultation by the EMRC.

Our Disability Access and Inclusion Plan 2010-2012 is a dynamic document and will be reviewed regularly. Feedback is welcomed at any time on this document.

CR GRAHAM PITTAWAY OAM
Chairman

Table of Contents

Foreword	ii
1 Introduction to the Eastern Metropolitan Regional Council (EMRC) .	1
Facts about Perth's Eastern Region	1
EMRC's Council	1
2 EMRC's Strategic Plan	2
Our Vision	2
Our Mission	2
Our Values	3
Our Stakeholders	3
3 EMRC's Facilities	4
4 EMRC's Services	6
Waste Management Services	6
Resource Recovery Business Unit.....	6
Regional Services	6
Governance and Corporate Services	6
5 EMRC's Access and Inclusion Policy Statement	7
8. EMRC's Access & Inclusion Implementation Plan	8
Outcome One.....	8
Outcome Two	9
Outcome Three	10
Outcome Four	11
Outcome Five	12

Outcome Six 12

Outcome Seven 13

6 Responsibility for Implementing the DAIP 14

7 Review and Evaluation Mechanisms 14

8 Feedback 14



1 Introduction to the Eastern Metropolitan Regional Council (EMRC)

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

Providing services in Waste Management, Environmental Management, Regional Development, and Risk Management, EMRC is a model of successful collaboration that has initiated projects delivering real benefits to the Region.

Facts about Perth's Eastern Region

Perth's Eastern Region stretches from the edge of the Perth CBD, along the Swan River, through both residential and industrial areas. It incorporates the Swan Valley's world-class wine district, as well as forests and prime agricultural land in the Darling Ranges.

Home to approximately 300,000 people from diverse cultural backgrounds and constituting around one-third of the metropolitan area, Perth's Eastern Region is one of the city's fastest growing areas. It encompasses about 2,100 square kilometres, including substantial parklands, river foreshore areas, national parks, state forests and water catchments.

The Region is a major transport hub, accommodating the international and domestic airports, as well as major roads and rail infrastructure linking Perth to regional centres in the state and to the rest of Australia.

Together, EMRC and the six member councils form an economic, social and environmental force with the strength to get things done and drive our communities forward.

Providing services in waste management, environmental management, regional development, and risk management, EMRC is a model of successful collaboration that has initiated projects delivering real benefits to the region.

EMRC's Council

The EMRC, constituted under the Local Government Act (1995), comprises the Member Councils of the Town of Bassendean, Cities of Bayswater, Belmont and Swan and the Shires of Mundaring and Kalamunda.



All Member Councils approved an Establishment Agreement in 1998, replacing the Constitution on which the EMRC was founded in 1983. The EMRC Establishment Agreement provides for each participant Council to appoint two elected members to be members of the Regional Council and one member to deputise for those members when either one of them is not available.



2 EMRC's Strategic Plan

EMRC's Strategic Plan for the Future 2008/09 to 2013/14 is the organisation's blueprint for the future. It establishes the objectives and strategies required to successfully achieve EMRC's vision. The document was developed in close collaboration with key stakeholders, including EMRC's Council, and was adopted in June 2008.

The Strategic Plan for the Future has been developed, as EMRC's "Plan for the Future" in accordance with the requirements of the Local Government Act 1995 (section 5.56) and associated regulations (19C & 19D), and is reviewed biennially.

The Strategic Plan for the Future has a focus on sustainability and is structured around four Key Focus Areas (KRAs):

KRA 1- Environmental Sustainability:

Our aim is to facilitate sustainable use and development of resources

KRA 2 - Social Opportunity:

Our aim is to facilitate diverse tourism, cultural and recreational opportunities

KRA 3 - Economic Development:

Our aim is to facilitate sustainable economic development and employment opportunities

KRA 4 - Good Governance:

Our aim is to be a responsive, progressive and responsible organisation

Our Vision

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

Our Mission

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



Our Values

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

Leaders ensure that the organisation's values are created and sustained by establishing the Council's strategic direction and providing an environment that encourages all staff to reach their potential in achieving the organisational outcomes

Our Stakeholders

Primary Stakeholders

- EMRC & Member Council Elected Members
- EMRC & Member Council Staff

Secondary Stakeholders

- Federal Government Agencies
- State Government Agencies
- Non-Government Agencies
- Politicians
- Regional Business Groups
- Regional Community & Reference Groups

Tertiary Stakeholders

- Customers and Clients
- Visitors and Tourists
- Investors
- Businesses
- Regional Volunteers
- Regional Residents



3 EMRC's Facilities.

The EMRC operations are run through the following facilities:

FACILITY	OPENING HOURS	SERVICES
<p>EMRC Administration Office 1st Floor Ascot Place 226 Great Eastern Hwy BELMONT WA 6104</p> <p>PO Box 234 BELMONT WA 6984</p> <p>Telephone (08) 9424 2222 Fax: (08) 9277 7598 Email: mail@emrc.org.au</p>	<p>Monday to Friday 8.30am to 5.00pm</p> <hr/> <p>Closed Weekends, public holidays and usually during the Christmas period</p>	<p>Corporate Services Waste Management Services Regional Services</p>
<p>Red Hill Waste Management Facility 1094 Toodyay Road RED HILL WA 6056</p> <p>PO Box 2026 MIDLAND WA 6936</p> <p>Telephone: (08) 9574 6235 (08) 9574 6447 Fax: (08) 9574 6300 Email: redhill@emrc.org.au</p>	<p>Monday to Friday 7.00am to 4.00pm</p> <p>Saturday 8.00am to 4.00pm</p> <p>Sunday 10.00am to 4.00pm</p> <hr/> <p>Closed Good Friday, Christmas Day and New Year's Day</p>	<p>Class III Landfill Class IV Landfill Composting Transfer Station</p>
<p>Hazelmere Recycling Centre 77 Lakes Road HAZELMERE WA</p> <p>Telephone: (08) 9274 7807 Email: hazelmere@emrc.org.au</p>	<p>Monday to Friday 7am to 3pm</p> <hr/> <p>Closed Weekends and public holidays</p>	<p>Timber Recycling Mattress Recycling Carpet Tile Recycling</p>



FACILITY	OPENING HOURS	SERVICES
Coppin Road Transfer Station Coppin Road MUNDARING WA	Saturday to Tuesday 8.00am - 4.00pm	Transfer Station
Mathieson Road Transfer Station Mathieson Road CHIDLOW WA	Thursday to Sunday 8.00am - 4.00pm	Transfer Station



4 EMRC's Services

Waste Management Services

This division operates the Red Hill Waste Management Facility, the Hazelmere Recycling Centre, and transfer stations in Chidlow, Mundaring, Walliston, and Wooroloo; on behalf of the six member Councils.

Resource Recovery Business Unit

This unit aims to develop and implement resource recovery solutions that maximise the social, environmental and economic benefits to Perth's Eastern Region and minimise the amount of waste being directed to landfill. The Resource Recovery project aims to identify site and technology options for a resource recovery facility or park, which will provide a resource recovery solution for Perth's Eastern Region. Waste education services are also provided to support the Resource Recovery Project.

Regional Services

This division consists of Environmental Services, Risk Management Services and Regional Development. The division provides a range of services and projects focussed on environmental management, economic development, tourism development and advocacy. The focus is also on assisting member Councils and other clients in prevention of accidents and injuries through provision of a Risk consultancy and training service.

Governance and Corporate Services

This division provides administrative, organisational development and human resource, information technology, financial management, and marketing and communications services to the organisation and ensures that EMRC's operations comply with the relevant statutory requirements.



5 EMRC's Access and Inclusion Policy Statement

The EMRC is committed to achieving the seven desired outcomes of its Disability Access and Inclusion Policy. These are:

1. EMRC Council ensures that a Disability Access & Inclusion Policy and Implementation Plan are developed, implemented and reviewed regularly
2. People with disabilities have the same opportunities as other people to access the services of, and any events organised by, the EMRC.
3. People with disabilities have the same opportunities as other people to access the buildings and other facilities of the EMRC.
4. People with disabilities receive information from the EMRC in a format that will enable them to readily access the information other people are able to access.
5. People with disabilities receive the same level and quality of service from the staff and contractors of the EMRC.
6. People with disabilities have the same opportunities as other people to make complaints to the EMRC.
7. People with disabilities have the same opportunities as other people to participate in any public consultation by the EMRC.



8. EMRC's Access & Inclusion Implementation Plan

Outcome One

EMRC Council ensures that a Disability Access & Inclusion Policy and Implementation Plan are developed, implemented and reviewed regularly.

NO	ACTION	TIMELINE	RESPONSIBILITY
1.	Establish a Disability Access staff group to guide implementation of the DAIP	By January 2010	CEO
2.	Develop a Disability Access & Inclusion Policy and draft Disability Access and Inclusion Plan (DAIP)	By June 2010	CEO
3.	Consult with the Community on the DAIP Policy & Plan	By August 2010	CEO
4.	Provide information on EMRC's DAIP to the Community	Once adopted by Council	CEO
5.	Review and amend DAIP Policy & Plan	Biennial	CEO
6.	Lodge DAIP with the Disability Services Commission	Following adoption by Council	CEO
7.	Develop links between the DAIP and other EMRC plans and Strategies	By end 2010	Manager Organisational Development



Outcome Two

People with disabilities have the same opportunities as other people to access the services of, and any events organised by, the EMRC.

NO	ACTION	TIMELINE	RESPONSIBILITY
1.	Ensure that all events organised by the EMRC provide as a minimum: <ul style="list-style-type: none"> - Accessible parking - Accessible toilets - Promotional material available in alternative formats 	Ongoing	All
2.	Use a variety of media to publicise events	Ongoing	All
3.	Ensure that people with disabilities are considered when developing communication strategies	Ongoing	All



Outcome Three

People with disabilities have the same opportunities as other people to access the buildings and other facilities of the EMRC.

NO	ACTION	TIMELINE	RESPONSIBILITY
1.	Audit buildings and facilities owned by the EMRC to establish priorities for improvement	By June 2011	Waste Services Corporate Services
2.	Establish a programme and budget for access improvement	2011	Corporate Services



Outcome Four

People with disabilities receive information from the EMRC in a format that will enable them to readily access the information other people are able to access.

NO	ACTION	TIMELINE	RESPONSIBILITY
1.	Audit how staff provide information to the community to establish priorities and develop an action plan	By December 2010	Manager Organisational Development
2.	Ensure that information on Council functions, facilities and services is available in alternative formats if required	Ongoing	Marketing
3.	Place an advertisement in the local newspaper advising that alternative formats of information are available	Bi-Annual	Marketing
4.	Make electronic or hard copies of documents available in large print	Ongoing	All
5.	Make information available in other formats on request	Ongoing	All
6.	Enable website users to view a large print version of information	by 2012	Marketing
7.	Employment advertisements are available in alternative formats on request	Ongoing	Human Resources
8.	Review Position Description templates to ensure that they are non-discriminatory and do not exclude people with disabilities	Ongoing	Human Resources
9.	Employment Policy is reviewed to ensure it is non-discriminatory and does not exclude people with disabilities	By 2011	Human Resources
10.	Equal opportunity ethos is fostered among staff	Ongoing	Human Resources
11.	Identify and remove any barriers to employment	Ongoing	Human Resources



Outcome Five

People with disabilities receive the same level and quality of service from the staff and contractors of the EMRC.

NO	ACTION	TIMELINE	RESPONSIBILITY
1.	Disability Awareness Training is provided by Disability Services Commission (or another accredited trainer) to all staff and Councillors	By December 2010	Organisational Development
2.	EMRC's DAIP is distributed to Staff and Councillors	By December 2010	Organisational Development / CEO
3.	New Staff are provided EMRC's DAIP and relevant information	Ongoing	Human Resources
4.	Contractors are aware of the relevant requirements of the Disability Services Act and EMRC's DAIP.	By December 2010	Manager Administration & Compliance

Outcome Six

People with disabilities have the same opportunities as other people to make complaints to the EMRC.

NO	ACTION	TIMELINE	RESPONSIBILITY
1.	Ensure that complaints can be lodged via a number of means including fax, email, mail, verbal	Ongoing	CEO



Outcome Seven

People with disabilities have the same opportunities as other people to participate in any public consultation by the EMRC

NO	ACTION	TIMELINE	RESPONSIBILITY
1.	Ensure that public consultation venues organised by the EMRC provide as a minimum: <ul style="list-style-type: none"> - Accessible parking - Accessible toilets - Promotional material available in alternative formats 	Ongoing	All
2.	Ensure that any feedback or comments can be lodged via alternative formats including fax, mail or email	Ongoing	All



6 Responsibility for Implementing the DAIP

It is a requirement of the *Disability Services Act 1993* that all officers, employees, agents and contractors take practical measures to implement the DAIP. EMRC's DAIP sets out who is responsible for each action.

7 Review and Evaluation Mechanisms

The *Disability Services Act 1993* sets out the minimum review requirements for public authorities in relation to DAIPs. A DAIP team of key staff will be formed and will meet regularly to review progress on implementation. A report will be prepared each year on the implementation of the DAIP and will be reported through EMRC's Annual Report.

A report will also be prepared and forwarded annually to the Disability Services Commission.

8 Feedback

The Eastern Metropolitan Regional Council welcomes your feedback. If you would like to comment on our Disability Access and Inclusion Plan 2010-2012 or make a suggestion to improve access, please contact us by:

Tel: (08) 9224 2222

Fax: (08) 9277 7598

Email mail@emrc.org.au

Mail:

Eastern Metropolitan Regional Council
PO Box 234, Belmont WA 6984

In person:

1st Floor, Ascot Place
226 Great Eastern Hwy (Corner Kalgoorlie Street)
BELMONT WA 6104



Working for Perth's Eastern Region 

Eastern Metropolitan Regional Council

Ascot Place Administration Office
226 Great Eastern Highway
Belmont, WA, 6104

Phone: 9424 2222

Email: mail@emrc.org.au

Web: www.emrc.org.au



14.7 ITEMS CONTAINED IN THE INFORMATION BULLETIN

REFERENCE: COMMITTEES-11249

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

1. REGIONAL SERVICES

- 1.1 REGIONAL DEVELOPMENT ACTIVITY REPORT – APRIL 2010 TO JUNE 2010
(Ref: Committees-11238)

2. WASTE MANAGEMENT SERVICES

- 2.1 COUNCIL TONNAGE COMPARISONS AS AT 30 JUNE 2010 (Ref: Committees-11222)

RECOMMENDATION

That the Information Bulletin be noted.

COUNCIL RESOLUTION

MOVED CR MCKECHNIE SECONDED CR PULE

That the Information Bulletin be noted.

CARRIED UNANIMOUSLY



INFORMATION BULLETIN

Accompanying the
Ordinary Meeting of Council Agenda

19 August 2010

COUNCIL INFORMATION BULLETIN**3 August 2010****(REF: COMMITTEES-11249)****TABLE OF CONTENTS**

1 REGIONAL SERVICES	1
1.1 <i>REGIONAL DEVELOPMENT ACTIVITY REPORT – APRIL 2010 TO JUNE 2010</i> <i>(Ref: Committees-11238)</i>	1
2 WASTE MANAGEMENT SERVICES	11
2.1 <i>COUNCIL TONNAGE COMPARISONS AS AT 30 JUNE 2010 (Ref: Committees-11222)</i>	11



1 REGIONAL SERVICES

1.1 REGIONAL DEVELOPMENT ACTIVITY REPORT – APRIL 2010 TO JUNE 2010

REFERENCE: COMMITTEES-11238

PURPOSE OF REPORT

To update Council on activities undertaken by the Regional Development business unit in the period April 2010 to June 2010.

KEY ISSUE(S)

- The Regional Integrated Transport Strategy (RITS) Action Plan 2010-2013 has been distributed to just over 130 stakeholders via the post with a formal letter explaining the importance of Perth's Eastern Region and inviting stakeholders to join in with supporting implementation.
- On 3 May, the EMRC, with support from Frank Alban MLA, hosted a Forum for interested stakeholders in the development of the Perth Darwin National Highway: Reid Highway to Muchea. A detailed report and Advocacy Action Plan has been circulated to stakeholders to seek feedback and is available on the EMRC webpage.
- EMRC has a partnership agreement with Department of Transport to develop a Walking Strategy for Perth's Eastern Region for 2010-2016 and to conduct a walkability audit as a training session for member Councils to enable wider distribution. Further information will be provided as a presentation at the RITS Implementation Advisory Group (IAG) meeting.
- Development of the Regional Tourism Strategy (RTS) to guide EMRC in its delivery of regional activities for the period 2010 to 2015 was completed in accordance with the process endorsed by Council. The RTS was approved by Council on the 22nd April 2010.
- In May 2010 Tourism Western Australia announced a significant restructure to streamline their operations, reduce overheads and increase marketing spend. The most significant loss for member Councils will be the closure of the Industry Development and Visitor Servicing business unit, which included the projects of Visitor Servicing, Indigenous Tourism, Business Development, Industry Support, Research and Land Use Planning.
- The EMRC submitted two award applications to the Local Government category of the 2009 Australian Bicycling Achievement Awards, and were successful in placing as a finalist for the development of the Cycle Perth's Eastern Region publication.
- The 2010 Perth's Autumn Festival has been completed, and with the introduction of cycling events for the first time in 2010, Perth's Autumn Festival grew to a record estimated 19,000 attendees over 10 events.
- The EMRC has been granted regional Lotterywest funding of \$250,500 for the Avon Descent Family Fun Days 2010, presented by the Hon. Minister Donna Faragher on Friday 25 June 2010.
- The Regional Broadband Business Case was submitted to Senator Stephen Conroy, Minister for Broadband, Communication and the Digital Economy at the Community Cabinet meeting in June 2010.
- The EMRC has received advice that the grant application auspiced by the Shire of Kalamunda submitted to the Department of Transport's Perth Bicycle Network Local Government Grants program to develop a Cycle Infrastructure Master Plan for Perth's Eastern Region was successful.

SOURCE OF REPORT

Director Regional Services



Item 1.1 continued

BACKGROUND

Regular progress reports on Regional Services strategies, projects and activities are provided to Officer Working Groups, Committees and Council to ensure the EMRC and its member Council Councillors and staff is up to date on recent initiatives of the Regional Development, Risk Management and Environmental Services business units. This report represents the Regional Development business unit progress report for the period April 2010 to June 2010.

Two advisory groups comprised of member Council officers provide ongoing feedback on local and regional issues and opportunities to guide the direction of the EMRC's Regional Development initiatives. The Economic Development Officers Group (EDOG), which meets on a bi-monthly basis, considers economic development issues and initiatives, whilst the Visitor Servicing Regional Advisory Group (VSRAG), which meets quarterly, provides input on projects to disperse visitors throughout Perth's Eastern Region. The Regional Tourism Strategy 2010-2015 identified the need to streamline the previous two officer groups into one, and therefore the final meeting of VSRAG was held in March 2010.

REPORT

Activities of the Regional Development Business unit focus on a number of key strategies and projects that are agreed as regional priorities by member Councils as part of the annual committee referral, consultation and budget development processes. Each of the Regional Development strategies and projects is described below with a brief progress report.

Implementation of Regional Integrated Transport Strategy

The Regional Integrated Transport Strategy (RITS) was adopted by EMRC Council in 2008. The revised RITS Action Plan 2010-2013 was adopted by EMRC Council in 2010. The RITS identifies strategies and actions to address transport infrastructure and access issues in the Region.

The RITS is guided by the Implementation Advisory Group with members are drawn from the:

- Technical Directors from each member Council;
- Department of Planning;
- Main Roads WA;
- Public Transport Authority;
- Westralia Airports Corporation Pty Ltd;
- Transport Forum WA Inc; and
- EMRC.

In the reporting period the following activities have occurred to facilitate implementation of the RITS.

Distribution of RITS Action Plan 2010-2013

The RITS Action Plan 2010-2013 has been distributed to just over 130 stakeholders via the post with a formal letter explaining the importance of Perth's Eastern Region and inviting stakeholders to join in with supporting implementation. Member Council Councillors and senior management were formally sent the plan. Businesses, Key Government Agencies, neighbouring Councils and political leaders were other key groups that the plan was distributed to. Distribution has also occurred in line with the EMRC advocacy activities for RITS like the Light Rail Meeting hosted by Senator Ludlum of the Greens Party and the Perth Darwin National Highway Forum where just over 40 stakeholders took a copy of the plan. The Plan is also readily available on the EMRC webpage in the RITS section.



Item 1.1 continued

RITS Advocacy

Perth Darwin National Highway Forum

On 3 May, the EMRC, with support from Frank Alban MLA, hosted a Forum for interested stakeholders in the development of the Perth Darwin National Highway: Reid Highway to Muchea. A detailed report and Advocacy Action Plan has been circulated to stakeholders to seek feedback and is available on the EMRC webpage. The need to develop the highway and this Forum has received much media attention.

EMRC Chairman and CEO met with Federal Minister Albanese on 9th June at the community Cabinet meeting in Perth. The Minister expressed his lack of support to the Perth Darwin Highway and claimed that the Federal Government did not have the funding for that project. EMRC felt the Minister made this decision without all the information that EMRC has collected through the Stakeholder Forum and will follow this up writing the Minister a letter with more information about project attached including the full report from the Stakeholder Forum EMRC hosted on 3 May.

Update for Perth's Eastern Region Presentation at Light Rail Meeting

The EMRC presented an update for Perth's Eastern Region at the Light Rail Meeting held in Fremantle, hosted by Senator Scott Ludlum of the Greens Party.

Curtin University – Advocacy by Research on Community views to Public Transport

Curtin University has provided a presentation to EMRC on the study conducted in partnership with the City of Cockburn – Advocacy by Research - a community's opinion of what public transport networks and stations they want in their area. Curtin has proposed to deliver in partnership with EMRC and member Councils six community public transport forums for a sponsorship contribution of \$15,000. The forums will provide community information to the EMRC for use in future public transport advocacy work. The proposal needs to be approved by EMRC Council and an update to the RITS group on the decision will be provided.

Presentation at the Urban Transport World Australia 2010

The EMRC has been invited to present a paper to discuss the RITS and Integrated Transport Planning at the next Urban Transport World Australia.

Regional Submissions

- **Perth Airport Transport Master Plan:**
 The EMRC made a submission to the Department of Transport (DOT) Perth Airport Transport Master Plan. The submission represented a regional perspective, using the principles and actions from the RITS Action Plan 2010-2013 and input from the RITS IAG, member Council planning and TravelSmart officers. An information report on the submission will be provided to the EMRC Council meeting. DOT has formally responded to the EMRC submission providing comments on the suggestion to expand the Master Plan area, funding questions and integrating the Public Transport 20 Year Plan into the document.
- **Industrial Land Strategy 2009 Perth and Peel:**
 The EMRC has provided a regional submission to the WA Planning Commission on this strategy.
- **Total Submissions:**
 In summary, during the financial year EMRC has lodged the following submissions to high level policy and planning documents: Ashfield Station Precinct Plan, Directions 2031 Spatial Framework for Perth and Peel, State Planning Policy Activity Centres for Perth and Peel and Industrial Land Strategy 2009 Perth and Peel to the WA Planning Commission; Perth Airport Preliminary Master Plan to the Westralia Airports Corporation; Accessible Communities Report, Perth Airport Transport Master Plan to DOT; Local Government Transport and Roads Strategy to the WA Local Government Association; and Maylands Activity Centre Urban Design Framework to the former Department of Infrastructure and Planning.



Item 1.1 continued

Regional Freight Tour

EMRC has preliminary planning in place for a freight tour for Perth's Eastern Region. This tour will proceed in partnership with the Main Roads WA (MRWA) Perth Airport and Freight Access Project. MRWA has advised that this tour is likely to be conducted in August 2010.

Perth Airport and Freight Access Project MRWA

MRWA has been notified the Local Government representatives for the steering committee to provide governance support on the Perth Airport and Freight Access Project. The representatives will be, Director Regional Services EMRC, and Director of Technical Services City of Belmont.

Walking Strategy and Walkability Audit

EMRC has a partnership agreement with Department of Transport to develop a Walking Strategy for Perth's Eastern Region for 2010-2016 and to conduct a walkability audit as a training session for member Councils to enable wider distribution. Further information will be provided as a presentation at the RITS IAG meeting.

Travels Smart Household Program funding in conjunction with Perth Solar City Living Smart in Perth's Eastern Region

The LivingSmart program, part of Perth Solar City, will enable 6,000 households in Perth's Eastern Region to reduce their greenhouse gas emissions through the TravelSmart program with the provision of information and support. The program will run between August 2010 and May 2011. Funding commitments to LivingSmart from Department of Transport is \$440,000, EMRC is \$30,000 and each member Council is \$5,000.

Perth Bicycle Network Application for Funding

A regional funding submission was prepared by the EMRC and submitted on behalf of the Region by the Shire of Kalamunda to the Department of Transport for the Local Government Perth Bicycle Network programme. The submission seeks matching funding of \$50,000 to develop a regional cycle master plan to identify and address connectivity of cycle plans across the Region. Advice was received in June 2010 from the Department of Transport that the application was successful.

Cycle Safety DVD

EMRC is contributing five *Cycling Safe* DVDs from Cycling Promotion Fund to the Belmont Bicycle User Group (BUG) to add to their reference material.

Implementation of Swan and Helena River Management Framework

The Swan and Helena River Management Framework (SHRMF) provides a vision for the future development of the Swan and Helena River as regional assets and identifies nodes, forms of development and strategies to contribute to achieving the vision. The final framework report was adopted by Council in June 2007 and provision has been made in subsequent budgets to progress development of high priority regional strategies and actions identified in consultation with member Councils.

In the reporting period the following activities have occurred to facilitate implementation of SHRMF.

Regional Aboriginal Consultation Plan

The development of a Regional Aboriginal Consultation Plan was identified by member Councils in 2009 as the next regional priority. The purpose of the project is to develop a best practice, inclusive Regional Aboriginal Consultation Plan that assists member Councils in dealing respectfully, efficiently and effectively with project planning, management and approvals relating to Aboriginal heritage, whilst also ensuring compliance with legal requirements, including the *Aboriginal Heritage Act 1972*.

Nominations have been sought for member Council representation on the Regional Environment Advisory Group which will be the forum used to steer the project.



Item 1.1 continued

Swan and Helena Rivers Foreshore Trail Interpretation Plan

Development of the Swan and Helena Rivers Foreshore Trail Interpretation Plan has commenced in collaboration with Savagely Creative Consultancy. The development of the plan will link in with the Swan Canning Iconic River Trails Project (SCIRTP) which is currently being undertaken by the South West Aboriginal Land and Sea Council (SWALSC) with funding from Lotterywest and in partnership with Perth Region NRM.

Stage one is currently being implemented in Perth's Eastern Region with comprehensive consultation throughout 2010 with Noongar communities and agencies with an interest in the rivers. The EMRC has participated on the SWALSC Swan Canning Iconic River Trails Project Advisory Group.

SHRMF Advocacy

Securing the investment necessary for implementation of the SHRMF is a key project within the EMRC's regional advocacy activities.

In the reporting period the following advocacy activities have occurred:

- Participation in the Swan Canning Policy Forum hosted by WALGA;
- The EMRC have been invited on to the WALGA Swan and Canning River Policy Forum which will bring together all the 21 Councils with river management responsible to advocate for increase funding and support;
- Attended community forum on the Swan River;
- Made a submission on the Swan River Trust's Draft Policy – Dinghy Management Along the Swan Canning Riverpark Shoreline;
- Advice received of unsuccessful Regional and Local Community Infrastructure Programme submission; and
- Attendance at meetings and forums with the Swan River Trust including the River Guardians' Swan River Dreaming Boat Tour, Natural Resource Management (NRM) Sub-regional Chairs and Co-ordinators Group meetings.

Economic Development Initiatives

EMRC has supported the Economic Development Officers Group (EDOG) to progress the following priority projects.

Regional Economic Development Strategy (REDS)

The REDS will guide economic development activities to be undertaken by the EMRC, in collaboration with member Councils and other stakeholders, for the period 2010 to 2015. Development of the REDS is progressing in accordance with the process endorsed by the EMRC Council and on advice of the Economic Development Officers Group (EDOG).

Key actions completed in the reporting period include:

- Workshop with the Economic Development Officers Group (EDOG) on the 13 April 2010 to review business and industry feedback and discuss key focus areas for the REDS;
- Workshop with the Economic Development Officers Group on the 16 June 2010 to review the draft Strategy; and
- Planning is underway for a workshop with industry and developers for August 2010 to invite feedback on the draft REDS and prioritisation of the key focus areas, objectives, and actions.



Item 1.1 continued

High Speed Broadband

In March 2007, the Economic Development Officers Group (EDOG) identified that difficulties accessing affordable high speed broadband were a barrier to growth of existing businesses and to the attraction of investment to Perth's Eastern Region. In early 2008, EMRC coordinated a survey on behalf of member Councils. The survey pointed to black spot locations and identified infrastructure and cost barriers to accessing high speed broadband in these locations.

In September 2008, the EMRC delegation to Canberra discussed the report findings with Senator Stephen Conroy, Minister for Broadband, Communications and the Digital Economy. Further advocacy was deferred pending clarity of the Australian Government's direction for the National Broadband Network. On 7 April 2009, the Federal Government announced an initial investment of \$4.7 billion into the establishment of a new company; National Broadband Network Company Limited (NBN Co Limited), to build and operate a new super fast National Broadband Network.

In July 2009, Senator Stephen Conroy was again briefed on the broadband issues for Perth's Eastern Region by representatives from the EMRC and the City of Swan. Senator Conroy invited the EMRC to submit a comprehensive Regional Business Case to the NBN Company to consider inclusion of the Region in early roll out of high speed broadband through the NBN.

The EMRC prepared a detailed Regional Business Case which considers infrastructure, economic, equity and demand factors which was completed in May 2010. The Regional Broadband Business Case was submitted to Senator Stephen Conroy, Minister for Broadband, Communications and the Digital Economy, at the Community Cabinet meeting on 9 June 2010 with a request that priority be given to Perth's Eastern Region for rollout of affordable high speed broadband.

Clarification of the State government's position on broadband infrastructure has been sought from Premier Barnett, as the Federal government will require State government support to identify priority areas for rollout of NBN. The Department of Commerce has advised that preliminary meetings between State and Federal departmental officers to determine priority locations commenced in March 2010. The Department recognises the strategic importance of Perth's Eastern Region and has undertaken to assist in advocating our business case in officer level negotiations.

At the request of the CEOAC, the Regional Broadband Business Case has been presented to the Town of Bassendean Council and the City of Bayswater Council in June 2010, with presentations to the City of Belmont, City of Swan and the Shire of Mundaring scheduled for July 2010.

Regional Industrial Tours

EMRC is organising half-day field trips to familiarise EMRC and Council staff with industrial estates in the Region. The aim of the industrial tours is to cross promote opportunities for growth of existing businesses and investment attraction to Perth's Eastern Region.

The third regional industrial tour of the Midland Redevelopment Authority, Midland Atelier, and future sites for the Midland Health Campus and proposed Raffles University, is scheduled for August 2010. Preliminary planning of the fourth industrial tour is underway with City of Swan officers. The tour will focus on South Guildford, Hazelmere and Midvale, and is anticipated to be conducted in October 2010.

Regional Profiling Tools

The EMRC purchased profile.id, an online regional profiling tool enabling users to analyse local community characteristics in Perth's Eastern Region in 2008. The EMRC has now additionally purchased atlas.id, which is an online social atlas of thematic maps showing where specific groups of people live. Both community profiling tools are available online, and the EMRC will be organising a training session presented by ID Consulting for EMRC and member Council officers in July 2010.



Item 1.1 continued

The EMRC purchased REMPLAN 3 in 2009, a user friendly regional economic analysis software package that gives access to a dynamic economic modelling capability and detailed regional economic data for up to 109 different industry sectors. A training session for EMRC and member Council officers was held in July 2009, with another training session to familiarise staff with this tool scheduled for July 2010. The EMRC provides access to REMPLAN to member Councils through a dedicated computer in the Regional Development department; located at the EMRC's Ascot Place offices due to licensing requirements.

Advocacy

In the reporting period the following advocacy activities have occurred:

- Submission of a letter of support to the Higher Education Advisory Committee regarding the Raffles Education Corporation's application to establish a University College in Australia; and
- Regional submission in consultation with member Councils providing comment on the State Government's Draft Industrial Land Strategy: Perth and Peel.

Occasional Grants and Sponsorship

One application was received from Curtin University to under take a Research through Advocacy project focussing on public transport.

A report has been prepared for Council outlining details of the proposal.

Regional Tourism Development

Destination Management - The pursuit of strategies and practices that promoted balanced, sustainable administration and management of the destination, Perth's Eastern Region.

▪ Regional Tourism Strategy

Development of a Regional Tourism Strategy (RTS) to guide EMRC in its delivery of regional activities for the period 2010 to 2015 was completed in accordance with the process endorsed by Council. The RTS was approved by Council on the 22 April 2010 (Reference Committees-10699). At the request of EMRC Councillors, the RTS has been presented to the Town of Bassendean Council and the City of Bayswater Council, with presentations to the City of Belmont, City of Swan and the Shire of Mundaring scheduled for July 2010.

The RTS is structured around seven key focus areas, each with associated objectives and prioritised actions. Implementation of the RTS will be facilitated by the EMRC with support of member Council officers through the Economic Development Officers Group.

▪ Perth Hills Tourism Precinct Working Group

The Shires of Mundaring and Kalamunda have established the Perth Hills Tourism Precinct Working Group to coordinate tourism activities in the Perth hills precinct. Membership of the Working Group include Tourism WA, National Trust, Department for Environment and Conservation and the EMRC. The EMRC attended the Perth Hills Trails Reference Group meeting held 25 March 2010.

▪ Visitor Servicing Regional Advisory Group (VSRAG)

EMRC has provided an annual budget allocation for strategic regional projects that aim to disperse visitors across Perth's Eastern Region. The Visitor Servicing Regional Advisory Group (VSRAG) comprises Visitor Centre managers and member Council officers responsible for tourism.



Item 1.1 continued

The Regional Tourism Strategy 2010-2015 has identified the need to streamline the previous two officer groups into one, and therefore the final meeting of VSRAG was held on Thursday 25 March 2010. The development and distribution of the regional tourism brochure, previously a project of VSRAG, will be continued within the RTS key focus area of Collaborative Marketing.

- Tourism WA

In May 2010 Tourism Western Australia (Tourism WA) announced a significant restructure to streamline their operations, reduce overheads and increase marketing spend. This will include the termination of 85 FTE and the closure of regional, interstate and international offices. The most significant loss for member Councils will be the closure of the Industry Development and Visitor Servicing business unit, which included the projects of Visitor Servicing, Indigenous Tourism, Business Development, Industry Support, Research and Land Use Planning.

During the reporting period, the EMRC also participated in workshops for the development of the State Indigenous Tourism Strategy.

Destination Development - The pursuit of a type, style and level of tourism that contributes to the social, cultural, political and environmental sustainability of Perth's Eastern Region as a place to live, work and visit.

- Cycle Tourism

The five priority regional cycle tourism projects identified in the *Report of Investigations into Cycle Tourism* have been implemented by the EMRC in collaboration with member Councils, regional tourism industry stakeholders, cycling industry and WA government agencies.

The development of Mountain Biking activities in the Region is being progressed through the Perth Hills Trails Reference Group. The EMRC has contributed \$10,000 towards the Perth Hills Trails Master Plan, and planning is currently underway for a tour of the mountain bike infrastructure in the Perth Hills, including the Goat Farm Mountain Bike Park and Kalamunda Circuit in August 2010.

Cycling events were introduced for the first time in 2010, Perth's Autumn Festival. For additional information see Destination Marketing - Perth's Autumn Festival.

The development of Cycling Infrastructure in the Region is being progressed through the RITS Cycle Infrastructure Master Plan for Perth's Eastern Region which was successful in receiving funding in June 2010. For additional information see Implementation of Regional Integrated Transport Strategy.

The EMRC publication, *Cycle Perth's Eastern Region*, is being distributed on an ongoing basis through the following tourism and cycling networks. For additional information see Destination Marketing - Regional Cycle Tourism Promotion.

The EMRC submitted two award applications to the Local Government category of the 2009 Australian Bicycling Achievement Awards, and were successful in placing as a finalist for the development of the Cycle Perth's Eastern Region publication.

- Trail development

In partnership with the Forum Advocating Cultural and Eco Tourism (FACET) the EMRC has outlined a forum on the economic business of Trails. This forum is scoped to be delivered in October 2010 within the Perth Hills.



Item 1.1 continued

During the reporting period, relevant EMRC staff also attended the State Trails Conference 2010.

Destination Marketing

During the quarter the EMRC undertook the following range of destination marketing activities focusing on the promotion of tourism both within and outside a destination to attract and influence visitors to the Region.

▪ 2010 Perth's Autumn Festival (PAF)

The EMRC provides funding to develop and collaboratively market events staged over a six week period under the umbrella of Perth's Autumn Festival. With the introduction of cycling events for the first time in 2010, Perth's Autumn Festival grew to a record estimated 19,000 attendees over 10 events.

Key achievements for the 2010 Festival included:

- Sponsorship by Westralia Airports Corporation and Perth Solar City;
- Branded event collateral purchased to increase professionalism of the Festival; and
- Four inaugural cycling events developed by member Councils for 2010, offering both on road and off road experiences for a variety of skill levels.

The Perth's Autumn Festival debrief was held in May 2010, and planning commenced for 2011.

▪ Avon Descent Family Fun Days

The 2010 Avon Descent Family Fun Days will be held from Friday 6 August to Sunday 8 August 2010, with five Family Fun Day events held along the race course over the weekend. The EMRC has been successful in receiving a regional Lotterywest grant for \$250,500, presented by the Hon. Minister Donna Faragher on Friday 25 June 2010.

The EMRC has also commenced development of the 2010 collaborative marketing campaign, including print, online and radio marketing, in partnership with the Royal Life Saving Society, Northam Avon Descent Association and participating Councils.

▪ Experience Perth

The EMRC participated in the 2010 Experience Perth Australian Trade Exchange (ATE) Promotional CD, a trade focused CD distributed to wholesale and retail travel product buyers. Participating in these heavily subsidised marketing activities allows the EMRC to increase exposure to the Region without the significant budget implications.

▪ Regional Cycle Tourism Promotion

The EMRC publication, *Cycle Perth's Eastern Region*, is being distributed on an ongoing basis through the following tourism and cycling networks;

- Department of Transport's Bikewest website and brochure order forms;
- Member Council's TravelSmart staff, Council offices and recreation facilities;
- Kalamunda Visitor Centre;
- Mundaring Visitor Centre; and the
- Swan Valley Visitor Centre.



Item 1.1 continued

In addition, EMRC officers are personally distributing the publication to relevant businesses at the Maylands, Bayswater, Bassendean, and Guildford train station retail precincts. Staff also distributed brochures to businesses along the foreshore, including Tranby Tea Room and the Garvey Park kiosk, and in the Perth Hills, including the Mundaring town centre. Promotional activities will also include distribution to all competitors in the 2010 Avon Descent white water race, and to participants in the Department of Transport's LivingSmart program from August 2010.

To date, approximately 18,000 publications have been distributed.

See also distribution through Experience Perth, which included a trails feature on Perth's Eastern Region and including promotion of the brochure.

STRATEGIC/POLICY IMPLICATIONS

The Regional Development projects and activities support achievement of the EMRC Strategic Plan for the Future 2008/09 to 2013/14 Key Result Areas of Social Opportunities and Economic Development, specifically objectives:

- 2.1 To facilitate regional tourism development;
- 2.2 To facilitate regional cultural; and recreational activities;
- 3.1 To facilitate increased investment in regional infrastructure; and
- 3.3 To facilitate regional economic development activities.

FINANCIAL IMPLICATIONS

The funding to facilitate Regional Development projects and activities is developed and agreed with member Councils as part of the annual budget and review process. Partial funding for EMRC Regional Tourism Development activities and the provision of REMPLAN is received annually from member Councils. All other initiatives outlined in this report are fully funded by the EMRC or from successful grants applications to assist and facilitate regional development on behalf of member Councils.

SUSTAINABILITY IMPLICATIONS

Nil



2 WASTE MANAGEMENT SERVICES

2.1 COUNCIL TONNAGE COMPARISONS AS AT 30 JUNE 2010

REFERENCE: COMMITTEES-11222

PURPOSE OF REPORT

The purpose of this report is to provide Council with year to date tonnages at the Red Hill Waste Management Facility.

REPORT

Attachment 1 to this report indicates that Council tonnages totalling 169,003.05 were disposed of during the period 1 July 2009 to 30 June 2010 compared to 177,762.70 tonnes that were disposed of during the same period in 2008/2009.

Attachment 2 outlines "other" tonnages that were disposed of totalling 140,283.89 together with combined cumulative tonnages for the period totalling 309,286.94. The 2008/2009 tonnages of 178,771.64 and 356,534.34 respectively for the same period are also provided for comparison purposes.

Attachment 3 outlines the tonnages of various materials that have been exported from the site during the reporting period.

It must be noted that a reduction of 22% of the commercial waste received at Red Hill Waste Management Facility has lead to a reduction of income to the EMRC in the 2009/2010 financial year.

ATTACHMENT(S)

1. Council Tonnages - 1 July 2009 to 30 June 2010 (Ref: Committees-11223)
2. Other Tonnages - 1 July 2009 to 30 June 2010 (Ref: Committees-11224)
3. Tonnages Exported from Red Hill - 1 July 2009 to 30 June 2010 (Ref: Committees-11225)

EASTERN METROPOLITAN REGIONAL COUNCIL																
2009/2010 YTD COUNCIL TONNAGES DISPOSED OF AT RED HILL WASTE MANAGEMENT FACILITY																
Page 1 of 2																
Week Ending	Waste	Bayswater Greenwaste	Uncont G/W	Waste	Belmont Uncont G/W	Bassendean Waste	Uncont G/W	Waste	Swan Waste	Uncont G/W	Kalamunda Waste	Uncont G/W	Mundaring Waste	Greenwaste	WMRC Waste	Total
07-Jul-09	630.2	69.34	0.00	306.44	33.64	93.96	0.00	745.26	174.90	338.02	0.00	291.16	0.00	458.56	3,141.48	
14-Jul-09	510.76	71.48	0.00	359.46	14.88	106.10	0.00	789.46	159.30	374.22	23.08	299.60	0.00	543.68	3,252.02	
21-Jul-09	498.74	82.50	0.00	282.16	0.00	102.80	0.00	1038.98	112.78	343.74	7.66	280.74	0.00	525.04	3,275.14	
28-Jul-09	516.16	64.86	0.00	316.92	0.00	96.08	0.00	753.18	122.84	348.98	5.74	286.40	0.00	623.75	3,134.91	
31-Jul-09	291.17	57.34	0.00	210.00	0.00	60.58	0.00	521.44	7.80	157.59	0.00	100.36	0.00	375.44	1,781.72	
4-Aug-09	198.54	43.32	0.00	103.86	0.00	41.86	0.00	307.56	6.66	208.72	8.40	178.74	0.00	227.38	1,325.04	
11-Aug-09	537.10	80.20	0.00	286.40	12.42	97.48	0.00	811.62	0.00	353.02	6.68	313.46	0.00	535.64	3,034.02	
18-Aug-09	470.22	94.60	0.00	316.56	0.00	105.70	0.00	673.90	0.00	338.78	7.40	269.90	0.00	514.36	2,791.42	
25-Aug-09	457.68	70.14	0.00	332.66	0.00	100.00	0.00	689.12	70.88	348.10	4.96	276.98	0.00	500.74	2,851.26	
31-Aug-09	358.18	93.20	0.00	278.68	0.00	84.48	0.00	592.58	75.66	297.76	41.02	329.74	0.00	507.36	2,569.86	
8-Sep-09	611.94	124.84	0.00	417.04	0.00	132.22	0.00	835.04	51.76	631.00	333.18	329.74	0.00	830.02	4,296.76	
15-Sep-09	484.68	108.24	0.00	339.22	0.00	103.96	0.00	716.10	67.40	485.88	177.82	285.68	0.00	573.92	3,342.90	
22-Sep-09	474.36	94.84	0.00	328.70	0.00	111.64	0.00	740.74	67.62	474.02	86.22	287.94	0.00	541.26	3,207.34	
30-Sep-09	581.42	152.00	0.00	402.70	36.08	140.76	0.00	933.36	66.66	556.46	235.60	336.40	0.00	728.04	4,169.48	
06-Oct-09	420.80	99.74	0.00	299.38	0.00	104.12	0.00	622.16	18.94	437.62	140.10	257.08	0.00	544.18	2,944.12	
13-Oct-09	481.70	148.54	0.00	342.50	0.00	117.00	0.00	819.32	0.00	520.18	188.34	310.44	0.00	709.18	3,637.20	
20-Oct-09	624.64	116.58	0.00	354.12	0.00	115.14	0.00	723.56	3.86	510.56	156.40	365.64	6.68	590.06	3,567.24	
27-Oct-09	657.96	111.32	0.00	350.78	0.00	110.98	2.40	729.94	0.00	503.66	114.80	288.34	65.10	596.76	3,532.04	
31-Oct-09	355.54	56.62	0.00	214.12	0.00	66.38	0.00	450.62	0.00	238.26	62.08	203.58	54.78	452.10	2,154.08	
03-Nov-09	212.30	43.04	0.00	103.98	0.00	47.52	0.00	281.88	0.00	299.00	64.34	138.70	0.00	274.22	1,464.98	
10-Nov-09	485.94	120.58	0.00	345.76	22.12	154.48	0.00	791.64	6.14	509.72	69.58	290.74	0.00	553.70	3,350.40	
17-Nov-09	740.30	97.08	0.00	351.29	0.00	218.84	0.00	803.26	0.00	561.26	110.66	279.08	0.00	377.28	3,539.05	
24-Nov-09	626.93	122.60	0.00	330.06	0.00	226.68	0.00	938.02	0.00	468.64	63.34	282.20	0.00	469.06	3,527.53	
30-Nov-09	483.56	67.20	0.00	296.64	0.00	140.18	0.00	702.72	0.00	296.22	14.20	235.34	25.80	509.60	2,771.46	
08-Dec-09	730.50	129.86	0.00	363.54	22.80	195.18	0.00	1048.20	0.00	468.60	13.84	524.00	116.10	495.00	4,107.62	
15-Dec-09	459.63	75.92	0.00	339.30	0.00	101.84	0.00	842.80	0.00	362.48	8.18	335.18	0.00	765.56	3,290.89	
22-Dec-09	510.98	89.04	0.00	319.06	0.00	103.82	0.00	819.32	0.00	371.06	7.82	303.48	0.00	900.86	3,425.44	
31-Dec-09	670.86	111.74	0.00	359.34	0.00	146.54	0.00	1064.26	0.00	482.98	5.58	339.54	0.00	745.88	3,926.72	
Sub-total	14,082.79	2,596.76	0.00	8,650.67	141.94	3,226.32	2.40	20,786.04	1,013.20	11,286.53	1,957.02	7,931.38	268.46	15,468.63	87,412.14	

EASTERN METROPOLITAN REGIONAL COUNCIL

2009/2010 YTD COUNCIL TONNAGES DISPOSED OF AT RED HILL WASTE MANAGEMENT FACILITY

Week Ending	Bayswater		Belmont		Bassendean		Swan		Kalamunda		Mundaring		WMRC Waste	Total
	Waste	Uncont G/W	Waste	Uncont G/W	Waste	Uncont G/W	Waste	Uncont G/W	Waste	Uncont G/W	Waste	Greenwaste		
05-Jan-10	275.56	52.20	164.21	0.00	59.58	0.00	487.44	0.00	299.14	9.00	241.14	0.00	229.68	1,817.95
12-Jan-10	485.62	81.50	225.82	0.00	102.84	0.00	845.90	0.00	388.50	10.66	294.62	0.00	515.76	2,951.22
19-Jan-10	469.28	94.38	240.98	0.00	102.10	0.00	901.44	0.00	356.28	9.84	274.72	0.00	515.58	2,964.60
26-Jan-10	467.39	75.76	224.90	0.00	99.50	0.00	836.04	2.26	357.32	5.34	256.02	0.00	424.16	2,748.69
31-Jan-10	291.44	59.00	150.88	0.00	59.30	0.00	551.42	0.00	155.28	0.00	164.02	0.00	365.42	1,796.76
9-Feb-10	739.72	120.76	338.16	0.00	147.18	0.00	1196.98	0.00	620.14	24.86	442.78	0.00	790.02	4,420.60
16-Feb-10	479.82	109.30	250.18	23.52	100.24	0.00	874.02	0.00	357.70	4.34	255.00	0.00	549.76	3,003.88
23-Feb-10	513.84	79.16	229.18	0.00	98.74	0.00	941.54	0.00	358.10	6.98	257.64	0.00	521.38	3,006.56
28-Feb-10	259.92	59.98	140.00	0.00	56.02	0.00	538.92	0.00	152.44	0.46	151.40	0.00	263.30	1,622.44
09-Mar-10	661.52	107.30	332.24	0.00	137.88	0.00	1183.30	0.00	744.96	214.80	359.20	0.00	673.12	4,414.32
16-Mar-10	469.39	96.40	240.84	0.00	77.00	0.00	916.54	0.00	526.62	226.50	253.48	0.00	606.52	3,413.29
23-Mar-10	457.15	84.32	262.40	27.34	120.22	0.00	898.16	0.00	471.82	90.18	275.88	0.00	541.88	3,229.35
31-Mar-10	622.85	118.82	300.48	0.00	81.20	0.00	1100.06	0.00	609.18	254.36	322.42	0.00	861.88	4,321.25
06-Apr-10	344.49	63.48	210.04	0.00	131.20	0.00	669.70	0.00	366.02	90.54	237.76	0.00	393.24	2,456.47
13-Apr-10	468.24	111.24	309.95	0.00	106.18	0.00	852.24	0.00	549.06	288.98	267.58	0.00	603.06	3,556.53
20-Apr-10	500.90	79.16	343.72	0.00	101.66	0.00	795.56	19.48	558.58	211.10	289.38	0.00	663.86	3,543.40
27-Apr-10	501.68	99.48	292.20	0.00	102.86	0.00	791.74	0.00	483.14	138.30	275.80	0.00	543.74	3,228.94
30-Apr-10	411.45	43.52	185.94	0.00	59.50	0.00	492.88	0.00	278.92	129.64	97.16	0.00	365.06	2,064.07
04-May-10	451.78	36.74	142.24	40.74	32.38	42.48	265.84	0.00	270.86	77.32	168.62	0.00	215.58	1,744.58
11-May-10	610.94	91.50	298.05	0.00	104.28	104.66	686.48	0.00	488.32	113.68	244.84	0.00	613.66	3,356.41
18-May-10	444.08	67.32	282.14	0.00	103.28	73.80	891.60	84.34	473.80	122.50	249.34	0.00	605.26	3,397.46
25-May-10	618.48	75.92	306.90	0.00	95.62	165.86	670.28	174.90	405.70	105.76	268.18	0.00	567.06	3,454.66
31-May-10	435.82	44.76	216.66	0.00	67.60	120.44	517.96	155.64	236.74	0.00	219.16	0.00	466.48	2,481.26
08-Jun-10	587.77	100.92	347.24	0.00	125.66	193.36	806.28	87.96	464.92	18.42	342.04	0.00	704.82	3,779.39
15-Jun-10	512.82	68.14	327.73	29.08	104.04	36.48	638.02	70.54	340.68	9.18	255.38	0.00	455.20	2,847.29
22-Jun-10	447.43	82.18	272.94	0.00	94.76	0.00	701.60	37.08	333.88	4.30	276.74	0.00	456.02	2,706.93
30-Jun-10	601.58	82.70	391.57	0.00	115.62	3.24	789.86	2.68	368.92	4.26	296.62	0.00	605.56	3,262.61
Sub-total	13,130.96	2,185.94	7,027.59	120.68	2,586.44	740.32	20,841.80	634.88	11,017.02	2,171.30	7,016.92	0.00	14,117.06	81,590.91
Year to Date	27,213.75	4,782.70	15,678.26	262.62	5,812.76	742.72	41,627.84	1,648.08	22,303.55	4,126.32	14,948.30	268.46	29,585.69	169,003.05
30-Jun-10		31,996.45	15,940.88	15,940.88	6,555.48		43,275.92		26,431.87		15,216.76		29,585.69	169,003.05
Year to date	25,930.08	4,578.12	20,190.66	167.74	5,886.02	762.08	40,923.30	2,186.84	22,064.30	4,410.86	15,870.51	4,245.53	30,546.66	177,762.70
as at 30-Jun-09		30,508.20	20,358.40		6,648.10		43,110.14		26,475.16		20,116.04		30,546.66	177,762.70

EASTERN METROPOLITAN REGIONAL COUNCIL									
2009/2010 YTD OTHER TONNAGES & TOTAL TONNAGES DISPOSED OF AT RED HILL WASTE MANAGEMENT FACILITY									
Week Ending	Transfer Station	Class III Soil/Sludge	Class IV Soil	Class IV Concrete Encapsulated	Uncontaminated Greenwaste Transfer St	Uncontaminated Greenwaste Commercial	Other Commercials	Total	Total Tonnages (Council & Other)
07-Jul-09	109.26	0.00	430.02	0.00	13.38	12.52	3383.66	3948.84	7,090.32
14-Jul-09	150.86	29.82	830.74	0.00	17.98	11.12	2890.38	3930.90	7,182.92
21-Jul-09	132.58	30.74	340.02	0.00	13.34	18.94	2709.20	3244.82	6,519.96
28-Jul-09	162.92	32.40	0.00	0.00	21.52	17.38	2808.06	3042.28	6,177.19
31-Jul-09	62.52	0.00	18.54	0.00	5.16	7.26	1342.26	1435.74	3,217.46
04-Aug-09	67.12	0.00	21.96	0.00	10.30	6.96	1121.54	1227.88	2,552.92
11-Aug-09	127.28	0.76	0.00	0.00	11.20	14.30	2361.88	2515.42	5,549.44
18-Aug-09	115.12	30.80	7.92	0.00	12.44	9.92	2005.80	2182.00	4,973.42
25-Aug-09	149.76	0.00	0.00	0.00	16.76	12.08	2295.43	2474.03	5,325.29
31-Aug-09	106.90	0.00	20.12	0.00	17.18	16.96	1627.38	1788.54	4,358.40
8-Sep-09	182.24	319.60	351.84	0.00	15.80	23.98	2466.60	3360.06	7,656.84
15-Sep-09	167.24	297.62	1190.20	0.00	26.18	9.84	2034.34	3725.42	7,068.32
22-Sep-09	138.60	0.00	1660.08	0.00	17.18	11.22	2167.56	3994.64	7,201.98
30-Sep-09	194.14	0.00	1813.82	0.00	26.40	30.02	2403.04	4467.42	8,636.90
06-Oct-09	150.66	0.00	1039.38	0.00	25.92	29.34	1933.20	3178.50	6,122.62
13-Oct-09	142.50	59.72	450.51	0.00	25.90	28.72	2232.30	2939.65	6,576.85
20-Oct-09	147.52	0.00	106.90	0.00	21.68	29.76	2266.24	2572.10	6,139.34
27-Oct-09	132.06	29.92	32.42	0.00	17.32	20.16	2166.28	2398.16	5,930.20
31-Oct-09	86.04	0.00	45.72	0.00	9.06	15.98	1282.84	1439.64	3,593.72
03-Nov-09	79.80	29.92	22.94	0.00	8.06	17.60	821.51	979.83	2,444.81
10-Nov-09	159.74	2.46	28.14	0.00	18.18	24.68	2378.78	2611.98	5,962.38
17-Nov-09	134.32	151.94	13.30	0.00	17.94	20.50	2138.60	2476.60	6,015.65
24-Nov-09	174.20	27.62	277.09	0.00	26.76	23.72	2495.16	3024.55	6,552.08
30-Nov-09	131.26	694.66	529.90	0.00	18.80	10.00	1794.12	3178.74	5,950.20
08-Dec-09	154.96	28.16	1420.58	0.00	20.52	22.24	2738.96	4385.42	8,493.04
15-Dec-09	133.48	0.00	444.02	0.00	16.68	24.58	2277.32	2896.08	6,186.97
22-Dec-09	170.26	55.26	0.00	0.00	19.82	19.16	2500.22	2764.72	6,190.16
31-Dec-06	229.88	0.00	0.00	0.00	23.80	14.94	2146.24	2414.86	6,341.58
Sub-total	3,893.22	1,821.40	11,096.16	0.00	495.26	503.88	60,788.90	76,598.82	166,010.96

EASTERN METROPOLITAN REGIONAL COUNCIL
2009/2010 YTD OTHER TONNAGES & TOTAL TONNAGES DISPOSED OF AT RED HILL WASTE MANAGEMENT FACILITY

Page 2 of 2

Week Ending	Transfer Station	Class III Soil/Sludge	Class IV Soil	Class IV Concrete Encapsulated	Uncontaminated Greenwaste Transfer St	Uncontaminated Greenwaste Commercial	Other Commercials	Total	Total Tonnages (Council & Other)
05-Jan-10	101.64	0.00	21.56	0.00	10.44	3.22	952.48	1089.34	2,907.29
12-Jan-10	160.32	0.00	41.92	0.00	34.92	31.26	2110.92	2379.34	5,330.56
19-Jan-10	121.84	26.66	0.00	0.00	16.54	29.22	2176.72	2370.98	5,335.58
26-Jan-10	132.44	0.00	0.00	0.00	21.10	30.66	1996.39	2180.59	4,929.28
31-Jan-10	105.24	28.06	0.00	0.00	11.88	23.04	1238.68	1406.90	3,203.66
9-Feb-10	169.24	26.08	0.00	0.00	23.60	46.46	2929.52	3194.90	7,615.50
16-Feb-10	136.44	27.98	24.58	0.00	21.86	35.10	2246.77	2492.73	5,496.61
23-Feb-10	136.16	0.00	0.00	0.00	22.28	39.98	2300.53	2498.95	5,505.51
28-Feb-10	101.68	27.86	27.70	0.00	15.68	19.50	1385.32	1577.74	3,200.18
09-Mar-10	154.06	0.00	255.00	0.00	26.92	25.42	2878.48	3339.88	7,754.20
16-Mar-10	131.85	0.00	57.56	0.00	18.24	15.00	2209.78	2432.43	5,845.72
23-Mar-10	107.50	0.00	0.00	0.00	24.68	14.36	2067.66	2214.20	5,443.55
31-Mar-10	133.36	0.00	1.60	0.00	27.02	46.20	2815.69	3023.87	7,345.12
06-Apr-10	127.48	0.00	27.26	0.00	16.04	10.86	1288.03	1469.67	3,926.14
13-Apr-10	129.36	0.00	0.00	0.00	15.28	38.88	2311.11	2494.63	6,051.16
20-Apr-10	149.34	843.28	0.00	0.00	25.12	40.04	2193.68	3251.46	6,794.86
27-Apr-10	148.84	0.00	0.00	0.00	21.16	23.46	1891.22	2084.68	5,313.62
30-Apr-10	48.04	0.00	0.00	0.00	8.82	10.38	1237.44	1304.68	3,368.75
04-May-10	90.84	0.00	0.00	0.00	12.46	13.08	1106.50	1222.88	2,967.46
11-May-10	116.02	0.00	3.30	0.00	12.40	13.38	2408.61	2553.71	5,910.12
18-May-10	93.74	0.00	0.00	0.00	12.46	22.12	2114.23	2242.55	5,640.01
25-May-10	114.04	0.00	0.96	0.00	18.26	29.76	2115.61	2278.63	5,733.29
31-May-10	130.06	0.00	266.60	0.00	13.44	15.34	1735.18	2160.62	4,641.88
08-Jun-10	160.30	410.54	0.00	0.00	17.62	21.32	2255.63	2865.41	6,644.80
15-Jun-10	169.34	29.40	1.30	0.00	17.20	29.90	2235.16	2482.30	5,329.59
22-Jun-10	170.66	31.46	0.00	0.00	14.14	32.80	2175.27	2424.33	5,131.26
30-Jun-10	199.84	9.06	0.00	0.00	18.60	33.62	2386.55	2647.67	5,910.28
Sub-total	3,539.67	1,460.38	729.34	0.00	498.16	694.36	54,763.16	61,685.07	143,275.98
Year to date 30-Jun-10	7,432.89	3,281.78	11,825.50	0.00	993.42	1,198.24	115,552.06	140,283.89	309,286.94
Year to date as at 30-Jun-09	6,989.04	7,536.20	6,575.80	0.00	700.53	1,263.86	155,706.21	178,771.64	356,534.34

EASTERN METROPOLITAN REGIONAL COUNCIL									
2009/2010 YTD TONNAGES EXPORTED FROM RED HILL WASTE MANAGEMENT FACILITY									
Week Ending	Clay	Ferricrete	Laterite Rock	Recycled Material	Commercial Mulch	Transfer Stn Mulch	Waste Oil	Total	
07-Jul-09	0.00	199.08	0.00	9.56	13.32	8.02	0.00	229.98	
14-Jul-09	0.00	44.52	0.00	7.72	3.26	82.62	0.00	138.12	
21-Jul-09	0.00	131.82	0.00	3.06	0.00	61.08	0.00	195.96	
28-Jul-09	259.58	79.38	0.00	5.78	28.08	31.50	0.00	404.32	
31-Jul-09	0.00	71.18	0.00	3.94	25.24	18.64	0.30	119.30	
04-Aug-09	0.00	0.00	0.00	0.06	10.34	9.64	0.00	20.04	
11-Aug-09	0.00	109.18	0.00	10.46	32.32	37.38	0.00	189.34	
18-Aug-09	0.00	1689.68	0.00	7.72	19.66	67.20	0.00	1784.26	
25-Aug-09	0.00	744.34	0.00	17.30	46.60	0.00	0.00	808.24	
31-Aug-09	0.00	83.04	0.00	0.20	72.26	25.52	3.16	184.18	
08-Sep-09	0.00	0.00	0.00	9.56	42.72	80.62	0.00	132.90	
15-Sep-09	0.00	547.12	0.00	1.14	8.46	67.38	0.00	624.10	
22-Sep-09	0.00	377.30	0.00	6.56	15.64	20.70	0.00	420.20	
30-Sep-09	0.00	281.74	0.00	17.80	68.14	13.38	0.00	381.06	
06-Oct-09	0.00	58.36	0.00	8.50	34.76	346.24	0.00	447.86	
13-Oct-09	0.00	241.46	0.00	2.50	38.40	1018.43	0.00	1300.79	
20-Oct-09	0.00	201.82	0.00	13.98	29.88	1383.51	2.08	1631.27	
27-Oct-09	0.00	207.24	0.00	8.38	37.00	926.23	0.00	1178.85	
31-Oct-09	0.00	57.16	0.00	8.16	23.82	15.78	0.00	104.92	
03-Nov-09	0.00	24.64	0.00	5.28	44.72	19.26	0.00	93.90	
10-Nov-09	0.00	258.00	0.00	11.60	265.22	31.04	0.00	565.86	
17-Nov-09	0.00	23.54	0.00	11.46	483.29	18.04	0.00	536.33	
24-Nov-09	0.00	51.86	12.70	33.30	362.10	28.70	0.00	488.66	
30-Nov-09	0.00	6.70	0.00	14.92	37.30	16.28	0.00	75.20	
08-Dec-09	0.00	56.38	0.00	36.79	38.58	26.16	2.44	160.35	
15-Dec-09	0.00	23.22	0.00	13.88	67.00	0.00	0.00	104.10	
22-Dec-09	0.00	114.04	0.00	3.10	55.82	27.04	0.00	200.00	
31-Dec-09	0.00	138.06	0.00	3.58	9.10	37.18	0.00	187.92	
Sub Total	259.58	5,820.86	12.70	276.29	1,913.03	4,417.57	7.98	12,708.01	

CHIEF EXECUTIVE OFFICERS ADVISORY COMMITTEE

MINUTES

3 August 2010

(REF: COMMITTEES-11195)

A meeting of the Chief Executive Officers Advisory Committee was held at the EMRC Administration Office, 1st Floor, 226 Great Eastern Highway, BELMONT WA 6104 on **Tuesday, 3 August 2010**. The meeting commenced at **2:00pm**.

TABLE OF CONTENTS

1	DECLARATION OF OPENING AND ANNOUNCEMENT OF VISITORS	1
2	ATTENDANCE, APOLOGIES AND LEAVE OF ABSENCE PREVIOUSLY APPROVED	1
3	DISCLOSURE OF INTERESTS	1
4	ANNOUNCEMENT BY THE CHAIRMAN OR PERSON PRESIDING WITHOUT DISCUSSION	1
5	CONFIRMATION OF MINUTES OF PREVIOUS MEETINGS	1
	5.1 <i>CONFIRMATION OF MINUTES OF CEOAC MEETING 1 JUNE 2010</i> <i>(Ref: Committees-10953)</i>	1
6	PRESENTATIONS	1
7	ANNOUNCEMENT OF CONFIDENTIAL MATTERS FOR WHICH THE MEETING MAY BE CLOSED TO THE PUBLIC	2
	7.1 <i>SHARED SERVICES FEASIBILITY STUDY (Ref: Committees-11200)</i>	
8	BUSINESS NOT DEALT WITH FROM A PREVIOUS MEETING	2
9	REPORTS OF OFFICERS	3
	9.1 <i>SPONSORSHIP PROPOSAL FROM CURTIN UNIVERSITY - REGIONAL COMMUNITY ADVOCACY PUBLIC TRANSPORT FORUMS (Ref: Committees-11196)</i>	3
	9.2 <i>SHARED SERVICES FEASIBILITY STUDY (Ref: Committees-11317)</i>	10
	9.3 <i>ITEMS CONTAINED IN THE INFORMATION BULLETIN (Ref: Committees-11238)</i>	72
10	CONFIDENTIAL MATTERS FOR WHICH THE MEETING MAY BE CLOSED TO THE PUBLIC	72
	10.1 <i>SHARED SERVICES FEASIBILITY STUDY (Ref: Committees-11200)</i>	
11	GENERAL BUSINESS	73
	11.1 <i>REGIONAL EVENTS</i>	73
12	FUTURE MEETINGS OF THE CHIEF EXECUTIVE OFFICERS ADVISORY COMMITTEE	74
13	DECLARATION OF CLOSURE OF MEETING	74



7 ANNOUNCEMENT OF CONFIDENTIAL MATTERS FOR WHICH THE MEETING 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 10 of this agenda.

7.1 SHARED SERVICES FEASIBILITY STUDY

8 BUSINESS NOT DEALT WITH FROM A PREVIOUS MEETING

Nil



9 REPORTS OF OFFICERS

9.1 SPONSORSHIP PROPOSAL FROM CURTIN UNIVERSITY - REGIONAL COMMUNITY ADVOCACY PUBLIC TRANSPORT FORUMS

REFERENCE: COMMITTEES-11196

PURPOSE OF REPORT

To seek approval to enter into a sponsorship arrangement with Curtin University to present a series of community engagement forums focused on Public Transport Planning.

KEY ISSUES AND RECOMMENDATION(S)

- It has been recognised for some time that there has been a shortfall in the level of investment to upgrade and extend public transport infrastructure in Perth's Eastern Region.
- The Regional Integrated Transport Strategy Action Plan contains a goal to increase use of public transport by expanding and integrating the Region's public transport network.
- On 11 August 2009, the EMRC received a letter from the Town of Bassendean proposing the EMRC delivers a Regional Transport Design Competition.
- The EMRC has received an innovative proposal from Associate Professor Shahed Khan, Department of Urban and Regional Planning, Schools of Built Environment, Curtin University to partner with the EMRC and the six member Councils to undertake an "Advocacy through Research" program focusing on public transport infrastructure planning that involves intensive community engagement.
- Curtin University proposes that six community forums be held i.e. one in each member Council area, with locations being determined by the relevant Council in consultation with the EMRC and Curtin University.
- The program also aims to educate and encourage the community to become more aware of the possibilities for increased public transport and the various options and delivery modes that exist. It will help to identify individuals who can be supported to become community champions for the cause of advocating for increased public transport.
- The sponsorship contribution being sought by Curtin University is \$15,000 in cash which will be provided through the Regional Services Occasional Grants and Sponsorship fund.
- Forums can be held in local council community centres and these facilities will need to be identified and recommended by member Councils.
- The RITS Implementation Advisory group comprising senior technical officers from member Councils and representatives from State Government departments were briefed on the proposal at their June 2010 meeting and the concept was supported by member Council officers.

Recommendation(s)

That Council approves a sponsorship of \$15,000 from the Occasional Grants and Sponsorship program to Curtin University to facilitate one public transport forum within each Member Council area during October / November 2010.

SOURCE OF REPORT

Director Regional Services



Item 9.1 continued

BACKGROUND

It has been recognised for some time that there has been a shortfall in the level of investment to upgrade and extend public transport infrastructure in Perth's Eastern Region.

The EMRC and its six member Councils are committed to working with government, community, institutions and commercial partners to create a transport network in Perth's Eastern Region that is efficient, safe and integrates all modes of transport with particular emphasis on increased public transport.

Perth's Eastern Region contains three peri-urban Councils that will in the future become urban growth corridors in order to accommodate the ever increasing population of Perth. With population projected to double by 2050, Perth's Eastern Region will experience stress within its community from excessive motor vehicle congestion and the looming threat of peak oil as residents in outer metropolitan suburbs become vulnerable to increasing oil prices.

These issues will become the catalyst for a transport planning revolution that needs to convince the population to forsake their cars for public transport, however the State needs to ensure that it can provide an adequate level of public transport infrastructure if community is going to adapt.

The Regional Integrated Transport Strategy (RITS) Action Plan 2010 - 2013 recognises these issues and provides the necessary direction and guidance structured around five key focus areas and objectives

On 18 February 2010 Council considered a report outlining the details of the review of the RITS Action Plan and resolved to:

"APPROVE THE REGIONAL INTEGRATED TRANSPORT STRATEGY ACTION PLAN 2010-2013."

The RITS Action Plan contains a goal to increase use of public transport by expanding and integrating the Region's public transport network. Although the region has a major passenger rail service linking Midland to the Perth central area, public transport use in Perth's Eastern Region is low relative to usage across the Perth metropolitan region, even for trips to the Perth central area. The region's public transport system faces a number of challenges and limitations, in particular:

- A heavy focus on radial services to and from the Perth central area;
- The indirectness of regional services in some areas as a result of physical barriers such as the Swan River and Perth Airport / Kewdale / Forrestfield areas;
- Low level of service for some key employment areas, such as Perth Airport, Malaga, Belmont and Kewdale;
- Limited coverage to outer areas, including links to key destinations such as Midland;
- Poor cross-regional connections; and
- Frequent stops in outer areas affecting potential journey times on longer-distance routes.

An efficient and attractive public transport network is vital to maximise the use of public transport in the region. Key drivers for increased use of public transport include:

- Frequency of services;
- Connectivity and linking between services;
- Public transport priority over private vehicles;
- Public transport services that are clear and easy to use;
- Accessibility to public transport facilities;
- Security; and
- Convenience.



Item 9.1 continued

The public transport network needs to provide services that enable access to and from the Region and linkages between the Region's activity and employment centres.

On 11 August 2009, the EMRC received a letter from the Town of Bassendean proposing the EMRC delivers a Regional Transport Design Competition. On 27 August 2009 Council considered a report (Ref: Committees 9832) regarding the proposal and resolved to:

"AGREE THAT THE PROPOSAL FROM THE TOWN OF BASSENDEAN BE INCORPORATED INTO A REVIEW OF THE REGIONAL INTEGRATED TRANSPORT STRATEGY ACTION PLAN"

Within the RITS Action Plan under Key Focus Area of "Community Engagement" are strategies that align to the request from the Town of Bassendean namely:

- Action 5.1 – Develop programs to increase and support community to use alternative transport modes, for example education programs;
- Action 5.8 Incorporate targeted community engagement strategies into established networks of key transport planning projects and infrastructure developments;
- Action 5.9 Advocate to Public Transport Authority to conduct surveys to obtain community opinion and transport needs that will enable identification of appropriate projects and provide support to funding submissions. i.e. surveys to test needs for public transport; and
- Action 5.10 Seek partnerships with organisations also interested in sustainable transport planning and research i.e. Universities to deliver community engagement activities.

REPORT

The EMRC has received an innovative proposal from Associate Professor Shahed Khan, Department of Urban and Regional Planning, Schools of Built Environment, Curtin University to partner with the EMRC and the six member Councils to undertake an "Advocacy through Research" program focusing on public transport infrastructure planning that involves intensive community engagement.

The RITS Implementation Advisory group comprising senior technical officers from member Councils and representatives from State Government departments were briefed on the proposal at their June 2010 meeting and the concept was supported by member Council officers.

The objective of the proposal from Curtin University clearly aligns to the intent and actions of the RITS Action Plan, in particularly key focus areas - Public Transport Provision and Community Engagement, Education and Behaviour Change.

Curtin University proposes that six community forums be held, one being in each member Council area, with locations being determined by the relevant Council in consultation with the EMRC and Curtin University.

The program being proposed was first piloted in the City of Cockburn during first semester 2010 and with this success Curtin University is now seeking to offer the program to other Local Government Authorities. The program provided the community an opportunity to provide input into and to engage with a topic that is very important to local communities – namely the planning and access to future Public Transport infrastructure.

The Forum enables the community to design their own requirements for a local public transport system based on local community knowledge and travel needs. This information once collected can be integrated into the broader existing metropolitan wide system planning processes being administered by the Public Transport Authority and the Department of Transport. The approach being taken by Curtin University is not dissimilar to how the Network City Community forums were undertaken by the Department of Planning and Infrastructure in 2003; however the Public Transport Forums are at a much smaller scale catering for 50 -100 participants at a time.



Item 9.1 continued

The program also aims to educate and encourage the community to become more aware of the possibilities for increased public transport and the various options and delivery modes that exist. It will help to identify individuals who can be supported to become community champions for the cause of advocating for increased public transport.

It is envisaged that the output from the community workshops will provide input into the Regional Advocacy Program that contains as a high priority advocacy action to secure commitments from State and Federal Government for increased public transport across Perth's Eastern Region. The EMRC will use the community feedback to formulate presentations to the relevant Ministers and Shadow Ministers for Transport, Members of Parliament and also to the Public Transport Authority through its Regional Advocacy role.

The Forums will entail a number of processes including keynote speakers and an interactive workshop. An outline of the process used is shown in the following table.

Table 1

	Details of Process	Presenter
1	Presentations from a keynote speaker on Public Transport e.g. Professor Peter Newman – Transport Vulnerability, Senator Scott Ludlum – A light Rail System for Perth.	Guest speakers to be determined
2	Workshop Part 1 – participants will work in groups and utilise maps to determine where the best routes for public transport could be aligned across the Region within existing major road reserves that can cater for Public transport.	Curtin University students to facilitate tables
3	Table alignment maps are overlaid to identify the most common routes selected from across all the groups.	Curtin University students to facilitate tables
4	Workshop Part 2 – participants at tables are given stations to place on their preferred alignments based on local knowledge of usage patterns and community needs.	Curtin University students to facilitate tables
5	The maps inclusive of stations are overlaid to determine the most popular location for stations from across all the groups.	Curtin University students to facilitate tables
6	A presentation is given on the types of public transport rolling stock available and their pros and cons e.g. heavy rail, light rails, rapid transit buses, Trolley buses etc.	Curtin University students to facilitate tables
7	Workshop Part 3 - Community are asked to prioritise the type of rolling stock they prefer to see in their community.	Curtin University students to facilitate tables
8.	The data collected is assimilated into a report by Curtin University that will be used to support public advocacy for improved public transport system across Perth's Eastern Region.	Curtin University Researchers

Discussions with local Members of Parliament have indicated a strong interest from both State and Federal members in supporting the forums and being involved. The EMRC has been approached by the WA Greens and received a presentation on a proposed Light Rail System for Perth. The Greens WA Senator Scott Ludlum has expressed his interest to be involved in the forums and to provide a presentation on the Greens Light Rail proposal.

It is envisaged, that if the forums are agreed to by Council, that Senator Ludlum will feature at workshops in Belmont, Bassendean and Bayswater as these are the regions that the Greens have targeted in their vision for light rail.



Item 9.1 continued

Given the issues of vulnerability being faced in the outer metro councils through issues such as housing affordability and peak oil, the EMRC will invite speakers such as Professor Peter Newman to give an overview of these issues facing communities in the outer Perth Eastern Region. Other speakers will also be identified and considered such as the Sustainable Transport Coalition of WA, Dr Ray Wills from The WA Sustainable Energy Association and the Public Transport Authority who are in the process of developing a 20 year plan for public transport and will likely be in the community consultation phase for this plan by the end of 2010.

The benefits associated with the proposal include:

- A cost effective approach to undertaking community engagement and education;
- Development of partnerships with tertiary institutions;
- Development of a community aware about its future requirements for public transport;
- A highly visible approach to community advocacy;
- A process that is robust, credible and has been trialled;
- Supports the regional advocacy program; and
- Achieves a number of regional actions being pursued by the EMRC and member Councils in its advocacy and transport planning endeavours.

STRATEGIC/POLICY IMPLICATIONS

This report relates to achievement of a number of objectives within the EMRC’s Strategic Plan for the Future 2008/2014 and as well as direct link to a policy as outlined as follows:

- Objective 3.1 To facilitate increased investment in regional infrastructure;
- Strategy 3.1.1 Facilitate implementation of the Regional Integrated Transport Strategy 2010-2015;
- Objective 4.4 To manage partnerships and relationships with stakeholders; and
- Policy 3.6 Occasional Grants / Sponsorship Policy

This policy requires that all proposals are assessed against suitability criteria as contained in the Policy. A proposal must receive a minimum benchmark level of 21 points in order to be referred to Council for consideration. The Regional Public Transport Forums was assessed as meeting a high level for each criterion and was given a score of 5 for each amounting to a total of 35.

Table 2 – Policy 3.6 Assessment Criteria

	Max					Min
The project has the potential to benefit most of the region.	5	4	3	2	1	0
The project will have a high positive impact or make a significant contribution to economic development and/or community development in the region.	5	4	3	2	1	0
Project has clearly defined sustainable and measurable outcomes.	5	4	3	2	1	0
Project is accessible by all sections of the community.	5	4	3	2	1	0
Proposal represents a new initiative and does not duplicate or adversely impact on existing services/facilities in the region.	5	4	3	2	1	0
Degree of support/contributions from groups/stakeholders in the region.	5	4	3	2	1	0
Proposal represents good ‘value for money’.	5	4	3	2	1	0



Item 9.1 continued

FINANCIAL IMPLICATIONS

The sponsorship contribution being sought by Curtin University is \$15,000 in cash which will be provided through the Regional Services Occasional Grants and Sponsorship fund.

The budget allocation for this fund is \$30,000. This will leave a balance of \$15,000 for other submissions from member councils to be made.

SUSTAINABILITY IMPLICATIONS

The Regional Integrated Transport Strategy aims to contribute to sustainability of the region through improved transport links, better access to increased employment opportunities and reducing pollution through greater use of public transport and decreased traffic congestion.

The future sustainability of the region will be enhanced by creating a community that actively advocates for a better public transport system.

MEMBER COUNCIL IMPLICATIONS

Member Council	Implication Details
Town of Bassendean	In order to deliver the Public Transport Forums each member Councils will need to provide support by way of allowing the EMRC and Curtin University access to media and residents' databases so that a representation at the forum can be diverse and well attended. Forums can be held in local council community centres and these facilities will need to identified and recommended by members Councils.
City of Bayswater	
City of Belmont	
Shire of Kalamunda	
Shire of Mundaring	
City of Swan	

ATTACHMENT(S)

Nil

VOTING REQUIREMENT

Simple majority

RECOMMENDATION(S)

That Council approves a sponsorship of \$15,000 from the Occasional Grants and Sponsorship program to Curtin University to facilitate one public transport forum within each Member Council area during October / November 2010.



Item 9.1 continued

Associate Professor Shahed Khan from the Department of Urban and Regional Planning, Schools of Built Environment, Curtin University summarised the work Curtin University had undertaken with the City of Cockburn and the proposal outlined within the report.

Discussion ensued

Associate Professor Shahed Khan advised that each community forum could handle a maximum of 60 to 100 participants and it was also noted that a Ellenbrook session would be held separately from and additional to the rest of the Swan area.

CEOAC RECOMMENDATION(S)

MOVED MR COLE

SECONDED MR JARVIS

That Council approves a sponsorship of \$15,000 from the Occasional Grants and Sponsorship program to Curtin University to facilitate one public transport forum within each Member Council area during October / November 2010.

CARRIED UNANIMOUSLY

Cr Pilgrim left the meeting at 6.45pm as he had declared a financial and proximity interest at item 3.1 of the agenda.

COUNCIL RESOLUTION(S)

MOVED CR POWELL

SECONDED CR RADFORD

THAT COUNCIL APPROVES A SPONSORSHIP OF \$15,000 FROM THE OCCASIONAL GRANTS AND SPONSORSHIP PROGRAM TO CURTIN UNIVERSITY TO FACILITATE ONE PUBLIC TRANSPORT FORUM WITHIN EACH MEMBER COUNCIL AREA DURING OCTOBER AND NOVEMBER 2010.

CARRIED 10/0

Cr Pilgrim was absent and did not vote



9.2 SHARED SERVICES FEASIBILITY STUDY

REFERENCE: COMMITTEES-11317

PURPOSE OF REPORT

To present the draft Shared Services Feasibility Report 2010 to Council.

KEY ISSUES AND RECOMMENDATION(S)

- The Shared Services project was identified during a strategic planning workshop held on 8 March 2008 involving EMRC Councillors and CEO and senior staff from EMRC and member Councils.
- Following a request for quote process, Deloitte Touche Tohmatsu (Deloitte) was appointed to the consultancy.
- Deloitte organised workshops and meetings with member Council CEOs and/or their senior staff and also requested them to complete a "Data Collection" document to enable detailed analysis of various functions.
- Deloitte consolidated their finding into the Shared Services Feasibility Study 2010 report (Attachment 1), which was presented to the EMRC and member Council CEO's on 22 March 2010.
- In view that moving into a shared service requires cultural and process transformation, and that this requires commitment, effort, time and resources, Deloitte presented three options for the way forward, and recommended that Option Two (as outlined on pages 27 and 28 of the Shared Services Feasibility Study 2010 report) was the preferred option.
- Details of the findings are found at Section 6 (page 20) of the Shared Services Feasibility Study 2010 report.
- Deloitte have stated that the success of the project is dependant on a commitment from each Council, a desire to create savings, to find better ways of using available resources to improve service delivery to the community and continue to explore how / if the EMRC can provide additional shared services.
- EMRC held discussions with Deloitte to explore a methodology for developing a business case, and Deloitte recommended that one process should be selected for developing a "proof of concept".
- Further discussion has been held with Deloitte and it is clear that the proof of concept will require investment from EMRC and /or member Councils and tenders will have to be called for this service.
- There are a number of options to progress the Shared Services project including.
 - Option One – select one process and develop proof of concept.
 - Option Two - Council requests EMRC to develop reports on the feasibility of EMRC providing other services as outlined within "The Way Forward" section of this report.
 - Option Three - Undertake options One and Two in parallel.
 - Option Four – to be determined.

Recommendation(s)

That:

1. The CEOAC discuss the *Shared Services Feasibility Study 2010* report, shown at Attachment 1, and determine an appropriate recommendation for Council.
2. The report and attachments remain confidential and be certified by the CEO and Chairman.



Item 9.2 continued

SOURCE OF REPORT

Chief Executive Officer
 Manager Organisational Development

BACKGROUND

Shared Services is a customer focussed unit that provides services previously found in more than one organisation. The Shared Services Unit operates as an internal customer service business rather than being run as a centralised function. The key principles are: processes are standardised; people and technology are located together; and the work is re-engineered to bring it to world-class standard.

The Shared Services project was identified during a strategic planning workshop held on 8 March 2008 involving EMRC Councillors and CEO and senior staff from EMRC and member Councils. It was acknowledged, during the workshop, that local governments were facing increasing difficulties in delivering services (largely due to capability and capacity issues as well as revenue raising ability). As EMRC's model of regional service delivery had proved successful, and had brought benefits to its member Councils, the workshop participants agreed that there would be merit in exploring the feasibility of the provision of a shared services function by the EMRC.

Following a request for quote process, Deloitte Touche Tohmatsu (Deloitte) was appointed to the consultancy to:

- Identify what services could be included in a shared services model;
- Identify services already offered by others (e.g. WALGA) in order to avoid duplications;
- Review shared service implementations in similar contexts elsewhere;
- Determine drivers and inhibitors for services for both the EMRC and for the member councils;
- Undertake a suitable risk analysis of the services and the project overall;
- Successfully engage the member councils in the process using the best possible methods;
- Develop appropriate models for shared service provision; and
- Develop business cases to determine viability of these services.

Deloitte commenced the consultancy with two workshops (21 July and 10 August 2009). The purpose of these sessions was to agree on key decision criteria important to each member Council, and to agree on the areas of scope for inclusion in the high level feasibility business case. During the workshops the participants also agreed that the services that could potentially be delivered through a shared services model.

A progress report was provided to Council, at this stage, through an Information Bulletin on 27 August 2009.

After the workshops Deloitte organised one-on-one meetings with member Council CEOs and/or their senior staff at their own premises. The meetings were used to flesh out details, discuss other opportunities/issues and identify specific areas relevant to individual councils. Member Councils were also requested to complete a "Data Collection" document to enable detailed analysis of various functions.

REPORT

Shared Services Feasibility Study 2010 – Consultant Report

Deloitte consolidated their finding into the *Shared Services Feasibility Study 2010* report (Attachment 1), which was presented to the EMRC and member Council CEOs on 22 March 2010. In defining the model and recommendations Deloitte considered the following:

- What is the business model for delivering shared services?
- What are the desired outcomes?



Item 9.2 continued

- What processes will be within scope?
- What is the proposed model for IT systems and infrastructure?
- What will be the approach to locations for the shared services centre?
- What will be the impact of the model on people?

Report Findings

Below is a summary of the findings from Deloitte's consultation with member Councils. Details are found at Section 6 (page 20) of the *Shared Services Feasibility Study 2010* report.

- There is support for the EMRC providing additional services, provided that community service levels do not diminish.
- Uncertainty about the future exists i.e. where does a potential shared service sit in the context of wider Local Government reform?
- Some member Councils have had negative experiences of change (particularly with outsourcing of services) that have resulted in the in-sourcing of services again.
- Technology across member Councils is diverse.
- Some services are considered as unique to member Councils and not subject to provision from a shared service provider (e.g. rating service).

Potential Services

The criteria for determining whether a service could be provided as a shared service was that any process which was more transactional and repetitive in nature would be considered. As discussed above, Deloitte captured data through workshops, meetings and a data collection document, and were able to identify the services which could potentially be delivered by EMRC. Table 1 contains a summary of the findings.

SERVICE	COMMENTS
Finance Processes	<ul style="list-style-type: none"> ▪ Accounts payable, accounts receivable and fixed asset accounting were investigated. ▪ General ledger, chart of accounts and rates were considered out of scope ▪ There is diversity in process, performance, cost, technology platforms and information security. <p><u>Discussion</u></p> <ul style="list-style-type: none"> ▪ Further detailed analysis will be required in order to establish redesign and standardisation requirements
Human Resource Processes	<ul style="list-style-type: none"> ▪ Payroll and recruitment processes were investigated ▪ Whilst there is some commonality (payroll process) there are also gaps (recruitment). <p><u>Discussion</u></p> <ul style="list-style-type: none"> ▪ Payroll is a potential service that could be offered easily ▪ Initial sourcing and screening of candidates for short listing is another potential service. Interviewing and selection processes would remain with individual Councils.



Item 9.2 continued

Procurement Processes	<ul style="list-style-type: none"> ▪ All Councils recognise the benefits associated with shared procurement, preferred supplier agreements and the ability to pool purchasing power together ▪ Whilst all Councils use WALGA, there are gaps in WALGA's services. <p><u>Discussion</u></p> <ul style="list-style-type: none"> ▪ Further detailed analysis is required to determine the total spend by purchasing category of the services and what the potential benefit might be. ▪ There is an opportunity for EMRC to undertake this.
Information Technology	<ul style="list-style-type: none"> ▪ There is limited consistency between Councils for IT, where there are multiple HR/payroll/finance systems ▪ Swan, Bayswater and Belmont Councils operate the same financial system (Technology One) <p><u>Discussion</u></p> <ul style="list-style-type: none"> ▪ An opportunity may exist for financial processes from these three Councils to be aggregated and shared. ▪ Detailed process and metric analysis will be required to enable standardisation prior to implementing a shared service.
Other Services	<ul style="list-style-type: none"> ▪ Security, mapping services, community programmes and regional marketing were discussed. <p><u>Discussion</u></p> <ul style="list-style-type: none"> ▪ Regional branding including event management and tourism support is supported ▪ Waste collection is viewed positively as a potential shared service. Further discussion is required

Table 1 Summary of potential Shared Services (pages 21 to 26)

Discussion with CEOs

Deloitte presented the *Shared Services Feasibility Study 2010* report to EMRC and member Council CEOs at a meeting held on 22 March 2010. The CEO's provided in principle support for the report and agreed that Option Three would not be considered at this point in time due to the change required as well as uncertainty associated with the State Government's Local Government Reform Agenda.

Given that any decision to move towards Shared Services could result in change, the CEOs also agreed that it was important for their own Council to support the project prior to any decision being made. Accordingly it was decided that the Mayors and Presidents from each Council, as well as EMRC's Chairman should be briefed on the project.

Discussion with Mayors and Presidents of member Councils

A briefing of the Mayors and Presidents of each Council, EMRC's Chairman, member Council and EMRC CEOs and officers was held on 24 May 2010 when Deloitte presented their draft report to the group. There was acknowledgement that communities within the Eastern Region had received benefits from member Councils' partnership with EMRC in delivery of projects and services. There was also consensus that the Local Government Reform Agenda had placed pressure on local governments to investigate regional partnerships in order to remain sustainable into the future.



Item 9.2 continued

Shared Services Feasibility Study 2010 report - Options

In view that moving into a shared service requires cultural and process transformation, and that this requires commitment, effort, time and resources, Deloitte presented three options for the way forward. Details are found within the *Shared Services Feasibility Study 2010* report.

Option One

Deloitte recommend that any process which is more transactional and repetitive, and does not require a high degree of input and intervention could be considered as feasible. The suite of processes that could be considered includes payroll; regional marketing; and recruitment (refer Table 1 above). This option would not require a great deal of change (refer Page 27 of the report for details).

Option Two

This option would include the services under Option One as well as other services such as waste collection; mapping; facilities management (refer Table 1).

There would need to be further analysis and discussion to determine if all Councils could benefit from the Shared Services. In particular the analysis would need to consider:

- Process roles and responsibilities;
- The metrics of process performance (volume, frequency and speed, number of employees utilised); and
- Determination of service level required across all Councils.

All this would be done prior to developing a business case, but would require a greater amount of change than Option One (refer pages 27 and 28). Should this option be selected, EMRC will hold further discussion with the CEOAC with regards to the selection of one potential service.

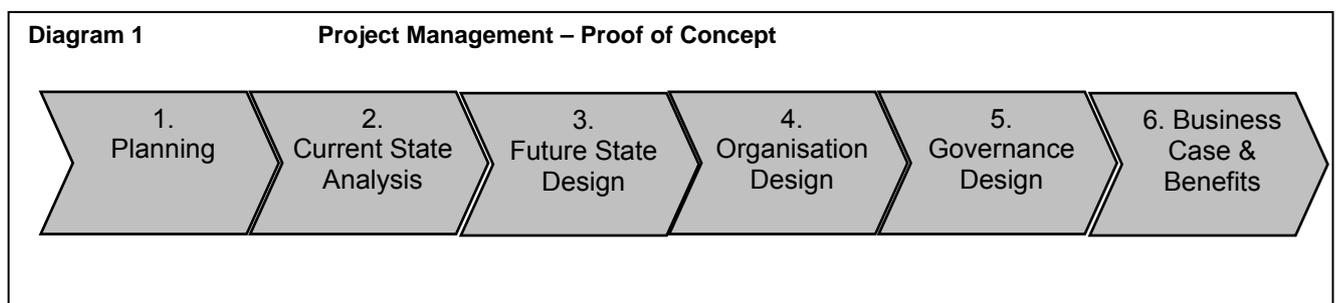
Option Three

This option would require major change as all Councils would need to agree to move to a common technology platform and processes would need to be standardised, re-engineered and automated. There would also be a high risk and cost to Councils. Deloitte's recommendation is that this option should not be considered (refer pages 28 and 29).

Deloitte reiterated at the meeting that the success of the project was dependant on a commitment from each Council, a desire to create savings, to find better ways of using available resources to improve service delivery to the community and continue to explore how / if the EMRC can provide additional shared services. Deloitte's recommendation was that whilst the *Shared Services Feasibility Study 2010* had identified potential shared services, there would still be a requirement to develop a detailed business case for each of the services identified and agreed to by each Council, and supported by change and communication plans. Deloitte's presentation to this meeting is at Attachment 2 to this report.

Meeting of the Chief Executive Officers Advisory Committee (informal)

Subsequent to the 24 May 2010 meeting of Mayors and Presidents, EMRC held discussion with Deloitte to discuss a methodology for developing a business case. Deloitte's recommendation was to embark on a six phase approach. They also recommended that one potential shared service should be selected to develop a proof of concept. This would ensure that any critical items identified as impediments within the process are uncovered early to limit financial risk to EMRC and/or member Councils. The diagram below illustrates the approach.





Item 9.2 continued

The above methodology was discussed with the Chief Executive Officers Advisory Committee (CEOAC) at an informal meeting held on 6 July 2010, when it was agreed that the *Shared Services Feasibility Study 2010* report would be presented to Council and that EMRC would, through that report, provide comments on the way forward.

The Way Forward

Further discussion has been held with Deloitte and it is clear that developing a "Proof of Concept" will require investment from EMRC and /or member Councils and tenders will have to be called for this service.

The EMRC Executive Management Team has also had an internal discussion and has identified a number of other projects that could potentially be delivered by the EMRC.

Integrated Waste Collection

EMRC's waste service is a key element of the organisation's Strategic Plan for the Future, and this has also been identified as a potential shared service within the *Shared Services Feasibility Study 2010*. EMRC has previously investigated the feasibility of consolidating member Councils' waste collection contracts into a single regional contract.

A *Regional Waste Collection Feasibility Study* was conducted during 2008, which investigated current and future waste collection services required by the member Councils, infrastructure required to provide a regional collection contract and the administrative requirements of the EMRC to provide a service. The study concluded that little financial benefit would be derived from introduction of a regional collection contract at that time; but that this should be investigated in 2013 (COMMITTEES-8731 refers).

The EMRC is well positioned to make provision for additional waste services through having control over the landfill site at Red Hill, and provision of regional waste collection should be further considered. This would include EMRC taking responsibility for bulk waste collection, including verge collection (household and green waste). EMRC would explore various options for providing a cost effective service and this would include exploring ownership or lease of rubbish trucks.

Supply of plant and equipment

Member Councils use plant and equipment for a number of purposes including road and park maintenance. This is a service that EMRC could potentially provide. EMRC would either purchase or hire the plant and equipment and provide it to member Councils as and when they needed it.

Other Services

EMRC could potentially deliver services that member Councils traditionally outsource. Examples of these include:

- Internal Audit & Legal Services – all Councils outsource these and there is potential for EMRC to appoint specialist staff who could deliver this service;
- Training Service – EMRC is a Registered Training Organisation. To EMRC has delivered risk and occupational health and safety training programmes. There is potential to partner with other institutions such as TAFE in designing staff training and development programmes where member Council staff could attend courses specifically designed to meet each Council's unique training needs;
- Community Consultation – EMRC would provide an advisory service, design and implement consultation and provide an analytical report to member Councils; and
- Group tenders – all Councils use material such as road base, drainage products etc. EMRC could develop group tenders on behalf of member Councils.

If supported, a report on the feasibility of the above services, including business cases, service level agreements etc would need to be prepared for Council consideration.

Option One

This would entail selection of one process and following a tender process, EMRC would engage a consultant to develop a proof of concept.



Item 9.2 continued

Option Two

Council requests EMRC to develop reports on the feasibility of EMRC providing other services as outlined within "The Way Forward" section above.

Option Three

EMRC undertake options One and Two in parallel.

Option Four

Other options - to be determined.

Whichever option is selected, EMRC will ensure that the options provide value for money, are best practice processes, are cost efficient and will continue to deliver quality outcomes for the community in Perth's Eastern Region.

STRATEGIC/POLICY IMPLICATIONS

Key Result Area 4 – Good Governance

- 4.1 To improve member Council and EMRC financial viability
- 4.1.6 Undertake research into Shared Services/Bureau Services

FINANCIAL IMPLICATIONS

\$30,000 was allocated towards the project in 2009/10, which has been fully expended. Further funding would have to be approved by Council for the project, if supported.

SUSTAINABILITY IMPLICATIONS

Local governments are being encouraged by the WA Government, as part of the recent focus on structural reform of the industry, to identify appropriate regional groupings within which to work collaboratively to deliver community benefits on a regional basis.

The EMRC has grown from its original function of providing a waste disposal service in 1983 to now providing a number of other services. Working collaboratively together in identifying other opportunities will further strengthen the partnership to benefit the people who live, work, play and do business within Perth's Eastern Region.

MEMBER COUNCIL IMPLICATIONS

Member Council	Implication Details
Town of Bassendean	} Nil at this stage of the project
City of Bayswater	
City of Belmont	
Shire of Kalamunda	
Shire of Mundaring	
City of Swan	

**East Metropolitan Regional
Council
Shared Services Feasibility
Report
2010**

DRAFT

Contents

1	Executive Summary	5
	1.1 Introduction	5
	1.2 Critical Success Factors	5
	1.3 Options	6
	1.4 Recommendation	6
2	Background	7
	2.1 Corporate Services in Local Government	7
3	Shared Services Concepts and Trends	8
	3.1 Background to Shared Services	8
	3.2 Characteristics of Shared Services	8
	3.3 Drivers for Shared Services	8
	3.4 Model Development	10
	3.5 Shared Services Scope	10
	3.6 Governance and Management	12
	3.7 People and Change Management	12
	3.8 Shared Services implementations in other similar contexts	13
4	Current Service Provision	14
	4.1 Services provided by Councils	14
	4.2 EMRC	14
	4.3 Western Australian Local Government Authority (WALGA)	15
	4.4 Impact upon further shared services provided by EMRC	16
5	Potential Scope of services	17
	5.1 Scope	17
	5.2 Success Criteria	19
6	Analysis	20
	6.1 Council Findings	20
	6.2 Finance Processes	21
	6.3 Human Resource Processes	23
	6.4 Procurement Processes	24
	6.5 Information Technology	24
	6.6 Other Services	25
	6.7 Option 1- Incremental Offerings	27
	6.8 Option 2 – Further Shared Services	27
	6.9 Option 3 – Wide Ranging Shared Services	28

7	Recommendations	30
	7.1 Recommendation	30
	7.2 Next Steps	30
8	Appendix A – Sub process definitions	32

DRAFT

About Deloitte

Deloitte provides audit, tax, consulting, and financial advisory services to public and private clients spanning multiple industries. With a globally connected network of member firms in 140 countries, Deloitte brings world class capabilities and deep local expertise to help clients succeed wherever they operate. Deloitte's 150,000 professionals are committed to becoming the standard of excellence.

Deloitte's professionals are unified by a collaborative culture that fosters integrity, outstanding value to markets and clients, commitment to each other, and strength from diversity. They enjoy an environment of continuous learning, challenging experiences, and enriching career opportunities. Deloitte's professionals are dedicated to strengthening corporate responsibility, building public trust, and making a positive impact in their communities.

Deloitte refers to one or more of Deloitte Touche Tohmatsu, a Swiss Verein, and its network of member firms, each of which is a legally separate and independent entity. Please see www.deloitte.com/au/about for a detailed description of the legal structure of Deloitte Touche Tohmatsu and its member firms.

About Deloitte Australia

In Australia, Deloitte has 12 offices and over 4,500 people and provides audit, tax, consulting, and financial advisory services to public and private clients across the country. Known as an employer of choice for innovative human resources programs, we are committed to helping our clients and our people excel. Deloitte's professionals are dedicated to strengthening corporate responsibility, building public trust, and making a positive impact in their communities. For more information, please visit Deloitte's web site at www.deloitte.com.au.

Liability limited by a scheme approved under Professional Standards Legislation.

Confidential - this document and the information contained in it are confidential and should not be used or disclosed in any way without our prior consent.

© 2010 Deloitte Touche Tohmatsu. All rights reserved.

1 Executive Summary

1.1 Introduction

The East Metropolitan Regional Council (EMRC) represents and works on behalf of the following six member Councils:

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

The original role of the EMRC was to provide waste management services. This was extended to include the provision of risk management services in 1987, environmental services in 1993 and regional development services in 1998.

The EMRC Shared Services Feasibility Study was identified during a strategic planning workshop involving the EMRC Council, CEOs of Member Councils and senior staff of the EMRC, and driven by the history of positive member relationships and success of the existing EMRC arrangement.

The decision to share services between Councils should not be taken lightly – a thorough initial investigation and planning phase is essential. From the decision to proceed, shared services projects involve large-scale change and can be highly demanding. For these reasons, the key objectives of this feasibility study are to:

- Analyse the expected access and service level improvements
- Analyse the cost/benefits and develop an indicative business case
- Define a high level vision and model of what the EMRC's shared services will look like – the scale of the project including which services should be shared

1.2 Critical Success Factors

From analysis of other Shared services feasibility studies and implementations, and information gathered throughout stakeholder engagement, the critical success factors for the implementation and ongoing operation of additional shared services through the EMRC include:

- Mutual commitment to the development and implementation of shared services
- Consensus of strategy by all parties
- Standardisation and consistency of business process
- System alignment and consistency

Uncertainty remains with regards to the next steps from the Western Australian Governments' Local Government reform initiatives. However, a reform agenda exists. One of the key aspects of the reform agenda is to *“form appropriate regional groupings of councils to assist with the efficient delivery of services”*.

Opportunities exist for the development of additional shared services, through the EMRC, that could be delivered to member Councils in a manner that provides additional value to the member Councils. Clarity of State Government expectations, and how shared services align to these expectations must be established prior to progressing along this agenda.

1.3 Options

Three options are presented for consideration.

1.3.1 Option 1- Incremental Offerings

Some functions/processes have been identified that could be further provided by the EMRC. These are the functions/processes identified from individual Council engagements and analysis, that could be progressed into a Shared Service environment, independent of the outcome of wider Local Government Reform, on a voluntary basis. These include:

- Payroll
- Regional Marketing
- Recruitment

1.3.2 Option 2 – Further Shared Services

Based upon Deloitte's understanding of the EMRC and member Council environments and requirements, and experience within Shared Services globally, further shared services could be provided to the member Councils. Option 2 would pursue all of the services considered within Option 1, but go further to include a greater amount of change than Option 1. A workshop to discuss what shared services could look like, what are the benefits, and how to provide adequate governance arrangements, facilitated by Deloitte and based upon Deloitte's global shared services experience could help to develop commitment and consensus of shared services requirements. This option will require clear direction on overall Local Government Reform.

Examples of these additional services include Rates, Mapping, Facilities Management, Waste Collection, Security and Patrols, and subject to further analysis, other roles where Councils experience difficulties in obtaining / retaining human resources.

1.3.3 Option 3 – Strategic Change and Initiative

Any number of services can be provided as a shared service, provided that there is consistency of process and governance, with enabling technology. A major change option exists; one which would involve the greatest commitment, cost and risk to all Councils and EMRC, but one that would also provide the greatest potential return.

This option could only be achieved with:

- A strong central mandate, on the back of a clear direction on overall Local Government Reform.
- A greater level of process and system standardisation than Options 1 and 2.
- Greater culture change than Options 1 and 2.

This option is not recommended as based upon our discussions with each member Council, there is currently very limited buy-in and support for such a direction from the member Councils.

1.4 Recommendation

It is recommended that the EMRC and member Councils pursue Option 2 - to workshop what additional shared services could look like, and why additional shared services could be delivered (based upon Deloitte's understanding of the situation and context, EMRC and member council objectives, and Deloitte's global experience in shared services). From this workshop, clarity of further next steps can be agreed, as can the process of how to progress further shared services from the EMRC.

2 Background

2.1 Corporate Services in Local Government

2.1.1 Background – The Case for Change

At the two workshops held in July and August 2009 between the CEOs (or CEO representatives) and the EMRC to discuss potential areas of scope and further analysis, it was recognised that there are increasing difficulties faced by the majority of Western Australian local governments in delivering services, and that this had been recognised by both the Australian federal and state governments.

This was further re-enforced by the Local Government Reform which was announced in February 2009. The reform is aimed at achieving greater capacity for local governments to better plan, manage and deliver services to their communities with a focus on social, environmental and economic sustainability. Key recommendations of the reform strategies include:

- Take steps to voluntarily amalgamate and form larger local governments;
- Reduce the total number of elected members to between six and nine; and
- Form appropriate regional groupings of Councils to assist with the efficient delivery of services

As a result, the EMRC members are considering a commonly used path towards the sharing of common non-core services and administrative functions where economies of scale can be achieved. Globally, nationally, and locally, most large organisations and many government bodies have implemented a shared service approach to their administrative and non core business functions.

DRAFT

3 Shared Services Concepts and Trends

3.1 Background to Shared Services

Shared Services is a customer-focused organisational unit that provides services previously found in more than one organisation or group, to internal customers. The funding and resourcing of the service is shared and the providing organisational unit effectively becomes an internal service provider of support. It eliminates redundant processes, systems and organisations. The key attributes of a shared service centre include:

- A separate organisational structure built upon standard processes, policies and systems;
- A focus on delivering excellent customer service;
- The goal of continuous improvement; and
- The creation of optimisation orientation

Shared Services enable organisations to eliminate the lower value transaction processing common to disparate sites and bring it together at one site. It is based on 3 principles:

- **Standardisation:** Processes are standardised
- **Consolidation:** People and technology are located together
- **Re-Engineering:** The work is re-engineered to bring it to world-class standards

A Shared Services Centre (SSC) operates as an internal customer service business rather than being run as a centralised function. The SSC establishes a Service Level Agreement (SLA) with the business units and charges them for the services provided. Business units can then focus on external customers and strategic issues.

3.2 Characteristics of Shared Services

Shared Services is:

- A support organisation focused on customer satisfaction, efficiency and continuous improvement
- “Commonised” support processes and systems to provide better service to business operations
- Re-designed business processes that emphasize value creation and measurement
- An organisational evolution through which some support processes may be identified as good candidates for outsourcing.

Shared Services is not:

- A move to “centralise” internal support processes under one roof, operated by a corporate department
- Re-engineering existing support processes without considering the context of the larger business processes that they support
- Simple cost reduction measures achieved through process consolidation and FTE elimination
- An internal push to have all non-core business processes performed by outside service providers

3.3 Drivers for Shared Services

According to Deloitte research *2009 Global Shared Services Survey*, cost reduction continues to be the primary driver of organisations pursuing a path of shared services. This is demonstrated in Figure 1 below. Organisations that treat the shared service centre as a strategic asset realise the most value in terms of both tangible and intangible benefits.

In addition to the initial headcount savings shared services are known for achieving, a majority of shared service centres globally continue to achieve incremental productivity increases each year thus reducing the need for additional staff to support expansion or organisational growth. From the 2009 *Global Shared Services Survey*, Deloitte research indicated that over 70% of respondents achieve a 5% productivity improvement each year, and 27% indicated an over 10% improvement to productivity.

Compliance costs are known to reduce also to the existence of a shared service centre due to process standardisation, and the number of locations performing accounting activities.

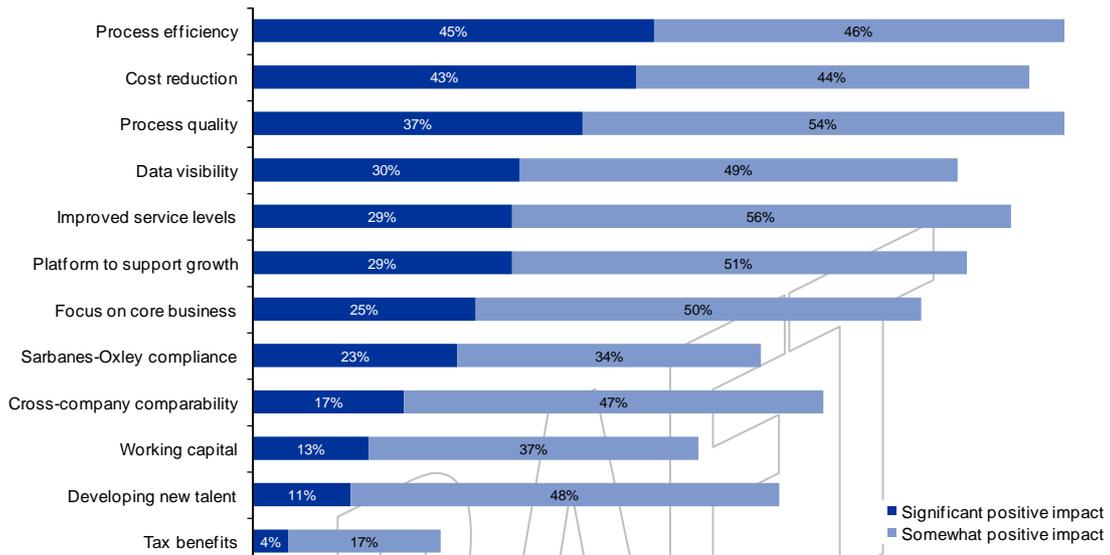


Figure 1: Benefits and impacts from a transition into Shared Services

3.4 Model Development

3.4.1 Model Dimensions

In developing a recommended model for shared services, various dimensions are considered. The model would be defined by the response to a number of questions in each dimension, as illustrated in the following table.

Model Dimension	Key Questions to be Addressed
Strategy	<ul style="list-style-type: none"> • What is the business model for delivering shared services? What is the scope of service delivery? • Which Customers are in scope?
Benefits	<ul style="list-style-type: none"> • What are the desired outcomes for a move to Shared Services?
Governance and Management	<ul style="list-style-type: none"> • How will shared service provision be governed and managed? • What will be the approach to costing, pricing and funding?
Processes	<ul style="list-style-type: none"> • What specific processes will be within the scope? • Is there an approach to business process improvement, in particular standardisation?
IT	<ul style="list-style-type: none"> • What is the proposed model for information systems and ICT infrastructure?
Locations / Facilities	<ul style="list-style-type: none"> • What will be the approach to locations and facilities for the shared service centres?
Organisation / People	<ul style="list-style-type: none"> • What will be the impact of the recommended model on people? • What will be the organisation structure of a shared services team?

Table 1: Considerations and Questions for the Shared Service Model

3.5 Shared Services Scope

3.5.1 Key Principles of a Traditional Shared Services Centre

Figure 2 below is from Deloitte's 2009 *Global Shared Services Survey*. It shows the percentage of SSCs providing a particular function, illustrating that the core services offered by most shared service centres are the transaction based activities such as Accounts Payable, General Ledger, and Payroll.

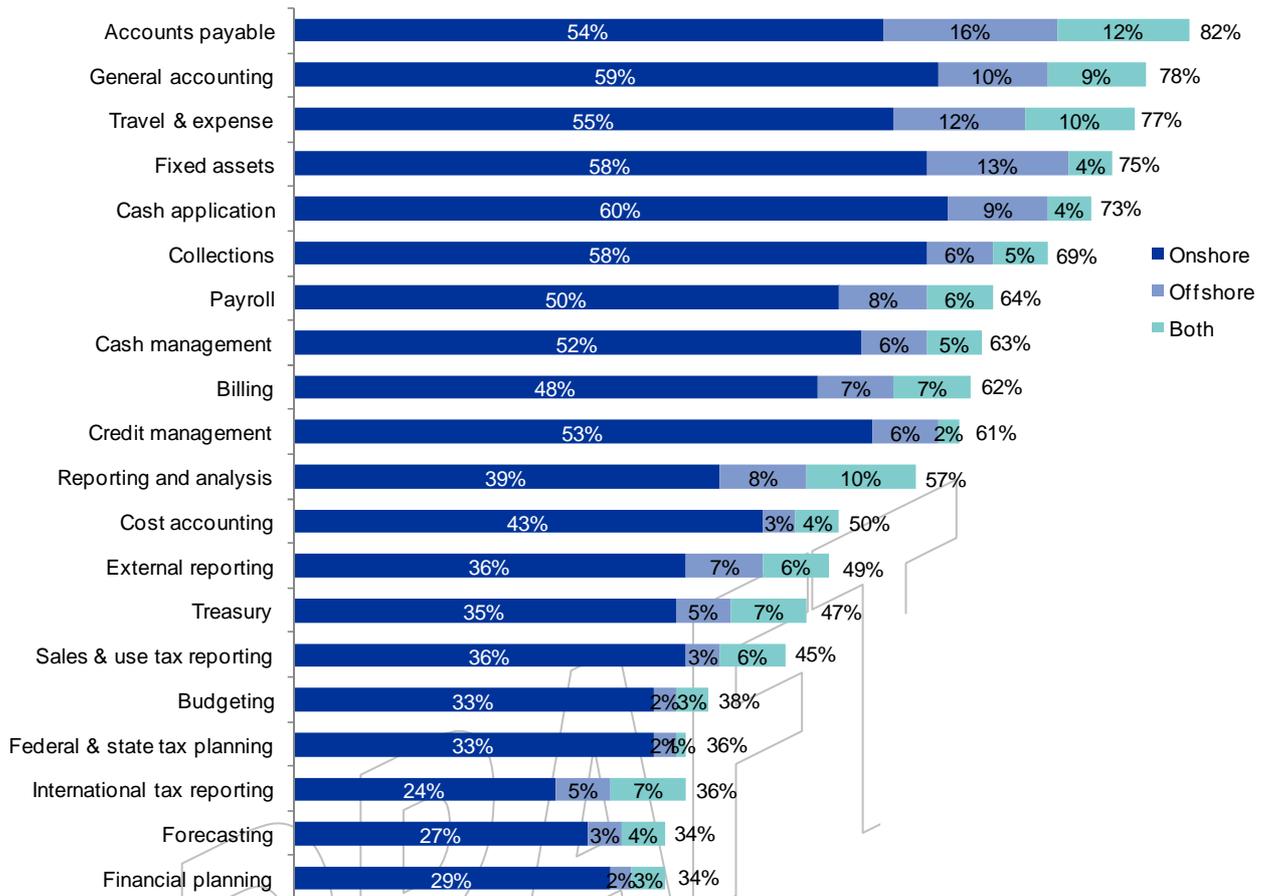


Figure 2: Top Functions in SSC's

3.5.2 Key Principles – Scope of Processes in SSC

To date, many companies implementing shared services have focused primarily on finance processes, with accounts payable, expense processing and general ledger being the most common. This is because these processes are usually, or could be, similar between one business unit and another, are rarely seen as strategically important or particularly close to external customers, and involve significant numbers of staff. As a result, moving such processes into a SSC can provide a significant cost reduction.

Once a SSC is established, organisations often look beyond the Finance function - many of the Human Resource administrative processes and tax and legal activities can be shared. Processes best suited to shared services are those that are not strategically critical to the business and are common across business

The following table summarise groups of processes and their proposed treatment under a typical shared services model. This is only an illustrative guide, subject to further work in subsequent phases, as it is recognised that some Councils may have specific requirements to retain some of the processes proposed to be carried out by the SSC

3.6 Governance and Management

3.6.1 Key Principles of Shared Service Centre Management

- The SSC provides agreed services to the Customer
- Each Customer retains accountability for its own expenditure, revenue, assets and liabilities processed via the SSC
- For SSC Operation and Performance, SSC Management is responsible to a Governance Board. The provision of services by the SSC to each Customer will be the subject of a Service Level agreement (SLA). Rationale/ Supporting Information (SLAs, Costing, Pricing and Funding)

The following points summarise the findings from a recent global Deloitte Survey, regarding SLAs:

- Using SLAs as a mechanism to build customer commitment has had limited success when they become too formal or rigid. Keep SLAs simple, use them to make sure expectations are clear and work diligently with customers to keep them active
- Best practice SLAs are two-way, not just what the SSC will do for its customers. They include (but not limited to) roles/responsibilities, performance expectations, and continuous improvement goals for both the SSC and the customers its serves
- There is no right solution on how costs should be calculated and recharged to customers. Each case needs to be reviewed to achieve a balance between efficiency, cost of administration and market comparability

3.7 People and Change Management

3.7.1 Key Principles

- The roles and responsibilities of those currently employed in Customer based Corporate Services can change significantly as a result of shared services. Many people move into a new organisation in a different location, to provide services to a broader group of customers. They follow new, standardised processes using new technology. To support them in the transition, Change Programs are developed with a strong emphasis on culture change and training.
- Establishing a new culture for SSCs is a significant challenge. In order to maintain a customer focused culture, continual reinforcement of objectives and performance measures is required. Strong leadership is essential. Communications will remain a high priority throughout the transition and into the operation of the shared services environment, including the continuation of a close working relationship with the relevant Unions to ensure that any industrial issues are identified and managed.

3.8 Shared Services implementations in other similar contexts

Shared Services have been investigated in similar contexts, globally. The following are State and Local Government shared services studies and their scope:

Authority	Scope
Auckland and Manukau City Councils	Accounts Payable, Accounts Receivable, Procurement, Information Technology, GIS Data Management, Manage Customer Enquiries and Manage Rates Revenue
Western Australian Government	Finance and Human Resources processes across all State Government agencies. 3 Shared Service Clusters were established, each operating on its own technology platform
Queensland Government	Human Resources and Finance business processes and technology environment across all of its government agencies.
New South Wales Department of Education and Training	Implementation of SAP to enable a number of key processes including Finance, Human Resources and payroll for Schools and TAFE NSW portfolios to be provided as a shared service

Table 2: Summary of Similar Shared Service investigations.

3.8.1 Summary of Findings

The key lessons learned that assist in the development and establishment of a successful shared service are:

- The need for consensus of strategy among major groups and mutual commitment to provide the stability required for any significant shared service implementation
- Mutual commitment between all parties considering receiving shared services
- A thorough planning phase prior to design and implementation, to identify the amount of process change required for customers
- Invest effort to develop an operating model, migration strategy and implementation plan
- Cultural change and change management should not be underestimated
- Standardisation and consistency of business process
- Diverse IT systems can be difficult to integrate alignment and consistency

3.8.2 Conclusions for the EMRC

Ongoing commitment from each of the Council CEO's and management is required for the successful development of further shared services from the EMRC. There must be agreement as to the strategy of what further development of Shared Services is trying to achieve. Each must be committed to the pursuit of this strategy, as it will drive behaviours in design and analysis phases. Overall consensus and acceptance by major groups to any significant plans is required to ensure that any decisions or initiatives are carried through regardless of any administrative changes.

Change management cannot be underestimated – an education and communication program should be commenced simultaneously with the agreement to the strategy. Early and frequent communication enhances understanding of the shared services strategy. With diversity amongst people and culture comes a requirement for significant analysis of people and culture. This assists in the development of a target operating model which aligns the agreed shared services strategy with the various cultures within the customer organisations.

From a scope of services perspective, almost all processes can be provided as a shared service, provided there is a technology platform supporting common business processes, and a strong governance structure in place. The payback period from the investment into shared services can be years. Upfront and detailed analysis of current state processes and systems identifies the potential process and system benefits through change to a common future state. Councils must also consider whether there are enough services suitable for a Shared Service and a sufficient headcount to provide opportunities to reduce costs via economies of scale.

4 Current Service Provision

4.1 Services provided by Councils

Whilst each Council differs in the services that are delivered to the community that it serves, the common services provided by each include:

- Planning services and Approvals
- Mapping
- Building Services and Licenses
- Engineering Works and Technical Services
- Environmental Health and Approvals
- Human Care (including Seniors, Youth and Family, Aged Care and Disability)
- Patrol and Security
- Facilities Management
- Rangers
- Library Services

4.2 EMRC

The EMRC was constituted in November 1983, with an original function to provide waste management and disposal services. Since then the EMRC and member Councils have grown and the services now provided include:

- Waste Management
- Environmental Services
- Regional Development
- Risk Management
- Resource Recovery, and
- Corporate Services/Governance

These services are delivered with alignment to the EMRC's values of:

- Excellence - Striving for excellence through the development of quality and continuous improvement.
- Recognition - Valuing staff in a supportive environment that focuses on their wellbeing.
- Innovation - Focus on innovative approaches in project and service delivery.
- Responsiveness - Dynamic and flexible service delivery.
- Integrity - Accountability and consistency in all that the EMRC does.

4.3 Western Australian Local Government Authority (WALGA)

WALGA is a private and independent peak industry body advocating on behalf of Local Government in Western Australia. The association was launched in 2001 to provide a truly representative, united voice for WA Local Government and is structured with 12 metropolitan and 12 country members who must be serving Mayors, Presidents or Councillors to ensure that it continues to embody its member Councils.

WALGA works to promote the interests of Local Government by conducting extensive research, providing consultation and developing policies on key issues as well as lobbying and negotiating service agreements for the sector. The services that WALGA currently offer include:

Service	Description
Procurement Consultancy Service	Tender Management
	Document Design
	Document Reviews
	Tender Registration Management
	Evaluation Panel
	Short Listing and Interviewing / Reference Checks
	Business Information Search / Due Diligence Assessment
	Workshops
Workplace Solutions	Probity Audit
	Strategic Sourcing
	Organisational Procurement Audit
	Risk Assessment
	Negotiations
	Procurement Plans
	Specification Development
	Financial Assessments / Credit Assessments
Tax service	Training and Development – provides learning opportunities to Elected Members and Officers through a wide range of training modules
	Recruitment – support tool to Local Government in the recruitment of senior staff – particularly CEOs – as well as in the recruitment of qualified staff from outside Australia
	Workplace Relations Services – directly supports CEOs, senior and line managers in the Human Resources and Industrial Relations management of staff
Telecommunications Contract	Online Tax Advice
	Newsletter and Information Services
	Training
	Extended Services – Tax Consultancy: assists with compliance, audit, taxation planning and related consultancy services which extend to covering the full range of Australian and International Tax issues, and even UK pension transfer
Heavy Plant and Equipment, General Plant and Utility Equipment	Voice Services
	Mobile Services
	Data Services
	Other Services – phone conferencing, IP Telephony, Managed Voice Services, telephony hardware, audio phone conferencing, hosted IP Telephony, and PABX key systems
Computer Hardware	Office stationery and business furniture
	Janitorial and cleaning supplies
	Photocopy paper and specialty papers
	Cafeterias and related food supplies
Insurance Services	Workers Compensation Insurance
	Property Insurance
	Public Liability and Professional Indemnity Insurance

Table 3: WALGA Services and Description of Services

4.4 Impact upon further shared services provided by EMRC

The primary service of WALGA utilised by the member Councils of the EMRC, is the procurement/ preferred supplier arrangements. WALGA annually delivers estimated savings in excess of \$20 million to Members on the basis of over \$100 million of expenditure under a comprehensive range of Preferred Supplier Contracts for products and services. These contracts are secured using the combined purchasing power of the Local Government sector, through high volume aggregation.

Each Council interviewed stated that they had utilised WALGA services, but to varying degrees. Opinion indicated that any replication by EMRC of the procurement/ preferred supplier offerings provided by WLAGA would not be sought.

Further comments indicated that the suite of products and services available from WALGA did not satisfy all of the requirements of member Councils (for example; audit and legal services). Therefore, opportunities may exist for either WALGA to expand its offerings, or the EMRC to act in support.

DRAFT

5 Potential Scope of services

5.1 Scope

The participants within the CEO workshops discussed the areas of scope requiring further analysis for potential inclusion into a shared services model. This included each sub-process for Finance, Human Resource, Information Technology, Procurement and 'Other'. The criteria for determining whether a service could be provided as a shared service, was that any process which was more transactional and repetitive in nature, with limited business input, would be a potential candidate. Any process which involved a high degree of business input and intervention would not be feasible. The participants agreed that the following processes would be potential candidates for a Shared Services model (and what were considered as out of scope):

Process Area	In Scope	Out of Scope	
Finance	Accounts Payable	General Accounting	
	Accounts Receivable	Cash Application	
	Tax	Cash Management	
	Fixed Asset Accounting	Credit Management	
	Travel & Expense		Reporting and Analysis
			Cost Accounting
			External Reporting
			Treasury
			Budgeting
			Forecasting
			Financial Planning
Human Resources	Payroll	Internal job costing	
	Recruitment	Call centre management	
	Worker's Compensation Administration	HRIS maintenance and support	
	HR Reporting		Pension administration
			Workforce administration
			Performance management administration
			Workforce analytics
			Learning delivery (training)
			Skills and competency administration
			Organisation and position management
			Employee relations and communications
			Training Content Development
			Define organisation learning needs
Measure and evaluate learning			
	Succession planning administration		

Process Area	In Scope	Out of Scope	
Information Technology	Internet and web services delivery	Service Delivery Performance Measurement	
	Application Enhancement and Deployment	Integration and Messaging Services	
	Data Centre	Business Continuity management / Systems contingency planning	
	Application Hosting and Support	Network operations and management	
	Vendor Management	Enterprise Systems Monitoring & Management	
	Infrastructure Management		Data Management
			Enterprise Application Management
			Collaboration and Documents Management Services
			IT Customer Relationship / Account Management
			Consolidated Service Desk
Business Intelligence / Business Analytics			
	Storage Management		
Procurement	General – purchasing, strategic sourcing	Process approvals	
	Payment	Create and manage purchase orders	
	Supplier Management	Conduct spend analysis	
	Manage Request for Information's and Request for Proposal's		Price management
			Negotiation and contracts
			Manage and assess supplier performance
			Risk Management
			Create requisitions
			Tender Management
			Assess supply markets
			Conduct external benchmarking
			Create commodity strategies
			Conduct demand management activities
	Receive goods and services		
Other	Mapping		
	Patrol & Security		
	Facilities Management		

Table 4 – In Scope and Out of Scope Services

Definitions for each of the above sub processes are included as Appendix A.

The above in scope sub processes were then further analysed in an iterative manner through:

- A high level process and metric diagnostic, across the in scope sub processes
- One-on-one meetings at each member Council with the Council CEO and members of the Council Executive.

5.2 Success Criteria

Two workshops were held with the CEOs (or CEO Representatives) of each individual member Council. The key objectives of the workshops were to agree on the key decision criteria important to each member Council, and to agree on the potential areas of scope for inclusion in the high level feasibility business case.

The workshop participants discussed and agreed a list of key decision criteria which they considered important for assessing whether a process should be a part of a Shared Service. A list of nine criteria was generated, and each Council was asked to assign a weighting for each decision criterion across each of the process groupings. The weightings were assigned based on how important each criterion was for the respective process groups. An average of the weightings provided by all the Councils was taken and applied in the feasibility analysis. The in-scope areas were evaluated against each decision criterion, taking into consideration the weighting allocated to the criterion. The nine criteria agreed upon by the participants were:

- Value for money
- Best practice process
- Cost efficiency
- Responsiveness / timing and Quality
- Risk - external customer
- Risk - internal customer
- "High maintenance" offerings
- Governance
- Reliability and flexibility

DRAFT

6 Analysis

6.1 Council Findings

Below is a summary of the general factors and characteristics determined from engagement with each Council:

- All Councils have recognised the need and importance of regional branding and a consistent regional presence; including regional event management and tourism support.
- Uncertainty about the future exists – where does potential shared services sit in the context of wider Local Government reform.
- Some Councils have had negative experiences of change (particularly with outsourcing of services that have resulted in the insourcing of services again).
- The embracing of technology across Councils is diverse, as is activity and overhead costing and accounting.
- Whilst the EMRC can be viewed as a neutral organisation, there is also anecdotal evidence that whilst EMRC agreed to this investigation, not all Councillors at each Council are supportive of additional shared services through the EMRC.
- Services such as Ratings were considered as unique to Councils and not subject to provision from a shared service provider.

6.1.1 Bassendean

Bassendean has demonstrated one of the closest links between Council and Community in Australia – the second highest community satisfaction in Australia. This was evident from the public consultation process regarding local government reform, where 620 responses were received from Bassendean residents. (Other larger Councils received less than 20 responses from residents).

As a smaller Council, Bassendean's workforce is smaller, resulting in a highly participative organisational culture. The workforce is multiskilled, with strong connectivity and sharing of tasks across Divisions, with flexible work practices and hours in existence.

In terms of program delivery, Bassendean considers itself as excelling at the delivery of adult learning courses, youth services, and counselling.

Bassendean is a supporter of the expansion of shared services from the EMRC, provided that the Councils' community involvement and service delivery to community is not diminished. Given that it operates a technology platform different to other Councils, Bassendean is uncertain as to the nature of further services to be provided. Further, Bassendean considered the security of its information as paramount.

6.1.2 Bayswater

The Bayswater Council was receptive to potential shared services, provided that its commitment to providing focussed customer service to its community would remain, and that value could be demonstrated. Bayswater has encountered a negative experience with outsourcing of services. Service levels received by the community were diminished, resulting in Bayswater Council insourcing this service again.

Some finance process engineering would be required as some processes are not as automated as in other Councils.

6.1.3 Belmont

Belmont's niche is in the areas of economic development and support services to Perth Airport. The Belmont Council has received certification for quality assurance of its processes to assist in its support of niche markets.

The Belmont Council utilises WALGA to perform some of its procurement.

Other potential shared service functions such as security patrols are currently not supported by Belmont. The Belmont Council's security relationship with the Police has grown, with joint investment in the use of CCTV to enhance its offering. However, other offerings such as utilising the EMRC as an OSH training facility, and joint leadership in marketing of the region are supported. For example, leadership with regards to the Swan River, and tourism. Each of the member Councils has a role to play with either tourism attractions, supporting services (accommodation) or supporting businesses. There is a potential role for co-ordinating the approach to marketing and facilitation of these areas.

Belmont raised the issue of a non-standard approach to overhead costing and reporting between the Councils, and how the impact of this issue would require resolution prior to finance process provision in a Shared Service.

6.1.4 Kalamunda

The Shire of Kalamunda has already conducted an initial review of its four neighbouring Local Governments for potential amalgamation partnerships using the Local Government Reform Steering Committee's Structural Reform Guidelines. It has concluded that there is no case to do so.

6.1.5 Mundaring

Mundaring's demographics and geography point to a village style culture with a high customer focus and more personal relationship between the locality and Council. The Mundaring community also has strong links to the environment with very high levels of community involvement and volunteering evidenced by approximately 300 community groups. As a result, there may be some difficulties integrating the different cultures and processes if the Mundaring Council were to move away from its current community focused model towards a shared service model. This could also result in loss of its customer focus strengths if the change is not handled well.

Mundaring also has an ageing population and changing demographic which highlights the need to facilitate more jobs to retain young people while also planning for the increasing number of ageing community members. This means that the Council's focus is to employ locally and create jobs rather than move to a centralised shared service model which offers little employment benefits.

Potential amalgamation of services and resources in one location would not be aligned to Mundaring's 'employ local' preference.

6.1.6 Swan

The City of Swan is the largest Council by area and revenue. It is a fast growing local government currently facing funding gaps from the government which suggests that some of the cost reduction and economies of scale benefits offered by a shared service model would be advantageous.

There are also a number of services currently provided by Swan such as its own waste collection service and safety services, which could possibly be used as shared service centre for waste collection, due to size and scale. In this regard, Swan already provides mapping services to Kalgoorlie – a service that could become a shared offering from Swan.

As the City of Swan already uses WALGA for some procurement, it is unlikely to benefit further from a shared service implementation in procurement, which may duplicate the existing benefits.

6.2 Finance Processes

6.2.1 Accounts Payable Findings

The survey responses showed that the Accounts Payable process for all Councils is transactional based. Most Councils have combined the functions of invoice and purchase order processing and showed a consistent 5% level of manual intervention.

There are some aspects of the Accounts Payable process that are currently manual including the receiving of invoices and sending of remittance advice primarily via mail (which could be automated). Most Councils indicated process consistency in electronic invoice payment, except for one which had chosen to continue with cheque generation for invoice payment.

There were disparities in the labour costs per invoice which varied from \$2.50 to \$12.50 although the average invoice processing times was comparable (1 – 5 days).

Accounts Payable processes are usually one of the first processes to be offered within a shared service environment. For the member Councils, the processes are transactional in nature. There is some diversity in process and performance. The security of Payables information has been raised as an issue for resolution. Further detailed analysis of the Accounts Payable process and performance, process redesign and standardisation is recommended before it could move into a shared service. System analysis and understanding of change is also recommended as a number of financial systems are utilised.

6.2.2 Accounts Receivable Findings

Accounts Receivables processes are generally manual with the majority of debtor invoice requests being received manually. Nearly all invoices were distributed via mail which raises the opportunity to automate these activities in a shared service environment to increase overall efficiency.

With the exception of one, the majority of Councils indicated that their Accounts Receivable process was transactional based. The majority demonstrated overall process consistency with an average processing time (10 minutes to 8 hours) and high recovery percentage of higher than 80% of the total value of delinquent accounts. However, the Council that indicated that their Accounts Receivable process was tactical demonstrated a discrepancy to the other responses with a much longer average resolution time of a week and a much lower recovered delinquent accounts value of 5%.

There were considerable differences between Councils in the areas of costs per invoice issued, the average amount billed per invoice and the total number of invoices issued. Invoice costs ranged from \$2 to \$10 with the average amount billed ranging from \$280 to \$2,500. Most Councils showed a common link between higher invoice costs being incurred for larger invoice bills which were likely to be an accumulation of smaller bills as these were sent less frequently.

Rates processes were considered as core processes to the Council, and not suitable for shared services analysis. However, the roles associated with ratings assessments were considered as scarce. Given these characteristics (and whilst not considered as in scope), future analysis should be considered to determine how all Councils could benefit from a shared service.

Further detailed analysis of Non-rates accounts receivable processes and performance, process redesign and standardisation is recommended before it could move into a shared service.

6.2.3 Fixed Asset Accounting Findings

Although most of the Councils identified their Fixed Asset Accounting process as transactional based, there is diversity in process consistency.

There were no consistencies between the cost per fixed asset transaction which varied from \$2.30 to \$10, and no commonality in the number of annual stock-take adjustments a year ranging from 1 to 50. Councils confirmed that the majority of transaction volumes were primarily for asset additions followed by disposals with one exception where valuation adjustments made up half of the transaction volume. Further analysis is required to determine the links between the transaction volume and other factors as there was little consistency between responses.

The majority of stock-takes are conducted electronically, but with limited process and frequency alignment.

Fixed Asset processes are primarily manual and diverse across Councils. Where some automation exists it is dependent upon system capability. Further detailed analysis of fixed asset processes and performance, process redesign and standardisation is recommended before it could move into a shared service.

6.2.4 Finance Findings

General Ledger processes, Chart of Accounts processes and Rates were considered as out of scope by the Councils. With different financial systems in use, it would be difficult to provide shared services for Finance processes. The greatest benefits from the provision of finance processes are when they are provided from a common technology platform, supporting a common chart of accounts and general ledger processes. With uncertainty of information security, and system diversity, further detailed analysis of finance processes, process redesign and standardisation is recommended before it could move into a shared service. An education program of how processes can be delivered in a secure manner is also required.

6.3 Human Resource Processes

6.3.1 Payroll Findings

Councils viewed Payroll as either transactional or tactical. It is shown to be highly standardised and automated with fortnightly payments to employees via direct deposit. The average process time to receive pay after payroll closure was consistently 1-2 days. Only one response stood out with an average of 4 days payment which raises the possibility of a process inconsistency or inefficiency that also needs to be resolved.

Timesheeting is widespread and manual - most Councils showed the dominant use of timesheets to record employee leave and work hours (at least 80%). There is an average of 20 – 30 leave applications processed per pay cycle.

As Payroll is highly standardised, Payroll processes could be a 'quick win' shared service implementation.

6.3.2 Recruitment Findings

Recruitment processes were identified as being primarily tactical with one exception which was strategic. The tactical recruitment process responses showed a greater focus on the sourcing and screening activities with an average of 2-3 weeks while the time taken to select, hire and induct candidates was 1 – 2 weeks. In contrast, the Council with the strategic recruitment process took less time sourcing and screening candidates, and longer on selection, hiring and induction activities.

The role of initial sourcing and screening to provide a shortlist of candidates has been identified as a potential offering from a shared service provider. Interviewing and selection processes should remain with the Council so that decision making stays with the Council.

6.3.3 Human Resources Findings

Each Council has designed its Human Resources function to meet its objective needs, and the needs of its Community. Some common elements exist (Payroll) and some common gaps exist (Recruitment) that an EMRC Shared Service could develop. However, there is also a wide diversity in approach to Human Resources management, talent management and succession planning. Whilst some services may be provided as a shared service, there is limited appetite for these services to be shared (in close alignment to findings from *2009 Global Shared Services Survey* where Human Resources functions – other than Payroll - are not in the top 20 most frequently shared services).

6.4 Procurement Processes

6.4.1 General Findings

Whilst procurement processes were mostly automated, there was limited standardisation of roles and responsibility for procurement within Councils – some maintained procurement within Finance, some with contracts management.

Diversity was also demonstrated in the varying number of Procurement FTE from none to 4, the variance in overall spending from under \$4m to over \$11m and the number of Purchase Orders from 2,390 to 16,064. While a factor to this disparity may be due to the differences in Council size, this identifies a possible opportunity to consolidate the procurement function to be implemented as a shared service to improve strategic procurement efficiency and allow Councils to leverage procurement resources when required. However, as previously mentioned, this is an offering already in place from WALGA, which may be better placed to offer these services.

6.4.2 Supplier Management Findings

Most Councils advised the existence of a supplier performance management process; however the information provided revealed differing levels of process maturity and limited process standardisation.

The number of vendors and suppliers also demonstrated a wide disparity in process consistency with the number of different suppliers ranging from 717 to 8,000. In the case where no supplier performance management process existed, there were 8,000 vendors on file with a number of 'one-time' vendors. This highlights the opportunity to develop, consolidate and streamline the process among Councils to effectively manage supplier relationships and improve the efficiency.

6.4.3 Procurement Findings

All Councils recognise the benefits associated with shared procurement, preferred supplier agreements and the ability to pool purchasing power together. For these reasons, the services utilised by WALGA are often used. However, the services provided through WALGA are not complete, and opportunity exists for a further role to be filled by either WALGA or the EMRC. Further detailed analysis is required to determine the total spend by purchasing category of these services and what the potential benefits may be. Discussion should be held with WALGA to determine if they are able to provision these goods under their service, or if this is an opportunity to EMRC.

6.5 Information Technology

6.5.1 General IT Findings

The survey responses revealed limited process consistency between Councils for general IT, indicating that some alignment of IT strategy and planning would be required prior to any shared service implementation for this function.

The number of IT FTE, number of systems and system maintenance spend ranged from only 1 FTE for 1 main system with a spend of \$41,860 a year, to as high as nearly 9 FTEs managing 9 functional systems with an annual system cost of \$900,000. All responses indicated that system integration was in place.

Planning for Information Technology investments is a key indicator of an organisation's IT maturity. Some Councils indicated there were no plans to invest in new systems, whilst others had plans and allocated budgets for this, which may illustrate a disparity between the relative maturities of each Council's IT function.

6.5.2 IT Maturity Findings

The IT structure and maintenance costs exhibited limited consistencies between Councils, which again indicates the apparent disparity in IT maturity. Only one Council was able to provide an IT system map, while other responses indicated that the system map was either being developed, updated or was not applicable. There was also a varying degree of information and detail provided about the IT structure and budget which further highlighted the fact that some Councils were more advanced in their IT function and structure.

It is not practical to have multiple finance systems and multiple HR/payroll systems in a SSC. This would seriously limit the benefits available from aggregation/scale, and the relatively low functionality of some of the existing solutions would limit potential for re-engineering and process improvement and standardisation.

Information security principles and policies have been highlighted as critical success criteria for any shared service. Items such as privacy requirements, confidentiality, information classification, personal security, physical and environmental security, system access controls, auditing and compliance all require further investigation.

Due to the current scale and state of their ICT operations, Swan, Bayswater and Belmont Councils could leverage existing ICT Infrastructure and Information Systems. Swan, Bayswater and Belmont operate the same financial system from Technology One. An opportunity may exist for financial processes from these three Councils to be aggregated and shared from the same technology platform. Further analysis would first be needed to determine if there is a strategic appetite to share these services. Detailed process and metric analysis across the relevant finance sub processes would be required in order to determine the consistency of processes enabled from the same technology platform. This will then influence any process standardisation that is required prior to a shared service implementation.

In parallel to this analysis, a detailed understanding of the information systems and ICT infrastructure across each of the three Councils is required to determine the consistency of current state and the nature of any required changes.

6.6 Other Services

6.6.1 Security and Patrols

Whilst viewed as a service that could be provided in a shared manner, the experience of Bayswater is likely to eliminate this as a service for consideration. Also, Belmont has a close (integrated) relationship with Police, with advances in CCTV development. At this point in time it is unlikely that Belmont would be able to provide this to other Councils as a shared service (due to the design of the service tailored to meet Belmont's needs only).

6.6.2 Waste Collection

Waste collection was viewed positively as a potential shared service. Swan provides an efficient internal service and may be viewed as a natural leader in this space, and could potentially be established as the centre for provision of waste collection services. Consideration is required as to whether the displacement of current waste collection providers is permitted. Further discussion with Councils is recommended as to how this service could be expanded.

6.6.3 Mapping services

Bayswater and Swan appear to be viewed as leaders in this space, with Swan also already providing mapping services to Kalgoorlie. With Swan already providing mapping services, opportunity may exist to expand this offering to more Councils, with Swan offering this as a shared service.

6.6.4 Assistance and community based programs

Services such as youth assistance programs, disability services and senior's services were viewed as having delivery characteristics unique to each individual Council, and not for provision as a shared service.

6.6.5 Regional Marketing

As previously mentioned, all Councils have recognised the need and importance of Regional branding and a consistent Regional presence; including regional event management and tourism support.

DRAFT

6.7 Option 1- Incremental Offerings

The criteria for determining whether a service could be provided as a shared service, was that any process which was more transactional and repetitive in nature, with limited business input, would be a potential candidate. Any process which involved a high degree of business input and intervention would not be feasible.

From Deloitte's experience, those processes and functions that are subject to difficulty in obtaining and retaining human resources should also be considered as being potentially offered by a shared service; in order to share those scarce resources.

Some functions/processes have been identified that could be further provided by the EMRC. These are the functions/processes identified from individual Council engagements and analysis. These are the functions/processes that could be progressed into a Shared Service environment, independent of the outcome of wider Local Government Reform. These functions/processes could be delivered to some Councils, but not all, on a voluntary basis.

The result of the progression of the functions/processes below could also be performed without major cultural change to those Councils participating on a voluntary basis.

6.7.1 WALGA

Due to the offerings already provided by WALGA, it is unlikely that member Councils will seek procurement opportunities through the EMRC, unless it is for an offering currently not provided by WALGA. As WALGA already has established capability it may be able to quickly expand its offerings to further serve. Clarification with WALGA should be sought as to whether the EMRC can step in to provide procurement for additional services, or whether WALGA can extend its offerings.

6.7.2 Payroll

Payroll processes appear to be consistent across Councils. Opportunity may exist for the provision of payroll to be performed through the EMRC. Service levels to member Councils are likely to be maintained, but a cost saving found through combining resources and system rationalisation.

Consideration should be given to how to best provide this service in a multi-system and multi-award environment.

6.7.3 Regional marketing

All Councils have recognised the need and importance of Regional branding and a consistent Regional presence; including regional event management and tourism support. EMRC provides significant support in this area. There is scope for a coordinated and enhanced approach to marketing and facilitation of tourism activities. Further discussion should occur with Councils to reconfirm requirements of each Council, and how these can be best supported by the EMRC.

6.7.4 Recruitment

The role of advertising, initial sourcing and screening to provide a shortlist of candidates has been identified as a potential offering from the EMRC. This will allow Councils to focus upon interviewing and selection of candidates. Service levels received by member Councils are likely to be improved, with a cost saving found through combining resources.

6.8 Option 2 – Further Shared Services

Based upon Deloitte's understanding of the EMRC and member Council environment and requirements, and experience within Shared Services, further shared services could be provided to the member Councils. The potential value and benefits of greater shared services are yet to be fully understood.

Option 2 would pursue all of the services considered within Option 1, but go further to include a greater amount of change than Option 1. Further shared services would require the involvement of all councils and be focused on processes which may require some process change and culture change to achieve. Further exploration of these additional shared services would require increased communication and education with each Council prior

to this change, but would not go as far as Option 3 (below) in terms of process and system standardisation, and would be more voluntary than mandatory. Further facilitation and discussion between member Councils would be required, with regards to commitment and consensus of strategy and requirements.

6.8.1 Additional Services

Examples of these additional services include Waste Collection, Mapping, Facilities Management, Security and Patrols, and subject to further analysis, other roles where Councils experience difficulties in obtaining / retaining human resource (such as Rates).

Mapping

As Swan already provides mapping services to Kalgoorlie, opportunity exists to aggregate the mapping offerings into a shared service, and offer to other Councils (even beyond EMRC boundaries). This leveraging of resources may also be considered appropriate from a shortage of skills perspective, and a better means to talent management of these scarce resources, improving service levels to Councils, for a potential cost saving.

Rates

The roles associated with ratings assessments are scarce and difficult to replace. A small resource pool exists within the sector. Councils can be in competition against each other for the same resource, which can drive up remuneration for these roles, where whichever Council pays the most secures the resource.

Given these characteristics, future analysis should be considered to determine how all Councils could benefit from a shared service. A cost saving could be obtained through sharing of resources – resources that are difficult to recruit and retain. As a result, talent management benefits are likely. Careful process design for rates would be required as it is a key revenue driver for Councils. Further detailed analysis including an understanding of:

- Process roles and responsibilities
- The metrics of process performance (volume, frequency and speed, number of employees utilised)
- Determination of consistency across Councils (resulting in an understanding of the level of change required)

is recommended prior to business case development.

6.9 Option 3 – Wide Ranging Shared Services

Any number of services can be provided as a shared service, provided that there is consistency of process and governance. Enabling technology across Councils also assists in the success of shared services. As mentioned within the CEO workshops, governance of arrangements and security of information are paramount. The greatest benefits from the provision of finance processes as a shared service are when they are provided from a common technology platform, supporting a common chart of accounts and general ledger processes.

A major change option exists; one which would involve the greatest commitment, cost and risk to all Councils and EMRC, but one that would also provide the greatest potential return. This option could only be achieved with a strong central mandate, on the back of a clear direction on overall Local Government Reform.

In order to achieve shared services in this manner, detailed process and system analysis is required (qualitative and quantitative) – as is cultural change.

6.9.1 Wide process, metric and ICT analysis for a more traditional Shared Services

Detailed analysis across the finance, human resources and ICT landscapes will be required to determine the opportunity for an enhanced (and more traditional) shared service offering of corporate services of finance, human resources and IT processes. This would be preceded through a Process Improvement phase, based on the principles of:

- Consolidation
- Standardisation and re-engineering

- Automation

The initial scope of sub processes identified through the CEO workshops are appropriate for potential inclusion in a shared service offering from the EMRC. However, from the high level process and metric analysis performed, a wide diversity of process activity and performance exists.

Each in isolation is appropriate for the particular Council. From a shared services perspective, value can only be obtained upon process consolidation, standardisation and re-engineering. Further, a key enabler of finance process through a shared service is the recommendation for a single finance technology platform. This is currently not in existence. Also, the finance processes relating General Ledger and Chart of Account management have been recommended as out of scope areas. With different financial systems in use, it would be difficult to provide shared services for Finance processes.

Further detailed analysis of finance processes, process redesign and standardisation is should occur to understand performance, information security, and system diversity. An education program of how processes can be delivered in a secure manner should commence (step one in a dedicated change management program).

6.9.2 Shared Technology One platform

Due to Swan, Bayswater and Belmont operating Technology One, there may be an opportunity to aggregate financial processes from these three Councils and shared from the same technology platform.

Detailed process and metric analysis across the relevant finance sub processes would occur in order to determine the consistency of processes enabled from the same technology platform, and the need for process standardisation that is likely to be required.

In parallel to this analysis, a detailed understanding of information systems and ICT infrastructure across each of the three Councils is required to determine the consistency of current state and the nature of any required changes. This will also identify any cost savings available from system rationalisation.

6.9.3 Comment

This option is not recommended as based upon our discussions with each member Council, there is currently very limited buy-in and support for such a direction from the member Councils.

7 Recommendations

7.1 Recommendation

It is recommended that the EMRC and member Councils pursue Option 2 - to workshop what additional shared services could look like, and why additional shared services could be delivered. This is based upon Deloitte's understanding of the situation and context, EMRC and member council objectives, and Deloitte's global experience in shared services.

This workshop would consider:

- Deloitte's experience and observations of shared services
- What the benefits could be?
- How Shared Services could look?
- What additional services could be provided?
- Risks and challenges of shared services?
- Governance and service level arrangements, to deliver shared services
- Analysis requirements
- Change management requirements

7.2 Next Steps

- EMRC and Councils workshop with Deloitte, to socialise and discuss report findings and recommendations.
- Presentation of this report to EMRC Council.
- Developing a business case for each of the services identified and agreed by member Councils.
- Reaching member Council agreement regarding the business case methodology for identified shared services.
- Timelines for business case completion.
- Development of change and communication plans related to the services subject to a business case.

A roadmap of next steps and recommendations is presented below as Figure 3. This demonstrates the indicative timelines associated with each initiative. Timelines for each will require further determination, and will be dependent upon items such as the scope of services, and the number of Councils to receive the service.

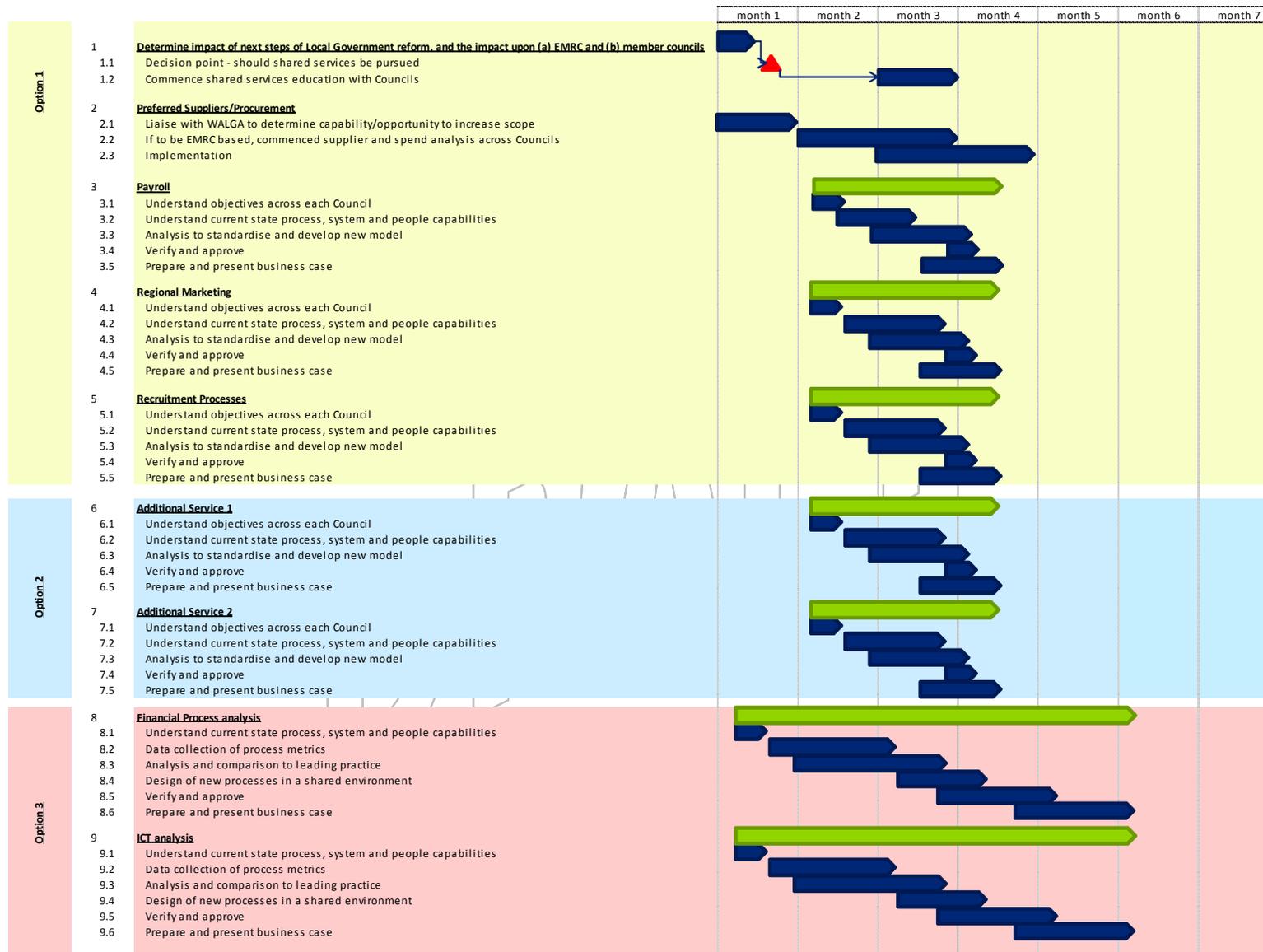


Table 4 – Indicative Roadmap for Agreed Initiatives

8 Appendix A – Sub process definitions

Process	Sub-Process	Definition Overview
Accounts Payable (AP)	Processing an AP Invoice	<ul style="list-style-type: none"> - Receive invoice from Incurring Officer (assumes authorisation) - Does not include 'incurring' invoices - Does not include opening of mail - Match invoice - Check invoice not previously paid - Process invoice - Reconcile adjustments/error correction - Pay invoice - Includes dealing with supplier / business unit enquiries
	Processing a Corporate Card transactions / payments	<ul style="list-style-type: none"> - Receive Purchasing Card Statement - Obtain/ensure appropriate support documentation - Classify expenditure/allocation - Reconcile Corporate Card adjustments/error correction - Make Purchasing Card payment
	Processing an Expense Reimbursements / Advances	<ul style="list-style-type: none"> - Receive approved expense/advance documentation - Check - Process/record relevant data - Make expense/advance payment and supplementary payroll checks

Process	Sub-Process	Definition Overview
Accounts Receivable (AR)		- Includes all bills produced (licensing/fines etc)
	Cashier	<ul style="list-style-type: none"> - Does not include Front Counter personnel serving customers - Does include time spent by Front Counter personnel reconciling cash and preparing banking documentation - Produce documentation (e.g.: journal) for loading into systems/ledgers, banking, reconciliation, tax invoices - Maintaining floats - Physically deposit funds for all activities (e.g.: cash, cheque, EFT, BPay) from all sources - Petty cash
	Processing AR Invoices / Sundry Invoices	<ul style="list-style-type: none"> - Receive invoice request - Prepare invoice - Distribute invoice - Make invoice adjustments/correct errors. Prepare Credit/Debit notes
	Receipting	<ul style="list-style-type: none"> - Receipt of payment (e.g.: cheque, cash, EFT, BPay) from all sources - Process and apply receipt - Reconcile revenue suspense account/unallocated revenue account - Note: Prepare banking documentation is part of "Cashier" and is excluded from the definition of receipting
	Collections Management	<ul style="list-style-type: none"> - Tasks as determined by Agency policy (does not include policy development) - Retiring of Aged Debtors - Initiation/follow up of collections (may be outsourced/in-house) - Preparation of write-off submissions (does not include approval process) - Money collected or debt written-off - Review of customer credit worthiness

Process	Sub-Process	Definition Overview
General Ledger (GL)	Period End processes including Reconciliations (Exclude Year End)	<ul style="list-style-type: none"> - Reconciliations (including report generation) e.g.: bank, AP, AR assets, payroll, suspense a/c's - System rollover - Journal entries - Application of standard journal entries and allocations - Excludes year end processes
	Year End processes including all Reconciliations	<ul style="list-style-type: none"> - Reconciliations (including report generation) e.g.: bank, AP, AR assets, payroll, suspense accounts - System rollover - Journal entries - Application of standard journal entries and allocations
	Chart of Accounts Maintenance	<ul style="list-style-type: none"> - Adjustments, updates, verifications and validation of GL Reference Tables and linkages in main and subsidiary systems - Maintenance of standard journals/allocation entries (the operation/application is performed in "Period End")
	Statutory Reports	<ul style="list-style-type: none"> - Does not include internal reports, taxation returns - Does not include management review e.g.: Principal Accounting Officer, Audit Committee - Preparation of statutory / compliance reports (Whole of Government Report, Annual Report, State Supply Spend Analysis) - Preparation of other agency specific reports to external agencies e.g.: acquittals
Management Reporting	Management Reporting and Analysis	<ul style="list-style-type: none"> - Includes preparation, analysis, interpretation and the provision of financial advice - Internal customers only (including for example Minister, Boards, Councils) - Financial performance analysis - Specification and interpretation of standard reports (not preparation of standard reports)

Process	Sub-Process	Definition Overview
Tax Payments	Preparation and Submission	<ul style="list-style-type: none"> - Preparation of Statutory taxation returns e.g.: BAS, FBT, Payroll Tax - Validation/review - Submission (Note: payment is undertaken in AP)
Treasury	Funds management, Risk management, Insurance management	<ul style="list-style-type: none"> - Cash management - Does not include bank reconciliation/cashier, includes cash flow management, funds on deposit, investment - Debt management - Does not include Accounts Receivable
Budgeting & Forecasting		<ul style="list-style-type: none"> - Excludes effort by teams who carry out specialised functions in highly infrastructure based agencies e.g. Main Roads capital works budgeting and forecasting, but includes effort by Corporate Services Finance FTEs related to these specialised functions e.g. time spent incorporating information into agency budget
	Develop and Maintain External Budgets	<ul style="list-style-type: none"> - External budgets: Treasury and other statutory bodies - Preparation of Agency Estimates for Parliament, Budgets under S42 Financial Administration and Audit Act (Statutory Authorities) and Financial briefing materials - Adjustments to expenditure limits - Note: only involving Finance Personnel and not Line Management Personnel
	Develop and Maintain Internal Budgets	<ul style="list-style-type: none"> - Internal budgets: within the agency - Development of Internal budgets and Cash Flow Statements - Forecasting and Forecast revision - Upload adjust budget data in the system (including the consolidation process) - Note: only involving Finance Personnel and not Line Management Personnel

Process	Sub-Process	Definition Overview
Fixed Asset Accounting	Maintenance of Asset Register and Depreciation	<ul style="list-style-type: none"> - Maintenance of asset register - recording of acquisition, disposals, changes/movements, revaluations, stocktake results - Does not include the disposal or procurement of the asset - Maintenance of depreciation rates - Reviewing/determination of depreciation - Preparation of stocktaking/verifications - Undertaking stocktakes/verifications
	Valuations, Stocktakes (yearly requirements) and Verifications	<ul style="list-style-type: none"> - Liaison with Valuer General's office - Coordinating Valuations - Manage and conduct stocktakes - Adjustments as a result of valuations and stocktakes that need to take place in the Asset Register, should be included in the Maintenance of asset register above - Excludes effort by teams who carry out specialised functions in highly infrastructure based agencies e.g. Main Roads capital works valuations, but includes effort by Corporate Services Finance FTEs related to these specialised functions e.g. time spent incorporating information into agency stocktake
Financial Management, Planning & Policy	Management and Planning Policy and Process Tax Advice and Planning	<ul style="list-style-type: none"> - Management of finance function e.g.: Principal Accounting Officer - Development and maintenance of business rules - Development and maintenance of financial policy, processes, operational procedures & accounting manuals - Tax advice and planning - Process design
		Management and advice for the following:
		- Recruitment from advertising vacancy to new recruit orientation
		- Employee training and development

Process	Sub-Process	Definition Overview
		- Redeploying employees
		- Implementing OH&S, Workers Compensation and Rehabilitation programs, cases and claims
		- Producing legislative and non-strategic HR management reporting
		- Maintaining employee data records
		- Maintaining establishment (organisational) data records
		- Managing and capturing time and leave information
		- Managing and processing payroll
		- Producing legislative and ad-hoc payroll reports
	Recruitment Processes	Transactional processes for recruiting from advertising vacancy to new recruit orientation
	Training and Development Administration	Transactional processes for employee training and development administration (not delivery)
	Staff Redeployment Processes	Transactional processes for redeploying employees
	Occupational Health & Safety and Workers Compensation Administration	Transactional processes for implementing OH&S, Workers Compensation and Rehabilitation programs, cases and claims
	Manage HR Information (Reporting)	Transactional processes for producing legislative and non-strategic HR management reporting
	Maintain Employee Data	Transactional processes for maintaining employee data records
	Maintain Establishment (Organisational) Data	Transactional processes for maintaining establishment (organisational) data records
Payroll	Capture Time & Leave Data	Transactional processes for managing and capturing time and leave information
	Process Payroll	Transactional processes for managing and processing payroll
	Payroll Reporting	Transactional processes for producing legislative and ad-hoc payroll reports

Process	Sub-Process	Definition Overview
HR	Strategic HR Management	<p>All strategic activities involved in Human Resource management including strategic reporting and data analysis</p> <ul style="list-style-type: none"> - Strategic workforce management and HR strategies - Strategic policies for: <ul style="list-style-type: none"> o Recruitment o Training and development o Redeployment o OH&S o EEO o Payroll <p>This includes input into Whole of Government and Agency Specific Policy development</p> <ul style="list-style-type: none"> - Ensure compliance with government policies - Succession planning - Labour/ employee/ industrial relations and Enterprise bargaining - Agency specific compensation and benefits design - Agency specific strategic management advice - Managing change within the agency - Performance management system design (staff and executive) - Analysis of HR data for strategic decision making - Includes PA (Personal Assistant) support for the above activities
	HR Management & Advice	<p>Tactical activities involved in Human Resources management including interpretative activities, advice and process design</p> <ul style="list-style-type: none"> - Labour relations activities: <ul style="list-style-type: none"> o Provide interpretation and advice on Labour relations policy, application and implementation o Tribunal preparation and representation and administrative support o Conduct mediation between disputing parties - Advise and Manage compliance with Code of Conduct - Compensation and benefits decisions including Temporary Special Allowances

Process	Sub-Process	Definition Overview
		<p>Recruitment (Management & Advice)</p> <ul style="list-style-type: none"> - Drafting policy and providing implementation advice - Provide advice on recruitment, selection and employment issues in accordance with legislative provisions - Provide direction on materials to be distributed for recruitment and content of induction materials - Provide advice on job description classification and reclassification process - Manage employment contracts for special groups - Negotiate terms and conditions of contracts for special groups - Set content for induction and orientation - Set parameters for ad-hoc Agency specific data interrogation - Analysis and recommendation from data sets - Advice on secondments, transfers and non-routine personnel placement matters
		<p>Training & Development (Management and Advice)</p> <ul style="list-style-type: none"> - Excludes agency core business training e.g. police academy, how to report financially to the Under Treasurer - Excludes system training (this is captured by IT) - Includes non-core business training e.g. training for changes to recruitment process, leave approval, EEO, OH&S - Drafting policy and providing implementation advice on all training - Analyse training needs and options - Advice on available consultants and strategies to meet training needs - Advice on performance management systems (content and design) - Investigations and complaint resolution surrounding performance evaluation - Provide advice on disciplinary action - Provide direction on survey needs
		<p>Redeployment of Staff (Management and Advice)</p> <ul style="list-style-type: none"> - Drafting policy and providing implementation advice - Redeployment activities within the agency - Manage voluntary redundancy programs

Process	Sub-Process	Definition Overview
		Occupational Health & Safety and Workers Compensation (Management and Advice) <ul style="list-style-type: none"> - Drafting policy and providing implementation advice - Provide advice on workplace consultative committees - Provide advice on compliance with legislation - Investigations and advice on new cases - Manage claims for OH&S, workers compensation and rehabilitation - Case management activities
		Manage HR Information (Reporting) (Management and Advice) <ul style="list-style-type: none"> - Advice on/review reporting policy - Advice on/review MOIR reporting requirements
		Capture Time & Leave Data (Management and Advice) <ul style="list-style-type: none"> - Establish operational procedures for reporting time & maintain system for doing so (e.g. Excel spreadsheet, time card punching) - Analyse payroll reports for: <ul style="list-style-type: none"> o Paid and unpaid leave o Regular, overtime and other hours o Employee utilisation - Provide advice on time and leave audits
		Payroll Reporting (Management and Advice) <ul style="list-style-type: none"> - Provide advice on compliance with Treasurer's Instructions
	Recruitment Processes	<ul style="list-style-type: none"> - Job description classification and reclassification process - Maintain Job Description Form database - Advertising (internal and external) - Appointment of all employees (Permanent, temporary, SES, trainees) - Corporate Services support to Senior Executive for recruitment process e.g. evaluation reports, taking notes, coordination (excluding line manager's effort only where this is carried out by HR staff) - Processing of recommendations - Process Appointment and notification - Timing and distribution of new staff orientation & induction - Appeals - Administrative processing of secondments, transfers and non-routine personnel placement matters

Process	Sub-Process	Definition Overview
	Training & Development Administration	<ul style="list-style-type: none"> - Excludes training delivery (whether in-house or external) - Excludes agency core business training e.g. police academy - Excludes system training (this is captured by IT) - Includes non-core business training e.g. training for changes to recruitment process, leave approval process - Training administration, training records, training delivery and feedback - Coordinate training and development needs - Arrange delivery of training and development programs - Record training course and attendance data - Employee feedback for organisational programs e.g.. Surveys for Employee Satisfaction - Processing of performance management – performance appraisal and support e.g. prepare evaluation criteria, record appraisal
	Staff Redeployment Processes	<ul style="list-style-type: none"> - Redeployment processing e.g. register, advertise, track status
	Occupational Health & Safety and Workers Compensation Administration	<ul style="list-style-type: none"> - Development of generic procedures (this excludes highly specialised agency specific procedures) - Maintain records on employee health and fitness ("wellness")
	Manage HR Information (Reporting)	<ul style="list-style-type: none"> - Agency internal HR management reporting e.g. training and development, EEO - Agency external HR management reporting e.g. 54 mandatory legislative reports of which a high number relate to HR information (e.g. FTE/ gender/ demographics), MOIR
	Maintain Employee Data	<ul style="list-style-type: none"> - Record and maintain employee data e.g. personnel information, contact details, next of kin, position, leave entitlements, bank details, termination and regular payroll deductions (superannuation, social club, salary sacrifice etc) - Record secondments, transfers and non-routine personnel placement
	Maintain Establishment (Organisational) Data	<ul style="list-style-type: none"> - Record and maintain organisational data e.g. organisational structures, position descriptions and position numbers
Payroll	Capture Time & Leave Data	<ul style="list-style-type: none"> - Record time (including overtime, shift, penalty etc), leave, allowances (travel, higher duty etc), expenses and irregular payroll deduction information - Capture this information in an information system for use by payroll - Excludes roster preparation (e.g. Health, Relief Teachers and Emergency Services) - Includes roster outcomes that need to be available to Payroll e.g. overtime, weekends - Provision of ad hoc reporting

Process	Sub-Process	Definition Overview
	Process Payroll	<ul style="list-style-type: none"> - Calculate, validate and pay employees each pay period - Maintain and administer employee earnings and deductions e.g. superannuation, long service leave, workers compensation, court ordered deductions - Respond to payroll related inquiries - Process adjustments and/or manual corrections - Financial reconciliation of payroll - Management activities including authorisation, control and checking, payroll supervision - Payroll system/ interface maintenance e.g. bank codes, deduction authorities - Liaise with banks for direct debit/credit authorisations
	Payroll Reporting	<ul style="list-style-type: none"> - Ad-hoc external and internal reporting e.g. taxes relating to salaries and wages e.g. PAYG, payroll tax, FBT - Report and pay tax obligations for regulatory and statutory compliance - End of financial year obligations e.g. produce and distribute annual group certificates (statement of earnings) - Produce payroll reports for: <ul style="list-style-type: none"> o Paid and unpaid leave o Regular, overtime and other hours o Employee utilisation o Payroll audit
Information Communications and Technology (ICT)	Manage ICT business	Strategic and operational management of the IS/ICT architecture and operations (including advice and process design)
	Business-level application delivery and support	Deliver business application functionality and support services
	Technical-level application delivery and support	Deliver technical-level application development services and package maintenance services
	Customer support for desktop systems and connectivity	Provide 1st level ICT support
	Development and maintenance of ICT infrastructure	Develop and maintain infrastructure

Process	Sub-Process	Definition Overview
Information Communications and Technology (ICT)	Manage ICT business	Strategic and operational management of the IS/ICT architecture and operations. This includes managing the customers (i.e. users), suppliers of ICT products and services, and IS/ICT personnel, managing projects, ICT procurement and contract management, developing and managing budgets, and defining standards, policies and process design
	Business-level application delivery and support	Deliver business application functionality and support services, including process design and development, testing and business application training. Provide services including business analysis, requirements definition, data extraction, reporting and functional enhancements. Provide 2nd level application support and issue resolution. The area consists of business application specialists
	Technical-level application delivery and support	Deliver technical-level application development services and package maintenance services, including original design, build and implementation activities and the implementation and maintenance of package systems and custom functionality, including reports, screens and interfaces. Provide technical 2nd level application support and issue resolution. The area consists of ICT applications development and maintenance specialists
	Customer support for desktop systems and connectivity	Provide 1st level ICT support, including network security administration, office systems, messaging and end user training relating to office/messaging systems. The area includes help desk services
	Development and maintenance of ICT infrastructure	Develop and maintain infrastructure, including systems architecture strategy, design, build, testing and implementation of, hardware infrastructure, operating systems, databases and data communications networks. The area includes backup and recovery services (including disaster recovery) performance and capacity management and the maintenance of service levels across ICT infrastructure. The area consists of ICT technical systems specialists and operations and maintenance staff

Deloitte.



EMRC and Shared Services
Findings and Next Steps.

May 2010

Today's Agenda

Situational context

Objectives of the investigation

Findings from the investigation

Recommendations and CEO consensus

Next steps

Strategic Objectives



- The EMRC Council, CEOs of member Councils and senior staff of the EMRC recognised there are increasing difficulties in delivering services, largely due to:
 - Capability
 - Capacity
 - Revenue raising ability
- This had been recognised by the Australian federal and state governments.
- Strong encouragement exists from the WA State Government and peak bodies to form partnerships.
- Merit existed in exploring the feasibility of the provision of further shared services by the EMRC.
- Deloitte was engaged in 2009 to facilitate a consultative process and project to explore further shared services opportunities.
- This is a summary of the findings and recommendations of next steps.

Is there a better way to deliver services with existing funding – can we share and leverage capability and capacity, through the EMRC?

Findings from engaging with the Councils



Theme	Findings
Leadership	<ul style="list-style-type: none"> All Councils were supportive of the EMRC providing additional services, provided that Community Service did not diminish Some Councils have had negative experiences of change (particularly with outsourcing of services that have resulted in the insourcing of services again). Uncertainty about the future exists – where does potential shared services sit in the context of wider Local Government reform.
People	<ul style="list-style-type: none"> Some Councils have a high percentage of local employment , reinforcing their strong local presence, and would not wish this relationship to change. Some roles and functions exist in each Council that are difficult to recruit for (and retain).
Process	<ul style="list-style-type: none"> Traditional Finance processes are performed differently in each Council Some services were considered as unique to Councils and not subject to provision from a shared service provider. Some Councils are already providing services to other Councils
Technology	<ul style="list-style-type: none"> IT system diversity and maturity exists, however, three Councils utilise the same core Finance system Security of information is a priority for each Council

Three options were found - more could be provided from the EMRC



Option	Description	Timeline	Investment needed?	Value delivered	Reform dependent?
1	Incremental (Payroll, Marketing and Recruitment)	Short term	Minimal	Minimal	No
2	Additional services such as: <ul style="list-style-type: none"> • Rates • Mapping • Facilities Management • Waste Collection • Security and Patrols • Finance and Human Resource Processes • Technology • Others 	Medium term	Yes	Higher investment for greater value	No
3	Strategic Change including systems and wide scale process standardisation and change	Long term	Yes – and large	<ul style="list-style-type: none"> • High degree of change • Value delivered in long term • Requires significant change 	Yes

Three options were found - more could be provided from the EMRC



Option	Description	Timeline	Investment needed?	Value delivered	Reform dependent?
2	Additional services such as: <ul style="list-style-type: none"> • Rates • Mapping • Facilities Management • Waste Collection • Security and Patrols • Finance and Human Resource Processes • Technology • Others 	Medium term	Yes	Higher investment for greater value	No

- Opportunities exist, and savings should be found - this would unlock current funding to improve delivery of services to community and give smaller Councils access to scarce skills.
- Further exploration and analysis is needed in these areas, and detailed business cases to be developed
- Value is yet to be determined - commitment, investment and hard work is required

Commitment is a critical success factor...



Uncertainties do exist...

- *How much investment is required?*
- *Impact upon people – what level of change is required?*
- *Isn't a significant change in technology required?*
- *How is funding going to change?*
- *What are the next steps in Local Government reform?*
- *Do we wait and see?*

Commitment is a critical success factor...



Uncertainties do exist...

- How much investment is required?
- Impact upon people - what level of change is required?
- Isn't a significant change in technology required?
- How is funding going to change?
- What are the next steps in Local Government reform?
- Do we wait and see?

Commitment is required...

- *To lead*
- *To not follow or be directed to follow*
- *To create savings and deliver better services to the community*
- *To be a positive example in the sector*
- *To take control of the future*
- *To finding better ways of using available funding to improve the delivery of services to the community*
- *To continue to explore how if the EMRC can provide additional shared services*

Next steps... construct a detailed business case for Option 2



- Develop detailed business cases for each of the services identified and agreed by member Councils.
- Develop change and communication plans related to the services subject to a business case.

Framework Dimension	Key Questions to be Addressed
Strategy	<ul style="list-style-type: none"> • What is the business model for delivering shared services? What is the scope of service delivery? • Which Customers are in scope?
Benefits	<ul style="list-style-type: none"> • What are the desired outcomes for a move to Shared Services?
Governance and Management	<ul style="list-style-type: none"> • How will shared service provision be governed and managed? • What will be the approach to costing, pricing and funding?
Processes	<ul style="list-style-type: none"> • What specific processes will be within the scope? • Is there an approach to business process improvement, in particular standardisation?
IT	<ul style="list-style-type: none"> • What is the proposed model for information systems and ICT infrastructure?
Locations / Facilities	<ul style="list-style-type: none"> • What will be the approach to locations and facilities for shared services?
Organisation / People	<ul style="list-style-type: none"> • What will be the impact of the recommended model on people? • What will be the organisation structure of a shared services team?

Questions

Deloitte®

Paul Klein
Partner
Consulting

Woodside Plaza
Level 14
240 St Georges Terrace
Perth WA 6000
Australia

Tel: +61 (0) 8 9365 7060
Fax: +61 (0) 8 9365 7001
Mobile: +61 (0) 419 013 405
pauklein@deloitte.com.au
www.deloitte.com.au

Member of
Deloitte Touche Tohmatsu

Deloitte®

Angelo Karelis
Client Director
Consulting

Woodside Plaza
Level 14
240 St Georges Terrace
Perth WA 6000
Australia

Tel: +61 (0) 8 9365 7029
Fax: +61 (0) 8 9365 7001
Mobile: +61 (0) 414 757 743
akarelis@deloitte.com.au
www.deloitte.com.au

Member of
Deloitte Touche Tohmatsu

Deloitte®

Andrew Dwyer
Client Director
Consulting

Woodside Plaza
Level 14
240 St Georges Terrace
Perth WA 6000
Australia

Tel: +61 (0) 8 9365 7157
Fax: +61 (0) 8 9365 7001
Mobile: +61 (0) 419 911 036
adwyer@deloitte.com.au
www.deloitte.com.au

Member of
Deloitte Touche Tohmatsu



10.1 SHARED SERVICES FEASIBILITY STUDY

REFERENCE: COMMITTEES-11200

See Confidential Item circulated with the Agenda under Separate Cover

This item is recommended to be confidential under S5.53(2)(a), as it may have an impact on employees in the future.

RECOMMENDATION [Meeting re-opened to the public]

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

CEOAC RESOLUTION(S)

MOVED MR JARVIS

SECONDED MS LEFANTE

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

CARRIED UNANIMOUSLY

Recording of the resolution passed behind closed doors, namely:

10.1 SHARED SERVICES FEASIBILITY STUDY

REFERENCE: COMMITTEES-11200

CEOAC RESOLUTION(S)

MOVED MR JARVIS

SECONDED MR FOLEY

THAT:

1. THE REPORT NOT BE TREATED AS CONFIDENTIAL.
2. THE REPORT BE NOTED AND FURTHER DISCUSSION BE HELD AT AN APPROPRIATE TIME IN THE FUTURE.

CARRIED UNANIMOUSLY

POST MEETING NOTE

This item was submitted to the CEOAC as a confidential item but the Committee resolved that "the report not be treated as confidential" so the report has been added to the Minutes as Item 9.2 for consideration by Council.

11 GENERAL BUSINESS

11.1 EVENTS IN THE REGION

14 August 2010	Shire of Kalamunda	The Shire President Dinner
20 August 2010	Town of Bassendean	Biennial Mayoral Dinner 2010
2 October 2010	City of Belmont	Mayoral Dinner
9 October 2010	City of Bayswater	Mayoral Dinner



12 FUTURE MEETINGS OF THE CHIEF EXECUTIVE OFFICERS ADVISORY COMMITTEE

The next meeting of the Chief Executive Officers Advisory Committee will be held on **7 September 2010** (*informal*) at the City of Swan commencing at 12.30pm with lunch at 12noon.

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

Tuesday	7	September (informal)	at	City of Swan
Tuesday	5	October	at	EMRC Administration Office
Tuesday	16	November (informal)	at	Town of Bassendean

13 DECLARATION OF CLOSURE OF MEETING

There being no further business the meeting was closed at 3.09pm.



**15.2 TECHNICAL ADVISORY COMMITTEE MEETING HELD 5 AUGUST 2010
(REFER TO MINUTES OF COMMITTEE - YELLOW PAGES)
REFERENCE: COMMITTEES-11259**

The minutes of the Technical Advisory Committee meeting held on **5 August 2010** 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 report of the Technical Advisory Committee.

RECOMMENDATION

That with the exception of items, which are to be withdrawn and dealt with separately, the recommendations in the Technical Advisory Committee report (Section 15.2) be adopted.

COUNCIL RESOLUTION

MOVED CR GODFREY SECONDED CR ZANNINO

That the recommendations in the Technical Advisory Committee report (Section 15.2) be adopted.

CARRIED UNANIMOUSLY

TECHNICAL ADVISORY COMMITTEE

MINUTES

5 August 2010

(REF: COMMITTEES-11259)

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, 5 August 2010**. The meeting commenced at **4.02pm**.

TABLE OF CONTENTS

1	DECLARATION OF OPENING AND ANNOUNCEMENT OF VISITORS	1
2	ATTENDANCE, APOLOGIES AND LEAVE OF ABSENCE PREVIOUSLY APPROVED	1
3	DISCLOSURE OF INTERESTS	1
4	ANNOUNCEMENT BY THE CHAIRMAN OR PERSON PRESIDING WITHOUT DISCUSSION	1
5	CONFIRMATION OF MINUTES OF PREVIOUS MEETINGS	2
5.1	<i>MINUTES OF THE TECHNICAL ADVISORY COMMITTEE MEETING HELD ON 3 JUNE 2010 (Ref: Committees-10913)</i>	2
6	PRESENTATIONS	2
7	ANNOUNCEMENT OF CONFIDENTIAL MATTERS FOR WHICH THE MEETING MAY BE CLOSED TO THE PUBLIC	2
8	BUSINESS NOT DEALT WITH FROM A PREVIOUS MEETING	2
9	REPORTS OF OFFICERS	3
9.1	<i>WASTE MANAGEMENT CONTINGENCY FEES AND CHARGES (Ref: Committees-11275)</i>	3
9.2	<i>ITEMS CONTAINED IN THE INFORMATION BULLETIN (Ref: Committees-11260)</i>	7
10	CONFIDENTIAL MATTERS FOR WHICH THE MEETING MAY BE CLOSED TO THE PUBLIC	7
11	GENERAL BUSINESS	7
12	FUTURE MEETINGS OF THE TECHNICAL ADVISORY COMMITTEE	7
13	DECLARATION OF CLOSURE OF MEETING	7



1 DECLARATION OF OPENING AND ANNOUNCEMENT OF VISITORS

The Chairman opened the meeting at 4.02pm.

2 ATTENDANCE, APOLOGIES AND LEAVE OF ABSENCE PREVIOUSLY APPROVED

Committee Members

Mr Shane Purdy (Chairman)	Director Infrastructure Services	Shire of Mundaring
Mr Simon Stewart-Dawkins	Director Operational Services	Town of Bassendean
Mr Doug Pearson	Director Technical Services	City of Bayswater
Mr Ric Lutey	Director Technical Services	City of Belmont
Mr Mahesh Singh	Director Engineering Services	Shire of Kalamunda
Mr Jim Coten (Deputy Chairman)	Executive Manager Operations	City of Swan
Mr Peter Schneider	Chief Executive Officer	

EMRC Officers

Mr Johan le Roux	Acting Director Waste Services
Ms Rhonda Hardy	Director Regional Services
Mr Stephen Fitzpatrick	Manager Project Development
Ms Bonnie Kinsman	Administration Officer (Minutes)

EMRC Apologies

Mr Brian Jones	Director Waste Services
Ms Robyn O'Callaghan	Director Corporate Services
Mr Brian Bushby	Manager Operations

Deputy Committee Members - Observers

Mr Kevin Davidson	Manager Health & Ranger Services	City of Belmont
-------------------	----------------------------------	-----------------

Observer(s)

Ms Bonnie Hall	Cardno
Mr John King	Cardno

3 DISCLOSURE OF INTERESTS

Nil

4 ANNOUNCEMENT BY THE CHAIRMAN OR PERSON PRESIDING WITHOUT DISCUSSION

Nil



5 CONFIRMATION OF MINUTES OF PREVIOUS MEETINGS

5.1 MINUTES OF TECHNICAL ADVISORY COMMITTEE MEETING HELD ON 3 JUNE 2010

That the Minutes of the Technical Advisory Committee meeting held on 3 June 2010, which have been distributed, be confirmed.

TAC RESOLUTION(S)

MOVED MR LUTEY

SECONDED MR PEARSON

THAT THE MINUTES OF THE TECHNICAL ADVISORY COMMITTEE MEETING HELD ON 3 JUNE 2010 WHICH HAVE BEEN DISTRIBUTED, BE CONFIRMED.

CARRIED UNANIMOUSLY

6 PRESENTATIONS

Nil

7 ANNOUNCEMENT OF CONFIDENTIAL MATTERS FOR WHICH THE MEETING MAY BE CLOSED TO THE PUBLIC

Nil

8 BUSINESS NOT DEALT WITH FROM A PREVIOUS MEETING

Nil



9 REPORTS OF OFFICERS

9.1 WASTE MANAGEMENT CONTINGENCY FEES AND CHARGES

REFERENCE: COMMITTEES-11275

PURPOSE OF REPORT

The purpose of the report is to seek Council's approval for amendments to the 2010/2011 Schedule of Fees and Charges to include alternative fees and charges in the event of weighbridges being out of operation and to alter the fee structure for Class V waste disposal.

KEY ISSUES AND RECOMMENDATION(S)

- The 2010/2011 Schedule of Fees and Charges does not provide for an event where weighbridges at Red Hill Waste Management Facility are not operational.
- It is proposed that an alternative method to charge is set in place in the event of weighbridges at Red Hill Waste Management Facility not being operational.
- The current rate for the disposal of Class V waste does not cover the cost of all the available methods to remediate waste down to Class IV in order for Red Hill Waste Management Facility to dispose thereof within the approved license conditions.
- It is proposed to replace the current rate of \$600.00 per tonne (ex GST) for the disposal of Class V waste at Red Hill Waste Management Facility with an alternative fee structure.

Recommendation(s)

That:

1. In the event that the weighbridges at Red Hill Waste Management Facility are not operational, vehicles be charged according to their carrying capacity (in tonne) multiplied by the appropriate rate from the schedule of fees and charges according to the type of waste being disposed.
2. The current rate of \$600.00 per tonne (ex GST) for the disposal of Class V material at Red Hill Waste Management Facility be withdrawn from the Schedule of Fees and Charges for 2010/2011.
3. The rate for concrete encapsulated drums (drums not to exceed measurements of 1000 mm high and 600 mm in diameter) be set at \$520 (ex GST) per drum plus a handling fee of \$122.73 (ex GST) per truck for the disposal of Class V waste at Red Hill Waste Management Facility for the 2010/2011 financial year.
4. The rate for concrete encapsulated bulka bags (measuring 1.1 m x 1.1 m x 1.1 m) be set at \$900 (ex GST) per bulka bag plus a handling fee of \$122.73 (ex GST) per truck for the disposal of Class V waste at Red Hill Waste Management Facility for the 2010/2011 financial year.
5. The relevant fees and charges be advertised in accordance with Section 6.19 of the Local Government Act 1995.

SOURCE OF REPORT

Acting Director Waste Services



Item 9.1 continued

BACKGROUND

At its meeting held on 17 June 2010 Council resolved that:

- “1. THE 2010/2011 DRAFT FEES AND CHARGES FOR WASTE MANAGEMENT, INCLUDING AN ADDITIONAL \$2.00 INCREASE TO THE BASE TIPPING FEE AND RELATING FEES, FORMING THE ATTACHMENT TO THIS REPORT, BE ADOPTED AND BE EFFECTIVE AS FROM 1 JULY 2010 WITH THE BASE TIPPING FEE FOR MEMBER COUNCILS TO INCREASE BY A FURTHER \$2.00 PER TONNE TO \$40.00 PER TONNE (EX GST).*
- 2. THE RELEVANT FEES AND CHARGES BE ADVERTISED IN ACCORDANCE WITH SECTION 6.19 OF THE LOCAL GOVERNMENT ACT 1995.”*

REPORT

At the Red Hill Waste Management Facility (RHWMF) disposal fees are calculated according to the “weigh in, weigh out” system. Each load (weighed in tonne) is therefore charged according to the appropriate fee on the Schedule of Fees and Charges. Waste disposal at RHWMF is therefore reliant on a fully functional weighbridge system. Although management at RHWMF is diligent and ensures that all systems are functional at all times it is possible that system failures due to lighting strikes, hardware failure, software failure, etc. can occur. The current Schedule of Fees and Charges does not make provision for such an event as the bulk of the fees and charges are based on a per tonne rate.

In the event that the weighbridges at RHWMF are not working due to power failure, system failure, maintenance or repairs etc, it is proposed that vehicles are charged according to their carrying capacity (in tonne) and the appropriate fee from the schedule of fees and charges.

This amendment is proposed to ensure continued operations when the weighbridges are not operational and will not affect cars, utes and trailers as they are not charged according to the tonne rate.

The second proposed amendment to the Schedule of Fees and Charges is to the rate of the Special Waste Class V. A recent enquiry, for the disposal of a substantial amount of Class V waste, alluded management to the problem that the current rate of \$600 per tonne would not cover actual costs due to the required method of treatment. Although RHWMF is not licensed for the disposal of Class V waste, it is acceptable for RHWMF to accept Class V waste provided it is remediated down to Class IV (or even Class III) and disposed of according to the license conditions. The most common way of remediation is to encapsulate the Class V waste in concrete in the Class IV cell. Other remediation measures that are rarely used by the EMRC differ for each case of Class V waste received by RHWMF. This makes it difficult to apply one standard rate per tonne.

It is proposed that rates be approved for the most commonly used concrete encapsulation methods. These are the concrete encapsulation of drums (rate per drum) and the concrete encapsulation of “bulka bags” (rate per bulka bag).

It is proposed that the following rates replace the current \$600 (ex GST) per tonne rate in the 2010/2011 schedule of fees and charges. The proposed rate for concrete encapsulated drums (not exceeding measurements of 1000 mm high and 600 mm diameter) is \$520 (ex GST) per drum plus a handling fee of \$122.73 (ex GST) per truck. The proposed rate for concrete encapsulated bulka bags (measuring 1.1 m x 1.1 m x 1.1 m) is \$900 (ex GST) per bulka bag plus a handling fee of \$122.73 (ex GST) per truck. The handling fee is already part of the approved schedule of fees and charges for 2010/2011.

STRATEGIC/POLICY IMPLICATIONS

The amendment of the fees and charges contributes to the Key Result Area 4 – Good Governance of the EMRC’s Strategic Plan for the Future, specifically Objective 4.1:

- 4.1 To improve member Council and EMRC financial viability.



Item 9.1 continued

FINANCIAL IMPLICATIONS

The amendments to the Fees and Charges have been developed to ensure that the Red Hill Waste Management Facility operations are undertaken in a fiscally responsible manner.

SUSTAINABILITY IMPLICATIONS

The proposed amendments to the Fees and Charges will ensure the Red Hill Waste Management Facility is operated in a socially, environmentally and financially responsible manner.

MEMBER COUNCIL IMPLICATIONS

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

ATTACHMENT(S)

Nil

VOTING REQUIREMENT

Absolute Majority

RECOMMENDATION(S)

That:

1. In the event that the weighbridges at Red Hill Waste Management Facility are not operational, vehicles be charged according to their carrying capacity (in tonne) multiplied by the appropriate rate from the schedule of fees and charges according to the type of waste being disposed.
2. The current rate of \$600.00 per tonne (ex GST) for the disposal of Class V material at Red Hill Waste Management Facility be withdrawn from the Schedule of Fees and Charges for 2010/2011.
3. The rate for concrete encapsulated drums (drums not to exceed measurements of 1000 mm high and 600 mm in diameter) be set at \$520 (ex GST) per drum plus a handling fee of \$122.73 (ex GST) per truck for the disposal of Class V waste at Red Hill Waste Management Facility for the 2010/2011 financial year.
4. The rate for concrete encapsulated bulka bags (measuring 1.1 m x 1.1 m x 1.1 m) be set at \$900 (ex GST) per bulka bag plus a handling fee of \$122.73 (ex GST) per truck for the disposal of Class V waste at Red Hill Waste Management Facility for the 2010/2011 financial year.
5. The relevant fees and charges be advertised in accordance with Section 6.19 of the Local Government Act 1995.



Item 9.1 continued

The Acting Director Waste Services provided a summary of the report and expanded on the 2 matters discussed within the report.

TAC RECOMMENDATION(S)

MOVED MR LUTEY

SECONDED MR STEWERT-DAWKINS

That:

1. In the event that the weighbridges at Red Hill Waste Management Facility are not operational, vehicles be charged according to their carrying capacity (in tonne) multiplied by the appropriate rate from the schedule of fees and charges according to the type of waste being disposed.
2. The current rate of \$600.00 per tonne (ex GST) for the disposal of Class V material at Red Hill Waste Management Facility be withdrawn from the Schedule of Fees and Charges for 2010/2011.
3. The rate for concrete encapsulated drums (drums not to exceed measurements of 1000 mm high and 600 mm in diameter) be set at \$520 (ex GST) per drum plus a handling fee of \$122.73 (ex GST) per truck for the disposal of Class V waste at Red Hill Waste Management Facility for the 2010/2011 financial year.
4. The rate for concrete encapsulated bulka bags (measuring 1.1 m x 1.1 m x 1.1 m) be set at \$900 (ex GST) per bulka bag plus a handling fee of \$122.73 (ex GST) per truck for the disposal of Class V waste at Red Hill Waste Management Facility for the 2010/2011 financial year.
5. The relevant fees and charges be advertised in accordance with Section 6.19 of the Local Government Act 1995.

CARRIED UNANIMOUSLY

COUNCIL RESOLUTION(S)

MOVED CR GODFREY

SECONDED CR ZANNINO

1. IN THE EVENT THAT THE WEIGHBRIDGES AT RED HILL WASTE MANAGEMENT FACILITY ARE NOT OPERATIONAL, VEHICLES BE CHARGED ACCORDING TO THEIR CARRYING CAPACITY (IN TONNE) MULTIPLIED BY THE APPROPRIATE RATE FROM THE SCHEDULE OF FEES AND CHARGES ACCORDING TO THE TYPE OF WASTE BEING DISPOSED.
2. THE CURRENT RATE OF \$600.00 PER TONNE (EX GST) FOR THE DISPOSAL OF CLASS V MATERIAL AT RED HILL WASTE MANAGEMENT FACILITY BE WITHDRAWN FROM THE SCHEDULE OF FEES AND CHARGES FOR 2010/2011.
3. THE RATE FOR CONCRETE ENCAPSULATED DRUMS (DRUMS NOT TO EXCEED MEASUREMENTS OF 1000 MM HIGH AND 600 MM IN DIAMETER) BE SET AT \$520 (EX GST) PER DRUM PLUS A HANDLING FEE OF \$122.73 (EX GST) PER TRUCK FOR THE DISPOSAL OF CLASS V WASTE AT RED HILL WASTE MANAGEMENT FACILITY FOR THE 2010/2011 FINANCIAL YEAR.
4. THE RATE FOR CONCRETE ENCAPSULATED BULKA BAGS (MEASURING 1.1 M X 1.1 M X 1.1 M) BE SET AT \$900 (EX GST) PER BULKA BAG PLUS A HANDLING FEE OF \$122.73 (EX GST) PER TRUCK FOR THE DISPOSAL OF CLASS V WASTE AT RED HILL WASTE MANAGEMENT FACILITY FOR THE 2010/2011 FINANCIAL YEAR.
5. THE RELEVANT FEES AND CHARGES BE ADVERTISED IN ACCORDANCE WITH SECTION 6.19 OF THE LOCAL GOVERNMENT ACT 1995.

CARRIED UNANIMOUSLY



9.2 ITEMS CONTAINED IN THE INFORMATION BULLETIN

REFERENCE: COMMITTEES-11260

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

1 WASTE MANAGEMENT SERVICES

1.1 COUNCIL TONNAGE COMPARISONS AS AT JUNE 2010 (Ref: Committees-11222)

RECOMMENDATION

That the Information Bulletin be noted.

Mr Purdy noted that two member Council tonnages up to 30 June 2010 were down, especially the City of Belmont. Mr Purdy asked if there was a reason for the considerably low tonnages from the City of Belmont. Mr Lutey explained that there appeared to be no particular reason for the considerable drop in tonnages but advised that he and the Acting Director Waste Services met earlier to discuss the matter.

TAC RESOLUTION(S)

MOVED MR COTEN

SECONDED MR SINGH

THAT THE INFORMATION BULLETIN BE NOTED.

CARRIED UNANIMOUSLY

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

Nil

11 GENERAL BUSINESS

Nil

12 FUTURE MEETINGS OF THE TECHNICAL ADVISORY COMMITTEE

The next meeting of the Technical Advisory Committee will be held on **Thursday 9 September 2010 (if required)** at the EMRC Administration Office, 1st Floor, Ascot Place, 226 Great Eastern Highway, Belmont WA 6104 commencing at 4.00 pm.

Future Meetings 2010

Thursday	9	September (if required)	at	EMRC Administration Office
Thursday	7	October	at	EMRC Administration Office
Thursday	18	November (if required)	at	Red Hill Waste Management Facility Administration Office

13 DECLARATION OF CLOSURE OF MEETING

There being no further business, the Chairman declared the meeting closed at 4.10pm.



**15.3 RESOURCE RECOVERY COMMITTEE MEETING HELD 5 AUGUST 2010
(REFER TO MINUTES OF COMMITTEE - ORANGE PAGES)
REFERENCE: COMMITTEES-11198**

The minutes of the Resource Recovery Committee meeting held on **5 August 2010** accompany and form part of this agenda – (refer to orange section of 'Minutes of Committees' for Council accompanying this Agenda).

QUESTIONS

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

RECOMMENDATION

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

Cr Lindsey advised that there had been a presentation at the RRC on 5 August and an interesting briefing was given on the outcomes of the Resource Recovery Facility (RRF). Cr Lindsey stated that the cost, in income foregone, of building the Resource Recovery Facility (RRF) over solid ground at Red Hill, could be in the order of several tens of millions. If built over existing landfill, the additional foundation works could add in excess of \$10M. Cr Lindsey asked if consideration had been given to, firstly, conducting the mulching and composting operation on top of landfill to ensure maximum landfill airspace and, secondly, would there be any reconsideration of using the Hazelmere site for the RRF as opportunity costs of landfill did not need to be considered. The CEO advised that until the site location was finalised the EMRC would look into all of those factors and in terms of Hazelmere there would be issues in terms of height as it was closer to the airport. The height was also dependent on the chosen technology so it may or may not be suitable. The final decision would be made after considering a number of variables and this will be discussed at RRC and then Council.

In response to Cr Pule's query on whether there had been any further progression of the Environmental Protection Authority (EPA) approval process the Manager Project Development advised that the matter was still being considered by EPA officers and they were trying to reach agreement on the level of assessment.

COUNCIL RESOLUTION

MOVED CR LINDSEY

SECONDED CR PULE

That the recommendations in the Resource Recovery Committee report (Section 15.3) be adopted.

CARRIED UNANIMOUSLY

RESOURCE RECOVERY COMMITTEE

MINUTES

5 August 2010

(REF: COMMITTEES-11198)

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, 5 August 2010**. The meeting commenced at **5.06pm**.

TABLE OF CONTENTS

1	DECLARATION OF OPENING AND ANNOUNCEMENT OF VISITORS	1
2	ATTENDANCE, APOLOGIES AND LEAVE OF ABSENCE PREVIOUSLY APPROVED	1
3	DISCLOSURE OF INTERESTS	1
4	ANNOUNCEMENT BY THE CHAIRMAN OR PERSON PRESIDING WITHOUT DISCUSSION	1
5	CONFIRMATION OF MINUTES OF PREVIOUS MEETINGS	2
	5.1 <i>MINUTES OF THE RESOURCE RECOVERY COMMITTEE MEETING HELD ON 8 JULY 2010 (Ref: Committees-11101)</i>	2
6	PRESENTATIONS	2
	6.1 <i>OUTCOMES OF THE RESOURCE RECOVERY FACILITY SITE LOCATION STUDY</i>	2
7	ANNOUNCEMENT OF CONFIDENTIAL MATTERS FOR WHICH THE MEETING MAY BE CLOSED TO THE PUBLIC	2
8	BUSINESS NOT DEALT WITH FROM A PREVIOUS MEETING	2
9	REPORTS OF OFFICERS	3
	9.1 <i>RESOURCE RECOVERY FACILITY - PROGRESS REPORT (Ref: Committees-11261)</i>	3
10	CONFIDENTIAL MATTERS FOR WHICH THE MEETING MAY BE CLOSED TO THE PUBLIC	9
11	GENERAL BUSINESS	9
12	FUTURE MEETINGS OF THE RESOURCE RECOVERY COMMITTEE	9
13	DECLARATION OF CLOSURE OF MEETING	9



1 DECLARATION OF OPENING AND ANNOUNCEMENT OF VISITORS

The Acting Chairman took the chair and opened the meeting at 5.06pm. The Acting Chairman welcomed Mr John King and Mr Kevin Davidson to the meeting.

2 ATTENDANCE, APOLOGIES AND LEAVE OF ABSENCE PREVIOUSLY APPROVED

Committee Members

Cr Frank Lindsey (Acting Chairman)	EMRC Member	Shire of Kalamunda
Cr Gerry Pule	EMRC Member	Town of Bassendean
Cr Alan Radford	EMRC Member	City of Bayswater
Cr Glenys Godfrey	EMRC Member	City of Belmont
Cr David Färdig	EMRC Member	City of Swan
Mr Simon Stewart-Dawkins	Director Operational Services	Town of Bassendean
Mr Doug Pearson	Director Technical Services	City of Bayswater
Mr Ric Lutey	Director Technical Services	City of Belmont
Mr Mahesh Singh	Director Engineering Services	Shire of Kalamunda
Mr Shane Purdy	Director Infrastructure Services	Shire of Mundaring
Mr Jim Coten	Executive Manager Operations	City of Swan
Mr Peter Schneider	Chief Executive Officer	EMRC

Apologies

Cr Tony Cuccaro (Chairman)	EMRC Member	Shire of Mundaring
-------------------------------------	-------------	--------------------

Deputy Committee Members - Observers

Cr Graham Pittaway	EMRC Member	City of Bayswater
Mr Kevin Davidson	Manager Health & Ranger Services	City of Belmont

EMRC Officers

Mr Stephen Fitzpatrick	Manager Project Development
Ms Mary-Ann Winnett	Personal Assistant to the Director Corporate Services

Visitors

Mr John King	Cardno
--------------	--------

3 DISCLOSURE OF INTERESTS

Nil

4 ANNOUNCEMENT BY THE CHAIRMAN OR PERSON PRESIDING WITHOUT DISCUSSION

Nil



5 CONFIRMATION OF MINUTES OF PREVIOUS MEETINGS

5.1 MINUTES OF THE RESOURCE RECOVERY COMMITTEE MEETING HELD ON 8 JULY 2010

That the Minutes of the Resource Recovery Committee meeting held on 8 July 2010, which have been distributed, be confirmed.

RRC RESOLUTION(S)

MOVED CR PULE

SECONDED CR RADFORD

THAT THE MINUTES OF THE RESOURCE RECOVERY COMMITTEE MEETING HELD ON 8 JULY 2010, WHICH HAVE BEEN DISTRIBUTED, BE CONFIRMED.

CARRIED UNANIMOUSLY

6 PRESENTATIONS

6.1 OUTCOMES OF THE RESOURCE RECOVERY FACILITY SITE LOCATION STUDY

This presentation was given later in the meeting in conjunction with Report Item 9.1 Resource Recovery Facility Progress Report.

7 ANNOUNCEMENT OF CONFIDENTIAL MATTERS FOR WHICH THE MEETING MAY BE CLOSED TO THE PUBLIC

Nil

8 BUSINESS NOT DEALT WITH FROM A PREVIOUS MEETING

Nil



9 REPORTS OF OFFICERS

9.1 RESOURCE RECOVERY FACILITY - PROGRESS REPORT

REFERENCE: COMMITTEES-11261

PURPOSE OF REPORT

To update Council on the progress of the Resource Recovery Facility (RRF) project.

KEY ISSUES AND RECOMMENDATION(S)

- The EPA will consider the referral information on the proposed RRF the week ending 30 July 2010 and are expected to publish the level of assessment on 2 August 2010.
- Westralian Airports Corporation has advised the building height limitations for the site options at Red Hill Waste Management Facility due to flight path considerations.
- Cardno are completing a draft report on the preferred location for the RRF at Red Hill Waste Management Facility (RHWMF).
- Nominations for the Community Taskforce close on 30 July 2010 and eleven nominations have been received to date.
- Doorknocking in the vicinity of Red Hill Waste Management Facility to notify residents of the proposed RRF and to inform them of the community taskforce nomination process was completed on 23 July 2010 involving approximately 125 households and 25 interviews

Recommendation(s)

That the report be received.

SOURCE OF REPORT

Manager Project Development

BACKGROUND

On 30 April 2009, Council resolved to proceed with the Expression of Interest process.

At the 27 August 2009 meeting of Council it was resolved:

"1. THE FOLLOWING RESPONDENTS TO THE EXPRESSION OF INTEREST ARE LISTED AS ACCEPTABLE TENDERERS:

- A. ENERGOS AS;
- B. EVERGREEN ENERGY CORPORATION PTY LTD;
- C. GRD MINPROC LIMITED;
- D. MOLTONI ENERGY PTY LTD;
- E. SITA ENVIRONMENTAL SOLUTIONS;
- F. TRANSPACIFIC CLEANAWAY LIMITED; AND
- G. WSN ENVIRONMENTAL SOLUTIONS.



Item 9.1 continued

2. *THE FOLLOWING RESPONDENTS TO THE EXPRESSION OF INTEREST ARE NOT LISTED AS ACCEPTABLE TENDERERS:*
 - A. *ANAECO LIMITED; AND*
 - B. *THIESS SERVICES PTY LTD.*
3. *THE RESPONDENTS TO EXPRESSION OF INTEREST 2009-10 BE ADVISED OF THE OUTCOME OF THE ASSESSMENT.*
4. *THE ATTACHMENT REMAINS CONFIDENTIAL AND BE CERTIFIED BY THE ACTING CHIEF EXECUTIVE OFFICER AND THE EMRC CHAIRMAN.*
5. *THE TENDER EVALUATION COMMITTEE BE ACKNOWLEDGED FOR THE SIGNIFICANT EFFORT PUT INTO EVALUATING THE EOI SUBMISSIONS."*

On 24 September 2009, Council resolved that:

- "1. *THE FOLLOWING PRELIMINARY RECOMMENDATIONS OF THE RESOURCE RECOVERY COMMITTEE FORM THE BASIS OF CONSULTATION BETWEEN THE EMRC AND THE MEMBER COUNCILS AND THE COMMUNITY WITH THE INTENTION OF REPORTING BACK TO COUNCIL IN APPROXIMATELY MARCH 2010 WITH A FINAL RECOMMENDATION.*
 - A *RED HILL WASTE MANAGEMENT FACILITY IS THE PREFERRED SITE FOR THE RRF BASED ON ENVIRONMENTAL, ECONOMIC AND PLANNING CONSIDERATIONS, COMMUNITY RESEARCH AND THE POTENTIAL VALUE OF THE EMRC HAZELMERE SITE AS A RESOURCE RECOVERY PARK.*
 - B *THE DESIGN & CONSTRUCT CONTRACT OWNERSHIP MODEL IS PREFERRED TO A BUILD OWN OPERATE CONTRACT MODEL.*
 - C *THE RRF TECHNOLOGY OPTIONS INCLUDING ANAEROBIC DIGESTION, GASIFICATION AND PYROLYSIS ARE RANKED HIGHER THAN COMBUSTION AND PLASMA AT THIS STAGE BUT MORE INFORMATION IS REQUIRED BEFORE A FINAL PREFERENCE CAN BE DETERMINED.*
 - D *A THIRD BIN FOR HOUSEHOLD ORGANIC WASTE COLLECTION IS CONSIDERED IN CONJUNCTION WITH ANAEROBIC DIGESTION TECHNOLOGY."*

Further, on 4 December 2009, Council resolved that:

- "1. *COUNCIL APPROVE A VISIT TO EASTERN STATES AND OVERSEAS RESOURCE RECOVERY REFERENCE FACILITIES TO BE UNDERTAKEN BY THE CHAIRMAN, RESOURCE RECOVERY COMMITTEE, MR JOHN KING, PROJECT DIRECTOR FOR CARDNO LIMITED AND THE MANAGER PROJECT DEVELOPMENT.*
2. *INFORMATION GAINED FROM THE VISIT BE REPORTED TO THE RRC AND COUNCIL IN EARLY 2010 AS PART OF THE FINAL RECOMMENDATION ON THE PREFERRED RESOURCE RECOVERY FACILITY OPTIONS."*

On 22 April 2010, Council resolved in relation to the reference facility visits that:

- "1. *THE REPORT BE RECEIVED.*
2. *INFORMATION GAINED FROM THE RESOURCE RECOVERY FACILITY VISITS BE APPLIED TO THE ANALYSIS OF THE PROJECT OPTIONS ON TECHNOLOGY, CONTRACT MODEL AND BIN COLLECTION SYSTEM.*
3. *THAT THE ATTACHMENT TO THIS REPORT REMAIN CONFIDENTIAL AND BE CERTIFIED BY THE CHIEF EXECUTIVE OFFICER AND CHAIRMAN."*



Item 9.1 continued

On 20 May 2010, Council resolved that:

- "1. *THE FOLLOWING OPTIONS ARE CONFIRMED AS THE PREFERRED OPTIONS FOR THE RESOURCE RECOVERY FACILITY:*
 - A) *RED HILL WASTE MANAGEMENT FACILITY IS THE PREFERRED SITE FOR THE RRF.*
 - B) *THE DESIGN & CONSTRUCT CONTRACT OWNERSHIP MODEL IS PREFERRED TO A BUILD OWN OPERATE CONTRACT MODEL AT THIS STAGE OF THE PROJECT.*
 - C) *THE RRF TECHNOLOGY OPTIONS INCLUDE ANAEROBIC DIGESTION, GASIFICATION, PYROLYSIS AND COMBUSTION. PLASMA TECHNOLOGY WILL ONLY BE CONSIDERED IF IT IS AN INTEGRAL PART OF ONE OF THESE TECHNOLOGIES.*
 - D) *A THIRD BIN FOR HOUSEHOLD ORGANIC WASTE COLLECTION BE CONSIDERED IN CONJUNCTION WITH ANAEROBIC DIGESTION TECHNOLOGY, OTHERWISE A TWO BIN SYSTEM IS RECOMMENDED FOR THE THERMAL TECHNOLOGY OPTIONS.*
2. *COUNCIL PROCEEDS WITH THE ENVIRONMENTAL AND PLANNING APPROVALS TASK FOR THE RESOURCE RECOVERY PROJECT BASED ON THE PREFERRED SITE AND TECHNOLOGY OPTIONS."*

By way of explanation, the two contract ownership models being considered for the RRF are as follows:

Build Own Operate (BOO)

Under a Build Own Operate (BOO) contract delivery model, the Contractor will be required to build, finance, own and operate the facility for a fixed period of time (the economical life of the facility and anticipated to be for 20 years). Under this contract model, some of the Project risks, and in particular, the risk associated with the design, construction and performance of the RRF, are transferred to the Contractor.

Design and Construct (D&C)

Under a Design and Construct (D&C) contract delivery model, the Contractor would design and construct a facility that conforms to agreed standards and performance requirements. If the D&C model were adopted by the EMRC, the Contractor would also be required to operate the facility for a minimum of 12 months and up to two years after the completion of wet commissioning. Under this contract model, the operational and ownership risks would be assumed by the EMRC, particularly following transfer of operational responsibilities to the EMRC and expiry of warranties and defects liability periods. The EMRC may operate the facility using its own staff or let a separate contract for the operation of the facility under this D&C contract delivery model.

REPORT

Referral of proposal to Environmental Protection Authority (EPA)

The referral letter and referral form for the Resource Recovery Facility was lodged with the Office of the Environmental Protection Authority on 29 June 2010. The EPA is expected to consider the matter by 30 July 2010 and advertise the level of assessment on Monday 2 August 2010.

Meanwhile Cardno are preparing information that will be required for the Scoping Document on the proposed RRF.

Height Restrictions on RRF

Following advice from the Civil Aviation Safety Authority, EMRC advised Westralian Airports Corporation (WAC) of the proposed RRF at RHWMF and the four siting options being considered. This included details of the anticipated building dimensions and stack height, based on information supplied by the acceptable tenderers. WAC have advised that there are height restrictions applicable to building structures and exhaust stacks as the proposal is beneath Protected Airspace of Perth Airport, being a Runway 24 Approach, PANS-OPS Surface.



Item 9.1 continued

Based on WAC height restrictions, site 2 (Greenwaste composting area on Lot 1) would be the most constrained in terms of a maximum stack height of around 66 metres (for a thermal technology option) which may be sufficient but further advice would be needed from the technology providers of combustion options. The three other site options would be able to accommodate all technology options and stack heights to a maximum of 80 metres.

Site Location Study

Cardno are preparing a report on the preferred site location at RHWMF to facilitate the environmental impact assessment process and to aid the development planning for Red Hill. The four site location options investigated are:

1. West of proposed Hills Spine Road on Lot 12;
2. Greenwaste composting area on Lot 1;
3. Lot 11 and part of Lot 2 - Transfer station area plus an area of completed landfill on Lot 11; and
4. Lot 11 - Southern end of Lot 11.

The investigation by Cardno has assessed the following parameters:

- The footprint for each technology option for the processing building together with the footprint for the whole operational area for two capacities (Anaerobic digestion - 60,000 tpa and 150,000 tpa; Gasification - 90,000 tpa and 190,000 tpa; Combustion - 90,000 tpa and 200,000 tpa);
- The soil loadings for the different technology options;
- The cost of establishing foundations to meeting loading requirements;
- In the case of the Lot 11 site options (Options 3 and 4 above), the costs of excavating and backfilling existing landfill and the cost of establishing piling foundations;
- Issues related to excavating landfill such as screening, disposal, odour, landfill gas and leachate management;
- Maximum allowable building and stack height considerations;
- Distance to residences;
- Service requirements and
- Costs of lost airspace for the various site options.

The results of the study will be presented to the RRC on 5 August 2010.

Community Engagement

Nominations for the community task force (CTF) opened on 28 June, closing on 30 July. Advertisement of the CTF has been done in all six community newspapers and the Gidgegram, the EMRC website and via the EMRC email and address database.

The recruitment phase has also involved doorknocking in a 1 km radius around Red Hill to inform residents of the proposed RRF and to invite their nomination to the CTF. Approximately 120 residences were visited within the 1 kilometre area and 25 interviews conducted. A report is being prepared on the feedback received from the interviews.

At the time of writing this report, eleven nominations for the CTF have been received. All applications received will be assessed against the selection criteria with the aim of selecting eight candidates.

Planning for the community forum is underway. This is aimed at gathering feedback from the community on issues of concern that can then be addressed by the CTF and the project team in formulating the CPA.

A presentation on the project was provided to the Mount Helena Resident & Ratepayers Association on Monday 19 July 2010 and was well received.



Item 9.1 continued

STRATEGIC/POLICY IMPLICATIONS

The Resource Recovery Project contributes to Key Result Area 1 - Environmental Sustainability of EMRC's Strategic Plan for the Future, specifically Objective 1.3:

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

FINANCIAL IMPLICATIONS

The cost of using consultants Cardno is budgeted at approximately \$250,000 in the 2010/2011 Budget under – Resource Recovery – Implement Resource Recovery Project Plan. This includes budget provisions for the tasks related to the environmental approval process and community engagement.

SUSTAINABILITY IMPLICATIONS

The Resource Recovery Facility and/or Resource Recovery Park will contribute toward minimising the environmental impact of waste by facilitating the sustainable use and development of resources.

MEMBER COUNCIL IMPLICATIONS

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

ATTACHMENT(S)

Nil

VOTING REQUIREMENT

Simple Majority

RECOMMENDATION(S)

That the report be received.

Mr John King of Cardno gave a presentation on the outcomes of the Resource Recovery Facility (RRF) site location study at Red Hill.

Mr Stewert-Dawkins left the meeting at 5.12pm and returned at 5.14pm.

Discussion ensued

Cr Pule referred to the maximum allowable height of stacks on site and asked what the buffer zone was in relation to safety for planes in the flight path. The Manager Project Development advised that the maximum height allowable for plant structures of 368 metres Australian Height Datum (AHD) provided a safety level required by Westralia Airports Corporation (WAC) and Civil Aviation Safety Authority (CASA).



Item 9.1 continued

Cr Lindsey referred to the figures in relation to loss of landfill air space and asked how the figures had been calculated and felt that over a period of time it would be necessary to compare the up-front capital cost to the present economic value. Mr King advised that it was a complex issue and the figures given in the presentation were provided to give an indication of the overall mix of issues being taken into account and the difference between sites a, b and c.

The Acting Chairman thanked Mr King for the presentation.

The Manager Project Development provided an update on the environmental approval process, advising that there were several different assessment levels that could be applied to the proposed Resource Recovery Facility (RRF) and the Environmental Protection Authority (EPA) were still considering which level to apply. Cardno are currently preparing the information required for the Scoping Document for the proposed RRF and this was expected to be completed by the time the decision was made on the assessment level.

The Manager Project Development advised that nominations for the Community Task Force (CTF) closed on Friday 30 July 2010 and 15 nominations were received. The EMRC will assess the applications and a report would be submitted to Council on 19 August 2010 for approval.

In response to Cr Färdig's query on whether the EMRC had investigated the best way to manage the group the Manager Project Development advised that an independent professional facilitator would run the meetings with support and minute taking provided by EMRC. The information pack sent out with the CTF nominations had outlined the objectives, meeting schedule and what the EMRC expected to be achieved by the dates provided in the timeline.

In response to Cr Färdig's query on whether there was any reason that all 15 nominations couldn't be accepted the Manager Project Development advised that the EMRC had identified a requirement for eight (8) community members and two (2) EMRC officers as a reasonable sized group for the task.

The Manager Project Development advised that some of the Red Hill Community Liaison Group (RHCLG) members had suggested proxies or deputies to represent some of the community groups.

Cr Pule felt that a larger CTF group would need a larger quorum and suggested some general deputies be appointed that could be seconded to attend if it was difficult to get a quorum. The Manager Project Development suggested there could be issues with general deputies and that the EMRC would look at these issues with the facilitator.

Cr Godfrey stated that she disagreed with increasing the size of the CTF as it could become an unwieldy committee and difficult to manage.

RRC RECOMMENDATION(S)

MOVED CR PULE

SECONDED CR FÄRDIG

That the report be received.

CARRIED UNANIMOUSLY

COUNCIL RESOLUTION(S)

MOVED CR LINDSEY

SECONDED CR PULE

THAT THE REPORT BE RECEIVED.

CARRIED UNANIMOUSLY



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

Nil

11 GENERAL BUSINESS

The CEO advised that the Shire of Kalamunda had agreed to receive a briefing from the EMRC and the EMRC would follow up with the Shire of Kalamunda to confirm a date.

In response to Cr Godfrey's query on whether consideration could be given to providing a presentation on the history of the Western Metropolitan Regional Council (WMRC) and how they linked into the EMRC, the CEO advised that it would be investigated.

The Manager Project Development advised that all registrations for attendance at the Waste and Recycle Conference 2010 had been completed and confirmation will be sent to attendees.

12 FUTURE MEETINGS OF THE RESOURCE RECOVERY COMMITTEE

The next meeting of the Resource Recovery Committee will be held on **Thursday, 9 September 2010 (if required)** at the EMRC Administration Office, 1st Floor, Ascot Place, 226 Great Eastern Highway, Belmont WA 6104 commencing at 5.00pm.

Future Meetings 2010

Thursday	9 September (if required)	at	EMRC Administration Office
Thursday	7 October	at	EMRC Administration Office
Thursday	18 November (if required)	at	EMRC Administration Office

13 DECLARATION OF CLOSURE OF MEETING

There being no further business, the Chairman closed the meeting at 5.40pm.



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 PERSON PRESIDING OR BY DECISION OF MEETING

18.1 CONFIDENTIAL DISCUSSION AT ITEM 19

The Chairman advised that he would like to talk to Councillors directly on a confidential matter.

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

COUNCIL RESOLUTION

MOVED CR PULE

SECONDED CR LINDSEY

THAT WITH THE EXCEPTION OF THE CHIEF EXECUTIVE OFFICER THE MEETING BE CLOSED TO MEMBERS OF THE PUBLIC IN ACCORDANCE WITH SECTION 5.23 (2) (A) (B) (C) AND (E) 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 6.52pm and members of the public departed the Council Chambers.

The Chief Executive Officer remained in the Council Chambers.

Council held a confidential discussion behind closed doors.

COUNCIL RESOLUTION

MOVED CR CUCCARO

SECONDED CR ZANNINO

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

CARRIED UNANIMOUSLY

Members of the public returned to Council Chambers at 7.12pm.

Recording of the resolutions passed behind closed doors, namely:

POST MEETING NOTE

There were no resolutions passed behind closed doors.



20 FUTURE MEETINGS OF COUNCIL

The next meeting of Council will be held on **Thursday 23 September 2010 (if required)** at the EMRC Administration Office, 1st Floor, Ascot Place, 226 Great Eastern Highway, Belmont WA 6104 commencing at 6.00pm.

Future Meetings 2010

Thursday	23 September (if required)	at	EMRC Administration Office
Thursday	21 October	at	EMRC Administration Office
Thursday	2 December	at	EMRC Administration Office
January 2011 (recess)			

21 DECLARATION OF CLOSURE OF MEETING

There being no further business, the meeting was closed at 7.12pm.