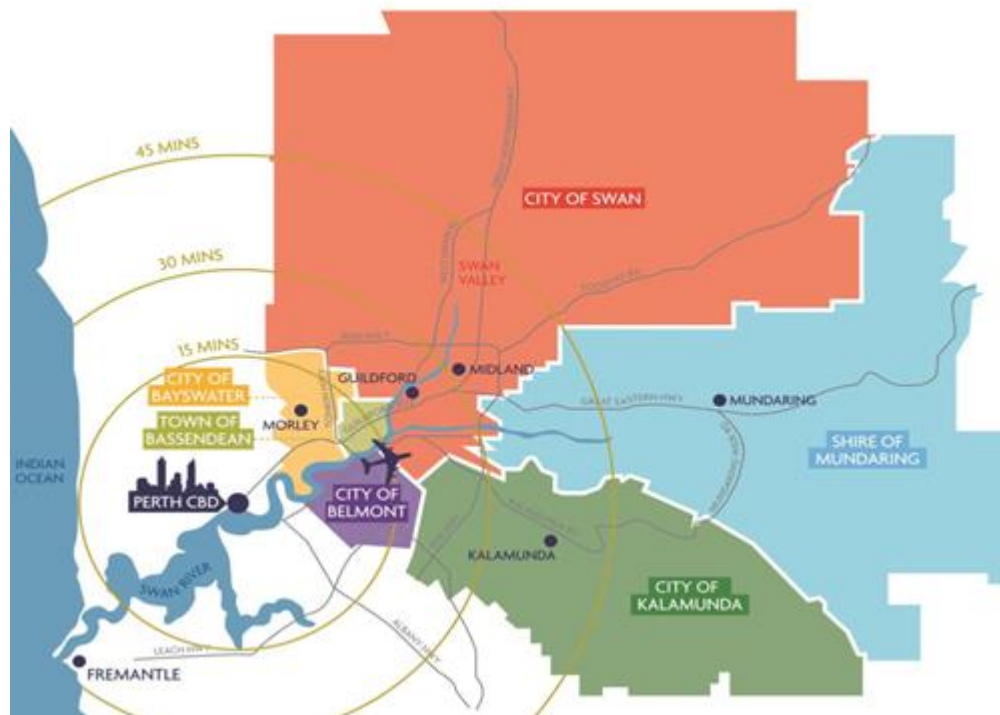


## **CORPORATE BUSINESS PLAN 2021/2022 – 2025/2026**

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## Perth's Eastern Region – A Snapshot



Perth's Eastern Region is an area of Perth which comprises six local governments: Town of Bassendean, City of Bayswater, City of Belmont, City 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 an estimated population of 365,500 people. The 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, through the domestic and international airports or from the highways to the north and east. With a diverse regional economy, access to a skilled workforce and a range of leisure, lifestyle and living opportunities, Perth's Eastern Region is well positioned for continued growth and represents an attractive investment destination.

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

## About the Eastern Metropolitan Regional Council

The EMRC works in partnership with six member Councils located in Perth's Eastern Region - Town of Bassendean, City of Bayswater, City of Belmont, City of Kalamunda, Shire of Mundaring and City of Swan. Together, these six councils constitute around one third of the area of metropolitan Perth. The EMRC assists the councils to ensure that the entire region fulfils its potential as one of Western Australia's most vibrant and fast-growing areas.



### OUR VISION

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



### OUR VALUES

The values that govern the EMRC are:

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

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

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

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

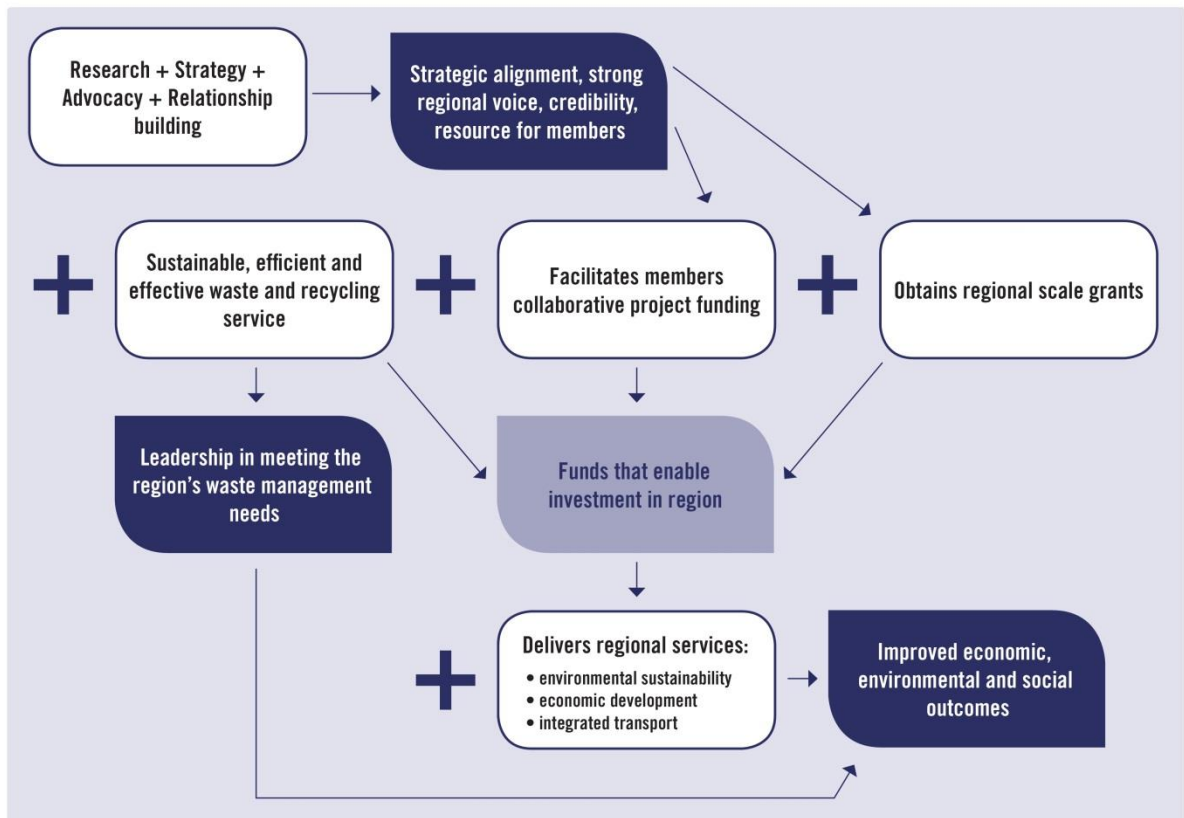
**INTEGRITY** – Accountability and consistency in all that we do.



### OUR MISSION

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

## The EMRC's Service Delivery Model



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

The EMRC represents a model of successful collaboration, and for 38 years, has initiated and led projects for its member Councils that deliver real economic, social and environmental benefits to the region in the areas of waste management and resource recovery, environmental sustainability and regional economic development. These services enable member Councils to enhance outcomes for their communities and for Perth's Eastern Region as a whole.

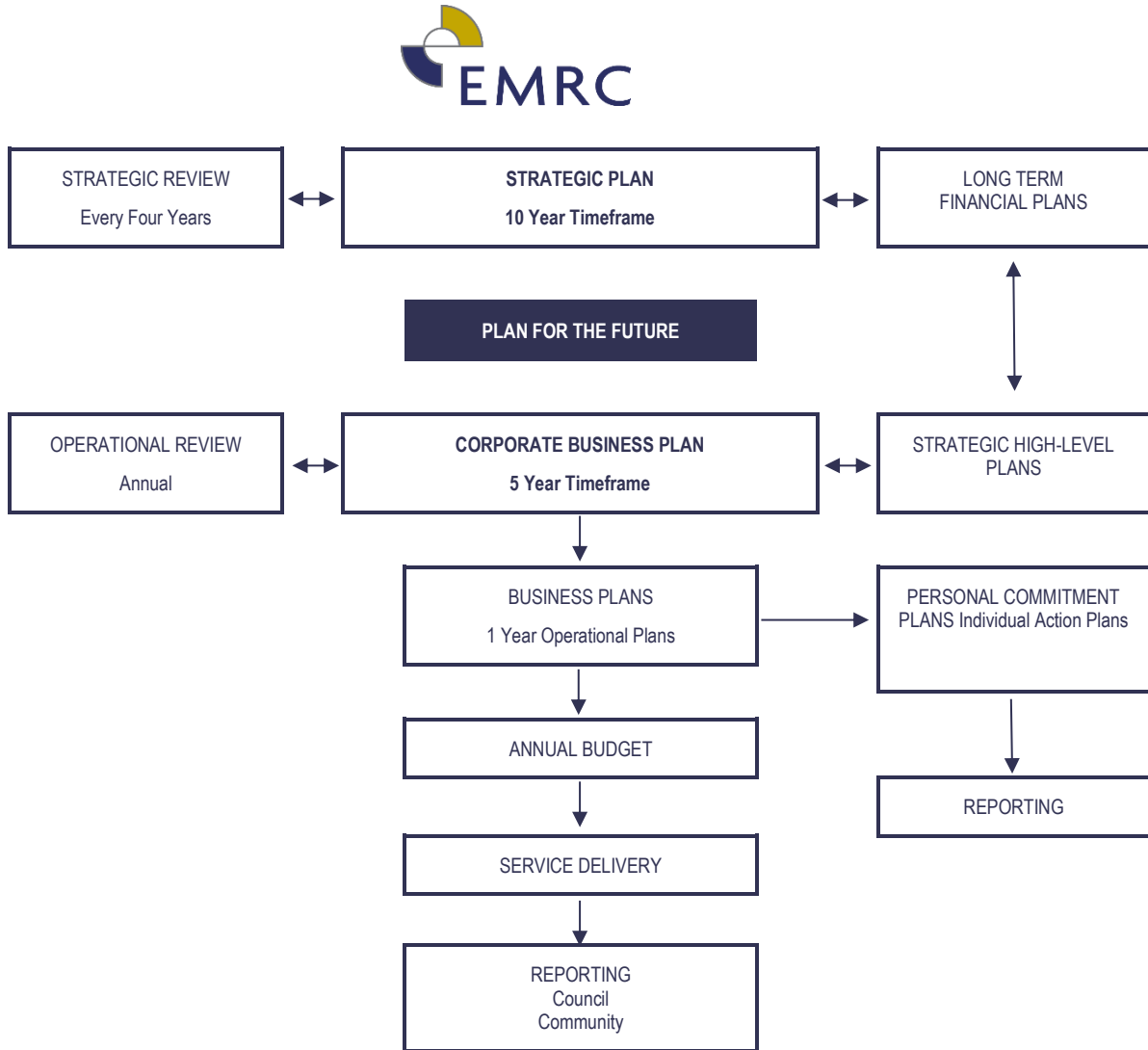
## Key Stakeholders

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

- The EMRC and Member Council Elected Members
- The EMRC and Member Council Staff
- Customers and clients
- Other local governments and regional local governments
- Federal Government Agencies
- State Government Agencies
- Non-Government Agencies
- State and Federal elected members
- Educational institutions
- Regional Business Groups
- Regional Community and Reference Groups
- Businesses
- Regional Volunteers
- Regional Residents
- Visitors and Tourists
- Investors

# Integrated Planning Framework

The EMRC's Integrated Planning Framework has been developed to ensure that programs and services are being delivered in alignment with the strategic priorities of the EMRC's key stakeholders. The 10 Year Strategic Plan identifies the overarching outcomes that the EMRC Council aspires to achieve. The Corporate Business Plan is used to drive operational activities and is aligned to the priorities identified in the 10 Year Strategic Plan. These documents two comprise the EMRC's Plan for the Future. Strategic high level plans guide development of actions which are prioritised during annual business planning workshops, and resourced through the annual budget.





## Corporate Business Plan – Legislative Requirements

Section 5.56(1) and (2) of the *Local Government Act 1995* (the Act) requires that each local government is 'to plan for the future of the district', by developing plans in accordance with the regulations.

The *Local Government (Administration) Regulations 1996* (the Regulations) requires each local government to adopt a Strategic Community Plan and a Corporate Business Plan.

Both these documents comprise a local government's 'plan for the future' under the requirements of s.5.56 of the Act.

With reference to the Corporate Business Plan the Regulations state:

### **19DA. Corporate business plans, requirements for (Act s. 5.56)**

- 1) A local government is to ensure that a corporate business plan is made for its district in accordance with this regulation in respect of each financial year after the financial year ending 30 June 2013.
- 2) A corporate business plan for a district is to cover the period specified in the plan, which is to be at least 4 financial years.
- 3) A corporate business plan for a district is to -
  - (a) set out, consistently with any relevant priorities set out in the strategic community plan for the district, a local government's priorities for dealing with the objectives and aspirations of the community in the district; and
  - (b) govern a local government's internal business planning by expressing a local government's priorities by reference to operations that are within the capacity of the local government's resources; and
  - (c) develop and integrate matters relating to resources, including asset management, workforce planning and long-term financial planning.
- 4) A local government is to review the current corporate business plan for its district every year.
- 5) A local government may modify a corporate business plan, including extending the period the plan is made in respect of and modifying the plan if required because of modification of the local government's strategic community plan.
- 6) A council is to consider a corporate business plan, or modifications of such a plan, submitted to it and is to determine\* whether or not to adopt the plan or the modifications.  
*\*Absolute majority required.*
- 7) If a corporate business plan is, or modifications of a corporate business plan are, adopted by the council, the plan or modified plan applies to the district for the period specified in the plan.



## How to use the Corporate Business Plan

The Corporate Business Plan is informed by a suite of documents:

COMPONENT	DESCRIPTION	REVIEW
<b>Corporate Business Plan</b>	<p>The Corporate Business Plan is an essential management tool designed to ensure that the organisation as a whole is able to deliver on Council's high-level priorities.</p> <p>It summarises the services, operations and projects the EMRC will deliver over the next five years.</p>	Reviewed annually
<b>Financial Plans</b>	<p>The 10 year and 5 year financial plans enable delivery of projects and services. Both these plans:</p> <ul style="list-style-type: none"> <li>➤ project the EMRC's financial position over a period of time</li> <li>➤ provide the EMRC reliable information to develop the capacity for maintaining financial sustainability</li> <li>➤ enable the EMRC to fund and replace capital projects</li> <li>➤ enable the EMRC to fund projects, programs and services</li> <li>➤ enable the EMRC to manage investments</li> </ul>	Reviewed annually
<b>Strategic Plans</b>	<p>Strategic high-level plans have been developed for specific issues. Examples include but are not limited to the following:</p> <ul style="list-style-type: none"> <li>➤ Red Hill Development Plan – to manage the future development of Red Hill Waste Management Facility</li> <li>➤ Food Organics and Garden Organics (FOGO) Strategy for the EMRC 2019-2022</li> <li>➤ Hazelmere Resource Recovery Park Development Plan (under review)</li> <li>➤ Waste Plan</li> </ul> <p>A short description of each of the strategic plans can be found at Appendix One.</p>	As identified within each plan

### Notes:

- The Corporate Business Plan guides the development of the EMRC's annual Budget.
- This Corporate Business Plan provides high level information on capital and operating projects planned over the next five years.
- Planned capital projects in excess of \$100,000 and key projects, programs and services (operating budget) are included in the Corporate Business Plan.
- Detailed expenditure is provided in the five and ten year financial plans.
- Detailed project information is found in the relevant strategies and also in project plans

## Delivering the Corporate Business Plan

The Corporate Business Plan identifies projects, programs and services that will be delivered over the next five years. To ensure that these meet our stakeholders' needs the EMRC has developed a number of strategic plans under each of the three Key Result Areas within the EMRC's 10 Year Strategic Plan 2017 to 2027.

The strategic plans are key reference points identified and used during planning workshops. These form the basis for identifying priority projects and initiatives, which are then recommended to Council during the budget deliberation process for funding.

In addition to the above a Strategic Review has been undertaken and is nearing completion. The next steps are to update other relevant linked documents.



# Organisational Structure

## CEO's Team

Business Unit	Services
Office of the CEO	Advocacy Public relations Stakeholder engagement and relationships Corporate functions <ul style="list-style-type: none"> <li>➤ Strategic and corporate planning</li> <li>➤ Organisational development</li> </ul>
Human Resources	<ul style="list-style-type: none"> <li>➤ Human resource management</li> <li>➤ Occupational safety and health</li> </ul>

FTE	7.26
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## Projects Team

Business Unit	Services
Waste Engineering and Project Development	<b>Red Hill Waste Management Facility (RHWMF) - Projects</b> <ul style="list-style-type: none"> <li>➤ RHWMF site development</li> <li>➤ Classes I, II, III &amp; IV waste</li> <li>➤ Interim FOGO project development</li> <li>➤ Liquid Waste</li> </ul> <b>Engineering</b> <ul style="list-style-type: none"> <li>➤ Surveys</li> <li>➤ Engineering design and project management</li> </ul>
Waste Environmental Compliance and Regulatory	<ul style="list-style-type: none"> <li>➤ Environmental Compliance</li> <li>➤ Environmental Advice</li> </ul>
Resource Recovery Project Development	<b>Hazelmere Resource Recovery Park (HRRP)</b> <ul style="list-style-type: none"> <li>➤ HRRP site development</li> <li>➤ Wood Waste to Energy Plant - development</li> <li>➤ Commercial and Industrial Waste Sorting Plant development</li> <li>➤ Community Reuse and Recycling Centre (CRC) development</li> <li>➤ Transfer Station planning and development</li> </ul>

FTE	16.80
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## Operations Team

Business Unit	Services
Waste Operations	<b>Red Hill Waste Management Facility – Operations</b> <ul style="list-style-type: none"> <li>➤ RHWMF site operations</li> <li>➤ Community Recycling Centre – Red Hill</li> <li>➤ Greenwaste processing</li> <li>➤ Interim FOGO facility– once operational</li> </ul> <b>Transfer Stations</b> (operated by EMRC on behalf of the Shire of Mundaring and Bayswater) <ul style="list-style-type: none"> <li>➤ Coppin Road</li> <li>➤ Mathieson Road</li> <li>➤ Baywaste</li> </ul>
Resource Recovery Operations	<b>Hazelmere Resource Recovery Park - Operations</b> <ul style="list-style-type: none"> <li>➤ HRRP site operations</li> <li>➤ Mattress processing</li> <li>➤ Timber recycling</li> <li>➤ Wood Waste to Energy Plan - operations</li> </ul>

FTE	54.69
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## Sustainability Team

Business Unit	Services
Urban Environment Team	<ul style="list-style-type: none"> <li>➤ Economic Development</li> <li>➤ Integrated Transport Planning</li> <li>➤ Regional Events</li> <li>➤ Energy efficiency, emissions reduction and climate change initiatives</li> <li>➤ Water Quality and Conservation Program</li> </ul>
Natural Environment Team	<ul style="list-style-type: none"> <li>➤ Environmental projects</li> <li>➤ Natural Resource Management</li> <li>➤ Eastern Region Catchment Management Program</li> <li>➤ Swan and Helena River Management Framework</li> </ul>
Waste Education Team	<ul style="list-style-type: none"> <li>➤ Waste Education program and services</li> <li>➤ FOGO</li> <li>➤ Waste Education Centre Red Hill</li> <li>➤ Red Hill Tours</li> <li>➤ Battery collection program</li> <li>➤ Earth carers</li> </ul>

FTE	16.59
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## Business Support Team

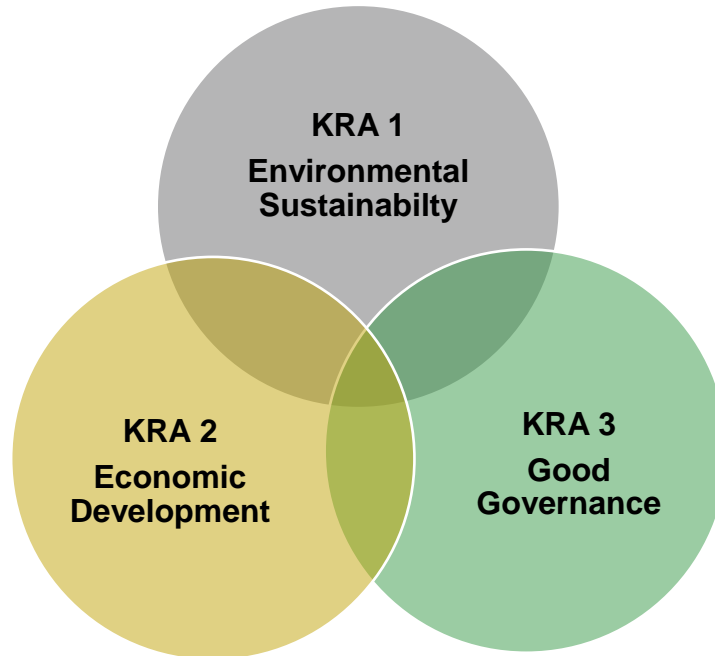
Business Unit	Services
Procurement and Governance	<ul style="list-style-type: none"> <li>➤ Governance and Compliance</li> <li>➤ Risk Management</li> <li>➤ Procurement, Fleet &amp; Building (Ascot Place)</li> </ul>
Communications	<ul style="list-style-type: none"> <li>➤ Corporate communications and marketing</li> <li>➤ Corporate websites</li> </ul>
Information Services	<ul style="list-style-type: none"> <li>➤ Help Desk</li> <li>➤ IT Projects</li> <li>➤ Records management</li> </ul>
Finance Services	<ul style="list-style-type: none"> <li>➤ Financial management and reporting</li> <li>➤ Asset management</li> <li>➤ Payroll</li> </ul>

FTE	16.63
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## Structure of the Corporate Business Plan

The Corporate Business Plan is built on the foundation of three strategic Key Result Areas (KRA) identified within the **10 Year Strategic Plan 2017 to 2027**. The Corporate Plan sets out the actions that staff will undertake to deliver on Council's strategic priorities.

Note the EMRC is in the final stage of its Strategic Review, after which the below KRA's will be updated.



### **KRA 1: Environmental Sustainability**

Our aim is to:

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

### **KRA 2: Economic Development**

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

### **KRA 3: Good Governance**

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

## Key Result Area 1 Environmental Sustainability

### OBJECTIVE

#### 1.1 To provide sustainable waste disposal operations

##### 1.1.1 Minimise the environmental impact of waste management operations

Key Actions	Budget	21/22	22/23	23/24	24/25	25/26
	Capital					
1.1.1.1 Prepare and submit annual Monitoring and Compliance Reports: <ul style="list-style-type: none"> <li>➤ Hazelmere</li> <li>➤ Offset Compliance</li> <li>➤ Red Hill</li> </ul>	Operating	✓	✓	✓	✓	✓
1.1.1.2 Develop and implement programs to ensure compliance with environmental legislative requirements: <ul style="list-style-type: none"> <li>➤ Water monitoring</li> <li>➤ Revegetation</li> <li>➤ Native Fauna</li> <li>➤ Feral Animal Control</li> </ul>	Opex	✓	✓	✓	✓	✓
1.1.1.3 Rehabilitate former landfill cells	Opex	✓	✓	✓	✓	✓
1.1.1.4 Prepare National Greenhouse and Energy (NGERS) Report	Opex	✓	✓	✓	✓	✓
1.1.1.5 Prepare National Pollutants Inventory (NPI) Report	Opex	✓	✓	✓	✓	✓
1.1.1.6 Implement Offset Program (Lots 501 and 82)	Opex	✓	✓	✓	✓	✓
1.1.1.7 Audit Environmental Management System ISO14001:2015 and implement improvements (where required)	Opex	✓	✓	✓	✓	✓
<b>Responsible: Chief Projects Officer</b>						

### 1.1.2 Provide a waste disposal service at Red Hill Waste Management Facility

Key Actions	Budget	21/22	22/23	23/24	24/25	25/26
1.1.2.1 Construct infrastructure, as required (roads and car parks)	Capex	✓	✓	✓	✓	✓
1.1.2.2 Construct Waste Management Facility Buildings	Capex	✓	✓	✓		
1.1.2.3 Construct stormwater and siltation ponds, as required	Capex	✓	✓	✓	✓	✓
1.1.2.4 Review costs related to post closure management of the Red Hill Waste Management Facility	Opex	✓	✓	✓	✓	✓
1.1.2.5 Construct access roads and install power supply to Lots 8,9 &10	Capex	✓	✓			
1.1.2.6 Construct drainage diversion and earthworks infrastructure as required	Capex	✓	✓	✓	✓	✓
<b>Responsible: Chief Projects Officer</b>						



### 1.1.3 Review and implement the Red Hill Development Plan

Key Actions	Budget	21/22	22/23	23/24	24/25	25/26
1.1.3.1 Implement the Red Hill Development Plan	Opex	✓	✓	✓	✓	✓
1.1.3.2 Design and Construct Class IV Cell Stage 3	Capex		✓			
1.1.3.3 Construct Class III Cell Stage 16	Capex	✓				
1.1.3.4 Design and Construct Class III Cell Stage 17	Capex	✓		✓	✓	
1.1.3.4 Amend licence requirements based on operational changes	Opex	✓				
1.1.3.5 Construct FOGO processing area and purchase Plant	Capex	✓				
1.1.3.6 Develop and construct Liquid Waste Processing area and purchase Plant	Capex		✓			
1.1.3.7 Develop Lots 8, 9 & 10 for future waste activities	Capex		✓	✓		
1.1.3.8 Develop PFAS processing and repository options	Opex	✓				
1.1.3.9 Upgrade power supply to Workshop (No.2)	Capex	✓				
1.1.3.10 Construct workshop (No.3)	Capex	✓				
<b>Responsible: Chief Projects Officer</b>						

### 1.1.4 Red Hill Waste Management Facility Operations

Key Actions	Budget	21/22	22/23	23/24	24/25	25/26
1.1.4.1 Oversee and guide operations of all developed projects at the RHWMF in accordance with the Red Hill Development Plan	Opex	✓	✓	✓	✓	✓
1.1.4.2. Purchase replacement plant as per asset management plan	Capex	✓	✓	✓	✓	✓
1.1.4.3 Purchase/Replace vehicles Red Hill	Capex	✓	✓	✓	✓	✓
<b>Responsible: Chief Operating Officer</b>						

### 1.1.5 Operate member Council's transfer Stations where applicable

Key Actions	Budget	21/22	22/23	23/24	24/25	25/26
1.1.5.1. Operate Shire of Mundaring Transfer Stations	Opex	✓	✓	✓	✓	✓
1.1.5.2 Operate City of Bayswater Transfer Station	Opex	✓	✓	✓	✓	✓
<b>Responsible: Chief Operating Officer</b>						

## 1.2 To improve regional waste management

### 1.2.1 Collect, manage and dispose of problematic waste in the Region in a sustainable manner

Key Actions	Budget	21/22	22/23	23/24	24/25	25/26
1.2.1.1 Continue to deliver the Household Hazardous Waste Program	Opex	✓	✓	✓	✓	
<b>Responsible: Chief Operating Officer</b>						

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

Key Actions	Budget	21/22	22/23	23/24	24/25	25/26
1.2.2.1 Develop and distribute the Annual Waste and Recycling Guide to member Councils.	Opex	✓	✓	✓	✓	
1.2.2.2 Review and implement the Waste Education Strategy	Opex	✓	✓	✓	✓	
1.2.2.3 Develop and deliver waste education resources and tools to support behaviour change.	Opex	✓	✓	✓	✓	
1.2.2.4 Facilitate Earth Carer's training courses	Opex	✓	✓	✓	✓	
1.2.2.5 Support and participate in the development and implementation of WA Waste initiatives	Opex	✓	✓	✓	✓	
1.2.2.6 Promote and co-ordinate Waste Education Tours, including FOGO	Opex	✓	✓	✓	✓	
1.2.2.7 Continue to deliver the Battery Collection Program	Opex	✓	✓	✓	✓	
1.2.2.8 Review and Report on Waste Plans for the EMRC and member Councils as requested	Opex	✓	✓	✓	✓	
<b>Responsible: Chief Sustainability Officer</b>						

### 1.2.3 Provide a Waste Management Advisory Service

Key Actions	Budget	21/22	22/23	23/24	24/25	25/26
1.2.3.1 Undertake contaminated sites investigations (where required)	Opex	✓	✓	✓	✓	✓
1.2.3.2 Provide environmental consultancy service to member Councils and other clients (where required)	Opex	✓	✓	✓	✓	✓
Responsible: Chief Projects Officer						

### 1.3.1 To provide resource recovery and recycling solutions in partnership with member Councils

Key Actions	Budget	21/22	22/23	23/24	24/25	25/26
	Opex	✓	✓	✓	✓	
1.3.1.1 Design and construct transfer station	Capex	✓	✓			
1.3.1.2 Prepare annual compliance report on Ministerial Conditions for the RRF	Opex	✓	✓	✓	✓	✓
Responsible: Chief Projects Officer						

### 1.3.2 Develop the Hazelmere Resource Recovery Park

Key Actions	Budget	21/22	22/23	23/24	24/25	25/26
1.3.2.1 Review and update Hazelmere Development Plan	Opex	✓	✓	✓	✓	✓
1.3.2.2 Construct and commission Community Transfer Station and Plant and Equipment	Capex	✓	✓			
1.3.2.3 Construct and commission Site/Administration Office	Capex	✓				
1.3.2.4 Construct and commission Community Reuse & Recycling Centre (CRC)	Capex	✓	✓			
1.3.2.5 Construct and commission Commercial Transfer Station and Plant and Equipment	Capex	✓	✓			
1.3.2.6 Construct and commission site infrastructure	Capex	✓				
1.3.2.7 Wood Waste to Energy (WWTE) and Plant, Equipment and Buildings	Capex	✓		✓		
1.3.2.8 WWTE Utilities and Infrastructure	Capex	✓				
1.3.2.9 Construct Noise Control Fencing	Capex	✓				
1.3.2.10 Prepare and submit WWTE Facility commissioning compliance Report to DWER	Opex	✓	✓	✓	✓	✓
1.3.2.11 Prepare and submit Ministerial Conditions Report to the EPA	Opex	✓	✓	✓	✓	✓
1.3.2.12 Monitor groundwater at the Hazelmere Resource Recovery Park (annual – Winter)..	Opex	✓	✓	✓	✓	✓
<b>Responsible: Chief Projects Officer</b>						

### 1.3.3 Hazelmere Resource Recovery Park (HRRP) Operations

Key Actions	Budget	21/22	22/23	23/24	24/25	25/26
1.3.3.1 Oversee and guide operations of all developed projects at the HRRP in accordance with the HRRP Development Plan	Opex	✓	✓	✓	✓	✓
1.3.3.2 Purchase replacement plant as per asset management plan	Capex	✓	✓	✓	✓	✓
<b>Responsible: Chief Operating Officer</b>						

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

Key Actions	Budget	21/22	22/23	23/24	24/25	25/26
1.3.4.1 Increase volume into EMRC resource recovery infrastructure	Opex	✓	✓	✓	✓	✓
1.3.4.2 Implement the marketing strategy for Biochar (WWTE)	Opex		✓	✓		
1.3.4.3 Investigate and develop markets for composted FOGO material	Opex	✓	✓	✓	✓	✓
1.3.4.4 Investigate and develop markets for Ferricrete and PFAS	Opex	✓	✓	✓	✓	✓
1.3.4.5 Develop and implement programs to increase sales of Red Hill by-products	Opex	✓	✓	✓	✓	✓
1.3.4.6 Develop and implement programs to increase sales of Hazelmere by-products	Opex	✓	✓	✓	✓	✓
<b>Responsible: Chief Operating Officer</b>						

## 1.4 To investigate leading edge waste management practices

### 1.4.1 Undertake research into Integrated Waste Management

Key Actions	Budget	21/22	22/23	23/24	24/25	25/26
1.4.1.1 Support opportunities for the implementation of the CDS (Container Deposit Scheme) in the region	Opex	✓	✓			
1.4.1.2 Evaluate the opportunity for a Plastics Processing Facility and the feasibility of plastics recycling	Opex	✓				
1.4.1.3 Expand CRC network based on Mundaring model	Opex	✓	✓			
<b>Responsible: Chief Projects Officer</b>						

### 1.4.2 Provide leadership in the development of waste policy and practices

Key Actions	Budget	21/22	22/23	23/24	24/25	25/26
1.4.2.1 Provide input to new DWER policies and regulations affecting waste disposal, composting etc. (where required)	Opex	✓	✓	✓	✓	✓
<b>Responsible: Chief Executive Officer</b>						

### 1.4.3 Identify, investigate and develop new waste management practices and services

Key Actions	Budget	21/22	22/23	23/24	24/25	25/26
1.4.3.1 Develop a monitoring regime for the Wood Waste to Energy Facility to meet regulatory requirements (Annual Reporting):	Opex					
➤ Woodwaste feedstock monitoring		✓	✓	✓	✓	✓
➤ Stack emissions monitoring						
➤ Ambient monitoring						
1.4.3.2 Investigate an EMRC regional waste collection service	Opex	✓				
1.4.3.3 Seek approval for FOGO and Liquid Waste Processing Plant (Red Hill)	Opex	✓	✓			
<b>Responsible: Chief Projects Officer</b>						

**1.5 To contribute towards improved amenity, conservation and support of the natural environment and to address climate change**

**1.5.1 Merge Environmental Strategy high level actions into the new Sustainability Strategy**

Key Actions	Budget	21/22	22/23	23/24	24/25	25/26
1.5.1.1 Review Environmental Strategy and develop a new Sustainability Strategy	Opex	✓				
Responsible: Chief Sustainability Officer						

**1.5.2 Implement the Water Quality and Conservation Program**

Key Actions	Budget	21/22	22/23	23/24	24/25	25/26
1.5.2.1 Support regional implementation of water efficiency and water quality management	Opex	✓	✓	✓	✓	✓
Responsible: Chief Sustainability Officer						

**1.5.3 Review and implement the Swan and Helena Rivers Management Framework**

Key Actions	Budget	21/22	22/23	23/24	24/25	25/26
1.5.3.1 Deliver actions and initiatives from the Swan and Helena Rivers Management Framework	Opex	✓	✓			
Responsible: Chief Sustainability Officer						

**1.5.4 Identify and implement Net Zero, Circular Economy and Environmental Sustainability initiatives**

Key Actions	Budget	21/22	22/23	23/24	24/25	25/26
1.5.4.1 Identify, develop and implement new regional environmental and sustainability opportunities	Opex	✓	✓	✓	✓	✓
1.5.4.2 Implement regional energy efficiency, emissions reduction and climate change initiatives (including ACER)	Opex	✓	✓	✓	✓	✓
1.5.4.3 Develop and host Circular Economy forums, and information sessions	Opex	✓	✓	✓	✓	✓
Responsible: Chief Sustainability Officer						



## Key Result Area 2 Economic Development

### OBJECTIVE

2.1 To facilitate and advocate for increased investment in regional infrastructure

2.1.1 Review and implement Regional Integrated Transport initiatives

Key Actions	Budget	21/22	22/23	23/24	24/25	25/26
2.1.1.1 Review the RITS and develop a new Sustainability Strategy	Opex	✓				
2.1.1.2 Implement actions and initiatives to meet regional integrated transport priorities	Opex	✓	✓	✓	✓	✓
2.1.1.3 Deliver actions and initiatives from the Regional Congestion Management Action Plan	Opex	✓	✓			
<b>Responsible: Chief Sustainability Officer</b>						

2.2 To facilitate and advocate for regional economic development activities

2.2.1 Review and implement Regional Economic Development initiatives

Key Actions	Budget	21/22	22/23	23/24	24/25	25/26
2.2.1.1 Review the Economic Development Strategy and develop a new Sustainability Strategy	Opex	✓				
2.2.1.2 Identify, research and promote new economic development, Net Zero and Circular Economy initiatives	Opex	✓	✓	✓	✓	✓
2.2.1.3 Develop annual economic development action plans linked to the Sustainability Strategy	Opex	✓	✓	✓	✓	✓
2.2.1.4 Identify and support opportunities to enhance business and investment initiatives	Opex	✓	✓	✓	✓	✓
<b>Responsible: Chief Sustainability Officer</b>						

## 2.3 To facilitate regional cultural and recreational activities

### 2.3.1 Continue the coordination, marketing and promotion of regional events

Key Actions	Budget	21/22	22/23	23/24	24/25	25/26
2.3.1.1 Coordinate, market and promote regional events	Opex	✓	✓	✓	✓	✓
Responsible: Chief Sustainability Officer						

## Key Result Area 3 Good Governance

### OBJECTIVE

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

##### 3.1.1 Review and implement Regional Advocacy Initiatives

Key Actions	Budget	21/22	22/23	23/24	24/25	25/26
3.1.1.1 Review Regional Advocacy Strategy and develop new Sustainability Strategy	Opex	✓				
3.1.1.2 Identify and promote regional advocacy priorities	Opex	✓	✓	✓	✓	✓
<b>Responsible: Chief Sustainability Officer</b>						

#### 3.2 To manage partnerships and relationships with stakeholders

##### 3.2.1 Continue to foster and enhance relationships with member Councils and all key stakeholders

Key Actions	Budget	21/22	22/23	23/24	24/25	25/26
3.2.1.1 Implement the deliverables in the EMRC Reconciliation Action Plan (RAP)	Opex	✓	✓	✓	✓	✓
3.2.1.2 Develop Innovate RAP	Opex	✓				
3.2.1.3 Develop Stretch RAP	Opex			✓		
<b>Responsible: Chief Sustainability Officer</b>						
3.2.1.3 Implement biennial Stakeholder Perception Survey	Opex	✓	✓	✓	✓	✓
3.2.1.4 Co-ordinate EMRC's Community Grants Program	Opex	✓	✓	✓	✓	✓
3.2.1.5 Produce EMRC's Annual Report	Opex	✓	✓	✓	✓	✓
<b>Responsible: Chief Executive Officer</b>						

### 3.2.2 Review and implement the Marketing and Communications Plan

Key Actions	Budget	20/21	21/22	22/23	23/24	24/25
3.2.2.1 Implement priority initiatives (refer Marketing and Communications Plan)	Opex	✓	✓	✓	✓	✓
Responsible: Chief Financial Officer						

### 3.3 To provide responsible and accountable governance and management of the EMRC

#### 3.3.1 Continue to improve organisational governance

Key Actions	Budget	21/22	22/23	23/24	24/25	25/26
3.3.1.1 Implement the Recordkeeping Plan	Opex	✓	✓	✓	✓	✓
3.3.1.2 Review and update Council Policies	Opex	✓	✓	✓	✓	✓
3.3.1.3 Co-ordinate Council and Committee elections	Opex	✓	✓	✓	✓	✓
3.3.1.4 Review and update Management Guidelines as required	Opex	✓	✓	✓	✓	✓
Responsible: Chief Financial Officer						

#### 3.3.2 Review and implement EMRC's Integrated Planning Framework

Key Actions	Budget	21/22	22/23	23/24	24/25	25/26
3.3.2.1 Undertake a major review of the 10 Year Strategic Plan	Opex	✓				
3.3.2.2 Review the Corporate Business Plan	Opex	✓	✓	✓	✓	✓

Responsible: Chief Executive Officer

### 3.3.3 Review and implement a Risk Management Plan

Key Actions	Budget	21/22	22/23	23/24	24/25	25/26
3.3.3.1 Review, update and implement the Risk Management Plan	Opex	✓	✓	✓	✓	✓
Responsible: Chief Financial Officer						

### 3.3.4 Review and implement the Disability Access and Inclusion Plan (DAIP)

Key Actions	Budget	21/22	22/23	23/24	24/25	25/26
3.3.4.1 Review and implement the DAIP	Opex	✓	✓	✓	✓	✓
Responsible: Chief Executive Officer						

## 3.4 To continue to improve financial and asset management practices

### 3.4.1 Review and implement long term financial plans

Key Actions	Budget	21/22	22/23	23/24	24/25	25/26
3.4.1.1 Review the Five and Ten year financial plans	Opex	✓	✓	✓	✓	✓
3.4.1.2 Monitor and review financial investment portfolio	Opex	✓	✓	✓	✓	✓
Responsible: Chief Financial Officer						

### 3.4.2 Review and Implement the Asset Management Plan (AMP)

Key Actions	Budget	21/22	22/23	23/24	24/25	25/26
3.4.2.1 Review and implement the AMP	Opex	✓	✓	✓	✓	✓
<b>Responsible: Chief Financial Officer</b>						
3.4.2.2 Purchase and replace major plant (Red Hill) as required	Capex	✓	✓	✓	✓	✓
3.4.2.3 Purchase and replace minor plant and equipment (Red Hill) as required	Capex	✓	✓	✓	✓	✓
3.4.2.4 Purchase and replace major plant (Hazelmere) as required	Capex	✓	✓	✓	✓	✓
<b>Responsible: Chief Operating Officer</b>						
3.4.2.5 Capital Improvements to Ascot Place Building	Capex	✓				
<b>Responsible: Chief Financial Officer</b>						

### 3.4.3 Review and implement the Strategic IT Plan

Key Actions	Budget	21/22	22/23	23/24	24/25	25/26
3.4.3.1 Develop and implement the five year Strategic IT Plan	Opex	✓	✓	✓	✓	✓
3.4.3.2 Purchase IT and Communication Equipment as required	Capex	✓	✓	✓	✓	✓
<b>Responsible: Chief Financial Officer</b>						

### 3.5 To improve organisational culture, health, welfare and safety

#### 3.5.1 Review and implement the Workforce Plan

Key Actions	Budget	21/22	22/23	23/24	24/25	25/26
3.5.1.1 Review and implement the Workforce Plan	Opex	✓	✓	✓	✓	✓
Responsible: Chief Executive Officer						

#### 3.5.2 Review and implement the Occupational Safety and Health Plan (OS&H)

Key Actions	Budget	21/22	22/23	23/24	24/25	25/26
3.5.2.1 Co-ordinate the OS&H Program	Opex	✓	✓	✓	✓	✓
Responsible: Chief Executive Officer						



## Strategic Key Performance Indicators

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

## Reporting and Review

### Reporting

It is intended to provide periodic reports to Council against the Corporate Business Plan.

The *Local Government (Administration) Regulations 1996* (the Regulations) in relation to reporting states:

#### **19CA. Information about modifications to certain plans to be included (Act s. 5.53(2)(i))**

- 1) This regulation has effect for the purposes of section 5.53(2)(i).
- 2) If a modification is made during a financial year to a local government's strategic community plan, the annual report of the local government for the financial year is to contain information about that modification.
- 3) If a significant modification is made during a financial year to a local government's corporate business plan, the annual report of the local government for the financial year is to contain information about that significant modification.

Where applicable the EMRC will also provide a report against the Corporate Plan through its Annual Report.

### Reviewing

The Corporate Business Plan will be reviewed annually in accordance with current legislation.

Any significant modifications will be reported through the Annual Report.

## Appendix One - Strategic High Level Plans

Document	Description
Asset Management Plan (AMP)	This plan defines current levels of service and the processes used to manage each of EMRC's asset classes.
Business Continuity Plan	This Plan outlines the key steps to be taken by the EMRC to respond to and recover from a disaster.
Corporate Business Plan	This plan sets out the projects and services EMRC will deliver to achieve the outcomes identified in the 10 Year Strategic Plan.
Code of Conduct	The Code of Conduct provides members and employees with consistent guidelines for an acceptable standard of professional conduct.
Council Policies	Council Policies are developed and adopted by the EMRC Council.
Establishment Agreement	This document was signed by all EMRC member Councils in 1998 and is the basis for the delivery of ongoing and new services to member Councils.
Long Term Financial Plans	The 10 year and 5 year financial plans enable delivery of projects and services.
Food Organics and Garden Organics (FOGO) Strategy for the EMRC 2019-2022	This strategy will help guide the journey towards optimal recovery of FOGO materials.
<i>Local Government Act 1995</i>	The EMRC operates under the <i>Local Government Act 1995</i> and associated regulations.
Management Guidelines	Management Guidelines are developed and adopted by the Executive team in relation to internal operations
Communications Plan	This document outlines the marketing and communications activities to assist the organisation in achieving strategic objectives.
Red Hill Development Plan	This plan indicates infrastructure requirements for the ongoing development of the Red Hill Waste Management Facility.
Red Hill Emergency Response Plan	The Red Hill Emergency Response Plan has been produced to help protect staff, contractors, and customers who may be within the Red Hill Waste Management Facility at any given time.
Red Hill Environmental Management System	The Red Hill Environmental Management System provides a structured framework for implementing environmental protection programs which assist in managing potential environmental impacts of the Red Hill Waste Management Facility operations.
Regional Advocacy Strategy (RAS)	This strategy will be merged with the new Sustainability Strategy
Regional Economic Development Strategy (REDS)	This strategy will be merged with the new Sustainability Strategy
Regional Environmental Strategy (RES)	This strategy will be merged with the new Sustainability Strategy
Regional Integrated Transport Strategy (RITS)	This strategy will be merged with the new Sustainability Strategy

Document	Description
Occupational Safety and Health Plan (OS&H)	This plan provides a framework for protection of EMRC staff and property, and other people who may interface with EMRC operations.
Stakeholder Engagement Plan	This plan provides guidance, priority and frequency of stakeholder engagement.
Stakeholder Perception Survey Reports	The EMRC surveys stakeholders biennially to collect information on stakeholder perceptions.
Strategic Waste Management Plan	This plan provides a regional approach to waste management.
Strategic IT Plan	This plan outlines the IT infrastructure requirements for the EMRC.
Swan and Helena River Management Framework	This framework provides, amongst other things, a Statement of Significance for the defined section of the rivers.
Waste Plan	The Waste Plan and Implementation Plan was endorsed in 2021
Waste Education Strategy	This strategy provides a framework for EMRC's waste and resource recovery education activities, promoting behaviour change within the region to support sustainable waste management.
Workforce Plan	This plan enables the EMRC to ensure that it has a workforce capable of delivering organisational objectives now and in the future.

## Appendix Two - Abbreviations

Abbreviation	Explanation
ABR	Australian Business Register used for engaging with local businesses
OPEX	Operating Expenditure
CAPEX	Capital Expenditure
DAIP	Disability Access and Inclusion Plan
EMRC	Eastern Metropolitan Regional Council
FTE	Full Time Equivalent (used to describe staffing levels)
IT	Information Technology
MRF	Materials Recovery Facility
REDS	Regional Economic Development Strategy
RITS	Regional Integrated Transport Strategy
RRF	Resource Recovery Facility (HZI East Rockingham facility)
SHRMF	Swan and Helena Rivers Management Framework

### FOR FURTHER INFORMATION PLEASE CONTACT

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**THIS PLAN WILL BE MADE AVAILABLE ELECTRONICALLY AND WILL ALSO BE AVAILABLE ON THE EMRC'S WEBSITE**