



2023 EMRC Stakeholder Review

Prepared for: Eastern Metropolitan Regional Council

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Strategic Insights

Strategic insights

In 2023, 35 of the EMRC's 68 key stakeholders (51.5%) completed an anonymous review of the EMRC's performance.

- Overall, 85% of key stakeholders were satisfied with the EMRC's overall performance, up 9% points over the past two years.
- 89% of respondents felt the EMRC was moving in the right strategic direction.
- A majority thought the EMRC was performing well in achieving its goals and delivering key service areas (as shown to the right).

To further enhance performance, key stakeholders suggest the EMRC:

- Agrees on an overall strategic direction of growth vs consolidation, with consideration for new regional initiatives relating to financing, security, footpaths, transport, and creating nature links.
- Strengthens governance, financial sustainability and member relations to retain and support member councils.
- Improves marketing - delivers value for money core services, maximises profits from innovative solutions to unique waste problems, finds more clients for Redhill landfill services, and commercialises fly ash concrete.
- Continues to deliver sustainable waste solutions – circular economy, FOGO, recycling and landfill diversion.
- Strengthens community engagement - using clear and simple messages, and embracing behavioural change science, to raise awareness and participation in circular economies.

Over the past 12 months, the most effective way to communicate key messages about what has been happening with EMRC and its projects was through conversations EMRC executives and staff had with key stakeholders, either in person, on the phone or by email, followed by face-to-face presentations.

Achievement of the EMRC's goals

% good or excellent

Reduce our environmental impact
90%

Demonstrate circular economy leadership
85%

Respond to a climate emergency
82%

Create value in the community
74%

Service area performance

% good or excellent

Customer service
93%

Efforts to increase resource recovery
91%

Efforts to reduce landfill
85%

Promoting Circular Economy awareness & adoption
81%

Promote WA Waste Avoidance and Resource Recovery Strategy
74%

Supporting member councils
59%

The study

Purpose

- Gather robust and reliable data to evaluate and report on EMRC's performance and to support strategic planning.

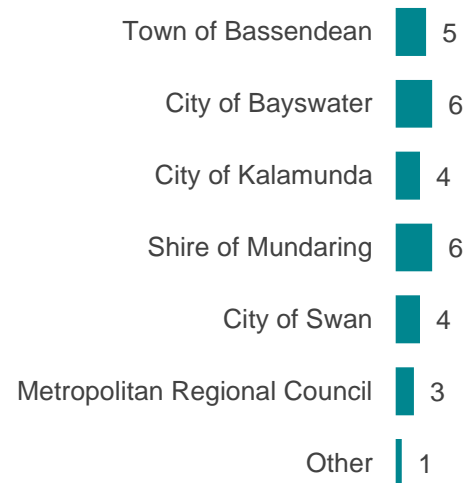
Methodology

- EMRC provided CATALYSE® with a database containing contact details for 68 key stakeholders.
- CATALYSE® emailed all key stakeholders with an invitation to complete an online survey between 2 and 26 May 2023.
- One week after launch, an email reminder was sent to non-responders. EMRC followed up with a second and final reminder to remaining non-responders.
- **35 key stakeholders** participated in the review, representing a **51.5% response rate**.
- Throughout this report, when the sum of the parts is $\pm 1\%$ of the total this is due to rounding errors to 0 decimal places.

Number of respondents:



Local government represented:



Key performance indicators

Overall satisfaction with the EMRC

Overall satisfaction with the EMRC increased to 85%; up 9% points. They rated satisfaction 6+ out of 10.

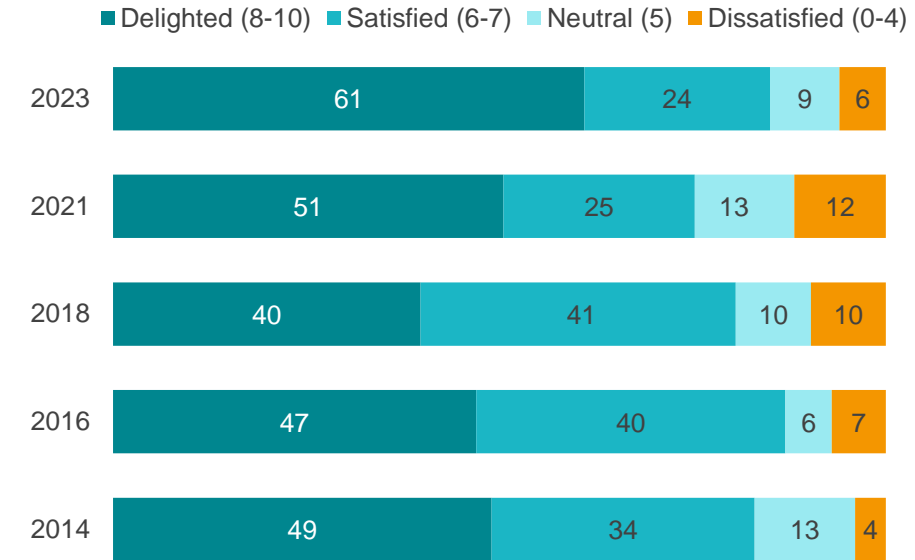
61% of respondents were delighted. They rated satisfaction 8 points or higher.

Overall satisfaction was highest among State and Federal Government stakeholders, and private sector and NGO contacts.

Satisfaction was lowest among Local Government executives and employees.

Overall, how satisfied are you with the EMRC?

% of respondents



Stakeholder variances % respondents	Total	EMRC Councillor	LG Executive	LG Employee	State / Federal Government	Private Sector/NGO
Delighted (8-10)	61	63	38	55	100	100
Dissatisfied (0-4)	6	0	13	9	0	0

2014-2021 Q. Overall, how satisfied are you with the Eastern Metropolitan Regional Council (EMRC)?

2023 Q. Overall, how satisfied are you with how the EMRC is performing and the direction it is taking?

Base: All respondents, excludes 'unsure' and no response (n=33)

Support for the EMRC's strategic direction

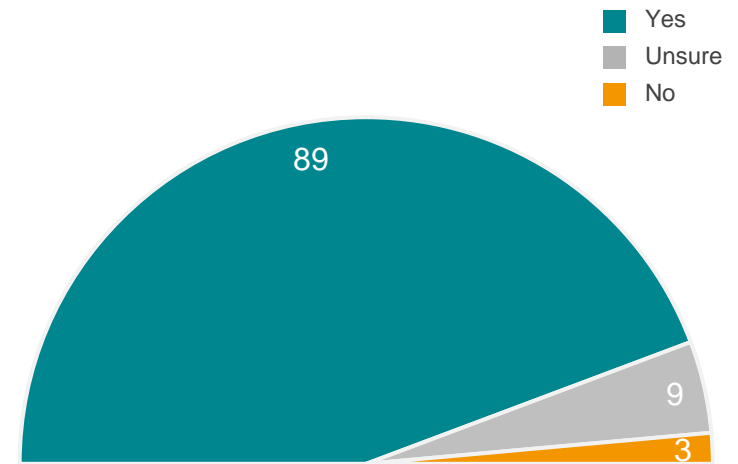
The EMRC is striving to promote sustainable waste management and a transition to a circular economy.

89% of key stakeholders think this is the right strategic direction for the EMRC.

Level of agreement is lower among EMRC Councillors.

Is the EMRC moving in the right direction?

% of respondents



Stakeholder variances

% of respondents who said 'yes'

Total	EMRC Councillor	LG Executive	LG Employee	State / Federal Government	Private Sector/NGO
89	78	89	91	100	100

Q. The EMRC is striving to promote sustainable waste management and a transition to a circular economy. Do you think this is the right direction for the EMRC?

Base: All respondents, excludes no response (n = xx)

Perceived achievement of the EMRC's goals

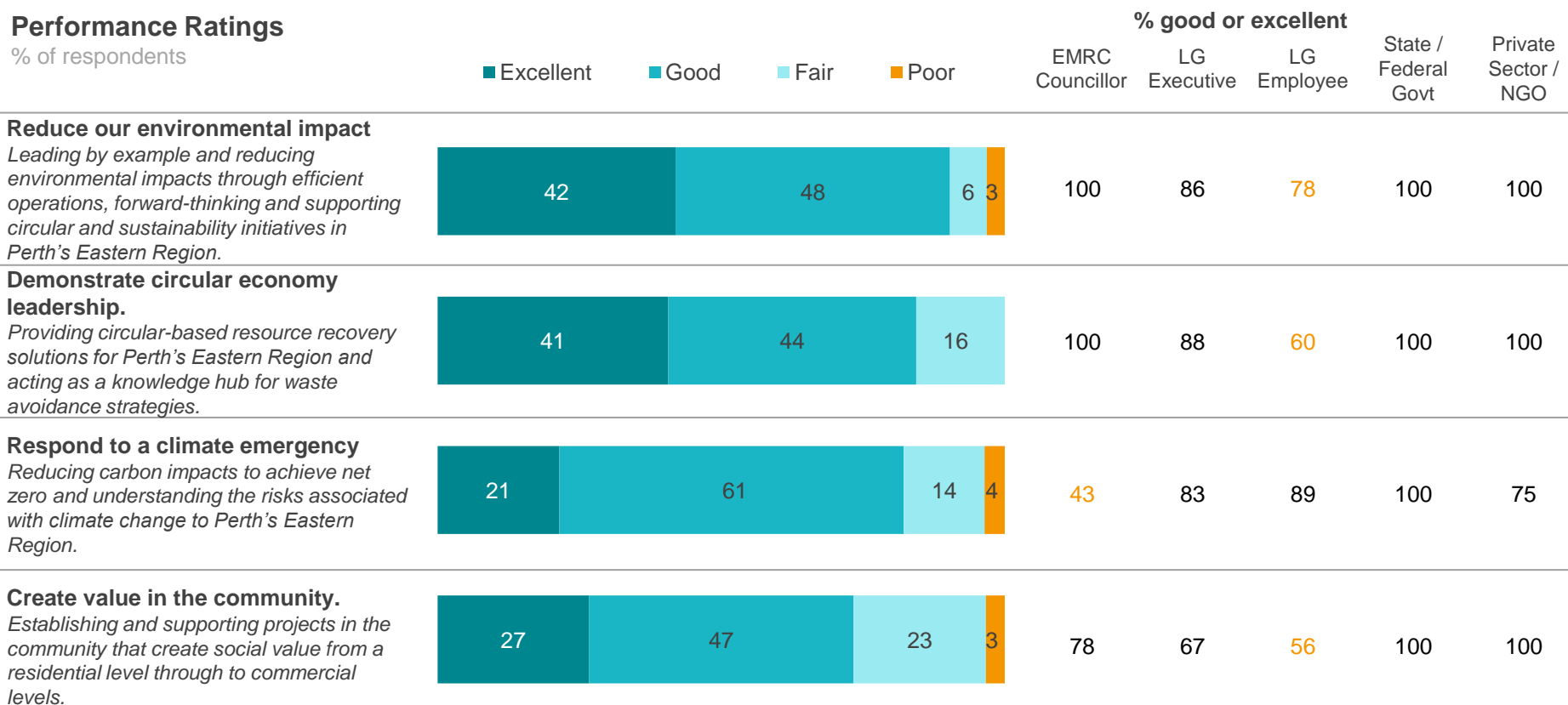
Key stakeholders feel the EMRC is performing very well in reducing environmental impacts and showing circular economy leadership, with 2 in 5 respondents rating performance excellent.

The EMRC is also achieving high performance ratings for responding to a climate emergency, and creating value in the community, with the majority of key stakeholders rating performance good or excellent.

Performance ratings were lower among Local Government employees with the exception of responding to a climate emergency, where ratings were lowest among EMRC Councillors.

Performance Ratings

% of respondents



Q. How would you rate the EMRC's performance against the following goals?

Base: All respondents, excludes unsure and no-response (n = varies)

Perceived performance in key service areas

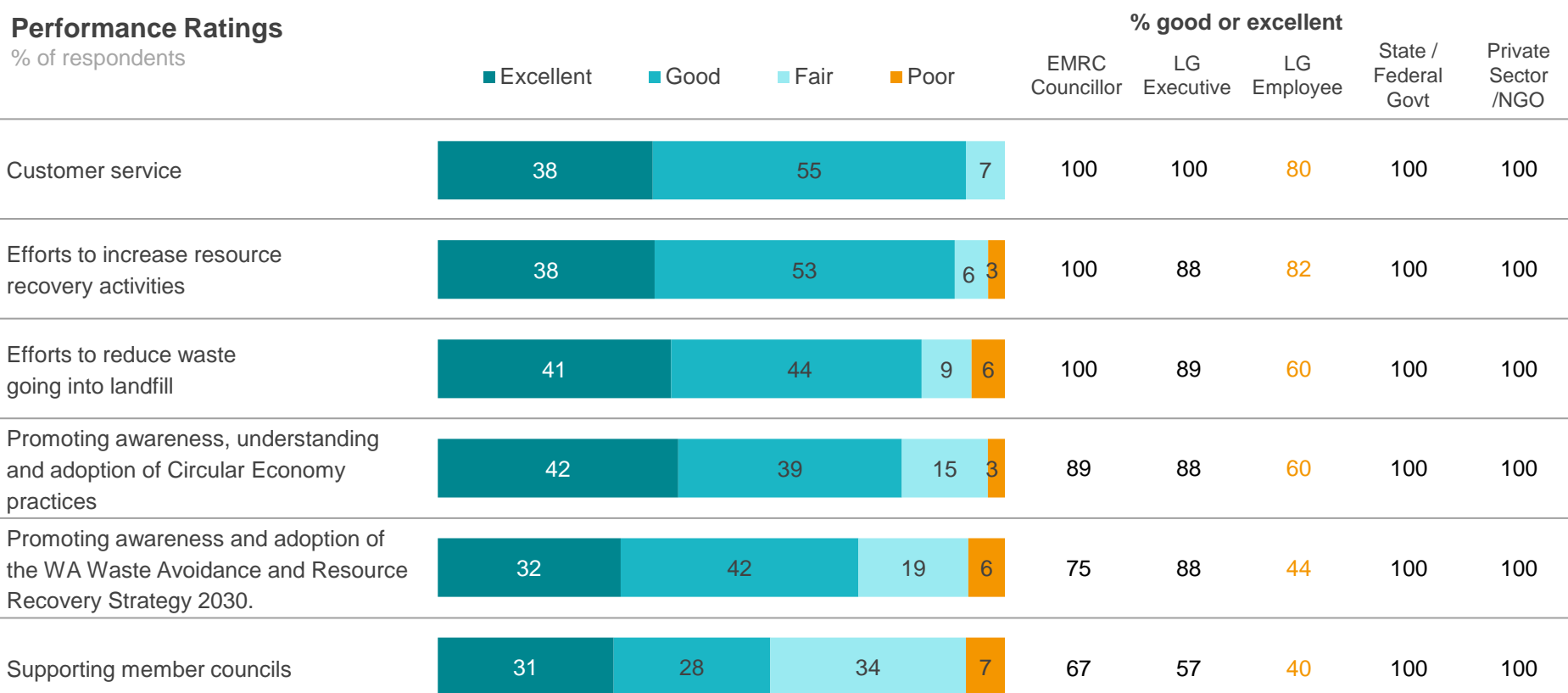
Key stakeholders think the EMRC is delivering high levels of customer service, and efforts to improve resource recovery and reduce landfill are well regarded.

The EMRC could enhance value to member councils by providing more support and doing more to promote and encourage the adoption of waste avoidance, resource recovery and Circular Economy practices.

Performance ratings were lowest among Local Government employees.

Performance Ratings

% of respondents



Q. How would you rate the EMRC's performance in the following areas?

Base: All respondents, excludes unsure and no-response (n = varies)

The EMRC's efforts to reduce landfill received the highest performance ratings since the study commenced in 2014.

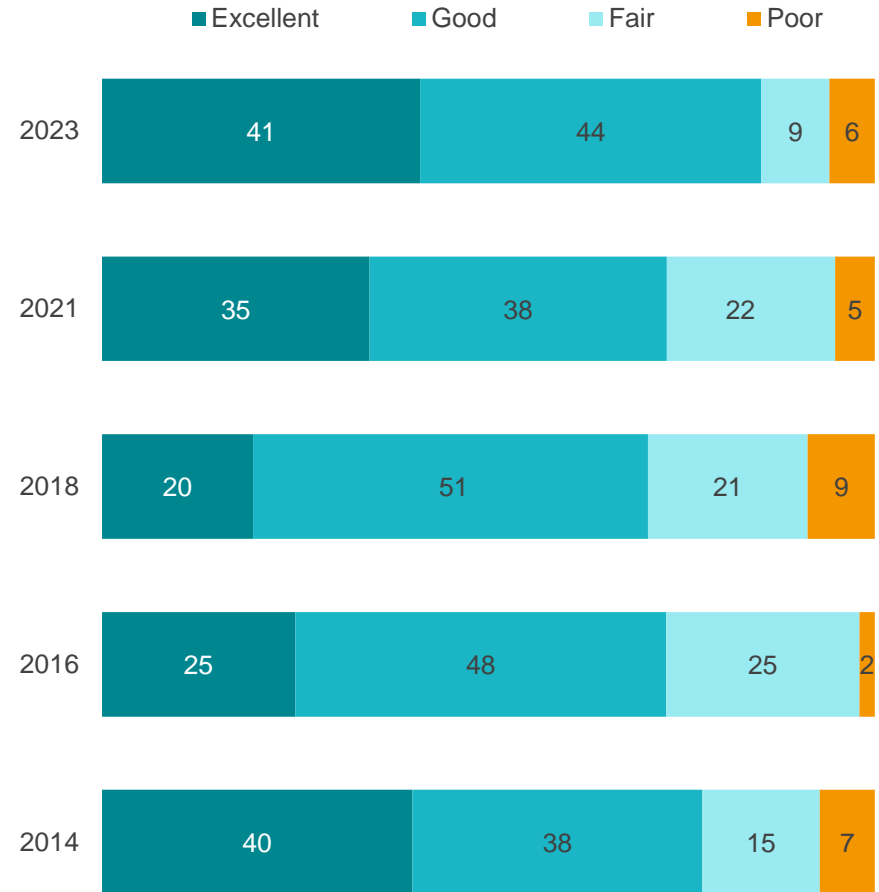
85% of respondents rated the EMRC's efforts to reduce waste going to landfill as good or excellent; up 12% points over the past two years.

The excellent rating improved by 21% points over the past five years.

For continued improvement, it is recommended that the EMRC seeks to meet the needs of Local Government employees. Only 60% of this cohort rated performance as good or excellent.

Historical Performance Ratings

% of respondents



Q. How would you rate the EMRC's performance in the following area: Efforts to reduce waste going into landfill

Base: All respondents, excludes 'unsure' and no response (n = 34)

Customer service received the highest performance ratings since the study commenced in 2014.

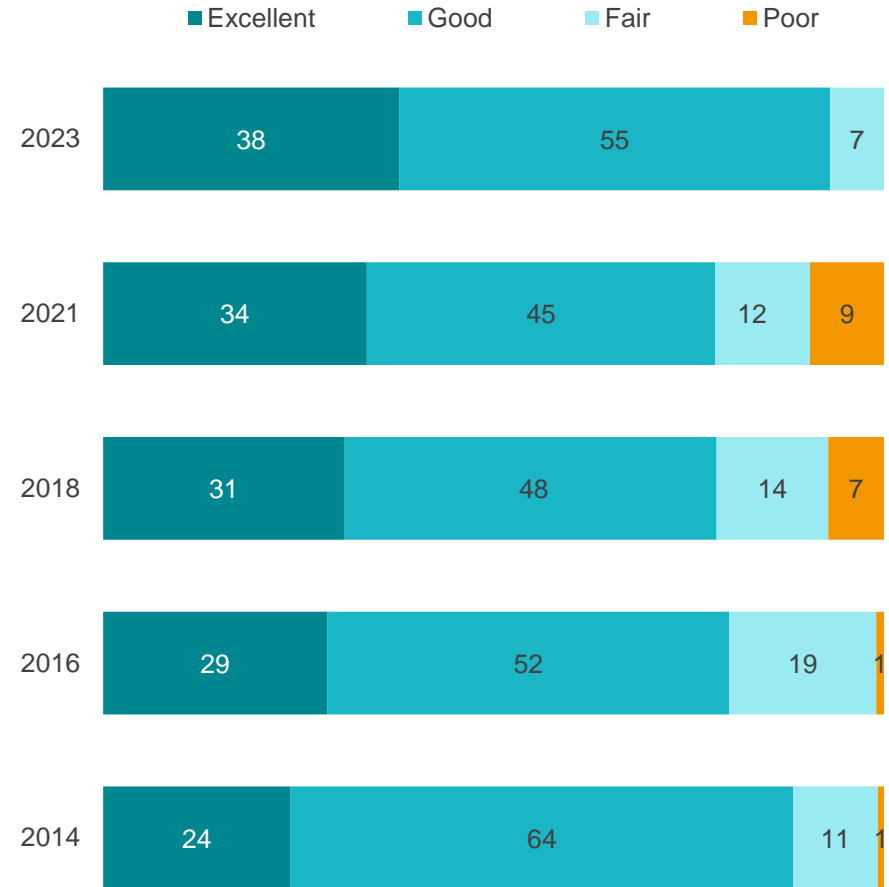
93% of respondents rated customer service as good or excellent; up 15% points over the past two years.

The excellent rating also continued with a positive trend, increasing by a further 4% points.

For continued improvement, it is recommended that the EMRC focuses on improving customer service for Local Government employees. 80% of this cohort rated performance as good or excellent, compared to 100% in all other cohorts.

Historical Performance Ratings

% of respondents



What key stakeholders value the most

Key stakeholder values

When key stakeholders were asked to describe what value the most about the EMRC, they talked about the EMRC's:

- Leadership and innovation
- Advocacy and partnerships
- Customer service
- Efforts to reduce waste going to landfill
- Knowledge and expertise
- Commitment to a circular economy

What stakeholders value most about the EMRC



Value	Stakeholder voices
Leadership and innovation	<ul style="list-style-type: none"> • <i>I find the leadership and staff of the EMRC to be a highly credible and committed group supporting the East Metropolitan Regional Council Members to make sound decisions around waste management, circular economy and carbon reduction. EMRC is committed to leading the community by example.</i> • <i>EMRC are market leaders in their field and set a local benchmark for the way toward a more sustainable future.</i> • <i>They look at a lot of different options and that is a great approach, rather than just one or two.</i> • <i>The focus on innovation and improvement while ensuring the EMRC continues as a profitable business.</i> • <i>The leadership the EMRC is showing in WA, and for LGAs across the country.</i> • <i>Innovation in converting from merely landfill into technological pursuits.</i> • <i>An organisation that is 100% focused on waste management and has the staff with the knowledge and skills to develop the strategies necessary to guide member councils in the transition to a circular waste economy, and to lobby the State and Federal governments to achieve the best outcomes for the community.</i>
Advocacy and partnerships	<ul style="list-style-type: none"> • <i>Ability to facilitate partnerships and grant opportunities within the Region/ between member Councils.</i> • <i>Potential for regional grant driven projects.</i> • <i>A voice for higher order resource recovery opportunities.</i> • <i>Working with the people in the field.</i> • <i>Member Councils working together under the EMRC organisation brings advantages of size. Regional-scale approach.</i> • <i>It has the economic capacity to deliver projects of scale, with accrued financial resources to implement.</i>
Customer service	<ul style="list-style-type: none"> • <i>Professional service.</i> • <i>Value for money, ease to do business and customer focus.</i> • <i>Enthusiasm of staff.</i> • <i>The organisation is approachable.</i>

Q. Overall, what do you value the most about the EMRC?

Base: All respondents

What stakeholders value most about the EMRC (continued)

Value	Stakeholder voices
Efforts to reduce waste going into landfill	<ul style="list-style-type: none"> <i>The organisation is working really hard to reduce waste to landfill, be sustainable and making a difference to how we think about and treat waste for the good of the planet.</i> <i>The value that it adds to the waste management space, this is really the core behind the EMRC.</i> <i>Landfill management service.</i> <i>Eventually having a transfer station in Hazelmere and waste to energy facility.</i>
Knowledge and expertise	<ul style="list-style-type: none"> <i>Knowledge, experience and support in dealing with waste and recycling.</i> <i>Specialist staff.</i> <i>Their expertise in the waste management industry.</i> <i>The advice from EMRC staff to assist on difficult issues is really appreciated.</i> <i>Waste management/ education.</i> <i>Some education being sent through by their teams</i> <i>Expertise in waste and sustainability.</i> <i>Developing expertise in the waste management and recovery field.</i>
Commitment to a circular economy	<ul style="list-style-type: none"> <i>The EMRC commitment to the circular economy.</i> <i>Commitment to circular economy.</i> <i>The most recent clothes swap events have been highly successful in our community.</i> <i>Timber Recycling.</i>

Key stakeholder priorities

Key stakeholder priorities

Key stakeholders provided the following recommendations to enhance performance:

- Agree on the EMRC's strategic direction – growth vs consolidation.
- Consider the EMRC's position on regional initiatives:
 - Advocate for MRC's and LGs to be financially and locally independent of the State Government - able to access bonds, investors, etc to fund income generating projects.
 - Advocate for a regional policing and security approach (with similar levels of powers to TransPerth transit guards).
 - Advocate for a joint, regional approach for footpath improvements, transport routes and other projects.
 - Work with the Water Corporation to transfer Member Council drains, waterways and water basins and develop them into nature links across the eastern region. eg: planting trees along the lengths of those ugly drains and basin areas in our suburbs.
- Strengthen governance, financial sustainability and member relations.
- Improve marketing - deliver value for money core services, maximise profits from innovative solutions to unique waste problems, find more clients for Redhill landfill services (especially contaminated materials), and commercialise fly ash concrete produced.
- Continue to deliver sustainable waste solutions - circular economy, FOGO, recycling and landfill diversion.
- Strengthen community engagement - use clear and simple messages, and embrace behavioural change science, to raise awareness and participation in circular economies.

Key stakeholder priorities



Priority	Stakeholder voices
Strategic direction	<ul style="list-style-type: none"> • <i>More detail in the strategic direction of the EMRC.</i> • <i>Continue to focus on the long-term viability of the EMRC so that the member Councils build value, which at some point can pay dividends.</i> • <i>Continue the work that is being done.</i> <p><i>Some stakeholders would like the EMRC to focus on growth:</i></p> <ul style="list-style-type: none"> • <i>Increase capacity.</i> • <i>It is my considered opinion that the EMRC's current project agenda includes areas that are within both the expertise of staff, the entrepreneurial appetite of members and the interests of WA's general society and public. There are additional visible opportunities for business expansion via inclusion of new member councils and wider service provision, as well as for ongoing development of emerging and new technologies and methodologies for improved waste management and circular economies.</i> • <i>Resource recovery options and ways to assist local council move to circular economy practices.</i> <p><i>Others would like the EMRC to consolidate existing activities:</i></p> <ul style="list-style-type: none"> • <i>Get the waste focus right. Not focus on the climate change. We are not equipped for the climate change emergency issue. A federal or global issue. Too much time talking about this.</i> • <i>Just finish what we have such as wood to energy etc before starting something new.</i>
Governance and member relations	<ul style="list-style-type: none"> • <i>Waste services and stakeholder management with its Member Councils, we cannot afford another Member Council to depart from the EMRC.</i> • <i>I am not yet convinced that there is a solid level of transparency on decision making. The resignation of two Member Councils was based on this reason. My experiences to date in engagement with the EMRC management have not convinced me that this issue has been addressed.</i> • <i>Financial stability, transparency of overhead cost allocation and transparency on use of secondary waste reserve funds.</i> • <i>Need more development in the project management area and contract management.</i>
Marketing	<ul style="list-style-type: none"> • <i>Focus on delivering value for money core services. Don't try to maximise profits from regular core services or waste streams. When considering boutique waste streams such as class 4 and other solutions in the metro area, that is the opportunity to maximise profit margins while finding innovative solutions to unique waste problems.</i> • <i>Finding more clients for Redhill landfill services especially for contaminated materials</i> • <i>Commercialize the fly ash concrete produced.</i>

Key stakeholder priorities (continued)



Priority	Stakeholder voices
<p>Waste management</p> <ul style="list-style-type: none"> - Waste to Energy - FOGO - Recycling - Waste collections - Transfer stations - Landfill 	<ul style="list-style-type: none"> • <i>The delivery of new resource recovery infrastructure.</i> • <i>Transfer station and completed in Hazelmere and FOGO facility completed on Redhill.</i> • <i>Ensure Hazelmere Transfer Station is ready for July 1</i> • <i>Waste to Energy, FOGO, Regional waste collections</i> • <i>Waste to Energy implementation</i> • <i>The delivery of FOGO, reduction of waste to landfill</i> • <i>FOGO</i> • <i>I would like to see more support for the City of Swan as a whole when looking at adequately servicing the collection programs.</i> • <i>Opening the landfill earlier for deliveries please!</i> • <i>Avoidance of landfill and innovative recycling.</i>
<p>Community engagement</p>	<ul style="list-style-type: none"> • <i>Use plain language to promote events and share concepts - have to meet people where they are not jump to the finish line and assume people will be on board.</i> • <i>Education is the key to success of waste management. Greater exposure at community events with a pop-up display (by the Local Government) of the benefits of a circular economy, with material supplied by the EMRC.</i> • <i>Use behaviour change science to inform work that will really influence waste and sustainability behaviour by businesses, residents, even council staff (especially the Common Cause work - www.commoncause.com.au/training).</i>

Key stakeholder priorities (continued)



Priority	Stakeholder voices
<p>Regional initiatives</p>	<ul style="list-style-type: none"> <p>Localism: <i>advocating to empower regional local governments and all local governments to be financially and locally independent of the State Government. Devolution. Local governments are ever-more asked to provide services and maintain infrastructure, and even more so when the State pushes responsibility down to the local government to complete and do things but without allowing them options to get the money for what they need to do. Restricted to rates and fees and charges which are then passed to ratepayers/taxpayers. The State Government needs to allow Council to be able to access financial markets to be able to fund on an international scale the capital projects they want to do. Allow for markets to invest in projects that create income and return a dividend. Allow local government bonds, with the key being that the returns on those bonds are tax free. Imagine the potential for the EMRC if they could access such funds. Incredible potential for the EMRC, other regional local governments and all local governments.</i></p> <p>Security & Safety: <i>regional police / regional security. eg: TransPerth transit guards have some powers that could be applied similarly to a regional police/security approach.</i></p> <p>Footpath assets: <i>regional approach to footpath improvements and new projects in member Council localities. eg: Eastern regional is transforming, particularly City of Swan, Town of Bassendean, City of Bayswater. Footpath infrastructure to support growth is lagging significantly. Create transport routes of the future for the future on a regional scale.</i></p> <p>Nature Links: <i>working with WaterCorp to transfer Member Council local drains, waterways and water basins into nature links across the eastern region. eg: planting trees along the lengths of those ugly drains and basin areas in our suburbs. Ripe for plantings! Increases urban canopy, helps with fauna migration across an urban landscape, improves water quality, provides all advantages of urban forrest in these waterway corridors in the suburbs.</i></p>

Key stakeholder engagement

Key stakeholder engagement

The most effective way to communicate key messages has been through conversations EMRC executives and staff had with key stakeholders, either in person, on the phone or by email. Over the past 12 months, this is how 89% of key stakeholders have received information about what has been happening with EMRC and its projects.

Other interactive channels, such as face-to-face presentations, events, and workshops have also been effective.

Digital channels (e-newsletters, social media and webinars), and traditional channels (newspaper and radio) were less effective, overall.

Source of information over the past 12 months

% of respondents

EMRC Councillor LG Executive LG Employee State / Federal Govt Private Sector/ NGO

Source of information	% of respondents	EMRC Councillor	LG Executive	LG Employee	State / Federal Govt	Private Sector/ NGO
Conversations with EMRC executives and staff	89	78	100	82	100	100
Face to face presentations	51	78	56	36	0	50
Events	34	22	44	36	0	50
Workshops	31	56	22	27	0	25
Forums	26	33	11	36	0	25
E-newsletters	26	44	11	18	0	50
Conversations with EMRC Councillors	26	78	22	0	0	0
Social media presence	23	11	11	45	0	25
Newspaper, media releases or radio	23	11	11	27	100	25
Webinars	20	11	33	18	0	25
Conventions	11	11	11	18	0	0
Have not accessed or received any information	3	0	0	9	0	0

Q. Over the past 12 months, how have you received or accessed information about the EMRC and its projects?

Base: All respondents (n=35)



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