



# 10 YEAR STRATEGIC PLAN 2017 – 2027

...a shared vision for our future



Advancing Perth's Eastern Region 



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## A Message from the Chairman

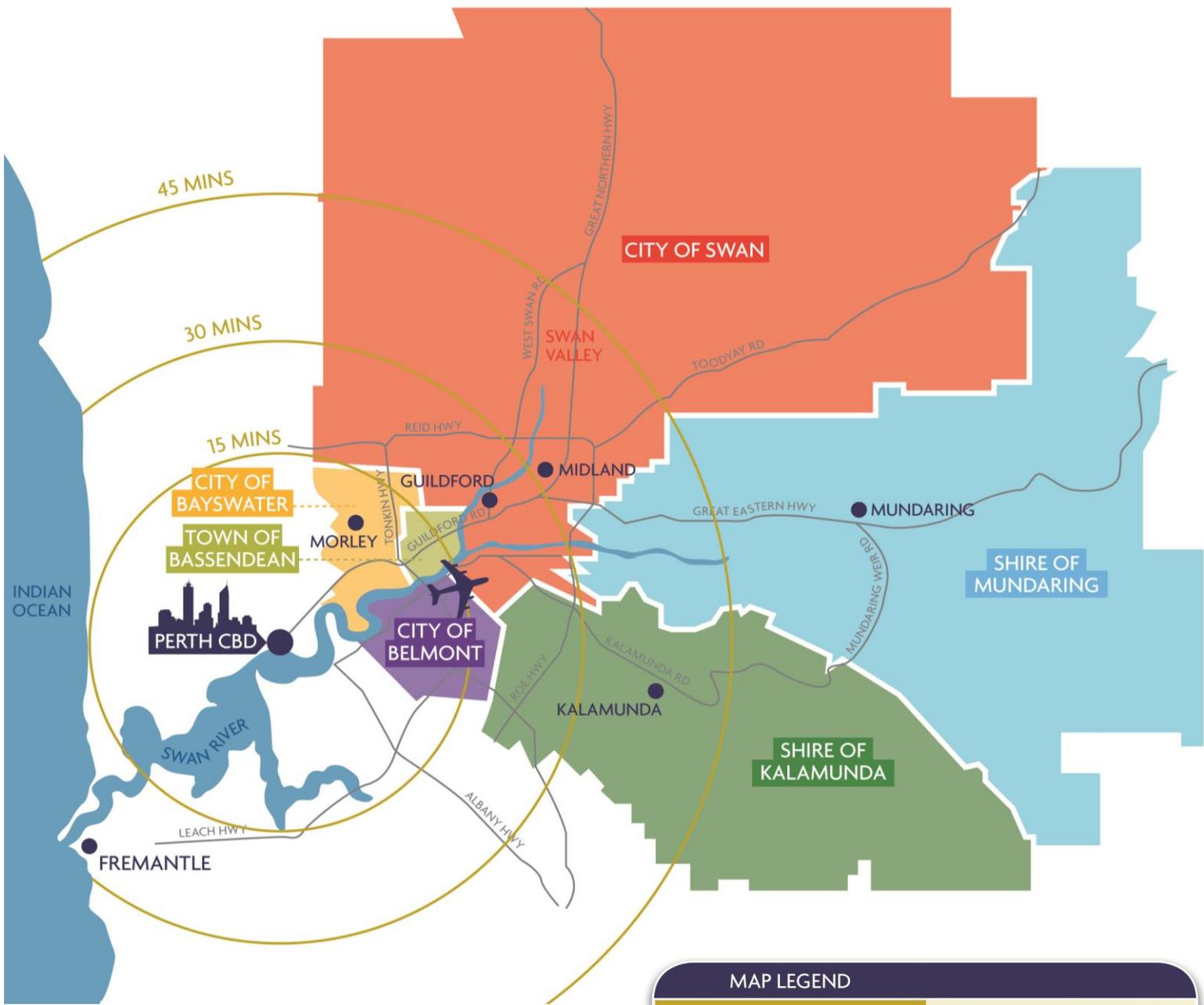
Perth's Eastern Region constitutes around one-third of Perth's metropolitan area encompassing a land area of about 2,100 square kilometres. Strategically located, Perth's Eastern Region hosts Western Australia's major air, road and rail transport hub for movement of freight and passengers throughout Perth, intrastate, interstate and overseas. The major industrial areas of Malaga, Welshpool, Kewdale, Hazelmere, Forrestfield, Bayswater, Ashfield and Bassendean play key roles in transport, storage, manufacturing and logistics servicing the state's construction and resource sectors.

Perth's Eastern Region also includes extensive natural areas, agricultural land and the Swan River foreshore areas, national parks, state forests and water catchments. With a diverse regional economy, access to a skilled workforce and a range of leisure, lifestyle and living opportunities, Perth's Eastern Region is well positioned for continued strong growth and represents an attractive investment destination. The region, which is home to approximately 362,065<sup>1</sup> is expected to grow to approximately 443,760 by 2026<sup>2</sup>.

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

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

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



MAP LEGEND	
MEMBER COUNCILS	
	TOWN OF BASSEDEAN
	CITY OF BAYSWATER
	CITY OF BELMONT
	SHIRE OF KALAMUNDA
	SHIRE OF MUNDARING
	CITY OF SWAN
OTHER	
	PERTH CBD
	KEY TOWNS
	KEY ROADS
	PERTH AIRPORT
	TRAVEL ESTIMATE

## The Eastern Metropolitan Regional Council

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

EMRC's logo represents a partnership between the EMRC and its six member Councils. The two elements of the logo are separate yet inextricably linked by a continuous line that depicts the nature of ongoing work to build a strong, sustainable community for current and future generations.



The colours of the logo are symbolic of the beautiful Swan River that runs through the region, and the sun that rises to the east of Perth.



### 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 VALUES

The values that govern the EMRC are:

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

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

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

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

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



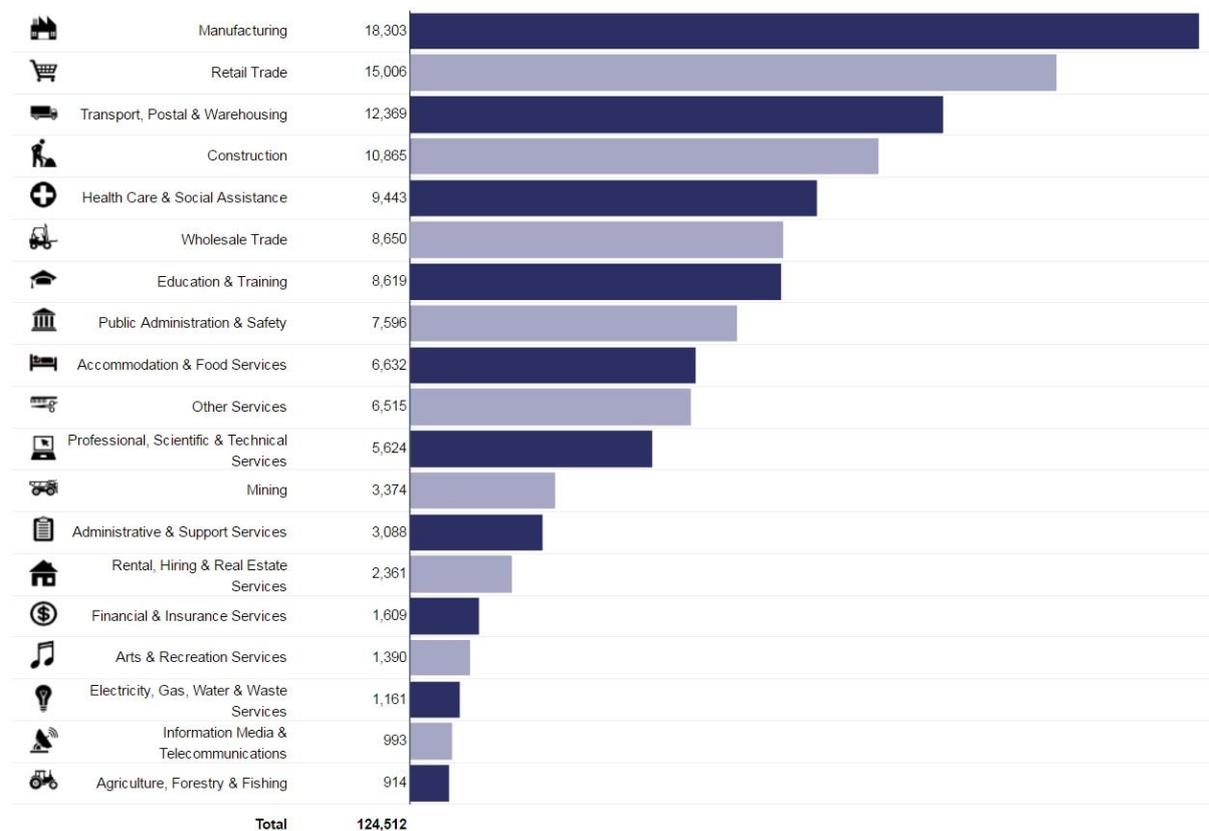
### OUR MISSION

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

## Key Statistics



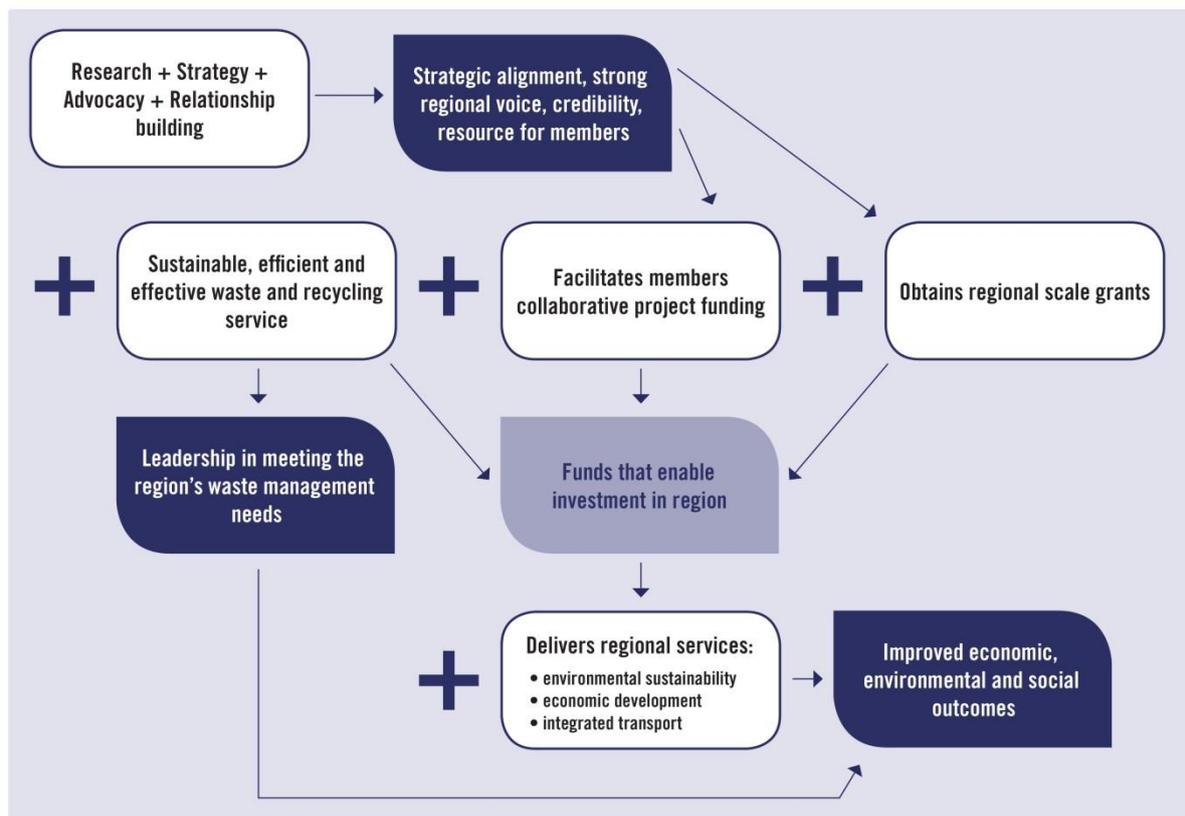
### Major contributors to employment in Perth's Eastern Region<sup>3</sup>



Detailed economic information on the EMRC area is available from the EMRC website: <http://www.economicprofile.com.au/easternmetro/>

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

## EMRC's Service Delivery Model



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

EMRC represents a model of successful collaboration, and for 30 plus years, has initiated and led projects for its member Councils that deliver real benefits to the region in the areas of waste management and resource recovery, environmental

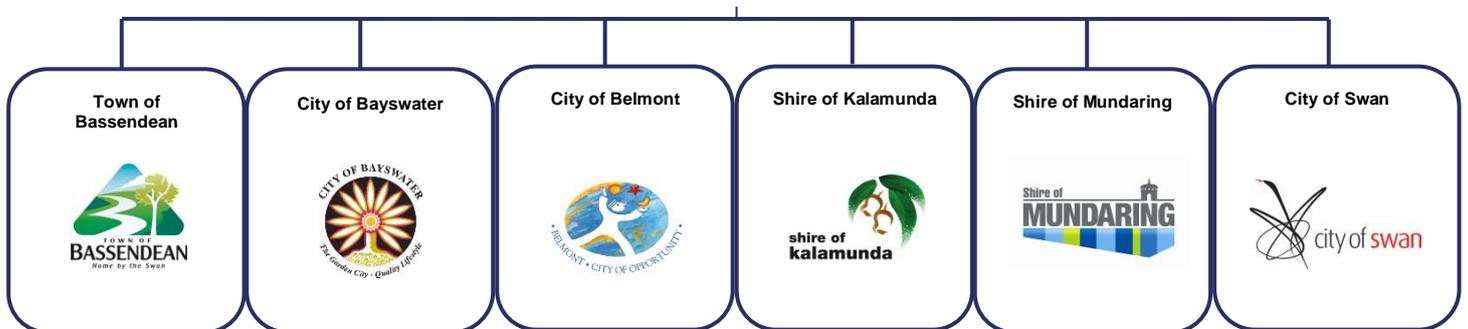
sustainability and regional economic development. These services enable member Councils to enhance outcomes for their communities and for Perth's Eastern Region as a whole.

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

## EMRC's Governance Structure

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

EMRC's Council is currently comprised of:



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

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



## Key Stakeholders

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

EMRC's stakeholders are:

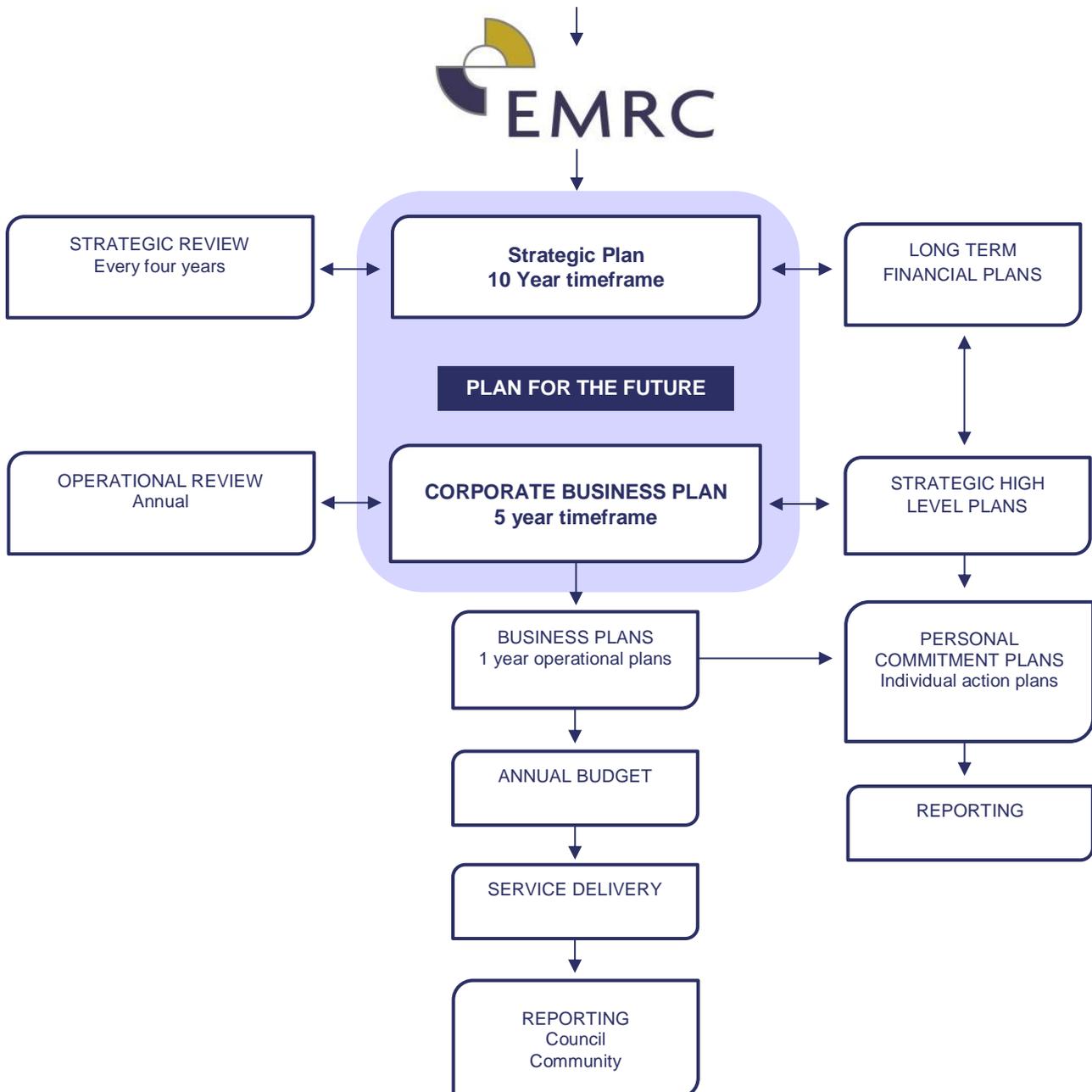
- EMRC and member Council elected members
- EMRC and member Council staff
- Customers and clients
- Other local governments
- Federal government agencies
- State government agencies
- Non-government agencies
- Politicians
- Educational institutions
- Regional business groups
- Regional community and reference groups
- Businesses
- Regional volunteers
- Regional residents
- Visitors and tourists
- Investors



## Integrated Planning Framework

EMRC's Integrated Planning Framework has been developed to ensure that programs and services are being delivered in alignment with the strategic priorities of EMRC's key stakeholders. The 10 Year Strategic Plan identifies the overarching outcomes that the EMRC Council aspires to achieve. The Corporate Business Plan is used to drive

operational activities and is aligned to the priorities identified in the 10 Year Strategic Plan. These two comprise EMRC's Plan for the Future. Strategic high level plans guide development of actions which are prioritised during annual business planning workshops, and resourced through the annual budget.



## Developing the 10 Year Strategic Plan 2017 to 2027

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

This 10 Year Strategic Plan 2017 to 2027 draws from these workshops, and was made available to the public from 2 to 25 July 2016 inviting comments. No comments were received from members of the public.

Council adopted the 10 Year Strategic Plan 2017 to 2027 by absolute majority on 18 August 2016 for implementation from 1 July 2017 onwards.

The 10 Year Strategic Plan 2017 to 2027 is a shared vision between EMRC and its member Councils. It has been developed to guide and inform the actions that will be taken over the next 10 years to benefit the community that live, work, play and do business within the Region. The focus is on continuing to work towards making Perth's Eastern Region a resilient, connected, innovative, liveable, culturally rich and sustainable Region.

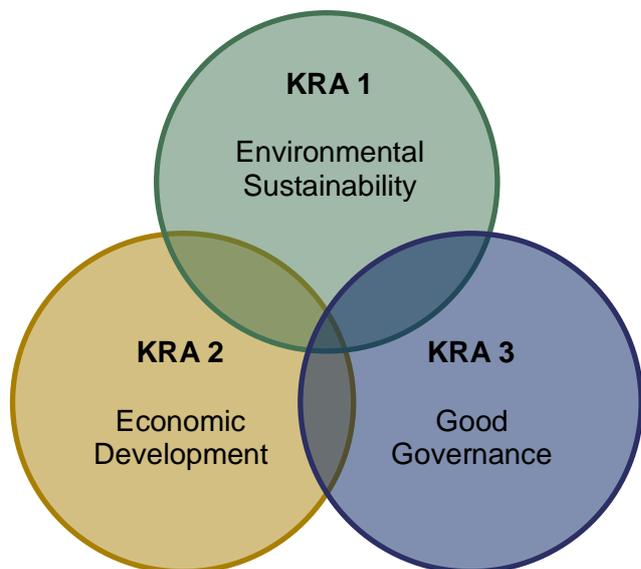
## Structure of the 10 Year Strategic Plan 2017 to 2027

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

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

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

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





## KEY RESULT AREA 1

### Environmental Sustainability

Our aim is to:

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

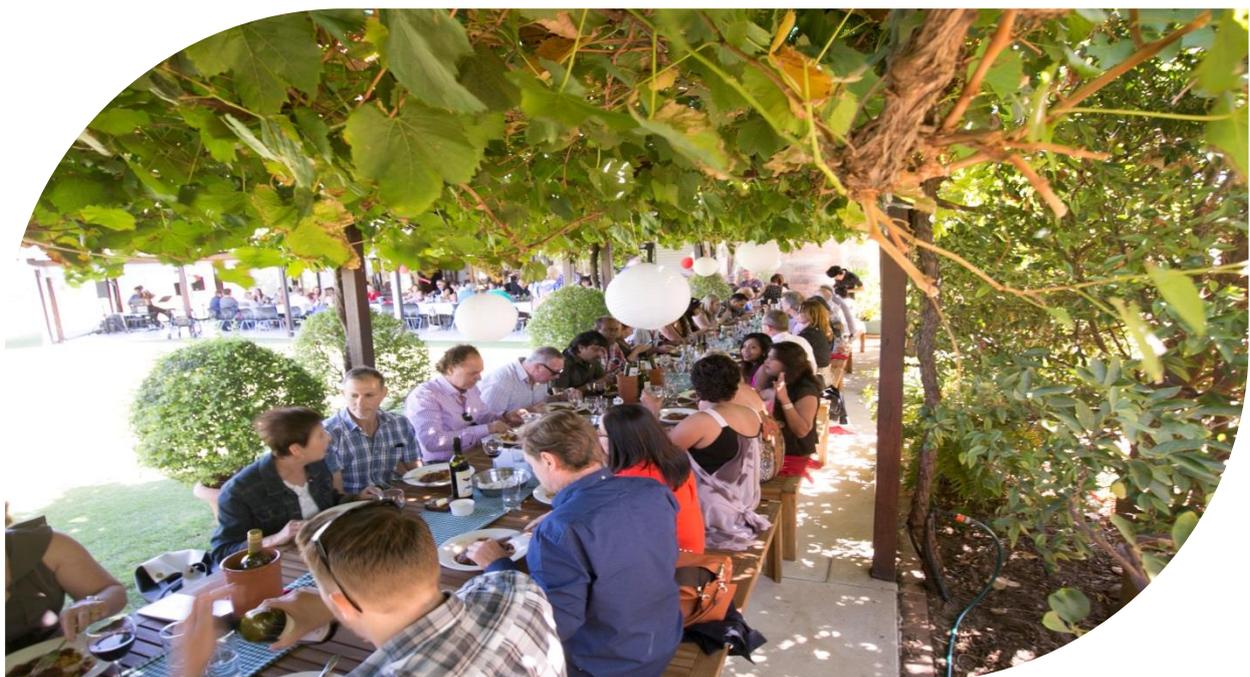
OBJECTIVES	STRATEGIES
1.1 To provide sustainable waste disposal operations	1.1.1 Minimise the environmental impact of waste management operations 1.1.2 Provide a waste disposal service at Red Hill Waste Management Facility 1.1.3 Review and implement the Red Hill Development Plan 1.1.4 Operate member Councils' transfer stations where applicable
1.2 To improve regional waste management	1.2.1 Collect, manage and dispose of problematic waste in the Region in a sustainable manner 1.2.2 Continue the Waste Education Program and align this to new operations and resource recovery 1.2.3 Provide a Waste Management Advisory Service
1.3 To provide resource recovery and recycling solutions in partnership with member Councils	1.3.1 Establish a Resource Recovery Facility 1.3.2 Develop the Hazelmere Resource Recovery Park 1.3.3 Identify markets and develop resource recovery products in order to reduce waste going to landfill
1.4 To investigate leading edge waste management practices	1.4.1 Undertake research into Integrated Waste Management 1.4.2 Provide leadership in the development of waste policy and practices 1.4.3 Identify, investigate and develop new waste management practices and services
1.5 To contribute towards improved regional air, water & land quality, regional biodiversity conservation and address climate change	1.5.1 Develop and implement the Environmental Strategy 1.5.2 Review and implement the Eastern Region Catchment Management Program 1.5.3 Review and implement the Water Quality and Conservation Program 1.5.4 Review and implement the Regional Climate Change Program 1.5.5 Review and implement the ACEr Program 1.5.6 Review and implement the Swan and Helena Rivers Framework 1.5.7 Identify, investigate and develop new environmental and sustainability opportunities

## KEY RESULT AREA 2

### Economic Development

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

OBJECTIVES	STRATEGIES
2.1 To facilitate and advocate for increased investment in regional infrastructure	2.1.1 Review and implement the Regional Integrated Transport Strategy
2.2 To facilitate and advocate for regional economic development activities	2.2.1 Review and implement the Regional Economic Development Strategy 2.2.2 Identify and investigate strategic regional development project and investment opportunities
2.3 To facilitate regional cultural and recreational activities	2.3.1 Continue the coordination, marketing and promotion of regional events.



## KEY RESULT AREA 3

### Good Governance

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

OBJECTIVES	STRATEGIES
3.1 To provide advice and advocacy on issues affecting Perth's Eastern Region	3.1.1 Review and implement the Regional Advocacy Strategy
3.2 To manage partnerships and relationships with stakeholders	3.2.1 Continue to foster and enhance relationships with member Councils and all key stakeholders 3.2.2 Investigate partnership opportunities with universities and other organisations for development of initiatives and projects 3.2.3 Review and implement the Marketing and Communications Plan
3.3 To provide responsible and accountable governance and management of the EMRC	3.3.1 Continue to improve organisational governance 3.3.2 Review and implement EMRC's Integrated Planning Framework 3.3.3 Review and implement a Risk Management Plan 3.3.4 Review and implement the Disability Access and Inclusion Plan
3.4 To continue to improve financial and asset management practices	3.4.1 Review and implement long term financial plans 3.4.2 Review and implement the Asset Management Plan 3.4.3 Review and implement the Strategic IT Plan
3.5 To improve organisational culture, health, welfare and safety	3.5.1 Review and implement the Workforce Plan 3.5.2 Review and implement the Occupational Safety and Health Plan



## Implementing the 10 Year Strategic Plan 2017 to 2027

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

Document	Description
Asset Management Plan	This plan will be developed to define current levels of service and the processes used to manage each of EMRC's asset classes.
Business Continuity Plan	This Plan outlines the key steps to be taken by the EMRC to respond to and recover from a disaster.
Corporate Business Plan	This plan sets out the projects and services EMRC will deliver to achieve the outcomes identified in the 10 Year Strategic Plan.
Code of Conduct	The Code of Conduct provides members and employees with consistent guidelines for an acceptable standard of professional conduct.
Council Policies	Council Policies are developed and adopted by the EMRC Council.
Establishment Agreement	This document was signed by all EMRC member Councils in 1998 and is the basis for the delivery of ongoing and new services to member Councils.
Long Term Financial Plans	The 10 year and 5 year financial plans enable delivery of projects and services.
Local Government Act 1995	The EMRC operates under the Local Government Act 1995 and associated regulations.
Management Guidelines	Management Guidelines are developed and adopted by the Executive team in relation to internal operations
Communications Plan	This document outlines the marketing and communications activities to assist the organisation in achieving strategic objectives.
Red Hill Development Plan	This plan indicates infrastructure requirements for the ongoing development of the Red Hill Waste Management Facility.
Red Hill Emergency Response Plan	The Red Hill Emergency Response Plan has been produced to help protect staff, contractors, and customers who may be within the Red Hill Waste Management Facility at any given time.
Red Hill Environmental Management System	The Red Hill Environmental Management System provides a structured framework for implementing environmental protection programs which assist in managing potential environmental impacts of the Red Hill Waste Management Facility operations.
Regional Advocacy Strategy	This strategy builds capacity within the EMRC and its member Councils to attract an increased share of benefits and services to Perth's Eastern Region through a framework that delivers effective regional advocacy campaigns.
Regional Climate Change Adaptation Plan	This plan details actions for member councils and the EMRC to undertake, in order to maximise any opportunities and reduce or eliminate the risks to the community as a result of climate change.

Document			Description
Regional Strategy	Economic Development		This strategy supports sustainable economic growth, increased investment and industry attraction within Perth's Eastern Region.
Regional Environmental Strategy			The Regional Environmental Strategy seeks to ensure a sustainable approach for the future development, protection and management of Perth's Eastern Region.
Regional Integrated Transport Strategy			This strategy guides the creation of a transport network in Perth's Eastern Region that is efficient, safe and integrates all modes of transport.
Resource Recovery Project Study			This study investigates the introduction of resource recovery to the Region.
Occupational Safety and Health Plan			This plan provides a framework for protection of EMRC staff and property, and other people who may interface with EMRC operations.
Stakeholder Reports	Perception Survey		The EMRC surveys stakeholders biennially to collect information on stakeholder perceptions.
Strategic Waste Management Plan			This plan provides a regional approach to waste management.
Strategic IT Plan			This plan outlines the IT infrastructure requirements for the EMRC.
Workforce Plan			This plan enables the EMRC to ensure that it has a workforce capable of delivering organisational objectives now and in the future.

## Measuring Success

### STRATEGIC KEY PERFORMANCE INDICATORS

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



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