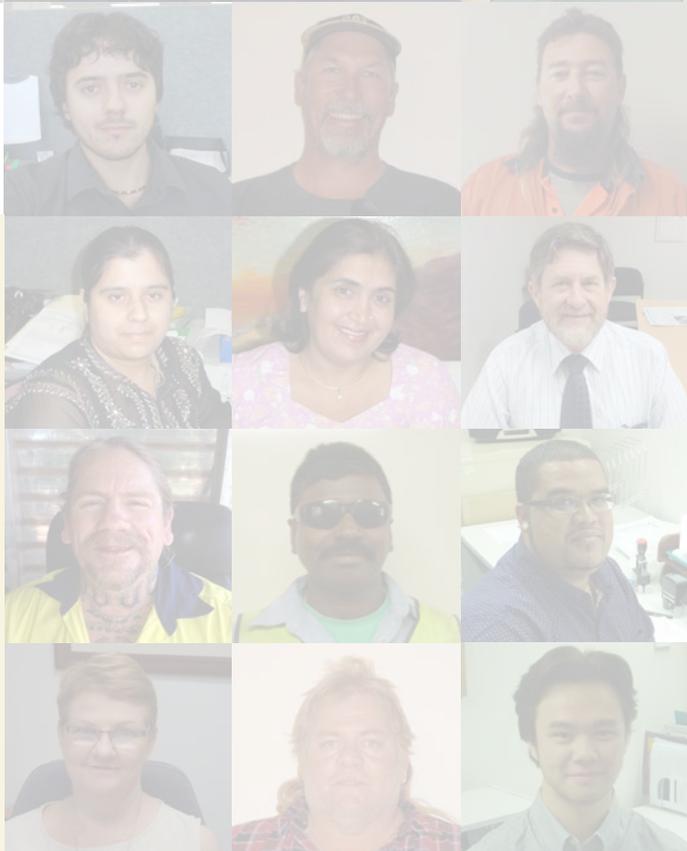
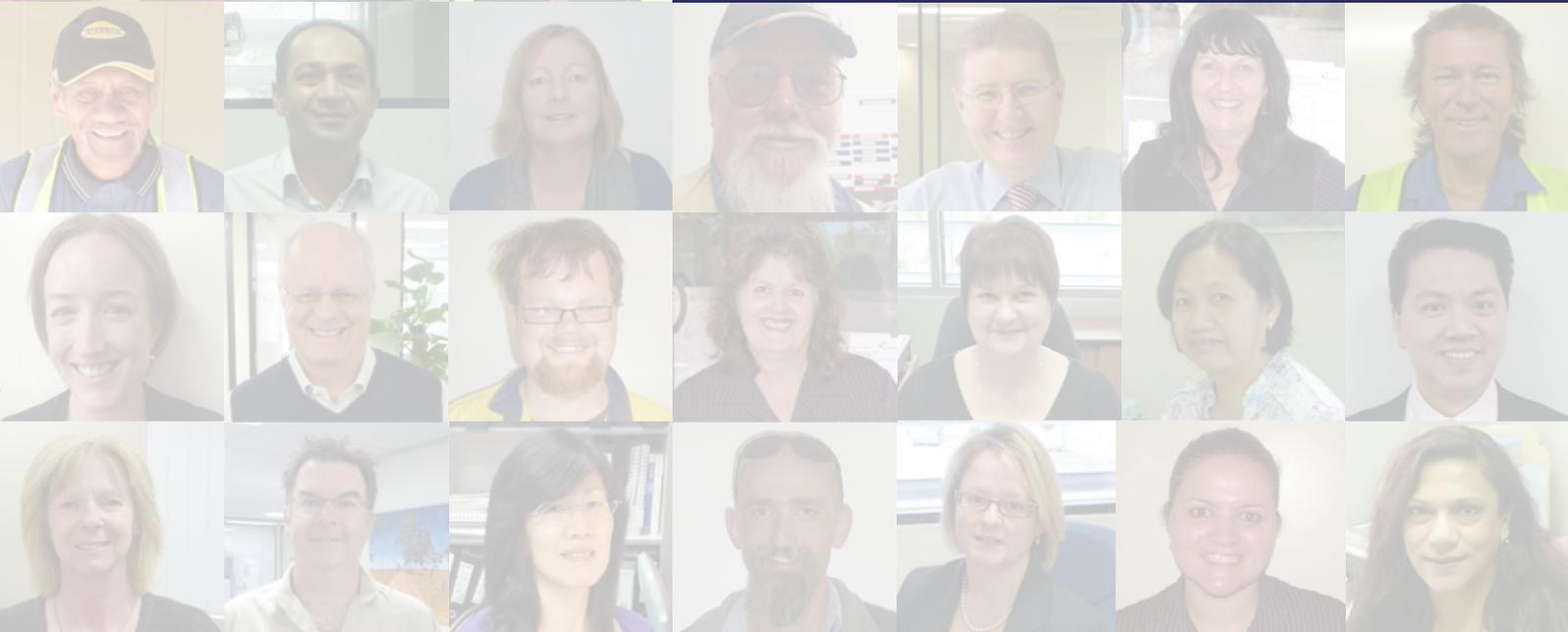




2016/2017 ANNUAL REPORT



Advancing Perth's Eastern Region 





EMRC



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ABOUT THE EMRC

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

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

- Work collaboratively with member Councils to facilitate local government to enhance its service delivery to the community;
- Be efficient and effective in delivering quality services and facilities;
- Maintain a framework which allows the members to promote and market the role of local government;
- Implement a strategic plan that is regularly reviewed; and
- Avoid providing any service or facility that adversely impacts on the services or facilities of any member Council.

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

The EMRC's Council establish the EMRC's strategic direction. Management implement this direction and ensure the organisation's values are sustained, providing an environment that encourages all staff to reach their potential in achieving the organisational outcomes.



OUR MISSION



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

OUR VISION



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



The 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 VALUES

About Perth's Eastern Region



Perth's Eastern Region is an area of Perth defined by the boundaries of six local governments: Town of Bassendean, City of Bayswater, City of Belmont, Shire of Kalamunda, Shire of Mundaring and City of Swan. The region constitutes around one-third of Perth's metropolitan area encompassing a land area of about 2,100 square kilometres and a population of 367,365 people.

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

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

In addition to the specialist and industrial centres outlined above, several key activity centres in the region are identified for growth in the State Government's key planning framework *Directions 2031 and Beyond*. Morley and Midland are both identified as Strategic Metropolitan Centres providing a mix of retail, office, community, entertainment, residential and employment activities. Morley represents the only Strategic Metropolitan Centre not connected by a rail network. Secondary centres identified are Belmont and Ellenbrook. These centres perform a key role in delivering a range of services to

nearby communities and play a vital role for allocation of future infill population. Forrestfield, Kalamunda, Mundaring, Ashfield, Bassendean and Maylands have been identified as the district centres that provide key local services, facilities and employment opportunities. The Perth Airport redevelopment, Midland Health and University Campus and NorthLink WA in particular will provide new infrastructure to support future growth. Proposed development such as Metronet and the Perth-Adelaide National Highway will further support this development. The region's boundaries border the Perth CBD and rural areas. Spanning inner urban areas to outer metropolitan and urban fringe developments, this is a growing vibrant region.

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

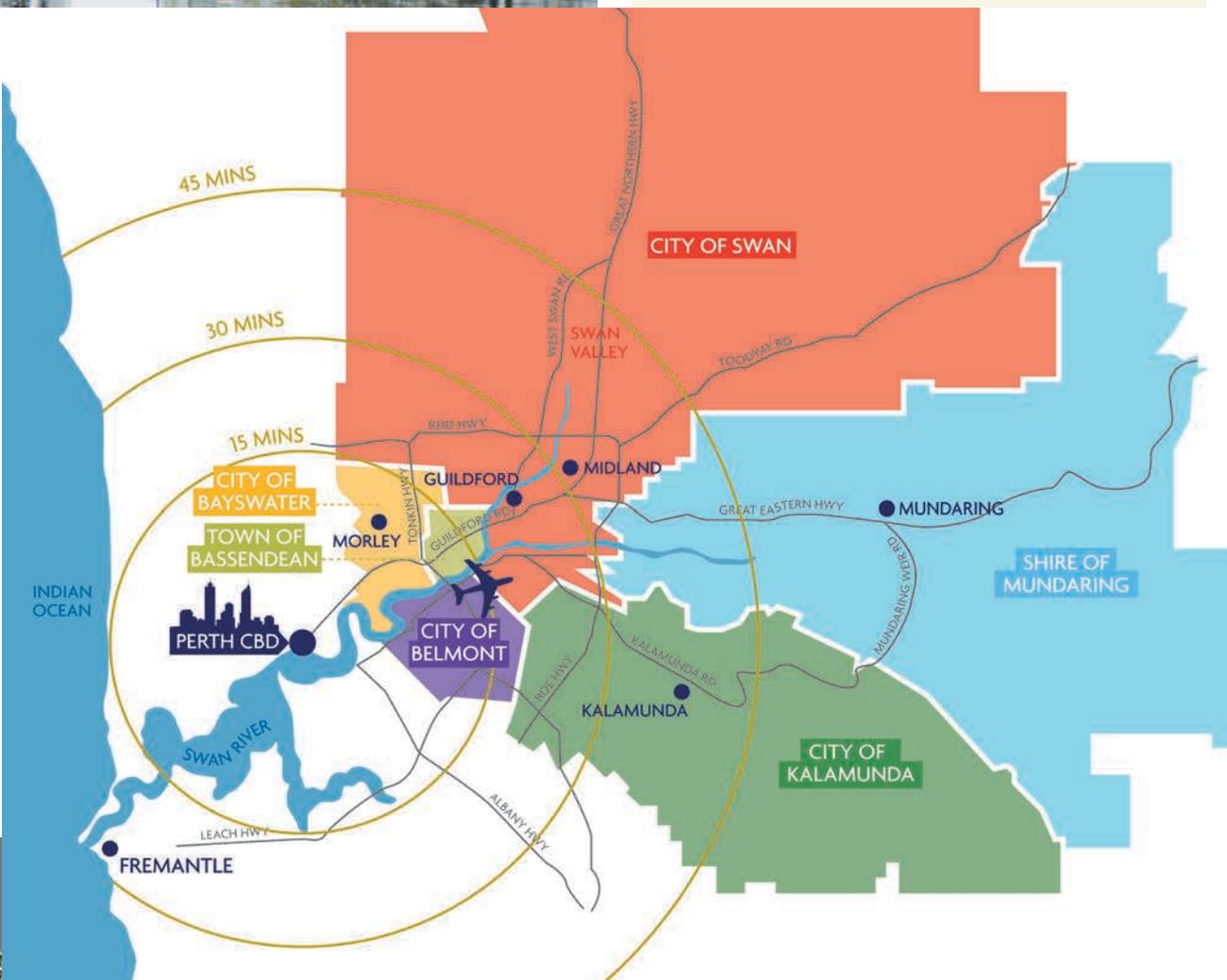
With a diverse economy, access to a skilled workforce and a range of leisure, lifestyle and living opportunities, Perth's Eastern Region is well positioned for continued growth and represents an attractive investment destination.



THE PERTH EASTERN REGION

1/3 of Perth's metro area

Encompassing a land area of about **2,100 km²**



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



367,365

POPULATION



CHAIRMAN'S REPORT



Cr David Färdig Chairman

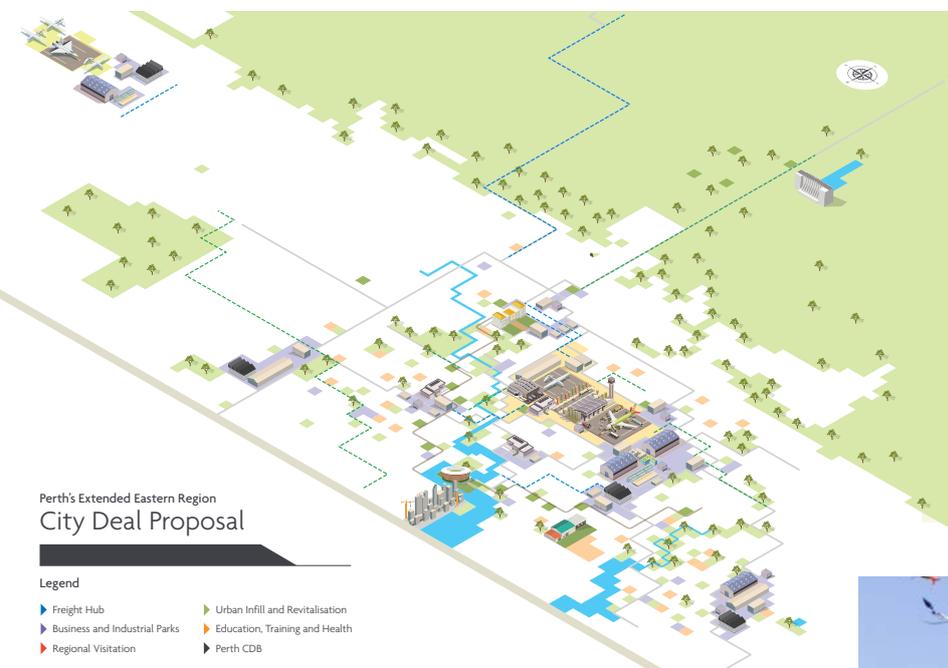
The EMRC launched a new regional identity ten years ago. The purpose of the regional identity was to support the organisation to drive economic, social and environmental growth across the six member Councils.

The identity of "Perth's Eastern Region" was embraced by Town of Bassendean, City of Bayswater, City of Belmont, Shire of Kalamunda, Shire of Mundaring and City of Swan. Initially, it was envisioned that the identity would be used by the EMRC in order to develop and promote regional projects outlined in the EMRC's Strategic Plan. These projects cover a range of services including environmental management, economic development, investment attraction, lobbying and advocacy and regional marketing. It is therefore timely that on the anniversary of the tagline the EMRC is completing a review of the regional services strategies and adopting a new strategic plan.

From the regional identity, a range of taglines were produced. The primary tagline, Advancing Perth's Eastern Region, demonstrates the EMRC's goal of advancing the interests of Perth's Eastern Region. The EMRC has achieved this over the last ten years by developing effective working relationships, across all three tiers of government, which has encouraged investment in the region. The EMRC's new Regional Advocacy Strategy 2016-2020 will continue to drive our advocacy efforts and support collaboration on issues of regional significance. Recently, the EMRC has taken on a new advocacy challenge and is working to submit a proposal for a City Deal for the region and our neighbours. The federal government's City Deals initiatives provide the opportunity to reinvest in the region's advantages. If successful, the City Deals initiative will provide new opportunities to maximise the potential of the region.

As part of the City Deals proposal, and highlighted as key priorities in our Regional Integrated Transport Strategy 2017 – 2020, the EMRC is advocating to increase investment in Perth's Eastern Region. The upgrade of Great Eastern Highway, Gateway WA and Northlink WA, all successful EMRC advocacy initiatives, represent a significant step forward for transport infrastructure. However, the full benefits of these investments have not been realised due to significant gaps between the projects. These gaps include Redcliffe Bridge and the gap between Gateway WA and Northlink WA. Previously identified projects, such as the Perth – Adelaide National Highway which was identified by the Australian Government more than 10 years ago, should also be prioritised. Upgrading the Perth – Adelaide National Highway would alleviate safety concerns on Toodyay Road and improve the capacity of rural and interstate freight movements. These projects and others are identified in the EMRC's Regional Integrated Transport Strategy 2017 – 2021.

While Advancing Perth's Eastern Region, the EMRC also recognises the importance of maintaining and enhancing the natural environment. Protecting Perth's Eastern Region is another important tagline, representing the EMRC's commitment to ensuring environmental outcomes in our core waste management business and through our environmental services. The region is home to the Swan River and Perth Hills that offer unique experiences for residents and visitors. It also boasts several unique attractions including the boutique wineries in the Swan Valley and Perth Hills, national parks, walk and cycle trails, numerous parks and reserves and an extensive range of heritage, culture and art assets. Appropriate assessment and management of these resources is required to ensure that competing uses do not negatively affect the region overall.



The new Regional Environmental Strategy 2016 - 2020 demonstrates the EMRC's innovative approach in progressing regional priorities. In adopting the strategy, we become one of the first organisations in Australia to deliver environmental management under the global United Nations Sustainable Development Goals Framework.

Our regional approach has a long and distinguished history which has allowed the EMRC to work with member Councils to deliver services of the highest standards to the communities of Perth's Eastern Region. I would like to recognise the commitment of our CEO, Mr Peter Schneider, and the Executive Management Team: Stephen Fitzpatrick, Director Waste Services; Wendy Harris, Director Regional Services; and Hua Jer Liew, Director Corporate Services along with all our staff. Together, this group strives to fulfil the EMRC's vision to be a responsive and innovative leader in assisting Perth's Eastern Region to be a great place to live, work, play and do business.

It is with great pleasure that I introduce our new EMRC 10 Year Strategic Plan 2017 – 2027 to guide the next ten years delivering benefits to Perth's Eastern Region. My fellow Councillors and deputy Councillors are to be commended for their dedication to the organisation and for representing the interests of the region in development of this plan and all EMRC programs. Their diligence and commitment to representing the region has enabled the EMRC to be the successful and innovative industry leader it is.



The EMRC's is one of the first organisations in Australia to deliver environmental management under the United Nations Sustainable Development Goals Framework.



CEO'S REPORT

Peter B. Schneider
Chief Executive Officer



We have built a reputation as a leader in environmental management, economic development and transport advocacy, and it is this reputation that supports development of key partnerships with state and federal government agencies

For more than 30 years the EMRC has strived to develop and implement world class waste management services that support a sustainable future for Perth's Eastern Region. We have led the way in delivering effective recycling programs, landfill site operations, waste education and awareness programs and waste management infrastructure.

The past 12 months has seen the EMRC progress developments at the Hazelmere Resource Recovery Park. The resource recovery park has been designed to receive, process and separate the community's discarded materials, with the goal of selling them to markets and the community. The resource recovery park demonstrates sustainability and an integrated waste management approach that will rival successful resource recovery parks nationally. Planned developments at the Hazelmere Resource Recovery Park will make the site a shining example of a holistic approach to resource recovery. It was our privilege to welcome the Honourable Albert Jacob, former Minister for Environment to officially open the latest stage of these developments, the Commercial and Industrial Waste Sorting Facility, in November 2016. The next major development, a Wood Waste to Energy Plant, is currently under construction with commissioning expected later this year.

The plant will convert wood chip, left over from recycling wood waste on site, to renewable energy and bio-char. The electricity generated will be used to power the on-site facilities and excess electricity will be exported directly to a nearby end user. The Commercial and Industrial Waste Sorting Facility and Wood Waste to Energy Plant represent a significant portion of the \$25 million investment planned for the Hazelmere Resource Recovery Park and are key components of EMRC's aim to provide a more sustainable solution to managing the region's waste into the future.

Another key to achieving this aim is securing an alternative waste treatment solution for the region. The EMRC released a request for tender for a new Resource Recovery Facility for the region in August 2016. This tender considered two contract models as well as a range of viable technology options. The five-month tender process closed in January 2017, with a diverse range of options presented. Since that time, the EMRC has undertaken an extensive tender evaluation process to assess the submissions and determine the most appropriate solution for Perth's Eastern Region. Evaluation of the tender submissions has included compliance assessments, financial modelling, reference facility inspections and a detailed scoring process. The EMRC's priority has, and will continue to be, the efficient and sustainable management of waste and recovery of resources from waste streams.

I acknowledge the EMRC Council and our various Committees for providing the strategic direction required to reach this point in the EMRC's waste management journey. The tender evaluation has seen a huge effort and commitment from not only our own Council and staff, but from our member Councils as well.



The EMRC's best-practice collaborative model has positioned us as an industry leader that delivers real benefits to Perth's Eastern Region. Our regional services programs leverage funding from our valued partners and truly support the EMRC's vision of assisting Perth's Eastern Region to be a great place to live, work, play and do business. In 2016/2017 we were awarded \$509,500 (ex GST) in grant funding to support the provision of these services and our ongoing aim to improve organisational effectiveness and foster an equal opportunity ethos.

The Community Capability project received a funding injection of more than \$239,000 from the State NRM Office to assist the EMRC's work with environmental volunteers. The project will provide the region's volunteer groups with targeted skills development, support recruitment of new volunteers and provide on ground assistance and administration support to develop an engaged, capable, coordinated and proactive community. Our relationship with these volunteers was a key factor in the EMRC being chosen to deliver the Healthy Wildlife Healthy Lives pilot project launched this year through funding from Lotterywest received last financial year. This project has strengthened the EMRC's position as a leader in environmental management.

The EMRC was also successful in securing funding to provide portable water stations for member Council use across the region, reducing the need for plastic water bottles at events. Our ongoing relationship with Lotterywest again delivered support for the region's two key mainstay events, the Avon Descent Family Fun Days and the Perth's Autumn Festival.

We have built a reputation as a leader in environmental management, economic development and transport advocacy, and it is this reputation that supports development of key partnerships with state and federal government agencies that deliver funding and in-kind support for program delivery in Perth's Eastern Region.

Our staff have continued to provide innovative programs and workshops, responding to the needs of our business and local communities including the "How to do business with local government" workshop assisting local businesses to compete for government contracts. The EMRC was recognised at the Leading Edge Employer Awards, winning the 'Government Employer' category, for our commitment to creating opportunities for people with disabilities in Western Australia. It was also gratifying to see staff get behind not for profit organisations and assist by raising funds and donating supplies to support those in our communities who are most at risk and in need.

As CEO, I am proud to lead such a dedicated team supporting the EMRC Council in achieving a sustainable future for Perth's Eastern Region. It is our committed relationship with member Councils and the cooperation between the respective CEO's, staff and other stakeholders that is essential to the success of the EMRC and the region. I trust that you will enjoy reading about the EMRC's projects and achievements, undertaken in partnership with these key stakeholders, in this report. In looking ahead, I am thrilled to begin another year working with everyone to progress a range of new and continuing projects for the benefit of Perth's Eastern Region.

Elected Representatives

The EMRC's Establishment Agreement specifies that two councillors from each member Council be appointed to EMRC's Council, while a third councillor is appointed to deputise in their absence. The appointed council members as at 30 June 2017 were:

Councillors

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

Deputy Councillors

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





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

Councillor Attendance

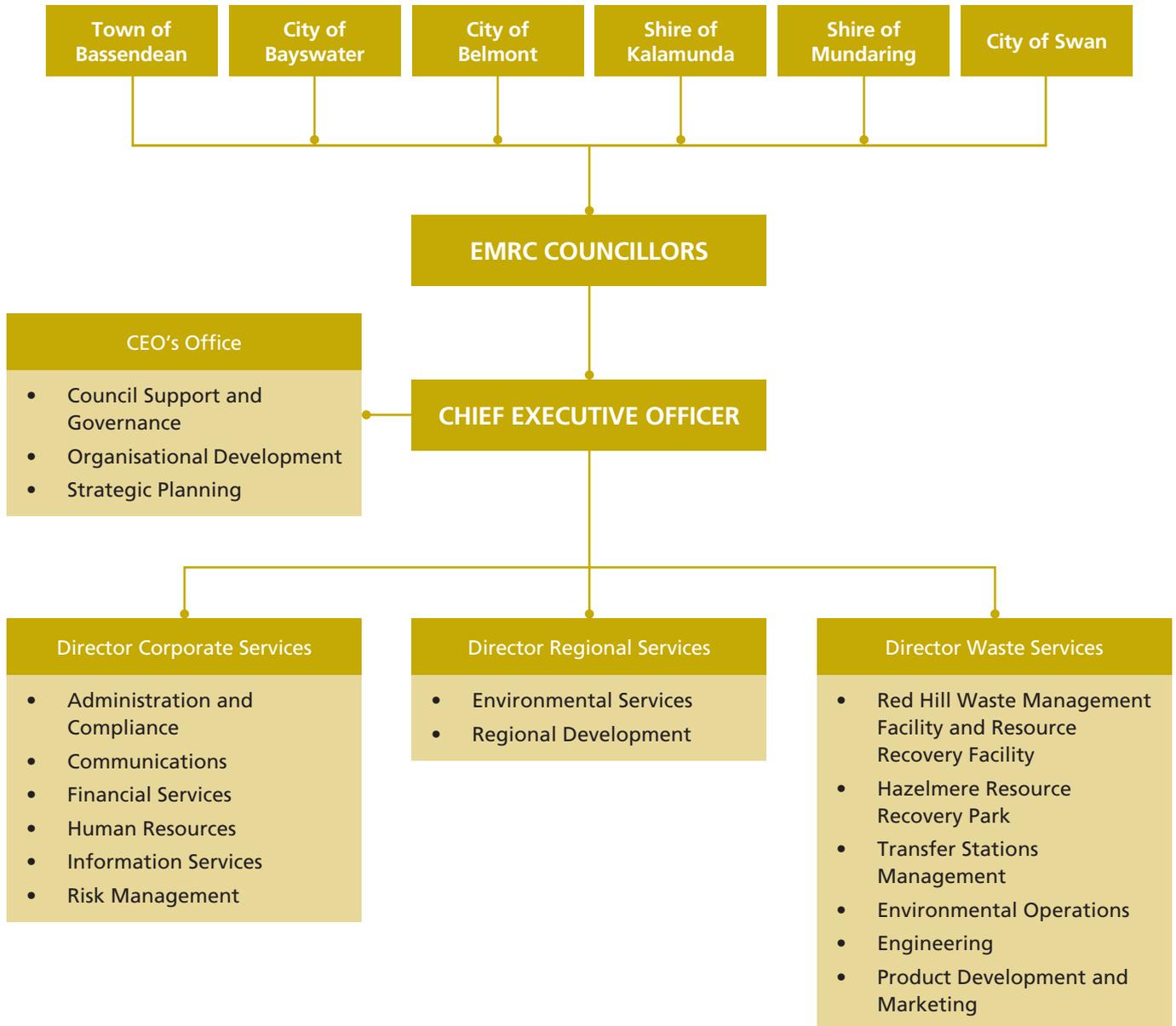
COUNCILLORS	MEMBER COUNCIL	ORDINARY COUNCIL (8)				AUDIT COMMITTEE (4)				CHIEF EXECUTIVE OFFICER PERFORMANCE REVIEW COMMITTEE (3)				INVESTMENT COMMITTEE (0)				RESOURCE RECOVERY COMMITTEE (4)				
		✓	A	D	L	✓	A	D	L	✓	A	D	L	✓	A	D	L	✓	A	D	L	
Cr Paul Bridges	Town of Bassendean	7	1			3	1															
Cr Michael Lewis	Town of Bassendean	6	2							3								3	1			
Cr Terry Kenyon	City of Bayswater	3	1		3					1			1									
Cr Michelle Sutherland	City of Bayswater	5	3			4												4				
Cr Janet Powell	City of Belmont	7								3								3				
Cr Steve Wolff	City of Belmont	8				4																
Cr Dylan O'Connor	Shire of Kalamunda	7	1					1		3								3	1			
Cr Geoff Stallard	Shire of Kalamunda	7	1			2	2															
Cr John Daw	Shire of Mundaring	7			1					2			1					4				
Cr Bob Perks	Shire of Mundaring	8				4																
Cr David Färdig	City of Swan	7	1			3	1			2	1											
Cr David McDonnell	City of Swan	8																4				
DEPUTY COUNCILLORS																						
Cr Gerry Pule	Town of Bassendean				3																	
Cr Catherine Ehrhardt	City of Bayswater				7																	
Cr Phil Marks	City of Belmont																					
Cr Andrew Waddell	Shire of Kalamunda				2																	
Cr Lynn Fisher	Shire of Mundaring																					
Cr John McNamara	City of Swan				1																	

Notes:

- The total number of meetings held during 2016/2017 are shown in brackets next to the meeting name.
- No Investment Committee meetings were required in 2016/2017

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

Organisational Structure



EMRC Services

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

CEO's Office

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

Corporate Services Directorate

The EMRC's Corporate Services Directorate provides administrative and operational support that meet both statutory requirements and the needs of internal and external customers. The directorate is responsible for the effective and efficient development and management of organisational policies, systems and processes.

Regional Services Directorate

The EMRC is the only metropolitan regional council in Western Australia to expand its services beyond just waste management. The Regional Services Directorate provides a range of services and projects that focus on best practice land management, improving air and water quality, enhancing local biodiversity, stimulating economic development and advocating for a safe and efficient transport network in the region. The EMRC's Regional Services Directorate is comprised of two business units, namely Environmental Services and Regional Development.

The Environmental Services team builds upon strong partnerships and effective working relationships with the EMRC's member Councils and other stakeholders, including volunteer community groups to deliver the outcomes of the *Regional Environment Strategy 2016 – 2020*. With this strategy, the EMRC is one of the first organisations in Australia to progress regional

environmental initiatives under the United Nations Global Sustainable Development Goals framework.

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

Waste Services Directorate

The EMRC's Waste Services Directorate operates the Red Hill Waste Management Facility and the Hazelmere Resource Recovery Park, on behalf of all member Councils, as well as transfer stations at Coppin Road and Mathieson Road on behalf of the Shire of Mundaring.

The EMRC undertakes a range of initiatives to divert material from landfill. Services provided by the EMRC which promote resource recovery include timber waste recycling; mattress processing; greenwaste recycling; dry commercial and industrial waste recycling and the collection of batteries, fluorescent lights and electronic waste for recycling.

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



87%

of key stakeholders rated the EMRC's overall performance as good or excellent (up 4% points from 2014)



Committees

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

Audit Committee

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

Chief Executive Officers Advisory Committee (CEOAC)

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

Chief Executive Officer Performance Review Committee (CEOPRC)

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

Investment Committee (IC)

The Investment Committee is currently comprised of five EMRC councillors. The purpose of the committee is to deal with matters related to the EMRC's Management of Investments Policy. The Investment Committee has the delegated powers and duties of Council associated with the EMRC investment portfolio, including any legal proceedings that many need to be initiated. The committee meets as required.

Technical Advisory Committee (TAC)

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

Resource Recovery Committee (RRC)

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

Grants and Awards

Grants Received

In 2016/2017, the EMRC was successfully awarded funding to implement projects on behalf of or in collaboration with its member Councils.

FUNDING BODY	FUNDING PROGRAM	FUNDING AMOUNT (EX GST)	PURPOSE
State NRM Office	State NRM Program - Community Capability Grant	\$239,000	Upskilling of Perth's Eastern Region Volunteers
Disability Services Commission	Lighthouse Project	\$9,500	Fostering Equal Opportunity (EEO) Ethos within the EMRC
Keep Australia Beautiful WA	Community Litter Grants	\$10,000	Portable Water Stations for Perth's Eastern Region
Perth Airport Pty Ltd	Sponsorship program	\$6,000	Perth's Autumn Festival
Lotterywest	Community events	\$20,000	Perth's Autumn Festival
Office of Emergency Management	Natural Disaster Resilience Program 2016/17	\$70,000	Understanding and Managing Flood Risk in Perth: Stage Four Flood Intelligence and Adaptation Planning
Lotterywest	Big Ideas grant	\$155,000	Avon Descent Family Fun Days

EMRC Community Grants Program

Six community groups in the vicinity of the Red Hill Waste Management Facility received over \$8,000 of funding in EMRC's 2016/2017 Community Grants Program. These groups were;

- The East Gidgegannup Volunteer Bush Fire Brigade;
- Eastern Hills Horse and Pony Club;
- Darlington Pony Club;
- Gidgegannup Primary School P&C;
- Gidgegannup Recreation Club; and
- Perth Hills Paintball Association.

The funds were used for purchasing new equipment, new storage facilities, revitalising club facilities and sending year six children on a leadership course.

This year's successful grant recipients were recognised with a cheque presentation ceremony held at the Red Hill Waste Management Facility in October 2016. Through the grants program, the EMRC assists local groups with programs, activities, events or facilities that support the sustainability, cultural/community, social and/or recreational needs of the Gidgegannup, Hovea, Parkerville and Stoneville communities.

Children's Environment and Health Local Government Report Card Project

The EMRC's Bush Skills 4 Youth program received a Certificate of Commendation in the Nature Play category through the 2016 Children's Environment and Health Local Government Report Card Project by the Public Health Advisory Institute. The Local Government Children's Environment and Health Report Card project has been operating in Western Australia since 2011. The aim of the project is to encourage local governments to develop and implement policies, programs and initiatives that promote the health and wellbeing of young people. The EMRC is committed to achieving environmental sustainability through conservation of natural resources, management of impacts and community involvement. The EMRC also recognises the commitment of children and their families to the program, the support from Lotterywest and the hard work of staff.

Leading Edge Employment

The EMRC is committed to providing an inclusive and safe workplace for all employees. The EMRC was recognised at the Leading Edge Employer Awards, winning the 'Government Employer' category. The Leading Edge Employer Awards acknowledge employers who have made a significant contribution and have gone above and beyond in creating opportunities for people with disabilities in Western Australia.

\$8,000+

of funding was distributed to six community groups in the Red Hill vicinity.

COMMUNITY SUPPORT



Key Result
Area One

ENVIRONMENTAL SUSTAINABILITY



21,180 tonnes

Percentage of waste diverted
from landfill – 10%

To provide sustainable waste disposal operations

Minimise the environmental impact of waste management operations

The EMRC's core objective has always been providing a sustainable waste management service, with a focus on environmental performance. To implement these objectives the EMRC follows a comprehensive Environmental Management System which is designed to produce continuous site improvement whilst minimising environmental impact. In 2016, the EMRC's Environmental Management System for the Red Hill Waste Management Facility was certified to the international ISO 14001:2004 standard. The EMRC continued to implement the Environmental Management System at the Red Hill Waste Management Facility in line with this certification. The Environmental Management System assures the EMRC's stakeholders and the wider community that the Red Hill Waste Management Facility is meeting its environmental objectives, sufficient environmental management processes and activities are in place and the facility has implemented practices to continually improve its environmental performance. A similar system is being developed for the Hazelmere Resource Recovery Park.

The EMRC publicly reports its environmental performance in annual monitoring and compliance reports to the Department of Environmental Regulation and annual compliance assessment reports to the Office of the Environmental Protection Authority. Throughout 2016/2017 the EMRC undertook works to minimise the environmental impact of operations on site including environmental monitoring, research and consulting to member councils, ground water remediation, plume management, community engagement and site rehabilitation. Significant improvements were made to the leachate evaporation system including relocating the evaporator at the Class IV cell, installation of floating pontoon irrigators in the leachate ponds, upgrading the trickle irrigation pipework along the batters of leachate ponds and purchasing a leachate water cart. Construction of storm water and drainage works were also completed across the facility.

Provide a waste disposal service at Red Hill Waste Management Facility

The Red Hill Waste Management Facility is one of Western Australia's largest municipal waste landfills and is acknowledged as one of the best in Australia. The Red Hill Waste Management Facility has a total area of 352 hectares and receives approximately 250,000 tonnes of waste per annum. The site includes:

- An approved Class I to IV landfill (including being Western Australia's only Class IV contaminated waste landfill cell);
- A transfer station; and
- A compost and mulch processing facility.

The Red Hill Waste Management Facility contains Western Australia's only local government composting operation that has been certified as meeting Australian Standards. The facility's on-site power station run by Energy Developments Limited generates up to four megawatts of electricity from recovered landfill gas for export into the grid. Currently, all non-recycled waste collected by the EMRC's member Councils is landfilled at the Red Hill Waste Management Facility.

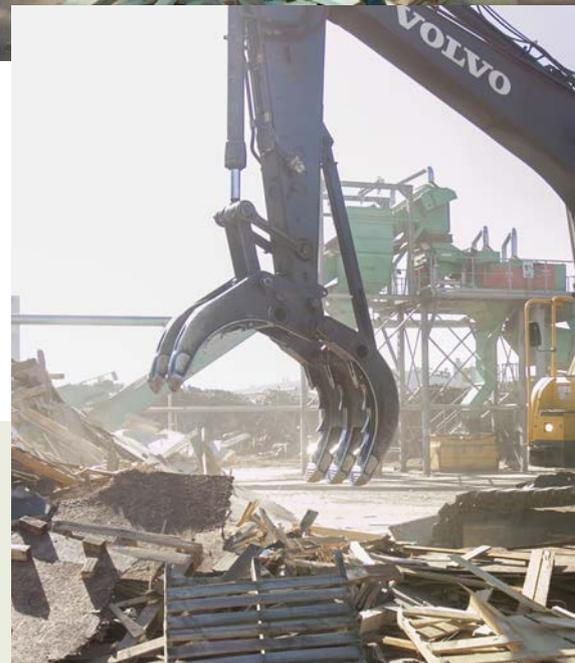
The Red Hill Waste Management Facility continued to operate in compliance with Department of Environment Regulation Licence Conditions. The Department of Environment Regulation carried out Site Licence Compliance and Landfill Levy Compliance Inspections in September 2016 and February and May 2017 and the site passed the audits without any compliance issues raised. Construction of new cells was deferred as a redesign of the existing Farm Stages 1 and 2 landfill cells extended their lives by up to two years.

WOOD WASTE RECYCLING



13,300tn

Wood waste was converted into woodchip, woodchip fines and coloured woodchip.



WASTE MANAGEMENT

98%

of key stakeholders rate the Red Hill Waste Management Facility as good or excellent.



84%

of key stakeholders rate the Hazelmere Resource Recovery Park as good or excellent.



Develop Hazelmere Resource Recovery Park

The Hazelmere Resource Recovery Park is home to Western Australia's first mattress and timber recycling operations. The purpose of the park is to recover resources from some waste streams destined for landfill and provide the opportunity to re-use materials.

The EMRC's current timber recycling activities involve processing untreated wood waste (such as pallets, packaging and crates, off-cuts and cable reels) into woodchip fines and woodchip. The woodchip fines are sold as an 'end product' to established markets in the broiler grower and livestock industries for animal bedding, whilst the woodchip remains as residual waste for which there are currently limited markets (landscaping and animal bedding). Timber processing and mattress processing at Hazelmere Resource Recovery Park in 2016/2017 included:

- 13,300 tonnes of wood waste was received during the year and converted into woodchip fines, woodchip and coloured woodchip;
- 16,010 tonnes of woodchip fines was supplied to the broiler growers for animal bedding;
- 700 tonnes of woodchip fines was supplied to WA Meat and Livestock for animal bedding;
- 450 tonnes of coloured woodchip was supplied to landscapers; and
- 7,924 mattresses were received and processed on site.

In 2016/2017 the EMRC made headway on development of the Hazelmere Resource Recovery Park. Following a public tender for the Commercial and Industrial Waste Sorting Facility, as part of the Hazelmere Resource Recovery Park, construction of the facility commenced

in May 2016. The Facility was officially opened on 30 November 2016 by the Honourable Albert Jacob, Minister for Environment; Heritage at an event held on site and attended by a range of government, industry and community representatives. The Commercial and Industrial Waste Sorting Facility was supported by the Waste Authority through the Waste Avoidance and Resource Recovery Account. The Commercial and Industrial Waste Sorting Facility will recover resources from commercial and industrial waste streams, thus diverting waste from landfill whilst also providing an opportunity to re-use materials. The facility has a diversion goal of 50-55% of materials presented and a processing capacity of 50,000 tonnes of material per year.

The next major development at the site, the Wood Waste to Energy Plant, is currently under construction with commissioning expected later this year. The Wood Waste to Energy Plant will convert woodchip, which has limited markets, to renewable electricity and bio-char. The electricity generated will be used as a power source for the onsite facilities and excess electricity will be exported to an end user via a dedicated power cable.

The Commercial and Industrial Waste Sorting Facility and Wood Waste to Energy Plant represent a significant portion of the \$25 million investment planned for the Hazelmere Resource Recovery Park over the next five years. The next stage of the project, developing a new entrance and weighbridges, is well underway with the design complete and the project ready to be tendered. Other proposed developments at the Hazelmere Resource Recovery Park include a new administration office and education centre, a Materials Recovery Facility and a greenwaste processing area.

To improve regional waste management

Collect problematic waste in the region

The EMRC developed the Battery Collection program for schools and public places throughout Perth's Eastern Region in 2004 in response to a growing concern about the amount of household batteries going to landfill each year. In 2016/2017 the EMRC's Battery Collection program collected approximately 15,558 kilograms of household batteries from 89 schools and 34 public places, including libraries, shopping centres and council offices. The top battery collecting school for the region was High Wycombe Primary School, with 664 kilograms of batteries collected. The top collecting public place was Belmont Forum, with 1,786 kilograms of batteries collected.

Compact Fluorescent Lamps provide the opportunity for households and business to have more energy-efficient lighting as they last longer and require less electricity than traditional bulbs. These lights however contain small amounts of mercury which could be absorbed into the environment if not disposed of correctly. In 2016/2017, approximately 1490 kilograms of Compact Fluorescent Lamp tubes and globes were collected and recycled from 22 public places across the region.

This year the EMRC implemented an updated recording system for its household hazardous waste program using a smart tablet system.



78%

of key stakeholders rate the Compact Fluorescent Light (CFL) recycling as good or excellent

83%

of key stakeholders rate the battery recycling program for schools and public places as good or excellent



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

The EMRC's Waste Education program offers a range of school and community group activities, community training courses and talks and tours of the Red Hill Waste Management Facility. As part of this program, the EMRC works with its member Councils to distribute information and programs to manage waste more efficiently. A key component of the program is maintaining information for the community through the R-Gang website. This site promotes ways to reduce, re-use, recycle and recover waste. The EMRC maintains an events recycling trailer which was provided to member councils and community groups in the region to reduce litter and increase recycling at local events and provided bin caps from the event trailer for use at various EMRC and member council events across the region and promoted reducing litter with the "Litter Letters" used at range of events across the region.

Earth Carers training courses were run in November 2016 and June 2017. Each course included five sessions over three weeks to increase the participant's knowledge of waste management in Western Australia and learn practical ways of reducing waste. A total of 31 community members completed the course in 2016/2017. Earth Carer members volunteered at a number of events such as; the Perth Royal Show, the Less is More Festival, Maylands Green Day, and Perth Garden Festival. Waste Education and Earth Carer volunteers worked together to organise and run the Plastic Free July event at Kalamunda Markets in June 2017. The Waste Education team attended thirteen community events at the request of member councils, eight school engagements, three community presentations and three joint events with regional councils. The team also organised and promoted a range of community events across the region including the Toodyay Road Clean up in April 2017 and Plastic Free July – Let's get ready event in June 2017. The annual Waste and Recycling guides were also developed in partnership with all member Councils. These guides provide important information for residents within Perth's Eastern Region on how to manage and reduce household waste. A total of 185,500 copies were printed for distribution.

The Red Hill Environmental Education Centre continued operating throughout 2016/2017 with new displays promoting waste education. A total of 53 school and community groups were taken through the site with more than 2,000 people participating. Waste Education was also linked with the EMRC's Bush Skills 4 Youth program offering a more holistic approach to environmental education for school groups.



92% of key stakeholders rate the tours of the Red Hill Waste Management Facility as good or excellent

90% of key stakeholders rate the Red Hill Environmental Education Centre as good or excellent

84% of key stakeholders rate the Waste and Recycling Guides as good or excellent

Operate member Councils' waste transfer stations where applicable

In addition to the transfer station at the Red Hill Waste Management Facility, the EMRC operates the Coppin Road and Mathieson Road transfer stations on behalf of the Shire of Mundaring. Waste accepted at the transfer stations includes general waste, greenwaste, scrap metal, cardboard, motor oil (limit of 20 litres), white goods, mattresses, televisions, computers, batteries, tyres (fees payable), clothing and blankets, fluorescent lights, aluminium cans, glass and bottles; and paper and plastic. A Grab and Go facility was introduced at the Mathieson Road transfer station to encourage residents to reuse household items.



Provide a Waste Management Advisory Service

The EMRC undertakes a range of consulting works relating to waste management on behalf of its member councils and other local government bodies. These works have included undertaking contaminated site investigations at decommissioned landfills, groundwater and surface water monitoring, landfill gas assessments and site remediation activities. In 2016/2017 the EMRC completed works for the City of Bayswater and Shire of Kalamunda. The EMRC has also prepared works approval applications and produced management plans for various member council sites.



To provide resource recovery and recycling solutions in partnership with member councils

Establish a Resource Recovery Facility

The EMRC commenced researching alternative waste treatment options for Perth's Eastern Region in 2000 to process the region's non-recycled municipal waste which currently goes to landfill equating to around 140,000 tonnes per annum. In 2014, it was envisaged that a Resource Recovery Facility owned by the EMRC, would be built at the Red Hill Waste Management Facility, using anaerobic digestion or gasification technologies to process municipal solid waste collected by our member Councils. The project received environmental approval in 2014 but Council opted to put the project on hold while the local government reform process was underway.

During the two-year holding period from 2014 to 2016, the market for alternative waste management treatment changed as a result of different contract models emerging, and the EMRC consequently broadened the scope of facility models to be considered through the tender process. In August 2016, the EMRC released a tender for alternative waste management treatment for the region. The tender closed in January 2017 and an extensive evaluation process was undertaken. Following Council approval in June 2017, contract negotiations with the preferred tenderer will proceed with the objective of finalising a contract later this year.

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

A range of high-quality products make use of materials that are recovered during the creation of landfill cells or would otherwise be wasted in landfill. These are produced at the Hazelmere Resource Recovery Park and the Red Hill Waste Management Facility. These products include mulch, ferricrete, woodchip, coloured woodchip, woodchip fines, soil improver and clay. The EMRC maintained accreditation to Australian Standard AS4454 for mulch at the Red Hill Waste Management Facility and produces ferricrete similar to Main Roads specification.

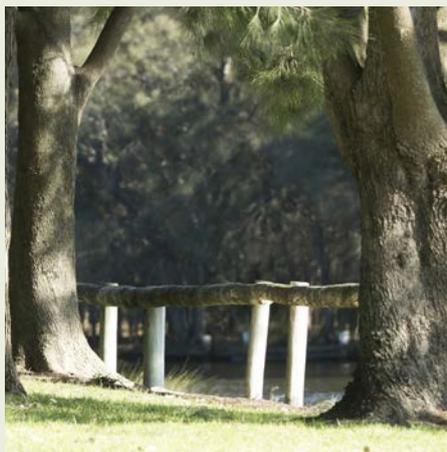
Products recovered from the Commercial and Industrial Waste Sorting Facility include timber, scrap metals, cardboard and mixed plastics.



To investigate leading edge waste management practices

Provide leadership in the development of waste policy and practices

The EMRC has a reputation for being an innovative leader in responsible waste management and has demonstrated expertise in management and coordination of household waste; resource recovery and recycling services; managing and operating landfill sites; delivering education and awareness programs; and providing and maintaining waste management infrastructure. During 2016/2017 the EMRC provided input into new Department of Environment Regulation guidelines and standards for composting, separation distances and other regulatory matters and has also represented the region on the WALGA steering group for the development of a Container Deposit System in WA.



To continue to contribute towards improved regional air, water and land quality and regional biodiversity conservation



The EMRC hosted a strategic briefing featuring expert speakers on the CRC for Water Sensitive Cities and Sustainable Development Goals.

Implement the Regional Environment Strategy 2011 – 2016

In adopting the *Regional Environment Strategy 2016-2020* the EMRC became one of the first organisations in Australia to progress regional environmental management under the global Sustainable Development Goals framework. The Sustainable Development Goals provide a new and exciting strategic method for the EMRC to work effectively with member Councils and stakeholders towards achieving excellence in environmental protection and management. The EMRC is taking an active and innovative leadership role in environmental management in Perth's Eastern Region by embracing Sustainable Development Goals and continuing an ongoing partnership with the Cooperative Research Centre (CRC) for Water Sensitive Cities. Global Sustainable Development Goals came about as a result of the United Nations "2030 Agenda for Sustainable Development" which was adopted by 193 member states in September 2015 and then ratified by the Federal Government of Australia for implementation. The EMRC is pleased to lead the way by incorporating this framework for the benefit of the region and in partnership with our member Councils.

The EMRC hosted a strategic briefing featuring expert speakers on the CRC for Water Sensitive Cities and Sustainable Development Goals on 11 August 2016. Dr Dorothy Lucks, Executive Director of SDF Global and a Board member of the International Organisation for Cooperation in Evaluation, presented information on the development of Sustainable Development Goals. Regional Executive Director of CRC for Water Sensitive Cities, Professor Anas Ghadouani, of the University of Western Australia, provided an overview of research outputs under the CRC. The presentation also provided the opportunity to highlight the EMRC's role as an inaugural partner of the CRC for Water Sensitive Cities. The CRC was established in July 2012 to help change the way we design, build and manage our cities by valuing the contribution water makes to economic development, quality of life and the ecosystems. By working with our member Councils and partnering with the CRC for Water Sensitive Cities, the EMRC will ensure that our region is on the path to becoming water sensitive.



Implement the Eastern Region Catchment Management Program

The Eastern Region Catchment Management program is an award-winning partnership between the Shire of Kalamunda, Shire of Mundaring, City of Swan, Department of Parks and Wildlife and the EMRC. The program is one of the EMRC's most successful initiatives, demonstrating the success of regional collaboration and reaping the benefits of state and federal government funding. As part of the program, Environmental Projects Officers provide support to a large, active and diverse community network to plan, coordinate and implement bushland restoration projects. The network comprises of more than 130 'friends of' groups and five catchment groups located in the Shire of Kalamunda, Shire of Mundaring and the City of Swan. It is estimated that the network's 1,700 volunteers contribute over 30,000 man hours annually.

The Eastern Region Catchment Management program also includes the delivery of the award-winning Bush Skills 4 Youth program as well as Bush Skills for the Hills workshops; 20 Million Trees projects; the Healthy Wildlife Healthy Lives project; the Marri App for marri canker; Greenpage Newsletter; Community Capabilities project; and revegetation and water quality initiatives. Highlights from the 2016/2017 financial year include delivery of 11 Bush Skills for the Hills workshops, with topics ranging from nest boxes to grant writing; monitoring and reporting on the 20 Million Trees revegetation program and securing more private landholders to participate in the program; showcasing the EMRC's steamwand machine at various weed and wetland management conferences, workshops and training sessions; continuing projects under the highly successful Swan and Alcoa Landcare Program; and the graduation of three Green Army teams in December 2016. The success of the program is supported by an active and diverse group of volunteers. The EMRC organised the 2016 End of Year Volunteer function for over 120 volunteers from the region's catchment groups and 'friends of groups' to celebrate the year's achievements.

Throughout the year the EMRC, in partnership with Murdoch University and supported by Lotterywest, has developed the 'Healthy Wildlife, Healthy Lives' – A One Health Project. The collaborative project aims to engage communities in protecting and enhancing wildlife conservation and increase their knowledge about wildlife in the urban environment. The project is the first of its kind in Australia to focus on the impact that humans can have on wildlife and to consider ways to improve lives

for all. Perth's Eastern Region was selected as the pilot location for this project due to:

- The urban, peri-urban and rural communities represented in such close proximity to the Perth CBD;
- The perceived level of high interaction with wildlife in the region, with greater risk to wildlife health and conservation and greater potential to generate more community empathy for wildlife;
- The broad base of known wildlife populations and species within the region; and
- The benefit of the EMRC's existing knowledge and involvement with community engagement, communication and education.

A Healthy Wildlife Reference Group was formed with key stakeholders, including representatives from the community and local wildlife rehabilitation centres. A community engagement process included an online survey completed by 882 people across the state, 56 face-to-face surveys and 15 structured phone conversations with local residents from Perth's Eastern Region. The community messages developed in this process are being used to create a sustainable education model that can be applied in communities beyond Perth's Eastern Region once the pilot project is completed.

The EMRC has also employed a Community Engagement Officer to execute a three year Community Capability project. The project is supported by \$239,000 in grant funding from the Western Australian Government's State Natural Resource Management (NRM) Program. The Community Capability project launched in April 2017 and will provide the region's volunteer base with targeted skills development, support recruitment of new volunteers and provide on ground assistance and administration support to develop an engaged, capable, coordinated and proactive community. Planning and implementation of on ground activities will consider Noongar values and traditional ecological knowledge, specifically relating to NRM. A mapping tool will be introduced for community groups to record NRM projects in a shared repository. The mapping data will capture the importance that smaller groups have on larger catchment scale issues, helping to develop corridors and ecological linkages.



Implement the Water Quality and Conservation Program

The EMRC's Water Quality and Conservation program offers support and guidance to reduce water consumption across the region and takes a structured approach enabling local governments within Perth's Eastern Region to continue to be leaders in water management. The program provides opportunities to improve water efficiency and water quality to ensure a sustainable water future for local governments, the community and the environment. Through this program, the EMRC assists member Councils and the Town of Victoria Park to achieve, or maintain, Waterwise Council status.

In 2016/2017, the EMRC prepared relevant member Council Water Data Report Cards and Water Status Reports; undertook water data anomaly investigations and reported findings; liaised with the Department of Water and Water Corporation on issues and information relating to groundwater reporting and the Waterwise Council program; facilitated water team meetings to achieve implementation of participating member Councils Water Efficiency Action Plans; identified top facilities with the highest volumetric consumption increases of water for investigation; and progressed and recorded implementation of water efficiency actions. The Cities of Belmont and Swan retained their Waterwise Council status, the Town of Bassendean reached Waterwise Council status for the first time, and the Shire of Mundaring and Town of Victoria Park both reached Gold Waterwise Council status.

The EMRC also ensured that the region was represented at key strategic functions. These functions included the Waterwise Forum held by Water Corporation and Department of Water, the CRC for Water Sensitive Cities Tools and Products development workshop, the WALGA Sediment Guidelines Review Working Group and the CRC

for Water Sensitive Cities Integrated Research Project 2. This project includes the opportunity for development of a Benefit Cost Analysis Tool for water sensitive urban design and application of the tool through a case study of a development in Bellevue within the Shire of Mundaring and City of Swan. The EMRC continues to represent the region as a member of the CRC for Water Sensitive Cities Western Regional Advisory Panel.

Identify, investigate and develop new environmental and sustainability opportunities

The EMRC's Sustainability and Environmental Education program aims to bring together several educational, facilitation and behavioural tools to deliver a tailored educational program. A 'Sustainability for Schools' resource package with poster and accompanying webpage was developed in consultation with the Shire of Mundaring and City of Bayswater for schools to link teachers with local sustainability resources, including local government programs. School activity worksheets were developed for the Shire of Mundaring covering the topics of energy efficiency, water efficiency and battery recycling and the Shire's Environmental Education Directory was updated.

To address climate change issues within the region

Implement the Achieving Carbon Emissions Reduction Program

The EMRC aspires to have Perth's Eastern Region recognised as a leader in corporate carbon management and energy efficiency by reducing carbon emissions to ensure that the region minimises its impact on the environment both now and into the future. The Achieving Carbon Emissions Reduction program was developed to monitor, mitigate, reduce and report on corporate carbon emissions and provide a structured approach for member Councils to ensure continual improvement and to advance their leadership positions in the community regarding carbon management. Following on from past successful federally funded projects, participating councils are implementing energy efficiency and emissions reduction actions such as solar PV system and LED lighting installations and emissions targets. The EMRC provides technical information to support carbon emissions reduction action implementation and emissions reduction targets, and progress updates for relevant member Councils. The EMRC also maintains Home Energy Audit Kits at relevant member Council libraries.

As part of the Achieving Carbon Emissions Reduction program, participating councils monitor energy use and emissions through Planet Footprint. The EMRC assists with the management of the Planet Footprint software to enable councils to address high use in facilities and monitor energy efficiency measures. This includes coordinating quarterly performance and service level reviews to identify top consuming assets of water and energy, identifying any anomalies, analysing current performance and undertaking data analysis of the participating member Councils' energy, fuel and water consumption, including tracking towards emissions reduction targets.



Implement the Future Proofing: Adapting to Climate Change Program

The EMRC has provided a proactive leadership approach to addressing the impacts of climate change in Perth's Eastern Region since 2008. Climate change presents a huge challenge for local government with possible impacts including infrastructure failure, changes in land-use, loss or migration of biodiversity, reduction in environmental health and increased intensity and frequency of fire and emergency events. The program delivers key information to member Councils on an ongoing basis including through provision of summaries of key climate reports; hosting climate change risk awareness seminars; representing the region at climate conferences; lodging submissions on key policy and planning documents; joining the 2020 Vision, a network of more than 300 industry and government organisations across Australia; and working with a range of key stakeholders to support appropriate action in climate change adaptation across the region.

In 2016/2017 the EMRC attended, and disseminated information from several meetings, workshops and seminars including:

- WALGA's Climate Change Collaborators;
- WALGA's Sustainability Officers Networking Group;
- World Renewable Energy Congress XVI;
- Bushfire Planning and Biodiversity Management;
- Planet Footprint;
- Waterwise Council Forum – Water Corporation;
- WALGA's Heritage Workshop;
- National Climate Change Adaptation Research Facility (NCCARF) – Social Economic and Institutional Dimensions Network workshop;
- Curtin University – Putting Urban Forest on the Map;
- Landgate – Urban Forest Working Group;
- Green Infrastructure Symposium;
- Australian Water Association – Water Policy: Doing More with Less;
- Urban Development Institute of Australia (UDIA) Event - What is our water future?;
- WALGA and South West Group – Climate Change Forum;
- RAC Roundtable on Car Sharing;
- New Water Ways Speaker Series – Valuing the Economic, Social and Ecological Costs and Benefits of Water Sensitive Urban Design (WSUD); and
- Eastern Catchment Management Program Steering group meeting.

The EMRC also provided information or briefing notes to participating Councils regarding:

- The Paris Climate Change Agreement;
- The Climate Council's Cities Power Partnership opportunity;
- Solar energy and battery storage emerging issues and trends;
- Electric Vehicles; and
- Urban Canopy Update: Summary of events and outcomes for urban forest management.



Key Result
Area Two

SOCIAL OPPORTUNITIES



EVENT COORDINATION

75%

of key stakeholders rate the regional event coordination as good or excellent



To facilitate regional cultural and recreational activities

Continue the coordination of regional events

The EMRC's regional events program sets out to leverage local community events, designed to attract a relatively local market, and support these events through attraction of a wider audience and coordination of grant funding and regional marketing. The regional events program provides a cost-effective mechanism for promoting to a much wider audience through its regional approach. The EMRC's participating member Councils and two non-member Councils, the Shire of Toodyay and Shire of Northam, each contribute to the regional events program both financially, through collaboration of ideas and assistance in cross promotion of each other's activities. By working together, the program leverages a stronger and more cohesive position within the tourism market and supports member Council investment in events to maximise marketing budgets and expand market reach.

The Avon Descent Family Fun Days are a range of family-friendly events and in 2016 were scheduled from Friday, 5 August to Sunday, 7 August 2016 with fantastic activities, entertainment and food provided along the river to coincide with the Avon Descent White Water Race. These annual events provided a great opportunity for the community to come out and support the competitors as they tackled this incredibly challenging race. With five family fun day events spread along the 124km of river foreshore incorporating a huge range of on-shore

activities this was a great weekend to get outdoors with family and friends. The EMRC coordinated a regional marketing campaign for the 2016 Avon Descent Family Fun Days at a cost of \$47,000 and delivered over \$87,000 in advertising value. This campaign, along with a significant contribution to event staging costs was funded through support from Lotterywest. Since becoming involved, the EMRC has secured more than two and a half million dollars in grant funding for these events.

The Perth's Autumn Festival is a collection of community events held across the region from 1 March to 30 May 2017. The EMRC grant applications to both Lotterywest and Perth Airport were successful. All events were promoted through the perthtourism.com.au website which was the call to action. An extensive regional marketing campaign valued at almost \$70,000 was secured through a spend of \$30,000; \$20,000 of which was provided by Lotterywest.

Implement the Swan and Helena Rivers Framework

The EMRC, four of its member Councils and the Department of Parks and Wildlife's Rivers and Estuaries Division work in partnership to enhance the Swan and Helena Rivers through a coordinated management framework. The Swan and Helena Rivers are iconic landscapes in Perth's Eastern Region recognised for their natural, cultural and social values. They provide a regional resource in terms of ecosystem functions; access to the natural environment and recreation, social, historic and economic links. The EMRC supports a collaborative approach under this framework including hosting a presentation for member Councils on the Department of Parks and Wildlife's River Journeys Project; representing the region on the River Protection Strategy Advisory Group; and providing an update on the status of the South West Native Title Settlement and impacts for local government.

The need for up to date flood risk information on the Swan and Helena Rivers was identified through a major review of the Swan and Helena Rivers Management Framework and the EMRC's Regional Climate Change Adaptation Action Plan. The 'Understanding and Managing Flood Risk in Perth's Eastern Region' project was developed and has received funding through the Natural Disaster Resilience Program administered by the Western Australian State Emergency Management Committee under a National Partnership Agreement between the Western Australian and Commonwealth governments, and the Office of Emergency Management (formerly State Emergency Management Committee), All West Australians Reducing Emergencies (AWARE) Program. The current stages of the project will provide all local governments along the study area with updated floodplain mapping; Flood Risk and Vulnerability Assessments for each participating council; and a revised Floodplain Development Strategy. The EMRC has again been successful in receiving additional funding through the Natural Disaster Resilience Program 2016/2017 to undertake Stage Four of the project which will involve developing and demonstrating a web-based interactive flood intelligence site to enable local government, state government and emergency management agencies to have easy access to up to date flood hazard information, as well as undertaking flood risk adaptation planning for participating local governments to enable greater understanding of flood risks and begin developing flexible adaptation options. Further adaptation planning and community engagement will be undertaken in future stages of the project.

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

The EMRC provides a range of services and projects that focus on best practice land management, improving air and water quality, enhancing local biodiversity, stimulating economic development and advocating for a safe and efficient transport network in the region, all of which support social outcomes for the region. The programs and projects are delivered under the guidance of key strategies and have varied in response to the needs of member Councils and emerging regional issues.

In 2016/2017 three key regional services strategies were reviewed and updated in partnership with member Councils and were adopted by the EMRC Council. The *Regional Environment Strategy 2016-2020* embraces the global Sustainable Development Goals framework as a basis for regional environmental management. Adopting the Sustainable Development Goals demonstrates the EMRC's innovative approach in adopting and delivering the strategic direction of the Federal government. The EMRC's *Regional Advocacy Strategy 2016-2020* provides a collective voice on regional priorities. This strategy outlines a new advocacy perspective for the EMRC providing an 'external' and outward focused strategy that has the capacity to deliver broad scale, big picture outcomes. The *Regional Integrated Transport Strategy 2017-2021* also takes a new approach expanding the scope of EMRC transport activities to include a range of contemporary issues such as intelligent transport systems; behaviour change programs; self-sufficiency and decentralisation; heritage sites; health and physical activity; waste generation; and stormwater and roadside litter management. The strategies have been developed through extensive consultation with member Councils and supported by expert research to ensure that they provide effective solutions to making the region a great place to live, work, play and do business.

In mid 2016, a research study was undertaken to support the ongoing development of the EMRC's Regional Events program. The research study identified and quantified the economic impact of a range of events delivered in the Town of Bassendean, City of Bayswater and City of Belmont, Shire of Toodyay and Shire of Northam. The research commenced in the last half of 2016 and concluded in mid-2017. The research findings will be disseminated to participating member Councils and will support future grant applications.





Key Result
Area Three

ECONOMIC DEVELOPMENT



To facilitate investment in regional infrastructure

Continue the implementation of the Regional Integrated Transport Strategy

Perth's Eastern Region is a major air, rail and road transport hub servicing both passenger and freight demands of the state. It encompasses a variety of stakeholders with various responsibilities that contribute to the efficiency and effectiveness of the transport system. The provision of an efficient and safe transport network in Perth's Eastern Region is a critical issue, particularly with the predicted population and transport growth for Perth in the future. The EMRC works with key stakeholders to identify opportunities for a collaborative approach to addressing the future transport needs of the residents and visitors of Perth's Eastern Region under the *Regional Integrated Transport Strategy 2017 – 2021*.

The *Regional Integrated Transport Strategy 2017 – 2021* promotes relevant and contemporary issues including road safety; infrastructure design; congestion; intelligent transport systems; travel demand management and route optimisation; behaviour change; self-sufficiency and decentralisation; active transport; public transport; transit-oriented developments; freight network resilience; new technologies; vulnerable populations; mobility and disability; heritage sites; and community health. The strategy has been developed in conjunction with the EMRC's Regional Integrated Transport Implementation Advisory Group. This group is particularly unique in its broad representation which includes the EMRC, the EMRC's six member Councils, Department of Transport, Main Roads Western Australia, Public Transport Authority, Department of Planning, Perth Airport, Western Australian Road Transport Association, Road Safety Commission, RAC and Western Australian Local Government Association.

In addition to the development of the new strategy, highlights from the 2016/2017 program included hosting Regional TravelSmart Working Group meetings; coordinating a tour of the RAC's Intelli-bus in South Perth for members of the Regional Integrated Transport Strategy Implementation Advisory Group; developing a 'Share the Space' transport awareness video campaign

which will launch in the second half of 2017; advocating for the implementation of the 'Your Move' active lifestyle program in Perth's Eastern Region; distributing the Regional Road Safety Report Card promoting road safety at Easter; and assisting with the Belmont Bike to Work Breakfast and promoting the EMRC's Swan River Ramble project.

The Swan River Ramble is a marked path that utilises the existing recreational shared path around the Swan River. With help from a stylised character named Eric, the Swan River Ramble is a fun way for children and families to enjoy all that the area has to offer. At 14 different locations around the Swan River, 'Eric' directs visitors to scan a QR code and unlock information about the area. The Swan River Ramble was launched on 17 March 2017 to coincide with Bike Week and the Western Australian Term 1 school holidays. The EMRC ran a competition for those who visited the Swan River Ramble in the opening weeks (17 March 2017 – 25 April 2017) resulting in an iFly voucher awarded to a 10 year old local Maylands resident.

During this same holiday period, the EMRC released a Regional Road Safety Report Card. The Report Card summarises data from the Main Roads WA Crash Analysis Reporting System and the Road Safety Commission including the number of 'killed or seriously injured' crashes, types of vehicles, crash type and road features involved and a map highlighting black spots in the region. Between 2011 and 2015, there were 107 fatalities on the roads within the region and thousands more people who were hospitalised or required medical treatment. A safe transport network is one where all road, public transport and active transport users feel safe when utilising or interacting with the network. Improving road safety for all road users across the region is a priority for the EMRC. To understand whether road safety improvements are working it is essential that we continuously review road crash data.

Implement the Regional Economic Development Strategy

Perth's Eastern Region is a diverse area with a multitude of economic centres that support a range of businesses and industries. Each of these centres, the businesses within and the community surrounding them require differing levels of support, intervention and regulation. The EMRC has supported member Councils and industry stakeholders to achieve economic development outcomes since 1998. The EMRC works with member Councils and other stakeholders to ensure that the region capitalises on its strategic advantages, attracts investment and develops a diverse industry base, as outlined in the Regional Economic Development Strategy.

During 2016/2017, the EMRC continued to provide REMPLAN, Profile.id and Atlas.id subscriptions to enable member Councils and the EMRC to obtain relevant regional economic and social-demographic profiling data. A showcase tour of the South West Metropolitan region, to focus on best practice outside our region, was held in November 2016. Locations included Leeuwin Barracks, Richmond Quarter, various new developments within the City of Fremantle and City of Cockburn and the Australian Marine Complex.

The EMRC has continued to support member Councils to develop and plan for a digital future. In August 2016, the EMRC hosted NBN Co who provided a presentation on the delivery and revised National Broadband Network maps. The EMRC also attended a NBN Update in April 2017, where information on the National Broadband Network's three year rollout plan was disseminated. Further technology meetings have been held with Telstra Global Enterprise, Solutions Specialist and with the Australian Tourism Data Warehouse company, seeking innovation technology options in the region.

The EMRC is working with member Councils and others to identify opportunities, through the federal government's City Deals and Smart Cities and Suburbs initiatives, for funding for smart technology initiatives and other solutions in the region. This program was announced in 2016 and is expected to remain until 2019. The program priority areas align with the EMRC's strategies, and will help inform a Regional Smart Cities Plan and the City Deals initiatives. Meetings have been held with key government representatives.

A Smart Cities workshop was held to consider potential projects. The City Deals and Smart Cities initiatives provide the opportunity to reinvest in the region's advantages, such as freight clusters and supporting road and rail networks, which will foster the growth of the region. The EMRC will seek opportunities to encourage and nurture high output-value strategic industries through enabling infrastructure, where increases in employment will result in proportionately larger impacts on regional output.



Identify and investigate strategic regional development project and investment opportunities

The EMRC works with our member Councils to support the development of local businesses in the region. These businesses benefit from a collaborative local government approach provided on a regional scale. By working together, the EMRC, Town of Bassendean, City of Bayswater, City of Belmont and Shire of Mundaring can attract key presenters and business experts, providing a one of a kind experience for local businesses. In 2016/2017, the EMRC offered two key opportunities to businesses in the region: the business exemplar project and the 'how to do business with local government' forum.

The 2016/2017 business exemplar project was offered to 23 exemplary businesses, showcasing the winners of business awards from the Central Eastern Business Association, Belmont Environmental Achievers Program for Business and Belmont Small Business Awards. The project provided business award winners with a free professional public relations package, with the intention to also promote business associations and groups within Perth's Eastern Region.

More than 30 local businesses from across Perth's Eastern Region gained an insight into competing for local government tenders through a "How to do Business with Local Government" forum that was hosted by the EMRC. The forum was held on 6 July 2016 in partnership with the Town of Bassendean, City of Bayswater, City of Belmont and Shire of Mundaring and included attendees from businesses located within those local government areas. Businesses of all sizes were represented, from single operators to large scale companies.

The presenters, Mr Dale Chapman and Mr Michael McClue from WALGA, acknowledged the benefits of reaching such a varied cross section of businesses in one place. The forum focused on how to best respond to local government tenders, what it means to become a WALGA 'preferred supplier' and the process for gaining pre-qualified status.





Key Result
Area Four

GOOD GOVERNANCE



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

Implement the Regional Advocacy Strategy 2016 – 2020

The EMRC's *Regional Advocacy Strategy 2016 – 2020* is a collective voice on regional priorities. In pursuing regional outcomes that benefit member Councils, the EMRC initiates and develops relationships with individuals, organisations and state and federal governments. This strategy outlines a new advocacy perspective for the EMRC providing an 'external' and outward focused strategy that has the capacity to deliver broad scale, big picture outcomes. The *Regional Advocacy Strategy 2016 – 2020* priorities and areas of focus for Perth's Eastern Region are:

- Regional waste management
 - Waste reduction and resource recovery;
 - Environmentally sustainable solutions; and
 - Capacity for the future.
 - Regional environmental management
 - Swan and Helena Rivers;
 - Natural resource management; and
 - Climate change.
 - Regional economic development
 - Business growth, investment and innovation;
 - Infrastructure to support strategic centres and population growth; and
 - Maximise infrastructure benefits.
 - Regional integrated transport
 - Increase and maximise benefits of infrastructure and services;
 - Behaviour change; and
 - Safety.
- Submissions developed and submitted by the EMRC during 2016/2017 include the following:
- Climate Change Policies Review Discussion Paper;
 - National Water Reform Productivity Commission Issues Paper March 2017;
 - City of Belmont and Department of Planning - Ascot Kilns Design Guidelines and Local Development Plan Submission;
 - Decision process for stormwater management in WA;
 - Bassendean Draft Urban Forest Strategy 2016 – 2026;
 - Draft City of Belmont Environment and Sustainability Strategy 2016 – 2021;
 - Regional Subsidiaries Legislation;
 - Whiteman Park Strategic Plan;
 - Transport @ 3.5 million; and
 - Westcycle - Draft Perth and Peel Mountain Bike Master Plan.

Implement the Regional Advocacy Strategy 2016 – 2020 (cont.)

Other actions of regional relevance have included providing regional representation on peak bodies and committees including:

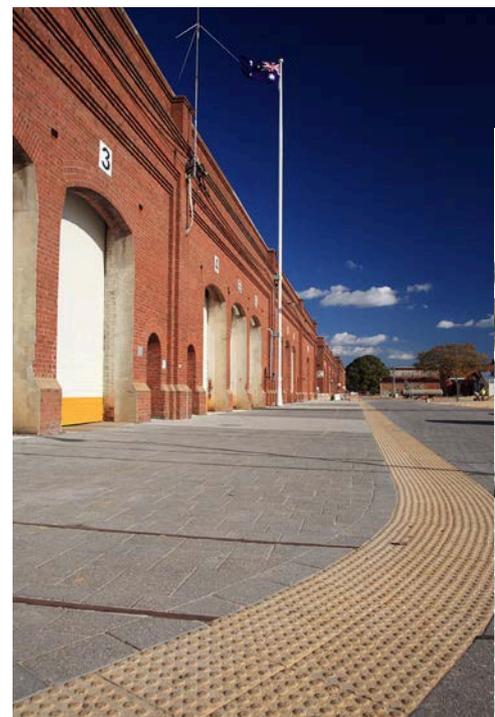
- NorthLink Southern Construction Group and Freight and Road User Group;
- Northam Avon Descent Association;
- WALGA Cycling Reference Group;
- Sustainability Officers Networking Group;
- North East Youth Organisations Network;
- CRC for Water Sensitive Cities – Western Regional Advisory Panel;
- CRC for Water Sensitive Cities – Integrated Research Project 2;
- WALGA Climate Change Collaborators;
- Swan NRM Committee;
- River Protection Strategic Advisory Group;
- WALGA Sustainability Officers Networking Group;
- WALGA Sediment Guidelines Review Working Group;
- Department of Parks and Wildlife Rivers and Estuaries Division - Sub-Regional Groups Chairs and Coordinators Meeting;
- Sustainable Schools WA Alliance;
- Municipal Waste Advisory Council and committees - Officers Advisory Group, Household Hazardous Waste Committee, Contaminated Sites Committee;
- Australian Landfill Owners Association; and
- Waste Management Association of Australia.

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

Media releases prepared and disseminated to advocate for EMRC initiatives have included the following:

- Regional Road Safety Report Card;
- Editorial Submission - EMRC - Volunteers and friend groups;
- Understanding flood risk in Perth;
- EMRC recognised for youth activities;
- Celebrating Nature;
- EMRC Committed to Employment Opportunities;
- Launch of C&I Waste Sorting Facility;
- Local children lead environmental workshop; and
- Avon Descent Family Fun Days Funding.

The priorities, focus areas and intended actions identified in the *Regional Advocacy Strategy 2016 – 2020* remain constant for the life of the strategy with reporting against the actions modified annually in order to respond to emerging issues and opportunities for Perth's Eastern Region. The EMRC is regarded as a credible partner for regional projects and the EMRC model is held in high regard by other councils and the state and federal government and its agencies.



To manage partnerships and relationships with stakeholders

Continue to foster and enhance relationships with member Councils

The ongoing sustainability and development of the region depends on the strength and ability of the region to pool its resources to compete for public and private investment, deal with community issues, capitalise on opportunities and influence outcomes. This can be achieved through education and awareness-raising or through directly influencing key decision-makers and key stakeholders for the purpose of achieving specific outcomes.

The EMRC works with member Councils to provide a collective voice for the region and to be a conduit for collaboration and advocacy on issues of regional significance. In pursuing regional outcomes that benefit member Councils, the EMRC initiates and develops relationships with individuals, organisations and state and federal governments. The aim of this approach is to assist the region to fulfil its potential by attracting and increasing investment and supporting activities that contribute to making Perth's Eastern Region a great place to live, work, play and do business.

Member Council officers provide input to the EMRC on the development and delivery of strategic projects and relevant strategies through participation on steering groups. The Waste Services Directorate also meets regularly with groups comprising of member Council officers, particularly through the Regional Waste Education Steering Group and Resource Recovery Project Advisory Group. The Resource Recovery Project Advisory Group provides direction on the delivery of the Resource Recovery Project. The Regional Waste Education Steering

Group meets to review, advise and collaborate on waste education matters for the region, and in particular the implementation of actions to meet the objectives of the *Regional Waste Education Strategy*.

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



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

Advancing the interests of Perth's Eastern Region through strategic and proactive representation and effective working relationships, across all three tiers of government, is a key enabler for investment attraction and development in the region. The EMRC's regional areas of priority are consistent with delivering on the core function of working on behalf of our member Councils and making the region stronger. Influencing the outcomes for these areas is achieved through targeting a range of primary and secondary audiences including funding partners, policy makers and key community leaders. The EMRC maintains:

- A cooperative and productive relationship with State and Federal Government Ministers and their Departments, and Members of Parliament, particularly those representing Perth's Eastern Region;
- Consistent and effective participation in relevant regional organisations and peak bodies for the purpose of influencing outcomes beneficial to Perth's Eastern Region;
- Representation of the region's interests at key conferences, meetings, forums and on strategic committees;

- Protocols for communication with different stakeholders and target groups; and
- Involvement in external consultation processes, seeking out regional funding opportunities and providing written submissions, where relevant to Perth's Eastern Region.

The EMRC also works with several community and business organisations for the benefit of the region. Several projects were delivered in 2016/2017 in partnership with the region's chambers of commerce, business support services, environmental not-for-profit organisations, catchment and 'friends of' groups.

Meetings of the Red Hill Waste Management Facility Community Liaison Group continued throughout 2016/2017 to provide a forum for neighbours to be briefed on site development issues and have any concerns addressed. The Waste Management Community Reference Group met four times during the year for briefings on the Resource Recovery Project and waste education initiatives.



To provide responsible and accountable governance and management of the EMRC

EMRC's Integrated Planning Framework

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

A series of workshops were organised from September 2015 to April 2016 involving EMRC Councillors, member Council Chief Executive Officers, member Council staff, EMRC senior 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. The *EMRC 2022 – 10 Year Strategic Plan* was also formally reviewed by Council in April 2016. The outputs of the workshops were used to prepare a new *10 Year Strategic Plan 2017 to 2027*, which was adopted by Council on 18 August 2016, following public consultation. The *10 Year Strategic Plan 2017 to 2027* will be implemented from 1 July 2017 onwards.

Business Plans and staff performance objectives were developed in February 2017 in alignment with the new *10 Year Strategic Plan 2017 to 2027*. The Corporate Business Plan was reviewed and aligned to the new *10 Year Strategic Plan 2017 – 2027*. It was utilised in the development of the 2017/2018 Annual Budget. The Corporate Business Plan sets out the actions that staff will undertake over the next five years in support of the *10 Year Strategic Plan 2017 to 2027*.

Develop and implement a Risk Management Plan

The EMRC Risk Management Policy is underpinned by the *Risk Management Plan* which is reviewed on an annual basis. The Risk Management Plan conforms to the process framework as set out in AS/NZS ISO 31000 Risk Management and provides detailed actions and responsibilities to ensure the intentions of the Policy are achieved. Risk Management is an essential component of good governance and competent management generally and is tracked closely by the Executive Team via the Risk Management Steering Group. This forum ensures that the main risks facing the EMRC are mitigated as planned and that the ever-changing operating environment is being monitored for evolving threats to the business.



To continue to improve financial and asset management practices

Develop and review long term financial plans

The EMRC's *10 Year Financial Management Plan* was updated to reflect the activity for the period 2017/2018 – 2026/2027. The EMRC strives to achieve improved financial management practices ensuring clarity in financial planning and reporting.

Develop and implement an Asset Management Plan

The EMRC updated the *Asset Management Plan* including the *10 Year Fleet and Plant Replacement Plan* to manage assets for the period 2017/2018 – 2026/2027. The Annual Condition Report of all plant and equipment at the Red Hill Waste Management Facility was completed in June 2017.

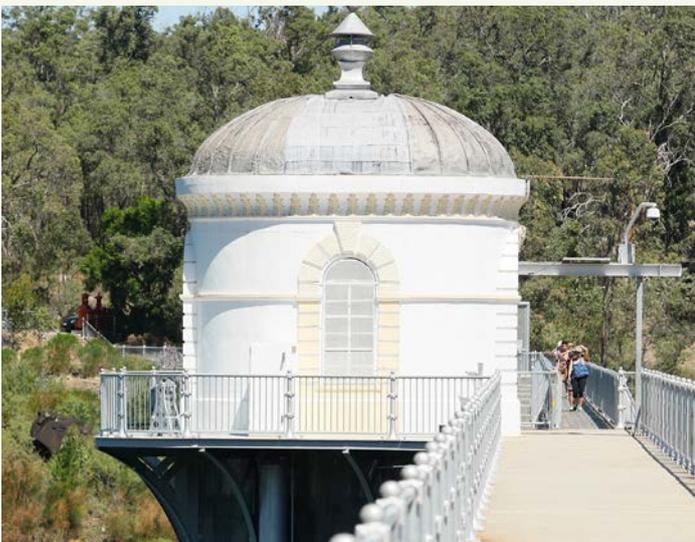
Review and implement the Strategic IT Plan

During 2016/2017, the EMRC replaced the server at the Hazelmere Resource Recovery Park and upgraded the server system to make it more resilient to a server failure. The upgrade ensures that in the event of a network failure the site maintains access to the Ascot Place administration building, email, internet, printing and phone systems which are all necessary to maintain site operations.

The EMRC also upgraded the primary Finance System, SynergySoft, in conjunction with an upgrade of the back-end database server to the most currently supported database platform.



EMRC scored 83% in the Local Government Insurance Scheme (LGIS) Occupational, Safety and Health assessment. This is an excellent result, demonstrating EMRC's commitment to safety in the workplace.



To improve organisational culture, health, welfare and safety

Review and implement the Safety Management Plan

The Safety Advisory Committee continued to meet and provide input at a strategic level on improving safety systems. The main area of focus was on improved reporting, analysis and management of incident and injuries at all EMRC sites to ensure lessons are learned as to the root cause of each incident and effective controls put in place to reduce the likelihood of an event reoccurring, and to reduce overall risk across all EMRC operations.

The Local Government Insurance Scheme (LGIS) undertook an Occupational, Safety and Health assessment of the EMRC. The EMRC scored 83%, which is an excellent result, demonstrating EMRC's commitment to safety in the workplace. The EMRC was awarded a LGIS Tier 3 Silver Diligence in Safety Award as well as \$1,500 to be utilised towards occupational health and safety initiatives.

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

- Comprehensive OH&S induction processes for new staff;
- Accident/incident reporting;
- Hazard identification and reporting processes; and
- Emergency response with up to date documentation and quarterly drills.



The safety logo and slogan 'Our Safety is in Your Hands' was utilised to reinforce that everyone is responsible for safety and they must hold it firmly in their hands. The following initiatives were implemented:

- LGIS and EMRC partnered in the co-branding of "Take 5 Steps to Safety" handbooks. The handbooks were used to train operations staff on thinking about the task on hand and doing it safely;
- Training on "Safety Essentials" was provided to staff. The Safety Essential posters guide staff in making appropriate decisions regarding working, the appropriate protective clothing, appropriate training etc; and
- Safety Boards were placed at EMRC operations sites. These boards provide real time information on safety statistics such as the number of days the site has been incident free. This has proved to be a valuable tool in enhancing safety culture.

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

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

The Health Promotion program continued with staff receiving:

- Free swim passes;
- Flu vaccinations and skin cancer checks;
- Ergonomic assessments;
- Exercise bands to reinforce that warming up and stretching is an important part of preventing injury at work; and
- Employee Assistance Program.



Develop and implement a Workforce Plan

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

Staff under 30 years of age were supported to receive funding from the Department of Local Government and Communities under the Metropolitan Local Government Youth Development Program. The Human Resources Officer received a scholarship of \$10,000 to develop her leadership skills. Six staff members attended the "Developing Young Leaders" two day workshop, which will support their career development within local government.

Managers, supervisors and staff received training on working with people with disabilities. The training provided staff with the skills and confidence to work with and support co-workers with disability to become independent and productive members of the workforce. This has also helped break down bias and assumptions regarding employing/working with people with disabilities.

Several initiatives were undertaken to develop an inclusive culture, which were focused on working as a high-performing team. These included:

- Group training sessions held at Ascot Place and Red Hill Waste Management Facility for all staff;
- Regular CEO and executive management attendance at Toolbox meetings at the Red Hill Waste Management Facility and Hazelmere Resource Recovery Park;
- The annual Staff Tree Planting Day at Red Hill Waste Management Facility, which saw staff plant 1,500 seedlings as part of rehabilitation of the facility. The event also raised money for Breast Cancer Care WA's Purple Bra Day;
- A combined staff Christmas function was held, which was attended by employees from all EMRC locations;
- Shire of Mundaring Transfer Station employees attended monthly Toolbox Meetings at Red Hill Waste Management Facility, as well as training sessions, to ensure they were integrated into EMRC's processes;
- HRInsight (HR internal newsletter) was used to feature staff at various sites;
- HR days were organised at the operations sites so that staff could raise any queries;
- Long serving staff continued to be recognised for completing five year service interval milestones;
- The Rewards and Recognition Program continued with the 2016 Employee of the Year being awarded;
- Staff continued to support key charities:
 - o 'Purple Bra Day' through raising funds for West Australians facing breast cancer;
 - o St Bartholomew's Christmas Appeal through collecting food items and gifts for homeless people; and
 - o The Operations Team have generously contributed to the Food Bank WA Christmas Appeal to help support families in need.



1,500

seedlings planted at the annual Staff Tree Planting Day at Red Hill Waste Management Facility.

The event also raised money for Breast Cancer Care WA's Purple Bra Day.



Statutory Reports

Register of Complaints

The *Local Government Act 1995* s.5.53(2)(hb) contains provision that requires complaints made against any council member during the financial year under s.5.121 of the *Local Government Act 1995*, must be reported annually. There have been no registered complaints against EMRC Council members during the 2016/2017 financial year.

Statutory Compliance Return

The Statutory Compliance Return for the period 1 January 2016 to 31 December 2016 was completed and referred to the Audit Committee meeting held on 9 March 2017 and the Ordinary Meeting of Council held on 23 March 2016. A certified copy of the completed Statutory Compliance Return, along with the relevant section of the minutes, was submitted to the Department of Local Government on 31 March 2017. Council was able to advise that it achieved a high level of compliance with all matters applicable to the EMRC's operations.

National Competition Policy

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

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

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

Public Interest Disclosure Act 2003

The *Public Interest Disclosure Act 2003* facilitates the disclosure of public interest information, and provides protection for those making such disclosures and those who are the subject of disclosures.

During 2016/2017 the EMRC received no public interest disclosures.

State Records Act 2000

The EMRC's Records Disaster Prevention and Recovery Plan was submitted to the State Records Commission and a disaster recovery kit has been procured.

Freedom of Information

No freedom of information applications were received in 2016/2017.

Plan for the Future

Section 5.53(2)(e) of the Local Government Act 1995 requires local governments to provide an overview of the 'plan for the future', including the major initiatives that are proposed to commence, or to continue, in the next financial year. Full details are contained within EMRC's Corporate Business Plan 2017/2018 to 2021/2022.

Key Result Area 1 – Environmental Sustainability

Red Hill Waste Management Facility

- Review and update Red Hill Development Plan
- Implement Leachate Project
- Construct Class III Leachate Pond
- Construct Class III cells (Stage 15B and Farm Stages 3 and 4)
- Maintain Class IV Cell Stage 2
- Construct storm water and siltation ponds
- Construct water storage dams
- Construct access roads to Lots 8,9 & 10
- Construct drainage diversion and earthworks infrastructure

Transfer Stations

- Continue to operate transfer stations on behalf of member Councils

Hazelmere Resource Recovery Park

- Review and update Hazelmere Development Plan
- Construct and commission:
 - Community Transfer Station
 - Administration Building
 - Community Reuse Store
 - Site Workshop
 - Weighbridges
 - Wood Waste to Energy Plant
- Construct carpark, storage bunkers
- Investigate the feasibility of a Materials Recovery Facility

Resource Recovery Facility (RRF)

- Implement Council resolutions regarding the RRF tender

Waste Environmental Operations

- Rehabilitate completed landfill cells
- Monitor environmental impacts from waste management activities
- Manage offsets program
- Maintain ISO 14001:2014 accreditation

Waste Education

- Review and implement the Waste Education Strategy
- Continue with the waste education program

Sales and Market Development

- Develop and implement programs to increase sales of Red Hill and Hazelmere by-products

Environmental Projects

- Implement the Environmental Strategy
- Continue the Eastern Region Catchment Management Program
- Implement the Water Quality and Conservation Program
- Continue the Regional Climate Change Program
- Continue the ACER Program
- Review and implement the Swan and Helena Rivers Framework

Key Result Area 2 – Economic Development

- Implement the Regional Integrated Transport Strategy
- Implement the Regional Economic Development Strategy
- Continue the coordination, marketing and promotion of regional events

Key Result Area 3 – Good Governance

- Continue to implement the Regional Advocacy Strategy
- Coordinate Council and Committee elections
- Update Council policies

A new *10 Year Strategic Plan 2017 to 2027*, was adopted by Council on 18 August 2016 and following significant stakeholder and public consultation will be implemented from 1 July 2017 onwards. A key difference in this new

Strategic Plan is the inclusion of three, rather than four, key result areas. Outcomes related to social opportunities will be delivered in line with Key Result Area 2 – Economic Development.

Disability Access and Inclusion Plan

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

In 2016/2017, the EMRC received funding through the Lighthouse Project, which aims to increase

the employment of people with disability in local government. The project is a partnership project between the Disability Services Commission and Local Government Managers Australia WA. The grant was used to provide disability focused training and development programs for staff and to strengthen EMRC's commitment to employing and retaining people with disability within the organisation.



Statement by the Chief Executive Officer

**EASTERN METROPOLITAN REGIONAL COUNCIL
CONCISE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2017**

**LOCAL GOVERNMENT ACT 1995
LOCAL GOVERNMENT (FINANCIAL MANAGEMENT)
REGULATIONS 1996**

STATEMENT BY CHIEF EXECUTIVE OFFICER

As the Chief Executive Officer of the Eastern Metropolitan Regional Council, I declare that the accompanying concise financial report for the financial year ended 30 June 2017:

- complies with *Accounting Standard AASB 1039: Concise Financial Reports*; and
- is an extract from the full financial report for the year ended 30 June 2017 and has been derived from and is consistent with the full financial report of the Eastern Metropolitan Regional Council.

Signed on the 28th day of August 2017



PETER B. SCHNEIDER
Chief Executive Officer

Independent Auditor's Report



Certified Practising Accountants

PARTNERS

Anthony Macri FCPA
Domenic Macri CPA
Connie De Felice CA

INDEPENDENT AUDITOR'S REPORT

TO: MEMBERS OF EASTERN METROPOLITAN REGIONAL COUNCIL

Report on the Concise Financial Report

Opinion

The concise financial report, which comprises the Statement of Financial Position as at 30 June 2017, Statement of Comprehensive Income by Nature or Type, Statement of Comprehensive Income by Program, Statement of Changes in Equity and Statement of Cash Flows for the year then ended, and related notes, are derived from the audited financial report of **Eastern Metropolitan Regional Council** for the year ended 30 June 2017.

In our opinion, the accompanying concise financial report, including the discussion and analysis of **Eastern Metropolitan Regional Council** for the year ended 30 June 2017 is consistent, in all material respects, with the audited financial report, in accordance with AASB 1039: *Concise Financial Reports*.

Concise Financial Report

The concise financial report does not contain all the disclosures required by Australian Accounting Standards applied in the preparation of the audited financial report of **Eastern Metropolitan Regional Council**. Reading the concise financial report and the auditor's report thereon, therefore, is not a substitute for reading the audited financial report and the auditor's report thereon. The concise financial report and the audited financial report do not reflect the effects of events that occurred subsequent to the date of our report on the audited financial report.

Independence

In conducting our audit, we have complied with the independence and ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110: *Code of Ethics for Professional Accountants* that are relevant to our audit of the concise financial report in Australia.

The Audited Financial Report and Our Report Thereon

We expressed an unmodified audit opinion on the audited financial report in our report dated 26 September 2017. That report also includes the communication of key audit matters. Key audit matters are those matters that, in our professional judgement, were of most significance in our audit of the financial report of the current period.



Independent Auditor's Report

INDEPENDENT AUDITOR'S REPORT (Cont'd)

Management's Responsibility for the Concise Financial Report

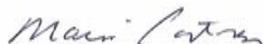
Management is responsible for the preparation and fair presentation of the concise financial report in accordance with Accounting Standard AASB 1039: *Concise Financial Reports*, the *Local Government Act 1995* (as amended) and the *Local Government (Financial Management) Regulations 1996* (as amended).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

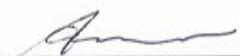
Auditor's Responsibility

Our responsibility is to express an opinion on whether the concise financial report is consistent, in all material respects, with the audited financial report based on our procedures, which were conducted in accordance with Auditing Standard ASA 810: *Engagements to Report on Summary Financial Statements*.

Matters Relating to the Electronic Publication of the Audited Financial Report

This auditor's report relates to the concise financial report of **Eastern Metropolitan Regional Council** for the year ended 30 June 2017 included on **Eastern Metropolitan Regional Council's** website. The Council is responsible for the integrity of **Eastern Metropolitan Regional Council's** website. The auditor's report refers only to the subject matter described above. It does not provide an opinion on any other information which may have been hyperlinked to/from these statements. If users of the financial report are concerned with the inherent risks arising from publication on a website, they are advised to refer to the hard copy of the audited concise financial report to confirm the information contained in this website version of the concise financial report.


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


A MACRI
PARTNER

PERTH
DATED THIS 7TH DAY OF SEPTEMBER 2017.



Statement of Comprehensive Income (By Program)

for the year ended 30 June 2017

	ACTUAL 2016/2017 \$	BUDGET 2016/2017 \$	ACTUAL 2015/2016 \$
REVENUE			
Governance	64,652	158,383	122,634
General Purpose Funding	2,575,308	1,601,759	6,278,136
Community Amenities	32,945,774	43,185,938	35,899,323
Other Property and Services	1,254,526	1,343,742	1,275,742
TOTAL REVENUE	36,840,260	46,289,822	43,575,835
EXPENSES			
Governance	772,226	1,149,271	785,858
Community Amenities	23,503,388	33,895,926	27,663,522
Other Property and Services	3,599,969	4,325,880	3,992,572
TOTAL EXPENSES	27,875,583	39,371,077	32,441,952
INCREASE / (DECREASE)	8,964,677	6,918,745	11,133,883
DISPOSAL OF ASSETS			
Profit on Sale	0	21,589	206,809
Loss on Sale	(173,517)	0	(34,902)
PROFIT / (LOSS) ON DISPOSALS	(173,517)	21,589	171,907
FAIR VALUE ADJUSTMENTS TO FINANCIAL ASSETS			
General Purpose Funding	0	0	0
GAIN/(LOSS)	0	0	0
NET RESULT	8,791,160	6,940,334	11,305,790
OTHER COMPREHENSIVE INCOME (Items that will not be reclassified subsequently to profit or loss)			
Changes in Revaluation of Non-Current Assets	2,602,635	0	4,693,856
TOTAL OTHER COMPREHENSIVE INCOME	2,602,635	0	4,693,856
TOTAL COMPREHENSIVE INCOME	11,393,795	6,940,334	15,999,646

The accompanying notes form part of the concise financial report

Statement of Comprehensive Income (By Nature and Type)

for the year ended 30 June 2017

	ACTUAL 2016/2017 \$	BUDGET 2016/2017 \$	ACTUAL 2015/2016 \$
REVENUE			
Fees and Charges	29,829,371	38,668,802	32,751,046
Grants, Subsidies and Contributions	2,340,762	1,881,237	2,273,132
Interest Earnings	2,471,983	1,601,758	2,376,572
Other Revenue	2,198,144	4,138,025	6,175,085
TOTAL REVENUE	36,840,260	46,289,822	43,575,835
EXPENSES			
Employee Costs	8,044,920	9,877,633	8,313,054
Materials and Contracts	5,059,905	8,233,597	5,582,772
Utility Expenses	353,105	361,664	318,702
Insurance Expenses	278,653	289,890	249,779
Other Expenditure	11,498,067	14,258,290	11,902,243
Depreciation Expenses on Non-Current Assets	2,640,933	6,350,003	6,075,402
TOTAL EXPENSES	27,875,583	39,371,077	32,441,952
INCREASE / (DECREASE)	8,964,677	6,918,745	11,133,883
DISPOSAL OF ASSETS			
Profit on Sale	0	21,589	206,809
Loss on Sale	(173,517)	0	(34,902)
PROFIT / (LOSS) ON DISPOSALS	(173,517)	21,589	171,907
FAIR VALUE ADJUSTMENTS TO FINANCIAL ASSETS			
Gain/(Loss)	0	0	0
GAIN / (LOSS)	0	0	0
NET RESULT	8,791,160	6,940,334	11,305,790
OTHER COMPREHENSIVE INCOME (Items that will not be reclassified subsequently to profit or loss)			
Changes in Revaluation of Non-Current Assets	2,602,635	0	4,693,856
TOTAL OTHER COMPREHENSIVE INCOME	2,602,635	0	4,693,856
TOTAL COMPREHENSIVE INCOME	11,393,795	6,940,334	15,999,646

The accompanying notes form part of the concise financial report

Statement of Financial Position

as at 30 June 2017

	ACTUAL 2016/2017 \$	ACTUAL 2015/2016 \$
CURRENT ASSETS		
Cash and Cash Equivalents	90,799,929	86,120,828
Trade and Other Receivables	3,633,350	4,281,658
Inventories	28,834	27,842
Other Assets	115,198	85,059
TOTAL CURRENT ASSETS	94,577,311	90,515,387
NON CURRENT ASSETS		
Property, Plant and Equipment	75,590,604	71,688,104
Infrastructure	17,706,421	16,080,829
TOTAL NON CURRENT ASSETS	93,297,025	87,768,933
TOTAL ASSETS	187,874,336	178,284,320
CURRENT LIABILITIES		
Trade and Other Payables	3,846,227	5,889,919
Provisions	1,438,690	1,371,378
TOTAL CURRENT LIABILITIES	5,284,917	7,261,297
NON CURRENT LIABILITIES		
Provisions	7,579,647	7,407,046
TOTAL NON CURRENT LIABILITIES	7,579,647	7,407,046
TOTAL LIABILITIES	12,864,564	14,668,343
NET ASSETS	175,009,772	163,615,977
EQUITY		
Retained Surplus	67,395,109	60,214,225
Reserves	65,431,736	62,674,377
Revaluation Surplus	42,182,927	40,727,375
TOTAL EQUITY	175,009,772	163,615,977

The accompanying notes form part of the concise financial report

Statement of Changes in Equity

for the year ended 30 June 2017

	RETAINED SURPLUS \$	RESERVES \$	REVALUATION SURPLUS \$	TOTAL EQUITY \$
Balance as at 1 July 2015	52,975,934	58,606,878	36,033,519	147,616,331
Net Result	11,305,790	0	0	11,305,790
Total Other Comprehensive Income	0	0	4,693,856	4,693,856
Revaluation Surplus Reversal	0	0	0	0
Transfer (from) / to Reserves	(4,067,499)	4,067,499	0	0
Balance as at 30 June 2016	60,214,225	62,674,377	40,727,375	163,615,977
Net Result	8,791,160	0	0	8,791,160
Total Other Comprehensive Income	0	0	2,602,635	2,602,635
Revaluation Surplus Reversal	1,147,083	0	(1,147,083)	0
Transfer (from) / to Reserves	(2,757,359)	2,757,359	0	0
Balance as at 30 June 2017	67,395,109	65,431,736	42,182,927	175,009,772

The accompanying notes form part of the concise financial report

Statement of Cash Flows

for the year ended 30 June 2017

	ACTUAL 2016/2017 \$	BUDGET 2016/2017 \$	ACTUAL 2015/2016 \$
CASH FLOWS FROM OPERATING ACTIVITIES			
Receipts			
Fees and Charges	33,995,233	38,668,802	35,362,810
Grants, Subsidies and Contributions	2,340,762	1,881,238	2,273,132
Interest Earnings	2,431,655	1,601,758	2,619,602
Other Revenue	2,198,145	4,138,024	6,175,085
Total Receipts	40,965,795	46,289,822	46,430,629
Payments			
Employee Costs	(8,060,525)	(9,849,652)	(8,203,326)
Materials and Contracts	(8,541,550)	(8,233,598)	(5,291,591)
Utility Expenses	(353,105)	(361,664)	(318,702)
Insurance Expenses	(293,373)	(289,890)	(249,331)
Other Expenditure	(11,218,377)	(14,038,325)	(11,592,681)
Goods and Services Tax paid	(2,079,857)	0	(1,568,328)
Total Payments	(30,546,787)	(32,773,129)	(27,223,959)
NET CASH PROVIDED BY OPERATING ACTIVITIES	10,419,008	13,516,693	19,206,670
CASH FLOWS FROM INVESTING ACTIVITIES			
Proceeds from sale of property, plant and equipment	386,700	280,707	334,773
Payments for purchase of property, plant and equipment	(6,126,607)	(33,620,638)	(7,807,962)
NET CASH USED IN INVESTING ACTIVITIES	(5,739,907)	(33,339,931)	(7,473,189)
CASH FLOWS FROM FINANCING ACTIVITIES			
Proceeds from sale of investments	0	0	0
NET CASH PROVIDED BY FINANCING ACTIVITIES	0	0	0
SUMMARY OF CASH FLOWS			
Cash and cash equivalents at the beginning of the year	86,120,828	70,920,944	74,387,347
Net Increase/(Decrease) in Cash Held	4,679,101	(19,823,238)	11,733,481
CASH AND CASH EQUIVALENTS AT THE END OF THE YEAR	90,799,929	51,097,706	86,120,828

The accompanying notes form part of the concise financial report

Discussion and Analysis of the Financial Report

for the year ended 30 June 2017

Information on Eastern Metropolitan Regional Council Concise Financial Report

The Concise Financial Report is an extract of the full financial report for the year ended 30 June 2017. The financial statements and disclosures in the Concise Financial Report have been derived from the 2016/2017 financial report of Eastern Metropolitan Regional Council (EMRC). A copy of the full financial report and auditor's report is available upon request.

This discussion and analysis is provided to members in understanding the Concise Financial Report. The discussion and analysis is based on EMRC's financial statements and the information contained in the Concise Financial Report has been derived from the full 2016/2017 financial report of the EMRC.

Statement of Comprehensive Income

Total Comprehensive Income of \$11,393,795 for the year ended 30 June 2017 is \$4,605,851 below the level of 2015/2016 and \$4,453,461 above the 2016/2017 budget. Major factors contributing to the variance from the previous financial year have been outlined in the paragraphs below.

Total revenue from ordinary activities of \$36,840,260 for the year ended 30 June 2017 is \$6,735,575 below the 2015/2016 revenue from ordinary activities and \$9,449,562 below the 2016/2017 budget. The variance to the budget is primarily due to the lower than budget tonnages received from commercial operators and lower than budget Other Revenue due to the timing of the various Resource Recovery projects. This is offset by additional interest earnings of \$870,225 together with additional Grants, Subsidies & Contributions of \$459,525.

Total expenses from ordinary activities of \$27,875,583 is \$4,566,369 below the 2015/2016 actual expenses from ordinary activities and \$11,495,494 below budget for 2016/2017. The variance is primarily due to lower expenditure on the following items during the 2016/2017 financial year compared to the budget:

- employee costs
- materials and contract expenses
- utility expenses

- insurance expenses
- other expenditure
- depreciation

An actual loss of \$173,517 has resulted from the disposal of assets for the year ended 30 June 2017 and is below the 2015/2016 actual profit of \$171,907 from the disposal of assets and below the budgeted profit of \$21,589 for 2016/2017.

The changes in revaluation of non-current assets has resulted in an increase of \$2,602,635 for 2016/2017, which relates to the revaluation undertaken on the land and buildings classes of assets.

Statement of Financial Position

Overall equity has increased during the 2016/2017 financial year by \$11,393,795 to \$175,009,772.

Current assets as at 30 June 2017 have increased by \$4,061,924 to the previous year.

The overall impact on cash and investments at the close of the financial year is an increase of \$4,679,101 to \$90,799,929.

Current liabilities as at 30 June 2017 have decreased by \$1,976,380 to \$5,284,917 compared to the level stated as at 30 June 2016.

The net movement in the retained surplus is an increase of \$7,180,884 to \$67,395,109 compared to the level as at 30 June 2016 of \$60,214,225.

The value of reserves has increased by \$2,757,359 to \$65,431,736 in comparison to the level stated as at 30 June 2016.

Statement of Cash Flows

The overall impact on the cash position at the close of the financial year is an increase of \$4,679,101 to \$90,799,929 as a result of an increase in cash flow from operating activities.

Net cash provided by operating activities of \$10,419,008 reflects a decrease of \$8,787,662 over the \$19,206,670 generated in the 2015/2016 financial year.

The cash flows used in investing activities for the 2016/2017 financial year reflects capital expenditure totalling \$6,126,607. This compares with capital expenditure totalling \$7,807,962 during the previous year.

Notes to the Concise Financial Report

for the year ended 30 June 2017

Note 1: Basis of Preparation of the Concise Financial Report

The Concise Financial Report is an extract of the full financial report for the year ended 30 June 2017.

The Concise Financial Report has been prepared in accordance with *Australian Accounting Standard AASB 1039 Concise Financial Reports*, and statutory requirements.

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

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

Note 2: Events after the Reporting Period

The EMRC Council at its meeting held on Thursday 24 August 2017, approved the use of retained funds totalling \$4,235,645 from the early collection of carbon tax in the development of the Hazelmere Resource Recovery Park and/or the Resource Recovery Facility Project.

There have been no other significant events after the reporting period required to be included in the 2016/2017 Annual Financial Report.



EMRC

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EMRC
recycling station
battery drop-off point

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