



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.





Contents

About EMRC	4	Key Result Area 1	16
Chairman's Report	6	Environmental Sustainability	
Chief Executive Officer's Overview	8	Key Result Area 2	28
Elected Representatives	10	Social Opportunities	
Councillor Attendance	11	Key Result Area 3	30
Organisational Structure	12	Economic Development	
Committees	13	Key Result Area 4	34
Awards and Grants	14	Good Governance	
EMRC's Community Grants Programme	15	Statutory Reports	39

About EMRC



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

Providing services in waste management, environmental management, regional development and resource recovery, EMRC is a model of successful collaboration that has initiated and led projects that deliver real benefits to the 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.

Our Mission

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

Our Values

The following qualities represent the values that govern EMRC:

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

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



Facts About Perth's Eastern Region

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

Home to approximately 337,000 people from diverse cultural backgrounds and constituting around one-third of the metropolitan area, Perth's Eastern Region is one of the city's fastest growing areas. It encompasses about 2,100 square kilometres, including substantial parklands, river foreshore areas, national parks, state forests and water catchments.

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

Together, EMRC and its six member councils form an economic, social and environmental force with the strength to deliver positive outcomes and drive their communities forward.

EMRC Services

EMRC's **Waste Services** directorate operates the Red Hill Waste Management Facility and the Hazelmere Recycling Centre, on behalf of its six member councils, and the Coppin Road and Mathieson Road transfer stations, on behalf of the Shire of Mundaring. EMRC provides initiatives and activities to aid diversion of waste from landfill to more environmentally sustainable solutions. These undertakings include composting and mulch processing of greenwaste; timber and mattress recycling; and the provision of advice regarding contaminated sites.

The **Regional Services** directorate consists of Environmental Services and Regional Development.

The **Environmental Services** team provides a range of services and delivers on projects that focus on best practice land management and improving air and water quality across Perth's Eastern Region, as well as enhancing and protecting local biodiversity. Another key element is the provision of sustainability education that seeks to reduce the amount of energy and water that is consumed across the region. These objectives are achieved by developing strong partnerships and building effective working relationships with member councils and other stakeholders; in particular, community groups.

The core focus of the **Regional Development** team is to work with EMRC's six 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 for infrastructure, plan and advocate for alternative modes of transport such as cycling, walking and public transport, and facilitate regional tourism, cultural and recreational activities.

The **Corporate Services** directorate provides administrative support, human resources, information technology, financial management, marketing and communications, risk management, council support and governance services to the organisation. It also ensures that EMRC operations comply with the relevant statutory requirements.

The **CEO's Office** is comprised of organisational development and strategic planning services, waste education, as well as EMRC's Resource Recovery Project. The Resource Recovery Project aims to develop and implement resource recovery solutions which 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.

Chairman's Report



This year is EMRC's 30th anniversary, and an appropriate opportunity to reflect on some of the success stories that have made EMRC what it is today. Of course our success as a regional council would not have been possible without collaborative input from each and every one of our valued stakeholders.

EMRC is an organisation focused on supporting and contributing to priority project development to achieve social, environmental and economic benefit for communities in Perth's Eastern Region. This focus has positioned us as an industry leader in local government.

Waste Services

EMRC has the technical expertise, experience and a well-established track record in managing waste and providing solutions in response to the region's growing waste volumes. When reflecting on the history of EMRC's waste operations there is a long list of 'firsts', highlighting a proven track record of innovation and success and demonstrating why EMRC has become the industry leader it is today.

The Red Hill Waste Management Facility commenced operation in 1981. The facility houses Western Australia's only Class IV waste disposal cell, which is accessible to the wider metropolitan area. EMRC's waste facility was also the first municipal landfill in Western Australia to have a full leachate collection system, landfill gas extraction system and landfill gas power station. The facility also includes a composting operation certified as meeting Australian Standard® AS 4454:2003 *Composts, soil conditioners and mulches*. This is the only local government-run composting operation of its kind in Western Australia. It is also worth noting that the quality assurance accreditation has been maintained for the past four years. In addition to all of these initiatives, EMRC was also the first regional council to offer household hazardous waste management.

Further building on the successes of waste management operations, EMRC continued its focus on producing high-quality

products from recycled material, which are sold to the residents of Perth's Eastern Region and beyond, as well as to a number of industry bodies.

Resource Recovery

EMRC's Waste Education Team continued their focus on educating residents and community members of Perth's Eastern Region and beyond of the need to reduce, reuse, recycle and recover their waste. Despite these efforts, there is still a substantial and growing amount of waste disposed of in landfill. In response to the waste to landfill issue, EMRC continues to build on the past 12 years of research and is working to implement a resource recovery solution for the region.

The Public Environmental Review (PER) document, which assessed the potential health and environmental impacts of a Resource Recovery Facility at Red Hill, was released for an eight-week public comment period between 23 July 2012 and 17 September 2012. Information sessions were held in Gidgegannup and Mundaring in mid-August to inform the public of the results of the environmental impact assessment and to respond to questions and any concerns raised by residents. The sessions also provided the opportunity for community members to be advised of the submission process.

A funding application was submitted in February 2013 to the Federal Government's Clean Energy Innovation Fund for the Hazelmere Pyrolysis Project – part of the overall Hazelmere Resource Recovery Park – prepared by Ansac in consultation with EMRC and UWA. Ansac has since been advised the application was successful and \$5 million in Australian Government funding will be allocated toward the progression of the Hazelmere pyrolysis plant.

Corporate Services

Throughout the year EMRC, in accordance with the *Local Government Act 1995*, developed an Integrated Planning Framework in order to 'plan for the future'. As such, on 6 December 2012 EMRC



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Council adopted EMRC's Strategic Plan titled *EMRC 2022 – 10 Year Strategic Plan*. This document will guide and inform actions to be undertaken over the next 10 years. Also forming part of the Integrated Planning Framework is the *Corporate Business Plan 2013/14 to 2017/18*, adopted by EMRC Council on 20 June 2013. This document will be used to drive operational activities and is aligned to the priorities outlined in the *EMRC 2022 – 10 Year Strategic Plan*.

Environmental Services

EMRC commenced offering environmental services in 1993. Over the past 20 years a substantial number of innovative projects and activities have been undertaken, highlighting the benefits of EMRC's diversification into environmental services.

Since 2005, EMRC member councils and a consortium of partners have been active participants in the design, development and implementation of the \$13.9 million Perth Solar City project. Through this project EMRC received just over \$1.6 million in Australian Government funding to assist with the implementation of a suite of initiatives designed to trial and showcase practical and innovative ways to be smarter about energy use.

Over the duration of the project, EMRC and member councils installed 15 demonstration projects throughout Perth's Eastern Region, all of which were completed in early 2012. In total, 91.88kW of photovoltaic systems were installed, along with solar pool heating, lighting retrofits and Energy Reduction and Demand Management Systems. These installations alone are estimated to collectively save \$147,715 per annum in energy costs. The project formally concluded on 30 June 2013, having achieved or exceeded the majority of project targets. Over 16,000 householders have participated in the Perth Solar City project, making it Western Australia's most comprehensive energy efficiency program. Collectively households saved over \$1 million on their electricity bills last year.

Regional Development

EMRC introduced regional development services in 1998 with a focus on advocacy in relation to transport and economic development for Perth's Eastern Region, as well as the coordination and promotion of tourism-related activities within the area.

The Act-Belong-Commit Avon Descent celebrated its 40th anniversary in 2012, with more than 25,000 people helping to celebrate by attending the Family Fun Days. A series of free

community-based events were hosted along the banks of the Avon and Swan rivers again this year, attracting visitors to support those participating in the race while also enjoying a great day out for the whole family.

In 2013, more than 20,000 people took part in Perth's Autumn Festival throughout the seven-week programme hosted throughout Perth's Eastern Region. EMRC supported member councils by coordinating the funding application and by managing a regional marketing campaign for the events.

I am proud to highlight a snapshot of EMRC's successes over the past 30 years and look forward to the ongoing positive contribution EMRC will make to the communities and environment of Perth's Eastern Region and beyond. The past 30 years of successes reflect the professionalism and efforts of everyone associated with EMRC. In particular, I would like to take this opportunity to thank the Chief Executive Officer, Mr Peter Schneider, the Executive Management Team, and all staff for their professionalism, dedication and hard work that has enabled EMRC to be the industry leader that it is today.

I would also like to thank the state and federal politicians who have given their support to EMRC over the past 30 years, state government officers and to our industry partners. And finally, my thanks go to the EMRC Council and member councils for their ongoing hard work and commitment to ensuring Perth's Eastern Region remains a great place to live, work, play and do business.

Cr Dr Alan Pilgrim
Chairman



Chief Executive Officer's Overview



The year 2013 marks EMRC's 30th anniversary, a time within an organisation's lifespan where you can reflect and say 'we have come a long way'. EMRC has evolved from an organisation that focused solely on waste management, to expanding into the only multi-faceted metropolitan regional council in Western Australia providing services in not only waste management, but also environmental services and regional development. With the assistance of each and every one of EMRC's stakeholders, we have progressed a great deal as an organisation over the past 30 years, and I can say without a doubt we have an extremely bright future ahead of us.

EMRC has been a multi-award-winning organisation for some years, having secured awards in each of our service areas, including:

- 1998 CASE Earth Award under Category 1 for the Class IV Waste Disposal Cell Red Hill Landfill Facility;
- 2006 Gold Western Australian Tourism Award for destination promotion;
- 2007 National Awards for Local Government, category winner for Natural Resource Management;
- 2009 Star 3 Media Business Development Award – presented to EMRC and EMICoL;
- 2011 City of Belmont Opportunity Award;
- 2012 West Coast Institute of Training Sustainable Business Award; and
- 2012 MobileMuster Award for working with schools.

EMRC was awarded the 2012 Local Chambers of Commerce and Industry Award in the category of sustainable business for the building retrofit carried out on the Ascot Place Administration Building. EMRC was also announced as a finalist in the 2012 WA Tourism Awards for the Act-Belong-Commit Avon Descent Family Fun Days and the Perth's Autumn Festival.

On top of being a multi-award-winning organisation, EMRC has also been successful in securing more than \$10.24 million in funding for various regional projects since 1996, when the EMRC applied for, and secured, its first grant. Securing this funding has enabled activities such as:

- Expansion of the Mattress Recycling Programme at Hazelmere;
- Expansion of the Fluorescent Light Recycling Programme;
- Production of battery recycling bins for the region;
- Hosting and promotion of the Avon Descent Family Fun Days and Perth's Autumn Festival;
- Native Fish Fauna Monitoring in the Helena River;
- Rehabilitation of the Swan River foreshore and its tributaries;
- Implementation of the Community Energy Efficiency Programme; and
- Engagement of a TravelSmart Officer to promote and enhance sustainable travel practices in Perth's Eastern Region.

Throughout this year alone, EMRC has successfully obtained a total of \$400,434 (ex GST) in funding to assist with implementing various projects to benefit Perth's Eastern Region and beyond. Of this, \$250,500 was provided by Lotterywest to stage and promote the five free community-based events, collectively known as the 2012 Act-Belong-Commit Avon Descent Family Fun Days.

Further, a grant of \$55,000 was received by Lotterywest, along with \$6,000 from Perth Airport and \$909 from the Department of Transport, which went towards staging the 2013 Perth's Autumn Festival. The festival was a great success yet again this year and I thank those who took the opportunity to attend and enjoy the festivities. The festival aligned again this year with the *Clean and Green Strategy* by encouraging sustainable and environmentally friendly behaviour from attendees.



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The Eastern Hills Catchment Management Programme (EHCMP), a cornerstone function of the environmental services department, secured \$50,000 in grant funding from the State Natural Resource Management (NRM) Office. The EHCMP, in collaboration with Murdoch University, is producing an innovative mobile phone application that will empower the community, local government agencies and scientists to capture the incidence and severity of marri canker – a disease responsible for a significant portion of native tree decline in Western Australia’s South West region. The application will provide community members and local government officers with knowledge of the disease and assist scientists with collection of data to enable the advancement of their research into containing the spread of marri canker and treating marri trees.

A further \$38,025 in grant funding was received from the State NRM Office for conducting water quality monitoring of pollutants in the Helena River. The water quality monitoring will focus on observing possible linkages between pollutants and fish and mussel decline. On completion of these studies, and based on the results, EMRC will produce strategies for the conservation of native species and make recommendations for the management of important habitat areas if required.

Following the announcement by the Minister for Local Government Hon. John Castrilli MLA in mid 2011 that a review of the Perth metropolitan local government boundaries and governance structures was to take place, an independent Metropolitan Review Panel was appointed. The panel was appointed to examine the social, economic, environmental and governance challenges facing metropolitan Perth.

Throughout this year EMRC prepared a draft *Response to the Metropolitan Local Government Review Panel’s Final Report*, which was unanimously adopted by EMRC Council on 21 March 2013. The report highlighted that EMRC is well positioned to partner with all levels of government and take a lead role in delivering sustainable, broad scale social, economic and environmental outcomes. Being the only metropolitan regional council to offer services beyond that of waste management has positioned EMRC as an industry leader and it would therefore be remiss of the State Government to consider dissolving regional local governments. A key notion within the report highlighted that EMRC has a proud history with a bright future and can play a central role in waste management for metropolitan Perth for many years to come.

I take this opportunity to sincerely thank the aforementioned funding bodies for their generous support towards EMRC and the many innovative projects being implemented in collaboration, and on behalf of, Perth’s Eastern Region.

Being EMRC’s 30th anniversary, it is an appropriate time to make note of the organisation’s longest-serving employee Mr Brian Bushby – currently in the position of Operations Manager (Waste Services) – who has been with the organisation for 29 years. Brian has long been referred to as Mr Red Hill, having assisted in assessing the suitability of the initial Red Hill site for a waste facility. Brian began working at the Red Hill Waste Management Facility when it first opened to the public in 1981. I personally thank Brian for his dedication and commitment to the organisation.

The past year has been one of great achievement and I trust you will enjoy reading about EMRC’s progress in the following report. EMRC takes pride in its 30-year track record of growth, diversification, great achievements and accolades; however we are now focused on our bright future ahead. I look forward to working with member councils and other stakeholders on many regional projects in the coming years to ensure the brightest of futures for EMRC and Perth’s Eastern Region.

Peter B. Schneider
Chief Executive Officer



Elected Representatives



Back Row: Cr Alan Radford, Cr Graham Pittaway ^{OAM}, Cr Gerry Pule, Cr Janet Powell (EMRC Deputy Chairman), Cr Bob Emery, Cr Frank Lindsey and Cr Jennie Carter.
Front Row: Cr Glenys Godfrey, Cr David Färdig, Cr Dr Alan Pilgrim (EMRC Chairman), Cr Tony Cuccaro and Cr Charlie Zannino.
Inset left: Cr Phil Marks

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 and deputies as at 30 June 2013 were:

Councillors

- Cr Dr Alan Pilgrim – Shire of Mundaring – EMRC Chairman
- Cr Janet Powell – City of Belmont – EMRC Deputy Chairman
- Cr Jennie Carter – Town of Bassendean
- Cr Gerry Pule – Town of Bassendean
- Cr Alan Radford – City of Bayswater
- Cr Graham Pittaway ^{OAM} – City of Bayswater
- Cr Phil Marks – City of Belmont
- Cr Bob Emery – Shire of Kalamunda
- Cr Frank Lindsey – Shire of Kalamunda
- Cr Tony Cuccaro – Shire of Mundaring
- Cr Charlie Zannino – City of Swan
- Cr David Färdig – City of Swan

Deputy Councillors

- Cr John Gangell – Town of Bassendean
- Cr Barry McKenna – City of Bayswater
- Cr Margaret Thomas – Shire of Kalamunda
- Cr Stephen Fox – Shire of Mundaring
- Cr Kevin Bailey – City of Swan

Note: Cr Phil Marks moved position from deputy to member for the City of Belmont on EMRC Council on 13 June 2013, replacing former member Cr Glenys Godfrey who was elected to parliament.

Councillor Attendance

Note: The total number of meetings held during 2012-2013 are shown in brackets next to the meeting name.

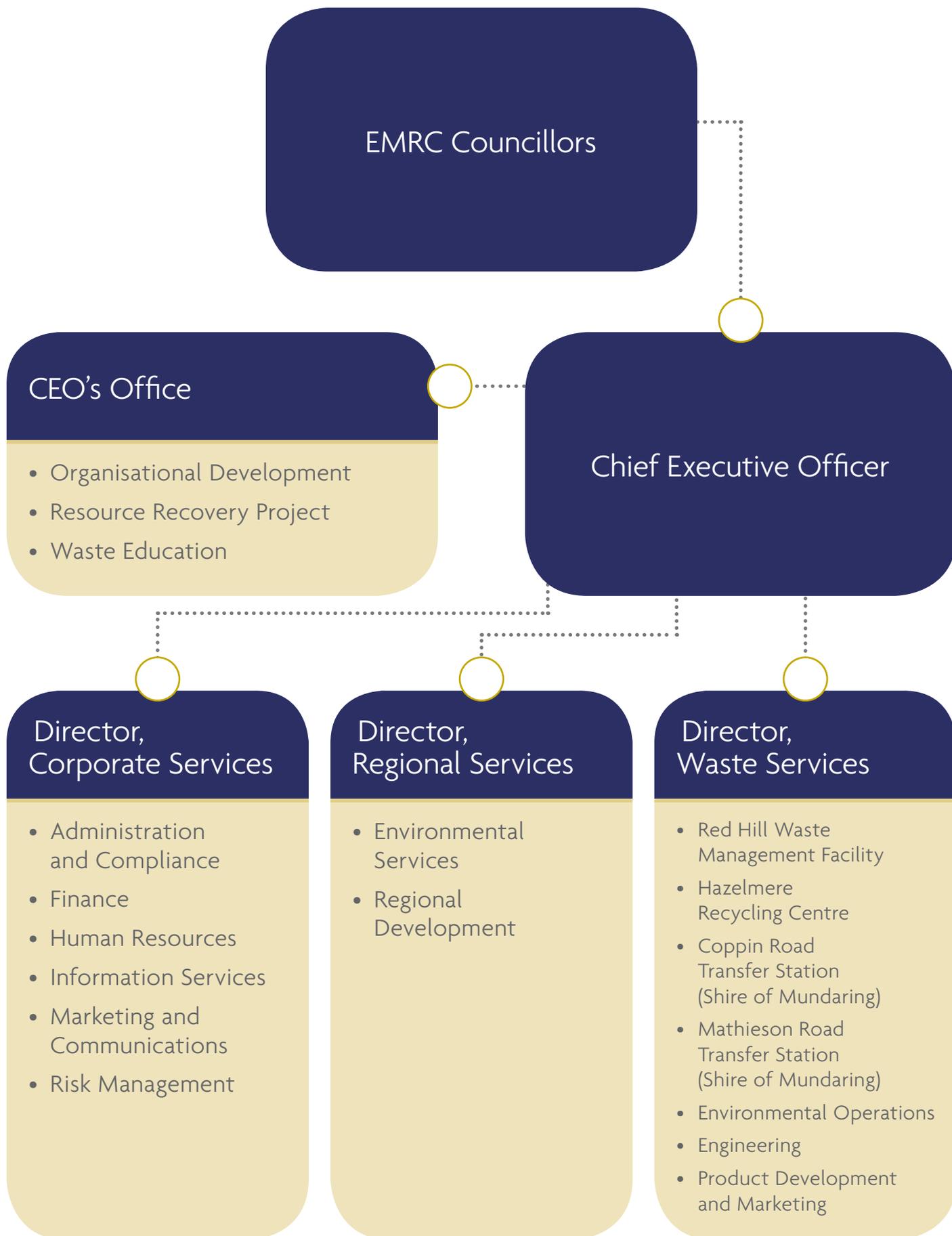
Councillors	Council	Ordinary Council (9)				Audit Committee (4)				Chief Executive Officer's Performance Review Committee (2)				Investment Committee (1)				Resource Recovery Committee (5)			
		✓	A	D	L	✓	A	D	L	✓	A	D	L	✓	A	D	L	✓	A	D	L
Cr Jennie Carter	Town of Bassendean	9																4	1		
Cr Gerry Pule	Town of Bassendean	9				4				1	1			1							1
Cr Graham Pittaway <small>OAM</small>	City of Bayswater	8	1			2	2			1	1										1
Cr Alan Radford	City of Bayswater	8	1					2						1				4	1		
Cr Janet Powell	City of Belmont	8			1	2	1		1	2											1
Cr Glenys Godfrey ^{1,2&3}	City of Belmont	5	2					1										2	2		
Cr Phil Marks ^{1,2&3}	City of Belmont	1																			
Cr Bob Emery	Shire of Kalamunda	6	2		1			1		2											
Cr Frank Lindsey	Shire of Kalamunda	7	2			3	1							1				4	1		
Cr Dr Alan Pilgrim	Shire of Mundaring	6	2		1	2	2			2				1							
Cr Tony Cuccaro	Shire of Mundaring	8	1					1										5			
Cr Charlie Zannino	City of Swan	7	2																		
Cr David Färdig	City of Swan	8	1			4				1	1							5			
Deputy Councillors																					
Cr John Gangell	Town of Bassendean																				
Cr Barry McKenna	City of Bayswater			1																	
Cr Margaret Thomas	Shire of Kalamunda		1																		
Cr Stephen Fox	Shire of Mundaring			1																	
Cr Kevin Bailey	City of Swan		1	2																	

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

Notes:

1. Cr Phil Marks moved position from deputy to member on EMRC Council to replace former member Cr Glenys Godfrey on 13 June 2013.
2. Cr Phil Marks was appointed as a member of the Resource Recovery Committee to replace former member Cr Glenys Godfrey on 20 June 2013.
3. Cr Phil Marks was elected as a deputy member on the Audit Committee to replace former deputy member Cr Glenys Godfrey on 20 June 2013.

Organisational Structure



Committees



Left to right: Mr Hua Jer Liew – Director, Corporate Services; Mr Peter Schneider – Chief Executive Officer; Mr Brian Jones – Director, Waste Services; and Mrs Marilyn Horgan – Director, Regional Services.

In order to assist with its planning and decision-making, council has appointed the following six committees:

Audit Committee (AC)

The Audit Committee consists of one councillor from each member council and was established to guide and assist EMRC with audits and financial management.

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 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 a 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 comprised of four EMRC councillors. The purpose of the committee is to deal with matters related to EMRC's Management of Investments Policy.

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 for the region.

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 for council meetings.

Awards and Grants



Awards

EMRC continues to be recognised as an exemplary leader in environmentally sustainable waste management services, resource recovery, regional development and environmental services.

Over the past year, EMRC received a Local Chambers of Commerce and Industry Award in the category of Sustainable Business for the sustainable retrofit carried out on the Ascot Place Administration Building.

EMRC was also listed as a finalist for the 2012 WA Tourism Awards in the category of Tourism Marketing for the regional marketing campaigns carried out for the 2011 Act-Belong-Commit Avon Descent Family Fun Days and the 2012 Perth's Autumn Festival.

Grants

In 2012–2013, EMRC successfully applied for funding to implement projects on behalf of, or in collaboration with, its member councils.

A total of \$400,434 (ex GST) was secured for projects that provide a significant range of benefits to Perth's Eastern Region and EMRC acknowledges and thanks these funding bodies for their assistance. Funding allocated or received during the year was:

- \$250,500 – Staging the 2012 Act-Belong-Commit Avon Descent Family Fun Days (grant from Lotterywest);
- \$55,000 – Staging the 2013 Perth's Autumn Festival (grant from Lotterywest);
- \$50,000 – Developing a mobile phone application to assist with Marri Canker Disease research and preservation of a keystone species (grant from State Natural Resource Management);
- \$38,025 – Conducting water quality monitoring of pollutants for linkages in fish and mussel decline in the Helena River (grant from State Natural Resource Management);
- \$6,000 – Staging the 2013 Perth's Autumn Festival (grant from Perth Airport); and
- \$909 – Promoting family and community cycling opportunities during Bikeweek and staging the 2013 Perth's Autumn Festival (grant from the Department of Transport).

EMRC's Community Grants Programme



2012-2013 EMRC Community Grants Programme recipients with EMRC Chairman, Cr Dr Alan Pilgrim (**far left**) and EMRC CEO, Mr Peter Schneider (**far right**).

EMRC's Community Grants Programme was conducted again during 2012–2013, to support community groups in the vicinity of the Red Hill Waste Management Facility. A total of \$13,076 (ex GST) was awarded to the following nine community groups:

- 1st Gidgegannup Scout Group;
- Darlington Parkerville Football Club;
- Experience Gidgegannup;
- Gidgegannup Agricultural Society;
- Gidgegannup Junior Football Club;
- Gidgegannup Netball Club;
- Gidgegannup Recreation Club;
- Perth Hills Paintball Association; and
- Parkerville Junior Cricket Club.

This year's successful grant recipients were recognised with a cheque presentation ceremony at the 2012 Red Hill Open Day.



Key Result Area 1:
Environmental Sustainability



Assessments on the impact of the carbon legislation on waste management activities continued throughout the year.



To Provide Sustainable Waste Disposal Operations

Red Hill Waste Management Facility

EMRC's *Annual Monitoring and Compliance Report* for operations at the Red Hill Waste Management Facility was submitted to the Department of Environment and Conservation (DEC) on 31 March 2013, pursuant to condition G3 (b) of the Red Hill site licence. The report demonstrated EMRC's compliance with all site licence conditions.

EMRC annually reports on emissions of pollutants coming from the Red Hill Waste Management Facility as part of the Federal Government's *National Pollutant Inventory (NPI) Programme*. The report for the 2011-2012 financial year was submitted to the DEC for review on 26 September 2012. The report is publically available and can be viewed on the NPI website <www.npi.gov.au>

EMRC has been reporting carbon emissions and energy data to the Department of Climate Change and Energy Efficiency (DCCEE) since 2008, under the *National Greenhouse and Energy Reporting Act 2007* (NGER Act). The 2011-2012 annual *National Greenhouse and Energy Report*, compiled for all of EMRC's facilities, was submitted to the Clean Energy Regulator in September 2012.

Assessments on the impact of the carbon legislation on waste management activities continued throughout the year, with data indicating EMRC would be liable, under the carbon price mechanism, for fugitive methane emissions from landfilling waste and greenwaste composting operations. EMRC has reporting obligations under the relevant legislation and will be required to report and pay for emissions by February 2014.

To account for the carbon price, EMRC has opened an Australian National Registry of Emissions Units (ANREU) account with the Clean Energy Regulator.

EMRC also explored opportunities under the Carbon Farming Initiative (CFI) and received advice that all landfills would be able to claim carbon credits under the CFI through capture and combustion of landfill gas from legacy waste. However, with the release of the methodology determination in August 2012, this was proven not to be the case as it varied significantly from the original methodology passed by the Domestic Offsets Integrity Committee. As a result, EMRC was therefore unable to participate in the CFI for legacy landfill gas converted to electricity at the Red Hill Waste Management Facility.

EMRC made a submission to the DCCEE in November 2012, and discussions were held with the CFI policy branch (DCCEE) in early 2013, in which EMRC advocated a change of criteria that would allow it to fairly participate. EMRC challenged this through the DCCEE but was unsuccessful.

Quarterly surface and groundwater monitoring activities continued at the Red Hill Waste Management Facility as part of the site's environmental monitoring programme. Data collected indicated groundwater recovery operations installed in 2009 had stopped further migration of leachate groundwater beyond the boundaries of the Red Hill Waste Management Facility.

EMRC has commissioned external consultants to carry out a number of field odour assessments at the Red Hill Waste Management Facility throughout 2013. The assessments include ambient odour intensity evaluation at nearby locations. Following the field assessments, the consultants will develop an odour management plan that identifies primary odour sources and defines management methods.

A specialist geosynthetic consultant was engaged to assist the Waste Services engineering staff in the design and specification of floating pond covers on leachate ponds at the Red Hill Waste Management Facility. While rain falling within the ponds dilutes the leachate, it also substantially increases the volume of leachate needing to be managed.

Tenders were sought during October 2012 for the supply and installation of floating pond covers, to capture the rainwater before it came into contact with the leachate.

EMRC accepted a tender at its 6 December 2012 meeting to install covers on four leachate ponds. Rainwater captured on the pond covers will now be pumped into stormwater storage ponds and used during the drier summer months for dust suppression or to maintain optimum moisture content in composting operations.

To extend the life of the Red Hill Waste Management Facility, an option to purchase land to the west of the facility was negotiated, subject to the land being rezoned for waste management activities. The rezoning was finalised during 2012-2013, resulting in an additional 37.22 ha of land available for waste disposal.

The current cell for Class III waste (Stage 13) at the Red Hill Waste Management Facility was filled at the end of June 2013. As part



of the ongoing development of the Red Hill Waste Management Facility, new landfill cells are constructed with the aim of having no less than six months of landfill airspace in reserve.

In February 2013, the Western Australian Planning Commission (WAPC) and City of Swan approved EMRC's application for an excavation licence to remove clay and caprock from Lot 12 at the Red Hill Waste Management Facility, for future cell development.

The new Lot 12 cell, known as 'Red Hill Farm Stage II' was designed in accordance with DEC best practice landfill guidelines and granted DEC works approval in January 2013. The tendered contract was awarded in January 2013 and comprised the provision of all plant, labour and materials necessary to satisfactorily complete the works. Cell construction started in February 2013 and was completed at the end of June 2013.

Hazelmere Recycling Centre

EMRC's Waste Services Team is preparing necessary documentation for a DEC licence approval application for future activities at the Hazelmere Recycling Centre, which includes greenwaste processing, a solid waste depot and commercial and industrial processing.

A quarterly dust-monitoring regime was implemented at the Hazelmere Recycling Centre in January 2013 to gauge dust levels in the vicinity before and after modifications were made to the wood grinder. This programme involves continuous monitoring of total suspended particulate (TSP) and respirable dust particles using a real-time dust monitor. Dust samples are collected quarterly and analysed by a laboratory for total combustible matter. Results indicated occasional high dust levels, which prompted the installation of a dust extraction system on the wood grinder. The new dust extraction system is in the commissioning phase.

Four sets of nested groundwater monitoring bores were installed at the Hazelmere Recycling Centre in November 2012 to determine background groundwater quality and obtain valuable baseline data before the expansion of operations at Hazelmere. To date, monitoring data indicates groundwater in the deeper aquifer is uncontaminated but initial results suggest that localised surface contamination has been detected from a source beyond the site

boundary. Routine groundwater monitoring has been implemented to confirm and track these results.

EMRC procured a number of new items of machinery for the Hazelmere Recycling Centre throughout 2012, including a track excavator, which is used to break down incoming timber to feed into the grinder, and a skid steer loader – a multipurpose piece of plant equipped with several attachments such as a bucket and forks.

Resource Recovery Project

Resource Recovery Park

The Hazelmere Resource Recovery Park is being progressively developed as a design concept. An initial audit of the engineering services required for the site has been completed, together with an assessment of the site entry and internal road network. A tender is being prepared for the detailed engineering design of the roads and drainage, services and landscaping.

EMRC has been investigating the feasibility of pyrolysing woodchip at its Hazelmere site to generate renewable electricity and biochar. Surplus electricity will be exported into the grid system and we are investigating the use of the by-product biochar as a soil amendment to improve the productivity of soils, sequester carbon or for sale as a solid fuel. A funding application to the federal government's Clean Energy Innovation Fund for the Hazelmere Pyrolysis Project was prepared by Ansac, in conjunction with EMRC and UWA, and submitted in February 2013. Ansac has been advised the application was successful.

During the development of the Hazelmere Recycling Centre, a fire service ring main was connected to two fire water storage tanks, to provide onsite capacity in the event of a fire. During the year the hydraulic fire services infrastructure was reviewed, which resulted in an upgrade to the fire services infrastructure to increase the site's capacity to fight a fire.

Resource Recovery Facility

The Public Environmental Review (PER) report was completed for the proposed Resource Recovery Facility (RRF) at the Red Hill Waste Management Facility in July 2012 and approved by the





Environmental Protection Authority (EPA) for public comment. During the eight-week public comment period, two community information sessions were provided by EMRC in Gidgegannup and Mundaring. After submissions closed, the project team prepared responses to public and government agency submissions, which the EPA will use as part of their assessment.

Community engagement for the Resource Recovery Project (RRP) continued throughout the year. Communications with stakeholders took place in the lead-up to the release of the PER, including newsletters, website updates, flyers, advertising and information sessions.

In October 2012, EMRC requested an amendment to the proposal, changing the site for the proposed RRF from Lot 12 Toodyay Road to Lot 8 Toodyay Road. The reason for this change was that Lots 8, 9 and 10 were in the final stages of acquisition from Boral Property. This location was better suited operationally and it enabled further reduction in environmental impacts associated with the RRF. The EPA is expected to complete its assessment report in July 2013.

The RRF financial model has been updated to show the effect of current market conditions for energy sales and renewable energy certificates. Funding support options are still being investigated through the state's Landfill Levy funds and elsewhere.

Preparations have commenced for the next phase of implementing the Resource Recovery Project at Red Hill.

Consulting Services

The Environmental Operations Team within Waste Services has been providing consulting services in the areas of contaminated site investigations, site remediation and environmental compliance monitoring to various member councils throughout the year.

To date, 11 projects have been completed, with the majority of projects focusing on the investigation and reporting of historical landfill sites across Perth's Eastern Region in accordance with the state contaminated sites legislation. The scope of works have included environmental site assessments, development of

sampling and analysis programmes, contaminant flow modelling, soil and hydrogeological assessments, geotechnical assessments, site remediation and landfill cap rehabilitation.

To Improve Regional Waste Management

During 2012-2013, the Waste Services environmental staff provided advice to consultants and contractors looking to dispose of contaminated soils and other hazardous waste – Class III/IV – and expanded its advisory services to member councils, including Preliminary Site Investigations (PSI) and Detailed Site Investigations (DSI).

Regional Waste Education Strategy (2013-2015)

A workshop was held with the Regional Waste Education Steering Group (RWESG) in August 2012 to review the existing Waste Education Strategy and develop a new three-year plan. Results from focus group sessions and online surveys were presented to the RWESG, Waste Management Community Reference Group and the Resource Recovery Committee. EMRC Council officially endorsed the *Regional Waste Education Strategy (2013-2015)* in December 2012.

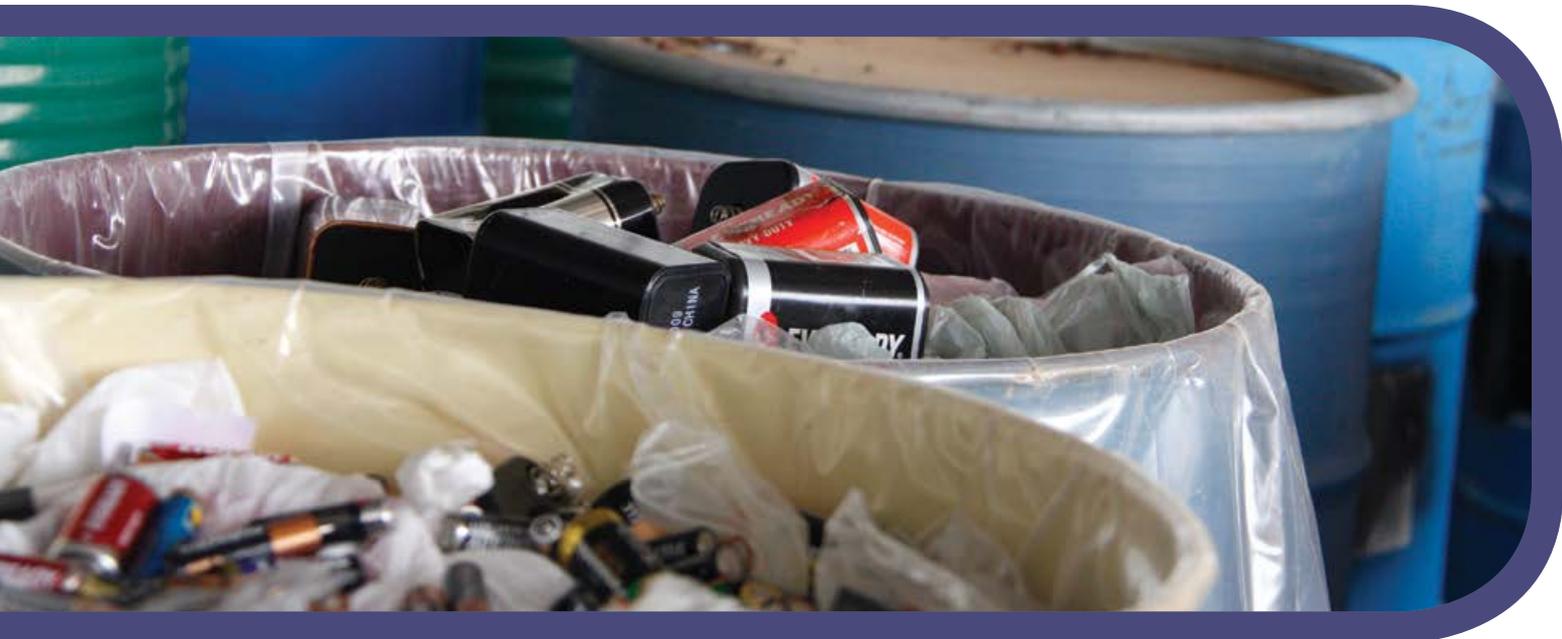
EMRC's Waste Education Team worked throughout the year to promote various waste education initiatives. The Earth Carers Training Programme continued throughout July 2012, including tours to the Wangara Materials Recovery Facility, Swan Depot and the Red Hill Waste Management Facility, and participation in a composting workshop.

Household Hazardous Waste

The permanent Household Hazardous Waste (HHW) area at Red Hill was included as part of the on-site tour for visitors and was included as a key focus area when making presentations and holding community workshops.

Further information on HHW featured in the annual waste and recycling guides, the Watch Your Waste advertising column in August, as well as on the R-Gang website. The Western Australian Local Government Association (WALGA) also designed a HHW brochure throughout the year, which was distributed to member council offices and the RWESG to further promote the initiative.





Dry Cell Battery Programme

The Dry Cell Battery Programme continued throughout the year, with promotion including mail-outs and emails to local primary schools, events and via the R-Gang website. Approximately 17.3 tonnes of batteries were collected throughout 2012-2013, with schools contributing 5.29 tonnes and public locations throughout Perth's Eastern Region contributing 12.01 tonnes.

Chidlow, Noranda and High Wycombe primary schools won the 'Battle of the Batteries' school battery recycling competition for the second year running in 2012, with Darlington Primary School winning the new 'Super Chargers' most improved category.

WALGA resolved an issue related to the transport of drums of collected dry cell batteries, resulting in the commencement of removal of accumulated stockpiles to battery recyclers from May 2013.

Compact Fluorescent Lamp Programme

Endorsement and management of the Compact Fluorescent Lamp (CFL) Programme continued with 647.7kg of CFL tubes and globes being collected and recycled from 18 drop-off locations at shopping centres, libraries and council offices across Perth's Eastern Region.

Waste and Recycling Guides

EMRC's Waste Education Team worked collaboratively with member council staff to design and distribute the *2012-2013 Waste and Recycling Guides*, which were delivered to 155,000 households in Perth's Eastern Region.

On 19 January 2013, the Waste Education Team handed out information packs to residents at the City of Swan's recyclable goods drop-off day, held at Jack Williamson Oval in Middle Swan. The Waste Services Team at the City of Swan were also given waste education packs containing information about EMRC programmes, such as battery and CFL recycling, which were distributed to residents who attended recycling drop-off days in August and September.

The reuse permaculture garden at the Red Hill Environmental Education Centre was replanted and mulched this year, with a constant flow of fertiliser supplied from the Red Hill worm farm. New resources were also purchased for the 'Smart Shopper' activity at the education centre, to help educate children visiting the centre.

In 2012, a proposal was drafted for the Helena College community service project, which involved students making waste-related displays to assist Waste Education Staff with community engagement at events. Under the supervision of an artist in residence, students created two displays – one representing the extraction and application of landfill gas and the other promoting the recycling of mobile phones.

EMRC staff were further educated on how to live with less waste throughout 2012-2013. The staff vegetable garden was replanted, updates were provided to staff regarding 'Plastic Free July' and tips were shared about sourcing sustainable local produce.

During National Recycling Week, daily emails, displays, posters and a competition were used to engage staff. In March 2013, EMRC staff participated in Clean Up Australia Day, collecting litter from the riverfront in Belmont.

All recycling areas at the Coppin Road and Mathieson Road transfer stations were upgraded throughout the year. With the introduction of the new 'entry to site' restrictions, this has increased the amount of recycling collected onsite and has also reduced the amount of waste going to landfill. New signage for customer directions and safety of operations has been installed. The greenwaste area at the Coppin Road Transfer Station has been upgraded, improving customer access and safety.

During 2012-2013, the Shire of Mundaring introduced an entry pass system to provide its residents with a limited number of free passes to the transfer stations. A new entry pass system was trialled at the Coppin Road Transfer Station and in September 2012 the barcode system was rolled out at the Mathieson Road Transfer Station.

To Provide Resource Recovery and Recycling Solutions in Partnership with Member Councils

Greenwaste Operation

The Red Hill Waste Management Facility continued to process greenwaste and focus on creating higher-value blended products designed to meet market needs, including use by the turf-growing industry to establish and maintain turf at parks and sporting ovals, as well as treating nematode-infected areas.

The greenwaste operations at the Red Hill Waste Management Facility processed approximately 13,700 tonnes of material, including approximately 9,000 tonnes of greenwaste into quality, accredited mulch products in 2012-2013. The main markets were mine site rehabilitation, with one customer purchasing more than 3,000 tonnes. Contracts for the supply of processed and unprocessed material to the broader composting industry continued to be explored and developed. Market outlets for soil conditioner remained constant in 2012-2013, predominantly being sold to landscapers and garden centres.

Red Hill Waste Management Facility's greenwaste operation has maintained quality assurance accreditation under Australian Standard® AS 4454:2003 *Composts, soil conditioners and mulches* for more than four years.

As the only local government in Western Australia to obtain Australian Standard® accreditation for its mulch, EMRC recognises the need to divert greenwaste for beneficial re-use, while increasing industry standards and educating consumers on the uses and effects of quality-processed composted products.

Ferricrete

EMRC is a preferred supplier under the Western Australian Local Government Association (WALGA) panel tender for the supply of roadbase materials. EMRC can supply local governments with ferricrete crushed to Main Roads WA Specification 501 for road and pathway construction.

Wood Waste

In 2012-2013 almost 13,000 tonnes of wood waste, in the form of untreated softwood timbers, packaging, pallets, off-cuts and particleboard were processed into woodfines and woodchip and supplied to industry for animal bedding, landscaping and to potting mix manufacturers. Income from the sale of recycled wood products in 2012-2013 was nearly \$420,000.

Since its inception in 2008, the timber processing plant at the Hazelmere Recycling Centre has processed over 40,000 tonnes of recycled wood, which otherwise would have been destined for disposal to landfill. The Department of Environment and Conservation (DEC) and the WA Waste Authority have recognised these efforts with awards and funding support.

Electronic Waste

The Red Hill Waste Management Facility has been established as a permanent collection facility for computers and televisions under the *Product Stewardship Act 2011*. EMRC, in conjunction with InfoActiv, organised temporary collection events from February to May 2013, which were well received by member councils and residents.

Mattresses

In 2012-2013 over 21,000 mattresses were diverted from landfill, with the component parts recycled as follows:

- Springs** – sold as scrap metal to recyclers
- Wood** – processed into recycled products for animal bedding
- Foam** – baled and sent to be made into underlay
- Cloth** – for use as rags in the oil and gas industries (this market is still being investigated).

Carpet Tiles

EMRC and carpet tile company InterfaceFLOR® together established Australia's first carpet tile recycling depot. Carpet tile waste is delivered and consolidated at EMRC's Hazelmere Recycling Centre before being shipped to InterfaceFLOR® facilities in New South Wales for recycling.





To Investigate Leading-Edge Waste Management Practices

During the year, new markets for mulch and compost were developed and investigations carried out to find new uses for recycled products. Research into blending ferricrete with recycled concrete road base to eliminate 'block cracking' has been initiated, as has using glass fines blended with ferricrete as a road base material. There has also been ongoing development of the Water Corporation's Lime Amended BioClay® (LABC) project at Red Hill with the Water Corporation planning to commercialise the product following preparation of trial batches.

A study tour of resource recovery facilities in the eastern states was completed in November 2012, involving three EMRC Councillors and officers. This included visits to suitable waste recycling facilities in Adelaide, Canberra and Melbourne. The information and contacts from these tours will be used to guide the development of the Hazelmere Resource Recovery Park.

An audit was conducted throughout May 2013 on contents collected from household bins in the region, after previously being carried out in 2004. Audits were also undertaken of waste received at Red Hill, at the tip face and the transfer station, to provide a current waste analysis. This will assist EMRC with investigating a possible commercial and industrial waste separation facility at the Hazelmere Recycling Centre. It will also assist with EMRC's efforts to reduce greenhouse gas emissions and its carbon liability.

To Contribute Towards Improved Regional Air, Water and Land Quality and Regional Biodiversity Conservation

Eastern Hills Catchment Management Programme

The Eastern Hills Catchment Management Programme (EHCMP) is a highly successful partnership between the Shires of Kalamunda and Mundaring, City of Swan, EMRC, Perth Region Natural Resource

Management (NRM) and Swan River Trust. The programme aims to achieve a coordinated strategic approach to the restoration of land, bushland and creek lines through a range of natural resource management activities and practices within the councils, broader community and regional NRM groups.

Eastern Hills NRM officers work in partnership to support a large, active and diverse community network. The network comprises more than 130 friends of groups and four catchment groups and two sub-catchment groups throughout the Shire of Kalamunda, Shire of Mundaring and the City of Swan, to plan, coordinate and implement bushland restoration of riparian zones and to research projects.

The NRM team liaises with catchment groups within Perth's Eastern Region through meetings, regular newsletters, phone calls, emails and onsite visits. The catchment groups are located in Helena River; Jane Brook; Susannah Brook; Blackadder, Woodbridge; Lower Helena; and Piesse Brook. About \$97,900 worth of assisted projects across the hills area in Perth's Eastern Region have been successful and will be implemented in 2013.

Bush Skills for the Hills

Bush Skills for the Hills (BSFTH) is a partnership programme delivered to the community by the EHCMP NRM officers and Local Government Bushcare officers. BSFTH is a series of free environmental training workshops, which include annual sessions on volunteer management and safety, practical bush land management and restoration skills. More than 350 community members attend each year.

Greenpage

The *Greenpage Newsletter* is produced by the EHCMP team, with input from the Shires of Kalamunda and Mundaring, the City of Swan and the community, and is distributed every two months to about 1,500 subscribers. The newsletter provides environmental information for Perth's Eastern Region and includes university research into environmental issues, as well as upcoming environmental events.

Water Quality Monitoring

EMRC secured a grant from the State NRM Office to conduct water quality monitoring along the Helena River for possible linkages between pollutants and fish and mussel decline.

EMRC will undertake seasonal water quality monitoring of pollutants (e.g. pesticides, herbicides, heavy metals, hydrocarbons) to provide a baseline data set. Completion of the study will allow EMRC to create strategies for the conservation of native species and to make recommendations for the management of important habitat areas. The findings will also support progress towards creating awareness about habitat requirements of freshwater aquatic species in Perth's Eastern Hills Region.

EHMCP Recognition

An end-of-year volunteer function was held in December 2012. Approximately 100 guests were present and catchment groups received gifts in appreciation of their commitment to increase and maintain biodiversity in Perth's Eastern Region. The EHMCP has long been recognised for its successful and innovative service delivery. Recent recognition includes:

- Winner of the WA Landcare Award - Local Government Landcare Partnership Award category 2011; and
- Nominated for the 2012 National Landcare Awards in the category of Local Government Landcare Partnership.

Weed Control and Revegetation

EHMCP, in partnership with three member councils (Kalamunda, Mundaring and Swan) completed weed control and revegetated riparian zones on priority tributaries of the Swan River. The project, funded by the Department of Environment and Conservation (DEC) Community Grants, saw 7,000 seedlings planted at Kadina Brook, Coulston Road and Amherst East involving the community, NRM staff and Ecojobs contractors.

The project will improve priority waterways through increased ecological integrity, reduced erosion, improved water quality, improved links between bushland and other foreshore sites, and adding depth to corridors along both sides of the river.

Youth Environmental Management Programmes

Subject to funding, Bush Skills for Youth will develop and deliver a skills-based, hands-on volunteer participation and education programme for young people in Perth's Eastern Region. The project aims to foster an interest in, and sense of responsibility for, local bushland conservation while building community connections and civic participation.

EMRC is seeking funding partners for youth projects and held a meeting with Lotterywest towards the end of 2012.

Marri Canker Research Project

The State NRM grant application for marri canker research was successful. A total of \$50,000 was received for the project, which aims to address the threat of native tree decline specific to marri canker – a disease that kills tens of thousands of marri trees.

EMRC has partnered with Murdoch University to trial treatments for marri canker and to develop a specially designed mobile phone application to enable the community to identify marri canker disease, as well as input details relating to tree health and location.



Treatment trials will be carried out on 100 trees in Greenmount National Park and Ledger Road Reserve, Gooseberry Hill and will be monitored to determine the effectiveness of the treatment methods.

Workshops will be held by EMRC and Murdoch University for community and local government employees to raise awareness of marri canker and provide information regarding the effectiveness of the treatment trials. Throughout these workshops, demonstrations will be carried out relating to the appropriate use of the marri canker phone application.

Water Campaign™ Programme

The Water Campaign™ provides local governments with a framework and structured approach to actively assess their consumption of water and to understand how their activities affect water quality within their area. The project delivers water action plans to address the issues identified and to achieve water reduction goals that have been set by member councils. This can result in significant water use reductions and cost savings for participating councils and demonstrates local government leadership in the management of our precious water resources.

The Water Campaign™ is a sustainability initiative from the International Council for Local Environmental Initiatives (ICLEI) and the Australian Government. Progression through this programme framework involves five milestones. Milestone 1 includes a water consumption inventory and analysis for corporate and community consumers, as well as selecting water quality priority areas. Milestone 2 involves developing water conservation and water





quality goals and target years, with Milestone 3 producing a Water Action Plan to assist with achieving these goals. Milestone 4 involves implementing the actions and reporting on progress, while Milestone 5 includes a re-inventory and review of the overall council progress.

There are 126 councils participating in the Water Campaign™ Programme throughout Australia, which includes 42 councils from Western Australia – six of which are member councils of EMRC.

The table below illustrates the 2012-2013 achievements for the eight councils that EMRC have assisted to progress through the Water Campaign™ Programme:

Council	Achieved in 2012-2013
Town of Bassendean	Achieved Milestone 5.
City of Bayswater	Progressing through Milestone 3.
City of Belmont	Re-inventory Report Card was completed by the EMRC, including a streamline water audit.
Shire of Kalamunda	Progressing with additional water conservation activities after having previously achieved Milestone 5.
Shire of Mundaring	Achieved Milestone 5.
City of South Perth	Achieved Milestone 5 and was endorsed as a Waterwise Council.
City of Swan	Simultaneous progression of Milestone 2 and Milestone 3.
Town of Victoria Park	Simultaneous progression of Milestone 2 and Milestone 3.

Those councils who completed a milestone will be acknowledged for their achievements at the ICLEI Awards and Recognition Breakfast in August 2013.

Water Auditing Services

EMRC completed water audits for the following locations throughout the year:

- Shire of Kalamunda Administration Building and Hartfield Park Recreational Facility at the Shire of Kalamunda;
- Jubilee Reserve at the Town of Bassendean;
- Wembley Community Centre, Town of Cambridge Town Hall, and the Town Youth Centre at the Town of Cambridge; and
- Manning Library at the City of South Perth.

A water investigation (electronic data logging) has also been completed for the City of South Perth Tennis Club.

Energy Audit Service

Three energy audits were undertaken at community facilities in the City of Bayswater – Olive Tree House Day Service, Morley Senior Citizens Centre and Lightning Park Recreation Centre. Audits included historical data analysis, site walk-through, data collection, data analysis and reporting. A presentation of the energy audit findings for Lightning Park Recreation Centre was provided at a community meeting and key recommendations are now being implemented.

Under the Community Energy Efficiency Programme (CEEP), energy audits of two key community facilities in the City of Bayswater took place. Energy audits for the Bayswater Library and Bayswater Waves Aquatic Centre were completed, including historical data analysis, site walk-through, data collection, data analysis and reporting. Reports were provided to the City of Bayswater and the Department of Climate Change and Energy Efficiency (DCCEE) as part of the CEEP reporting process.

Cooperative Research Centre for Water Sensitive Cities

EMRC is a member of the Cooperative Research Centre for Water Sensitive Cities a partnership between the University of Western Australia and the Centre for Water Sensitive Cities at Monash University.

The vision for the Centre for Water Sensitive Cities is to transform cities and their communities in ways that will help them live in harmony with natural water environments. The Centre for Water Sensitive Cities will play a pivotal role in transforming Australian cities to become resilient to current and future challenges.

Local and Regional Environment Strategies

The *Regional Environment Strategy 2011–2016*, approved by EMRC Council in November 2011, aims to ensure a sustainable approach for the future development, protection and management of Perth's Eastern Region. Major projects for 2012–2013 included:

- Funding and commencement of the marri canker project;
- Funding and commencement of the Helping the Helena project;
- Major review of the Regional Climate Change Adaptation Action Plan (RCCAAP) completed;
- Completion of the Town of Bassendean's Environmental Management Plan Review;
- Perth Solar City Project completion;
- Sustainable landscaping completed for the City of Bayswater;
- Completion of a number of water audits and energy audits;
- Completion of Water Campaign Milestones;
- Application for funding for an environmental youth programme with Lotterywest;
- Workshop held on the Swan and Helena Rivers Regional Recreational Path Development Plan;
- Submission in response to the Australian Government's Discussion Paper on the Local Government Energy Efficiency Programme;
- Participation in the Cooperative Research Centre for Water Sensitive Cities; and
- Ongoing implementation of the ACER programme, including setting of future targets and objectives to support action planning.

The City of Bayswater and EMRC are in the process of developing the Local Environment Strategy which will provide a framework for environmental management activities to enhance environmental outcomes for the City of Bayswater. The first community workshop was held on 11 May 2013 and demonstrated actions the community could implement to help conserve the City of Bayswater's environment.

EMRC reviewed the Town of Bassendean's existing Environmental Management Plan and developed a new 10-year plan for 2013 to 2023. This document provides a reference point for other key environmental plans and initiatives being undertaken by the Town of Bassendean.

EMRC produced a policy and procedure on Roadside Vegetation Management for the Shire of Kalamunda. These documents were built on extensive research and communication with the Roadside Conservation Committee and Department of Fire and Emergency Services (DFES). The documents will be presented to council for endorsement and for use by Shire of Kalamunda staff to determine the best method of managing roadside vegetation. The policy document will also be available to the community to show what can occur on roadsides with the Shire of Kalamunda's permission.

Community Energy Efficiency Programme

EMRC will receive \$647,420 in regional funding over three years through the Australian Government's Community Energy Efficiency Programme (CEEP), one of only seven WA recipients from 63 across Australia. The \$1.3 million regional project is titled *Re-energising Perth's Eastern Region: Energy efficient lighting, air-conditioning and pool pump retrofits of key community facilities in Perth's Eastern Region*.

The following facilities will be upgraded or retrofitted over the course of the project:

- Street lighting in the Town of Bassendean;
- Variable Speed Drive Systems and LED lighting at the Bayswater Waves Aquatic Centre;
- LED lighting and airconditioning at the Bayswater Library; and
- More efficient pumps and plant, together with Variable Speed Drive Systems and a solar pool water heating system at the Shire of Mundaring's Bilgoman Aquatic Centre.

Key Achievements and Milestones for 2012-2013:

- Memorandums of Understanding with the Town of Bassendean, City of Bayswater and Shire of Mundaring, together with relevant schedules of Activities and Milestones were signed by the Chief Executive Officers and copies provided to the DCCEE;
- Baseline energy audits were completed at Bayswater Waves and Bayswater Library with an updated Baseline Energy Efficiency Report;
- Design activities were completed and installation activities are underway for the Town of Bassendean's LED Street Lighting Retrofit, including approval of additional funds by the Town



of Bassendean to achieve a better project outcome;

- Design activities were completed and procurement activities are underway for the City of Bayswater's Variable Speed Drive System retrofit at Bayswater Waves, along with the City of Bayswater's Library LED retrofit and airconditioning upgrade, including approval of additional funds by the City of Bayswater to achieve a better project outcome; and
- Design activities are underway for the LED retrofit at Bayswater Waves.

To Address Climate Change Issues within the Region

Perth Solar City Project

EMRC, member councils and a consortium of partners have been active participants in the project design, development and implementation of the Perth Solar City project since 2005. The project was supported by \$13.9 million in Australian Government funding through the Solar Cities Programme. State, local government and industry funding has also been contributed on the basis of at least \$2 for every \$1 of Australian Government funding. The local government demonstration projects for the Perth Solar City project were completed in early 2012, with other products and services ending in September 2012. The Solar Cities Programme formally closed on 30 June 2013.

This year saw the development of an End of Project Report, which outlines the overall achievements of the Perth Solar City Programme. The report looks in more detail at the individual initiatives that have been implemented by EMRC and its member councils.

EMRC worked with Western Power and Innovative SCADA Solutions to install new data hardware and a dashboard at five EMRC and member council locations. The data software is assisting these sites with receiving live feed data in relation to the photovoltaic systems installed at the sites, which allows for easier data monitoring. All five sites were commissioned in March 2013.

Achieving Carbon Emission Reductions

The Achieving Carbon Emission Reductions (ACER) Programme is an initiative developed to encourage and support member councils in Perth's Eastern Region to monitor, report on and reduce corporate carbon emissions. The programme also provides advice, information and education on energy efficiency, carbon emissions and other climate change-related issues to member councils, the community and local businesses in the region.

Under the ACER Programme, EMRC and participating member councils joined the WALGA Emissions Reporting Platform hosted by Greensense Consulting, which was developed for local governments. This platform is an online software system used to collect and analyse carbon emissions data, mainly from electricity, gas and fuel use. Data will be used to target areas that require energy efficiency measures to be implemented and ensure accurate monitoring and reporting of carbon emissions. EMRC is a member of the Platform Steering Committee, which meets regularly to review the progress of the platform and agree on future development.

A DIY 'Home Energy Audit Kit' is available for loan from local libraries in participating member councils. The kit, developed by EMRC, enables staff and residents to audit the efficiency of their homes and suggests efficiency changes to reduce energy consumption.

Some of the key achievements for 2012-2013 included:

- Revision of the Town of Bassendean's and the Shire of Mundaring's Carbon Reduction Strategy to provide strategic context, background and a framework for achieving corporate emissions reduction;
- Revision of the City of Bayswater's Greenhouse Gas Abatement Plan to provide strategic context, background and a framework for achieving corporate emissions reduction;
- Assisting the City of Belmont to plan and implement actions under their Environment Plan, including incorporating energy



efficiency criteria in the tendering process;

- Ongoing implementation of the WALGA Emissions Reporting Platform for participating member councils including review and update of organisation structure, automatic upload of electricity data, and collection and manual input of data relating to fuel use, gas use and street lights;
- Preparation of Data Management Guidelines or Data Management Work Instruction to support the WALGA Emissions Reporting Platform for each participating council;
- Assistance with carbon mitigation actions across Perth's Eastern Region;
- Assistance to develop and implement energy efficiency trial projects across the region in areas that require measures to reduce energy costs;
- An energy efficiency initiative for EMRC's Ascot Place Administration Building was identified and implemented. 'Master/Slave' power boards have been distributed to all computing workstations at Ascot Place to save a significant amount of standby power;
- EMRC has approved and sourced a 10 per cent offset of Ascot Place Administration Building electricity from CoZero, an accredited renewable energy supplier; and
- EMRC hosted a workshop in the City of Bayswater with the keynote speaker from the Alternative Technology Association providing information regarding domestic solar panel photovoltaic systems to residents.

Future Proofing

The *Future Proofing Perth's Eastern Region – Regional Climate Change Adaptation Action Plan (RCCAAP) 2009-2013* identifies regional risks and actions to assist local government operations, services and communities in adapting and building resilience to climate change.

The implementation and progression of these regional actions, along with the development of Local Climate Change Adaptation Action Plans (LCCAAPs) for each member council, has been ongoing.

Some of the key RCCAAP actions included:

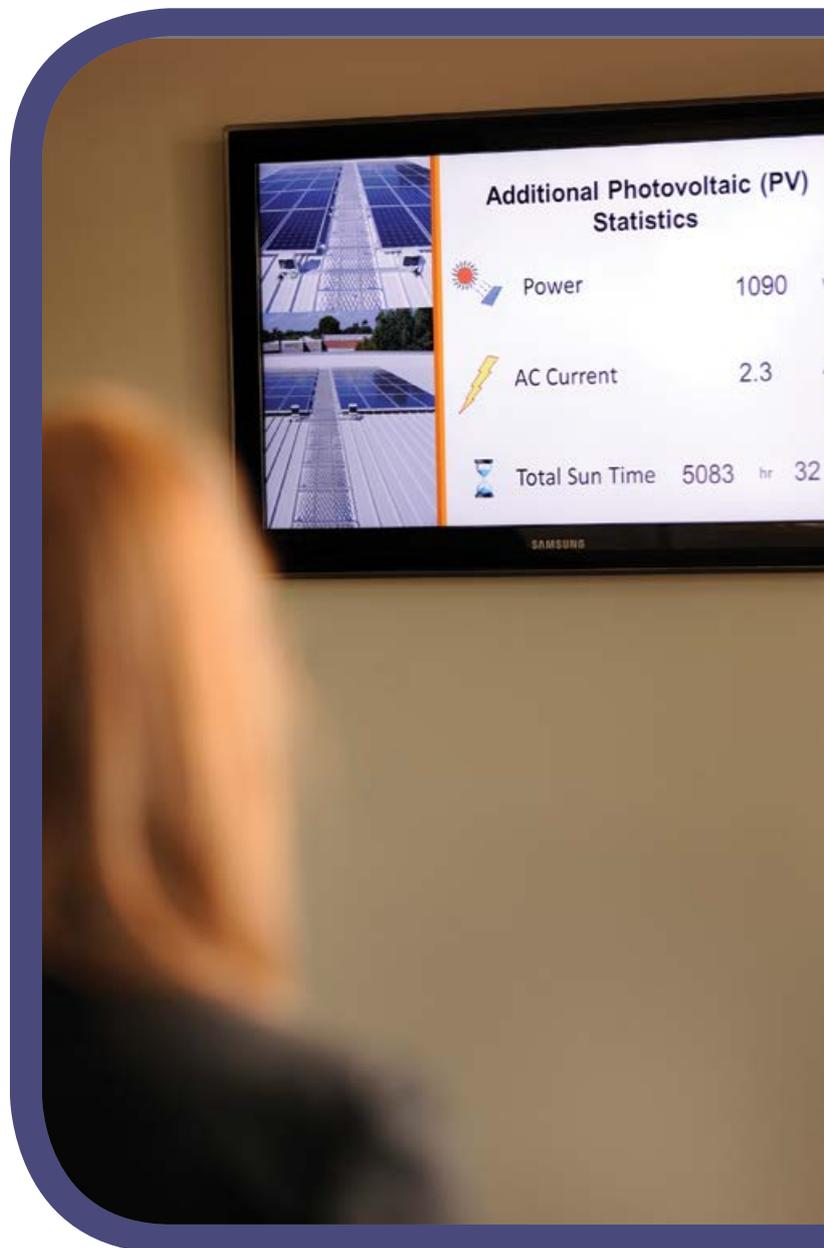
- EMRC and member councils signed the Western Australian Local Government Declaration on Climate Change;
- Extensive scoping of current flood modelling information, including the projected impacts of rising sea levels. Advocacy for more localised flood modelling for the region, via Geoscience Australia, the Department of Water (DoW), and the University of Western Australia;
- A submission on *State Planning Policy 2.6 - State Coastal Planning Policy*, particularly regarding the possible effects of rising sea levels on EMRC's four river-based member councils;
- Information for member council staff on accessing mapping of Acid Sulfate Soils (ASS) in the region, as well as information on training in ASS for local government officers;
- Advocating for increased political awareness and funding for regional projects to protect river foreshore assets, as well as development of a *River Protection Strategy*;
- Development of guidelines for the management of roadside vegetation, reconciling both conservation of biodiversity and bushfire risk; and
- Representation on the WALGA Senior Officers Group on Climate Change, along with involvement in other networking and information sharing opportunities.

EMRC has also guided the development and implementation of Local Climate Change Adaptation Action Plans (LCCAAPs) for each member council by:

- Continuing to work with the City of Belmont, the Shire of Mundaring and the Town of Bassendean to implement the key actions from their LCCAAPs; and
- Continuing to work with the City of Bayswater and the Shire of Kalamunda to finalise their LCCAAPs.

A major review of the RCCAAP has been completed and was presented and endorsed by EMRC Council in June 2013. The report recommended that EMRC continues action on climate change, approves the development of a new action plan for 2013-2016 and commits to continued funding for implementation of the RCCAAP and member council LCCAAPs.

The Future Proofing project has placed EMRC's member councils and Perth's Eastern Region as leaders in the area of adapting to climate change.





Key Result Area 2:
Social Opportunities



Website visits have increased by 40 per cent over the past 12 months, with 70,000 unique visitors to the site each year.



To Facilitate Regional Tourism Development

The <perthtourism.com.au> website is an online regional portal maintained by EMRC which provides information on events, trails and experiences in Perth's Eastern Region and directs enquiries to the Swan Valley, Mundaring and Perth Hills Visitor Centres for product information and bookings. The website provides a valuable source of free marketing for member councils and their communities to promote events within Perth's Eastern Region. It is the central source of information for regional events such as Perth's Autumn Festival and the Act-Belong-Commit Avon Descent Family Fun Days.

Website visits have increased by 40 per cent over the past 12 months, with 70,000 unique visitors to the site each year. EMRC implemented a number of website functionality updates to improve the search trail engine and event listing management.

To Facilitate Regional Cultural and Recreational Activities

Avon Descent

The Act-Belong-Commit Avon Descent Family Fun Days are a series of community-based events staged by participating councils along the foreshore of the Avon and Swan rivers. These events engage communities and attract spectators in the 124km Act-Belong-Commit Avon Descent white water race. The Act-Belong-Commit Avon Descent celebrated its 40th anniversary in 2012, a milestone achievement that saw record participation of international competitors. More than 25,000 people joined the action at the family fun days.

EMRC secured \$250,500 (ex GST) from Lotterywest to support the City of Bayswater, City of Belmont, Shire of Northam, City of Swan and Shire of Toodyay in staging five free events from Friday, 3 August to Sunday, 5 August 2012. Lotterywest grant funding also supported a significant regional marketing campaign, coordinated by EMRC, to promote family fun day events to the Perth metropolitan community and wider intrastate area, in collaboration with participating councils.

As a support partner of the 2012 Act-Belong-Commit Avon Descent, EMRC worked closely with the Northam's Avon Descent Association to deliver another successful event this year. With support from EMRC, Lotterywest and Eventscorp, the Northam's Avon Descent Association carried out a rigorous review of the organisation of the event, including the family fun days, to ensure continued event development and growth.

EMRC was a finalist in the 2012 WA Tourism Awards 'Tourism Marketing' category for the 2011 Act-Belong-Commit Avon Descent Family Fun Days' regional marketing campaigns.

Perth's Autumn Festival

Perth's Autumn Festival is an annual seven-week programme that collaboratively promotes nominated tourism, community and cycling events held in Perth's Eastern Region. Now in its 13th year, the festival has gained recognition as one of Perth's key community events and draws residents and visitors alike to appreciate the arts, culture, culinary delights and natural beauty of the Swan River, Perth Hills and Swan Valley.

EMRC was a finalist in the 2012 WA Tourism Awards in the 'Tourism Marketing' category, for the 2012 Perth's Autumn Festival regional marketing campaigns.

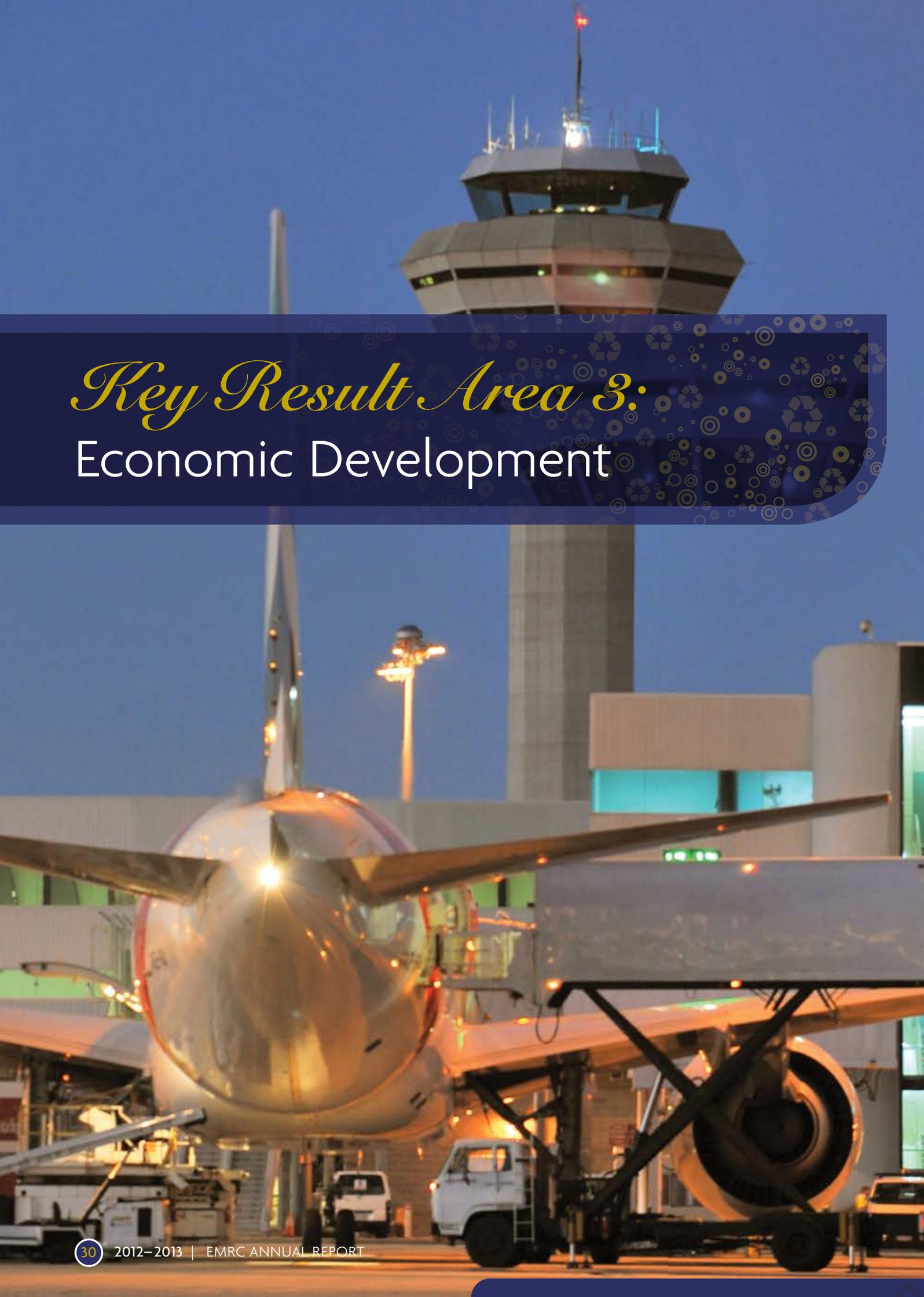
In 2013, more than 20,000 people took part in the following autumn festival events:

- A Vintage Weekend in the Swan Valley;
- Old Perth Road Markets;
- City of Bayswater's Autumn River Festival;
- City of Belmont's Autumn River Festival;
- Autumn River Ramble by the Swan;
- Bike in the Valley;
- Munda Biddi Festival of Cycling; and
- Bickley Harvest Festival.

EMRC supports the festival through business planning assistance and coordination of a regional marketing and public relations campaign. EMRC secured sponsorship from Perth Airport and funding from Lotterywest and the Department of Transport's *Cycle Instead* Bikeweek 2013, to support event staging costs and additional marketing activities.

The festival was committed to a 'Clean and Green in 2013' initiative, by carrying out environmental and sustainable actions to reduce waste, water and energy use. EMRC also supported the initiative by using recycled paper and vegetable inks on the festival brochure and by incorporating TravelSmart and sustainability messages in marketing and promotional material.



A photograph of an airport at night. In the foreground, the nose and wings of a large white airplane are visible, illuminated by ground lights. In the background, a multi-tiered air traffic control tower stands prominently against the dark sky, with its lights glowing. The scene is set on an airfield with various ground support equipment and vehicles visible.

Key Result Area 3:
Economic Development

To Facilitate Increased Investment in Regional Infrastructure

The Priority Roads Project list was reviewed by the Regional Integrated Transport Strategy Implementation Advisory Group (RITS IAG) in February 2013. Existing and emerging priority road projects for Perth's Eastern Region will be incorporated into the new *Regional Integrated Transport Strategy 2013-2016*.

Curtin University is undertaking a follow-on study from its previous research for EMRC, which investigated the community's aspirations for public transport in Perth's Eastern Region.

The state government's *Public Transport Plan for Perth 2031* outlined expansion of the public transport network in Perth and identified several routes similar to those identified by the community in EMRC's forums, including Airport Rail Spur, Ellenbrook and Mundaring. These routes will be audited to establish the development potential of land one kilometre either side and the results will underpin transport advocacy for EMRC.

Regional Walking Strategy

As part of the development of the *Regional Integrated Transport Strategy (RITS)*, it was agreed to develop a *Regional Walking Strategy (RWS)*.

The RWS will use the Walkability Audit Tool, developed by the Department of Transport (DoT) in partnership with EMRC in 2011-2012. The tool is used to conduct audits and identify gaps and poor infrastructure in the pathway network. It is proposed the audit's focus will be around schools, transport hubs and locations identified by member councils.

The RWS will report on priority improvements required to increase walking around these activity centres. This will form a Priority Walking Infrastructure Project List, which will become a regular item on the RITS IAG agenda.

TravelSmart

To encourage EMRC's staff and visitors to adopt sustainable transport behaviours, EMRC participated in the TravelSmart Workplace Programme run by the Western Australian DoT. The purpose was to understand EMRC's current travel behaviours, develop actions for change and create a Workplace Travel Plan (also known as a Green Travel Plan).

The development of EMRC's Workplace Travel Plan included the formation of a TravelSmart working group, a staff travel survey, a workplace access audit, a TravelSmart workshop, and a staff information presentation.

As a result of the Travel Plan, Workplace Access Guides for three sites (Ascot Place, Hazelmere and Red Hill) were created. Public transport and cycling information has been made available to staff, who participated in 'bike to work rides' during *Cycle Instead Bikeweek*, with more actions planned for next financial year.

Perth Hills Trails Master Plan

The development of a *Perth Hills Trails Master Plan* was identified by stakeholders as one of five cycle tourism priority projects to offer the greatest benefit to the region.



EMRC partnered with the Shires of Kalamunda and Mundaring, Department of Environment and Conservation (DEC) and the Perth Hills Trails Reference Group to develop a master plan that considered all walking, mountain biking, trail bike, horse riding and four-wheel-drive trails in the Perth Hills. The *Perth Hills Trails Master Plan* provides a strategy and action plan for the Perth Hills Trails network.

To Support the Development of Regional Education and Training Opportunities

A *Regional Youth and Education Discussion Paper* prioritised relevant youth projects for the region, complementing activities already underway and looking at proposed activities by member councils, the community sector and government. Consultation in 2012 included a stakeholder workshop, face-to-face meetings with key agencies, email submissions and a presentation to regional directors of key state government agencies. Young people from across Perth's Eastern Region were also given an opportunity to contribute via surveys and the use of an interactive engagement tool.





EMRC continued to participate in the SRT Swan Canning Riverpark Iconic Trails Project Steering Group.



Information from these activities was used to identify and prioritise relevant regional youth projects as outlined in the *Regional Economic Development Strategy (REDS)*, the *Regional Environment Strategy (RES)* and *Regional Advocacy Strategy (RAS)*.

The four project areas highlighted for future action are:

- Eastern Region Youth Network – to promote collaboration, peer support and training opportunities for those working with young people in Perth's Eastern Region;
- Bush Skills for Youth – refocusing the existing Bush Skills Programme to target volunteering and involvement for young people;
- Regional Advocacy and Lobbying – including a focus on services and infrastructure required to meet the needs of young people in Perth's Eastern Region. This includes improved access to public transport and regional service hubs for young people; and
- Regional Youth Week – working with member councils and regional partners to deliver a youth forum in 2014 and a calendar of activities in 2015.

These projects have been incorporated into Regional Services activities for 2013-2014.

To Facilitate Regional Economic Development Activities

Swan and Helena Rivers

The *Swan and Helena Rivers Management Framework* strategically identifies roles and responsibilities, and allocates actions to stakeholders, to guide the ongoing sustainable management and development of the eastern reaches of the Swan River and its major tributary, the Helena River.

Regional Aboriginal Consultation Guidelines have been developed, in consultation with member councils and key stakeholder groups, to enable more consultative and respectful Aboriginal engagement in planning and consultation processes, in line with the *Aboriginal Heritage Act 1972*. The guidelines were approved by EMRC in February 2013 and outline how local government officers can engage with the Aboriginal community to build relationships, facilitate better project outcomes through inclusion, and ensure legal compliance for consultation. The guidelines were distributed to stakeholders and published on EMRC's website in June 2013.

EMRC coordinated a meeting of member council staff and relevant stakeholders to discuss how to implement the *Swan and Helena Rivers Regional Recreational Path Development Plan*. The meeting included a presentation by the Swan River Trust (SRT), with an update on the Swan Canning Riverpark Iconic Trails Project. Member council staff were consulted to identify and assess current path priorities, budgets and barriers. New information from the Town of Bassendean Draft Local Bike Plan (2012), the City of Belmont Draft Bike Plan (2012) and the *City of Swan Cycle Connect Strategy (2012)* have been included. Priority areas include path construction between Ashfield Flats and Guildford Bridge in the Town of Bassendean, Claughton Reserve in the City of Bayswater and Max Hunt Foreshore Precinct in the City of Swan; and path upgrades in Garvey Park and Ascot foreshore in the City of Belmont.

EMRC continued to participate in the SRT Swan Canning Riverpark Iconic Trails Project Steering Group. The Swan Canning Riverpark Iconic Trails Master Plan has progressed to draft stage and aims to guide development of a trails network to increase community benefit.

The National Trust of Australia (WA) completed a heritage audit of the riverpark for areas not covered in the *Swan and Helena Rivers Statement of Significance and Heritage Audit (2009)*. The audit identifies recorded heritage values within the riverpark under the themes of natural, Noongar and historical heritage. The National Trust of Australia (WA) is working on a riverpark interpretation plan for the SRT, which will incorporate findings from Stage 1 of EMRC's *Swan and Helena Rivers Foreshore Trail Interpretation Plan*, to identify themes for interpretation, sites, methods and communication.

Regional Profile Tools

EMRC coordinated the continued subscription to REMPLAN, profile.id, and atlas.id. These tools provide economic and socio-demographic profiling data for the region and give member councils and other stakeholders online access to this data. There were several updates in 2012-2013, incorporating statistics from the 2011 Census. An economic profile for the region is available from EMRC's website and has been translated to Chinese to promote the region to Chinese audiences and attract investment opportunities.

Annual training for member councils and key stakeholders has been provided for all available regional profiling tools.



Showcase Series

In June 2011, the Economic Development Officers Group (EDOG) identified the need to expand former industrial tours to incorporate small to medium enterprises. The Showcase Series has since been created and is being coordinated by EMRC.

The third event in the Showcase Series was held in February 2013, which focused on highlighting the importance of Perth's Eastern Region as a transport and industry hub. It featured presentations from the Gateway WA Consortium and the Public Transport Authority (PTA), and was attended by a variety of local government officials, community members and business owners.

Following on from the success of this series, the mini showcases will continue in 2013-2014.

Industry Engagement Framework

The Industry Engagement Framework (IEF) was developed in close consultation with EDOG. It comprises an IEF Toolkit, an agreed approach for capturing feedback from businesses in Perth's Eastern Region.

This framework consists of tools chosen specifically for their ability to creatively engage with business and industry. It facilitates engagement with businesses and industry stakeholders to help develop future tailored support strategies. The framework also embeds methods, tools and branding to support member councils.

The Business Insights Programme is the application of the IEF and presents a channel for member councils to promote their profile through an online two-way information exchange, and networking with local businesses. This supports a number of REDS actions relating to advocacy, education, business improvement and regional promotion activities.

Regional Digital Strategy

A *Regional Digital Strategy* (RDS) has been developed through extensive consultation with partnering member councils, business, industry and the community.

The RDS will act as a guide for the delivery of regional broadband activities to complement member council strategies and priorities as well as the state government digital strategy direction. Actions will be focused on the following activities:

- Lead and collaborate on digital technologies;
- Extend digital infrastructure;
- Develop residents' digital capacity and confidence;
- Promote and celebrate communities;
- Develop small businesses' digital capacity;
- Enable new business and work opportunities; and
- Enhance provision of services.

The RDS will assist with strengthening and diversifying the economy, contribute to business viability, and provide access to services and sustainable employment for residents of Perth's Eastern Region.



TOSHIBA

Key Result Area 4:
Good Governance



EMRC has consolidated its image as a credible partner for regional projects and this is supported by significant research.



To Improve Member Council and EMRC Financial Viability

In accordance with EMRC's Establishment Agreement the regional purposes of EMRC include the promotion of productive effectiveness and financial benefit to the member councils by facilitating the integration and sharing of resources.

Regional waste management, economic development and environmental programmes provide for improved coordination and economies of scale for all participants. In addition, EMRC has been successful in securing state and Federal Government grants, on behalf of its member councils, where regional cooperation and scale were influencing factors.

To Provide Advice and Advocacy on Issues Affecting Perth's Eastern Region

Implementing Strategic Regional Advocacy for 2012-2013

The focus of regional advocacy actions for 2012-2013 was on a range of strategic issues raised by member councils and outlined in EMRC strategies, such as the *Regional Economic Development Strategy*, *Regional Integrated Transport Strategy*, the *Regional Environmental Strategy* and the *Regional Climate Change Adaptation Action Plan*.

Topics raised at meetings with politicians included issues facing the Swan and Helena river systems, the impact of the carbon pricing legislation for local governments; rollout for the National Broadband Network; strategic transport and road infrastructure, including Great Eastern Highway safety issues in Mundaring; the need for the Perth Airport rail link; and the need for a university presence in the region.

A pre-budget submission outlining five priority areas for Perth's Eastern Region was provided to the Premier, Leader of the Opposition and Leader of the National Party, as well as to all eastern metropolitan local members and candidates for the 2013 state election. The five priority areas were strategic waste management, road and rail infrastructure, public transport, Swan and Helena river systems, and essential infrastructure.

EMRC has consolidated its image as a credible partner for regional projects and this is supported by significant research. The following submissions were lodged in response to various strategic direction documents:

- *Public Transport for Perth in 2031*;
- *Capital City Planning Framework - A Vision for Central Perth*;
- *Metropolitan Local Government Review Panel*;
- *Priority Plan for Investment in the Swan Canning Catchment*;
- *Swan River Trust Draft River Protection Strategy*;
- *State Coastal Planning Policy*; and
- *Pre-Budget Submission to the State Government*.

EMRC provides representation for the region on numerous peak bodies and committees, including:

- Gateway WA Project Coordination Group and Environmental Reference Group;
- Perth Region NRM Local Government Reference Group;
- The Swan Canning Policy Forum;
- Swan Canning River Park Iconic Trails Steering Group;
- Swan River Trust Committees;
- WALGA Greensense Emissions Reporting Platform and Climate Change;
- Cities as Water Supply Catchments;
- Forum of Regional Councils;
- Municipal Waste Advisory Council and Committees – Officers Advisory Group, Household Hazardous Waste Committee, Contaminated Sites Committee;
- Australian Landfill Owners Association;
- Waste Management Association of Australia;
- Perth Solar City – Consortium; and
- Regional Development Australia Perth Committee Inc.

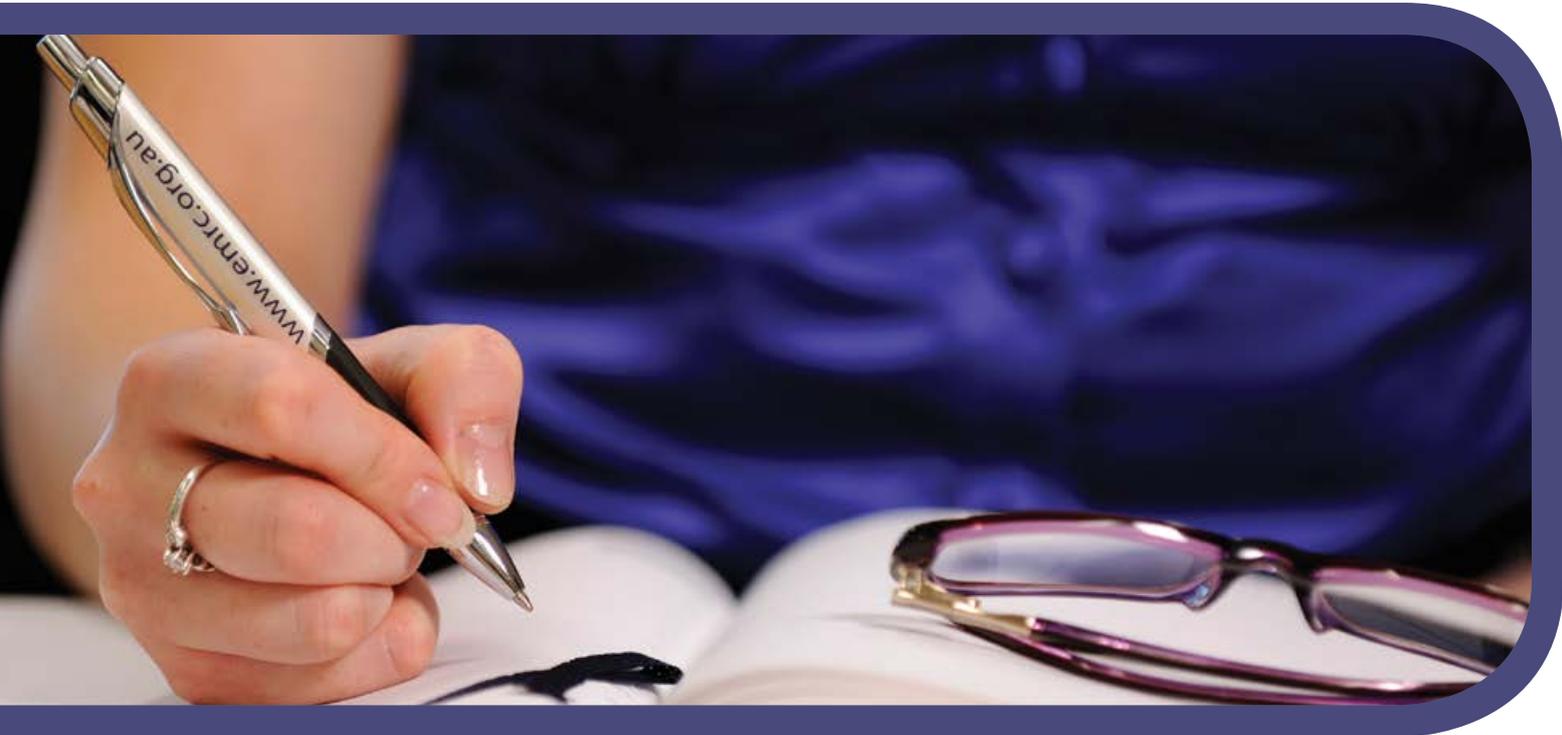
Review of Regional Advocacy Strategy

The *Regional Advocacy Strategy (RAS) 2010-2013* provided a framework that established principles, standard approaches and guidelines to underpin and guide strategic advocacy activities, and identified key regional issues to guide advocacy activities. A review of the RAS was carried out and EMRC has approved a revised RAS 2013-2016, which builds on the previous strategy and provides key priority areas for future activities.

The RAS 2013-2016 outlines key components that will be used to develop advocacy campaigns, and identifies three focus areas to address advocacy priorities. The priority areas are:

- Environmental sustainability;
- Economic growth and diversity; and
- Strong communities.





The future sustainability of Perth's Eastern Region will be largely dependent on the strength and ability of the region to pool its resources to compete for, and attract, government and private sector funding.

Advocacy and relationship-building aims to increase awareness of Perth's Eastern Region and the role of EMRC, and identifies and capitalises on future funding opportunities to support regional-scale projects and activities.

To Provide a Consultancy and Training Service

The Developing EMRC's Leaders Programme, which was designed in partnership with Central Institute of Technology, was launched in 2012. The programme was tailored to meet EMRC's specific requirements and covered topics such as emotional intelligence, compliance, communication and risk management. The 12-month programme was used to enhance managerial leadership capabilities and skills, recognising that leaders' roles were to set the standard and culture of the organisation.

The organisation continued its focus on staff training. A comprehensive internal training programme was implemented to enhance staff skills in organisational policies and procedures.

The Shire of Mundaring commissioned the Waste Services Environmental Operations Team to undertake annual water monitoring at the Coppin Road and Mathieson Road transfer stations. The programme involved sampling three groundwater monitoring bores and a leachate pond at the Mathieson Road Transfer Station, and a leachate pond and creek adjacent to the Coppin Road Transfer Station. Results from the programme were compared to relevant water quality guidelines and reported to the Shire of Mundaring.

The Waste Services Environmental Operations Team have been providing consulting works to member councils over the past year, specialising in contaminated site assessments of former landfill sites. These investigations focused on determining whether contamination existed and, if present, the nature of contaminants and the risk to the environment and human health. All investigations were conducted according to the Department of Environment and Conservation's Contaminated Sites Management Guidelines. So far, site assessments have been carried out for the Town of Bassendean, City of Bayswater and Shires of Kalamunda and Mundaring.

Remediation management was carried out at some of these sites, which involved excavation and disposal of contaminated material followed by site validation and testing.

The Environmental Operations Team is also accredited for groundwater sampling and carries out compliance groundwater monitoring for the Shires of Kalamunda and Mundaring.

To Manage Partnerships and Relationships with Stakeholders

The annual EMRC Community Grants Programme was conducted to support community groups in the vicinity of the Red Hill Waste Management Facility. The programme has assisted numerous groups to develop a wide range of projects since its inception in 1997. This year's successful grant recipients were recognised with a cheque presentation ceremony at the 2012 Red Hill Open Day.

The Waste Education Team delivered a number of workshops and attended numerous events throughout the year, sharing the waste reduction message and promoting sustainable living practices. Some of these workshops and events included the Royal Show, Waste and Recycling Conference public open day, Composting Awareness Week workshops (composting and worm farming), Red Hill Open Day and National Recycling Week tours. In February an Earth Day was held at Ellen Stirling School, with 10 waste and

recycling workshops. An Earth Carer stall was also exhibited at a Welcome to the West Defence Force event, which included a solar oven display, worm farms and compost, with more than 300 people in attendance.

Earth Carer volunteers were recruited for a display at Garden Week in March 2013, which included newspaper pot plant making activities with children and worm farm demonstrations. A stall was also held at the Gidgegannup Small Farm Field Day, and Watch Your Waste presentations and waste sorting activities were developed and facilitated for Guildford Living Smart participants and World Environment Day attendees at Bunnings in Kalamunda.

Resource Recovery Project (RRP) community engagement continued throughout the year. Communications surrounding the Hazelmere Resource Recovery Park are being developed to keep the community informed.

To Improve Marketing and Communications

EMRC's Marketing and Communications Team supports the organisation to develop and maintain strong communication with internal and external stakeholders, upholding the integrity of EMRC's brand.

Implementation of EMRC's Marketing and Communications Plan continued throughout the year, guiding the day-to-day marketing support for the organisation's strategic objectives and directorates, and outlining key projects and activities to strengthen the organisation's corporate communication.

Throughout 2012-2013, consultants from Research Solutions conducted four focus groups and surveyed 300 residents from across the region as part of a review of the current Waste Education Strategy. Results from the research have been used to develop the three-year *Waste Education Strategy 2013-2015*.

To Provide Responsible and Accountable Governance and Management of EMRC

EMRC's *Disability Access and Inclusion Plan 2010/11 to 2012/13* was reviewed and a new five-year draft *Disability Access and Inclusion Plan (draft DAIP) 2013/14 to 2017/18* was developed. The new draft DAIP was made available to the public for a six-week consultation period and is due to be tabled in early 2013-2014.

Sections 5.56(1) and (2) of the *Local Government Act 1995* (the Act) state 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) specify that a plan for the future comprises the following:

- A strategic community plan – a minimum 10-year timeframe; and
- A corporate business plan – a four to five year plan, which translates the 10-year strategic plan into operations.

A workshop in March 2012 involved EMRC Councillors, member council and EMRC staff, and was used to identify key opportunities and challenges facing Perth's Eastern Region. A draft plan, *EMRC 2022 – 10 Year Strategic Plan*, was developed as a result of the workshop and made available to the public for a 21-day consultation period. Following this, EMRC Council adopted *EMRC 2022 – 10*

Year Strategic Plan by absolute majority on 6 December 2012.

The *Corporate Business Plan 2013/14 to 2017/18* was adopted by EMRC Council on 20 June 2013. This plan sets out the actions staff will undertake over the next five years to deliver on *EMRC 2022 – 10 Year Strategic Plan*. It is intended to provide regular reports on the projects, programmes and services outlined within the document.

To Continue to Improve Financial and Asset Management Practices

An Asset Management Policy was developed and submitted and adopted by EMRC Council at its meeting on 21 March 2013.

The Annual Condition Report of all plant and equipment was completed in August 2012. This report was used to update the Plant Replacement Programme and to develop the 2013-2014 Plant Replacement Capital Budget.

Annual surveys of product stockpiles were carried out at Red Hill and Hazelmere at the end of June, to determine the stock at hand.

A full Red Hill Asset Audit was conducted in March 2012 in conjunction with an independent auditor.

To Continue to Improve Information Management Practices

Asset Replacements and Updates

During the year, computers were replaced to improve office productivity.

Ongoing improvements to the server virtualisation platform has resulted in 10 servers being virtualised, which has delivered many benefits including a reduction in the number of physical servers required, electricity consumption, and the airconditioning load; cost savings; and an improvement in disaster recovery response times.

A new digital phone system was installed at the Hazelmere Recycling Centre in February 2013. This has added increased functionality and is scalable as the Resource Recovery Park project is progressed.

Document and Records Management

The Electronic Document and Records Management System (EDRMS) is instrumental in assisting EMRC in executing its obligations under the *State Records Act 2000*. Following the cessation of support by the software vendor, EMRC has procured a new replacement system. The new system is being implemented and will allow EMRC to achieve productivity gains by modernising the supporting IT infrastructure.

To Improve Organisational Culture, Health, Welfare and Safety

The Safety Advisory Committee, Risk Management Steering Group and management groups continued to be the principal forums to discuss and address risk issues arising from operations. The organisation had five workers' compensation claims during the year, which was one less than the previous financial year. Three of the five claims were also lost-time injuries.



The new staff occupational health and safety (OH&S) induction process remained a central pillar of the programme and is now supported by induction refresher sessions, which cycle for each staff member every three years. Detailed briefings on specific OH&S topics were also conducted during the year, including injury management and accident/incident reporting.

Staff were encouraged to participate in events, such as daily walking, designed to foster healthier habits as well as to increase community participation.

The national push to have common OH&S laws throughout the states remained on the Federal Government's agenda and the WA response to this initiative has been closely monitored during the year. In anticipation of this legislation, internal contractor OH&S management has been upgraded. An initial report regarding the impact of these new laws on EMRC operations has been completed.

Significant risk-related achievements for the year included:

- Acquisition and implementation of risk management information software, which will greatly enhance the organisation's ability to record and manage risk exposures as they are identified. This software will also improve the integration of a risk management approach within daily and weekly operations.
- All high-level OH&S documents were reviewed during the year, ensuring guidance information for management is relevant and easy to use.
- Business Continuity Planning – each year the required initial response (first four days) to deal with the loss of the main administration building is reviewed and tested as to its workability, such as where staff will go and how they will be reconnected to a server.

Asset Management

EMRC is working on a project to migrate its assets from a standalone asset system to the SynergySoft asset system, which is a component of EMRC's core financial system – SynergySoft. Currently, SynergySoft is being used for fleet management and it is anticipated the migration will be completed during the 2013-2014 financial year. This project will return benefits associated with the close integration between the asset system, general ledger, purchasing system and budgeting. The new system will provide an asset management function to operational areas at Red Hill and Hazelmere.

Organisational Culture Improvement Programmes

EMRC continued its focus on delivering efficient and effective services to stakeholders and the community within Perth's Eastern Region throughout 2012-2013. The culture change programme, Our Journey Towards Success, continued with the assistance of an internal culture improvement team.

Culture improvement activities throughout the year included:

- A third staff survey was held in September 2012, showing significant improvement compared to the previous year;
- The annual Tree Planting Day was once again a success;
- The Rewards and Recognition Programme continued, with the Employee of the Year, Erin Harrison, being recognised at the staff Christmas function in December 2012;

- The FUNtastic Five continued, with fun activities for staff, such as an Easter Hunt, Word Scramble Game, Staff Pictionary, Footy Colours Day, and Be Comfy at Work events; and
- The health and wellbeing of staff continued through EMRC's Health Programme, including initiatives such as flu vaccinations, swimming vouchers and educational presentations. Subsidised yoga classes were also popular with staff.

A new transportable, with two offices and a built-in ablution module, was procured and delivered to the Hazelmere Recycling Centre during the first half of the financial year. This has proven to work very efficiently and has increased productivity at the weighbridge office.

With the new weighbridge office in place at the Hazelmere Recycling Centre, the old weighbridge office was transformed into staff amenities for mattress processing and wood waste staff. The transportable building was transformed into a lunchroom and ablution for on-site staff.

EMRC managers developed the *Workforce Plan 2013-2017* throughout the year. This strategic human resources management plan documents the key initiatives EMRC will implement to meet current and future objectives. The plan sets out a series of actions to ensure the organisation has the capability and capacity to provide the highest quality of service to internal and external stakeholders.

The Red Hill Safety Training Programme is developed annually with assistance of the Manager of Risk Management. This year the following safety training has been conducted on and off site:

- Nationally Accredited Forklift Operations;
- Training on Volvo EC290 Excavator;
- Senior First Aid;
- Workplace Bullying and Grievance Resolution;
- Grievance Training for Supervisors;
- Dealing with Difficult Customers;
- EMRC Injury Management;
- EMRC Accident/Incident Reporting Process;
- EMRC Employee Assistance Programme;
- Red Hill Mock Emergency Evacuation; and
- Defibrillator Operations.

The Safety Training Programme has been developed for both the Hazelmere Recycling Centre and external transfer stations, with the assistance of the Manager of Risk Management.

This financial year the following safety training has been conducted on and off site:

- Occupational Health and Safety Inductions;
- Senior First Aid;
- Workplace Bullying and Grievance Resolution;
- Grievance Training for Supervisors;
- Dealing with Difficult Customers;
- Safe Operation of Chainsaws;
- Basic Fire Fighting and Ground Monitor Operations; and
- High Working Platform.

Statutory Compliance Return

The Statutory Compliance Return for the period 1 January 2012 to 31 December 2012 was completed online and referred to the Audit Committee meeting held 7 March 2013 and the ordinary meeting of the Council held on 21 March 2013. 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 26 March 2013.

Council was able to advise that it achieved a high level of compliance with all matters applicable to EMRC's operations.

National Competition Policy

The Competition Principles Agreement (CPA) is a contractual agreement between the federal government and all state and territory governments. As a result, local government is committed to the CPA.

The CPA aims to ensure that all public enterprises operate in a transparent manner and in the best interests of the public. Under the CPA, public enterprises are required to review their operations to ensure that they have no competitive advantage, or disadvantage, in comparison to the private sector.

EMRC supports the CPA concept. 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, occupational health and safety services, and environmental services – should be subject to competitive neutrality principles.

Furthermore, 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 EMRC.

Register of Complaints

The *Local Government Act 1995* s.5.53(2)(hb) contains a provision that requires complaints made against any council member during the financial year under s.5.121 of the *Local Government Act 1995*, to be reported annually.

There have been no registered complaints against EMRC Council Members during the 2012-2013 financial year.

Payments to Employees

The *Local Government (Administration) Regulations 1996* prescribes under r19B that for the purposes of s.5.53(2)(g) of the *Local Government Act 1995*, the annual report of a local government must contain the following information:

a) The number of EMRC employees entitled to an annual salary of \$100,000 or more	Five staff members			
	\$120,000 to \$129,999	\$130,000 to \$139,999	\$170,000 to \$179,999	\$190,000 to \$199,999
b) The number of those employees with an annual salary entitlement that falls within each band of \$10,000 over \$100,000	Two staff members	One staff member	One staff member	One staff member

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 of the district, made in accordance with s.5.56, including major initiatives that are proposed to commence, or to continue, in the next financial year. Full details are outlined in the *Corporate Business Plan 2013/14 to 2017/18*, available online at <www.emrc.org.au>

Key Result Area 1 - Environmental Sustainability	Key Result Area 2 - Social Opportunities
<p>Red Hill Waste Management Facility</p> <ul style="list-style-type: none"> Construct leachate, siltation, stormwater and nutrient stripping ponds; and Construct Class III Cells. <p>Hazelmere Recycling Centre</p> <ul style="list-style-type: none"> Construct commercial and industrial building; Construct pyrolysis plant; and Construct weighbridge. <p>Environmental Projects</p> <ul style="list-style-type: none"> Implement the <i>Regional Environmental Strategy</i>. 	<ul style="list-style-type: none"> Coordinate the Avon Descent Family Fun Days; and Coordinate the Perth's Autumn Festival.
Key Result Area 3 - Economic Development	Key Result Area 4 - Good Governance
<ul style="list-style-type: none"> Implement the <i>Regional Economic Development Strategy</i>; and Review the <i>Regional Integrated Transport Strategy</i>. 	<ul style="list-style-type: none"> Implement the Biennial Stakeholder Perception Survey; and Implement a new records management system.

Public Interest Disclosures Act 1998

During the 2012-2013 period, EMRC received no public interest disclosure applications.

State Records Act 2000

The Administration and Compliance Team provided record keeping in accordance with its record keeping plan. EMRC received feedback on the plan and all updated information was sent to the State Records Commission with approval given, acknowledging that the plan indicates a strong commitment to address matters within specific timeframes. The next review is due in December 2013.

EMRC's primary electronic document management system, Document Manager, has had 175,597 documents saved to its two repositories by staff since its implementation in July 2003.

Records management training was updated and new staff members were provided with a records induction to inform them of their responsibilities in regard to corporate record keeping. The records officer also provided a help-desk for Document Manager users and ongoing training to all staff.

Freedom of Information

During the 2012-2013 period, EMRC received no freedom of information enquiries.

Disability Services Act 1993

EMRC developed a draft Access and Inclusion Policy and a draft Disability Access and Inclusion Plan (DAIP) 2010–2012, both of which were adopted by Council on 19 August 2010, after a 42-day public consultation period. EMRC completed a total of 14 actions during 2012–2013.

Statement by Chief Executive Officer

**EASTERN METROPOLITAN REGIONAL COUNCIL
CONCISE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2013**

**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 2013:

- complies with Accounting Standard AASB 1039: Concise Financial Reports; and
- is an extract from the full financial report for the year ended 30 June 2013 and has been derived from and is consistent with the full financial report of the Eastern Metropolitan Regional Council.

Signed on the 27th day of August 2013



PETER B. SCHNEIDER
Chief Executive Officer

Independent Audit 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

The accompanying concise financial report of Eastern Metropolitan Regional Council comprises the Statement of Financial Position as at 30 June 2013, 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 derived from the audited financial report of Eastern Metropolitan Regional Council for the year ended 30 June 2013 and the discussion and analysis. The concise financial report does not contain all the disclosures required by Australian Accounting Standards.

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 the concise financial report based on our audit procedures. We have conducted an independent audit, in accordance with Australian Auditing Standards, of the full financial report of Eastern Metropolitan Regional Council for the year ended 30 June 2013. Our auditor's report on the financial report for the year was signed on 4 September 2013 and was not subject to any modification. Australian Auditing Standards require that we comply with the relevant ethical requirements relating to audit engagements and plan and perform the audit to obtain reasonable assurance whether the financial report for the year is free from material misstatement.

Our procedures in respect of the concise financial report included testing that the information in the concise financial report is derived from, and is consistent with the financial report for the year, and examination on a test basis, of evidence supporting the amounts, discussion, and analysis, and other disclosures which were not directly derived from the financial report for the year. These procedures have been undertaken to form an opinion whether, in all material respects, the concise financial report complies with Accounting Standard AASB 1039: *Concise Financial Reports* and whether the discussion and analysis complies with the requirements laid down in AASB 1039: *Concise Financial Reports*.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.



Independent Audit Reports (Cont.)

Independence

In conducting our audit, we followed applicable independence requirements of Australian professional ethical pronouncements.

Auditor's Opinion

In our opinion, the concise financial report (including the discussion and analysis) of the Eastern Metropolitan Regional Council for the year ended 30 June 2013 complies with Accounting Standard AASB 1039: *Concise Financial Reports*.

Matters Relating to the Electronic Publication of the Concise Financial Report

This auditor's report relates to the concise financial report of Eastern Metropolitan Regional Council for the year ended 30 June 2013 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
MACRI PARTNERS
CERTIFIED PRACTISING ACCOUNTANTS
SUITE 2, 137 BURSWOOD ROAD
BURSWOOD WA 6100


A MACRI
PARTNER

PERTH
DATED THIS 4TH DAY OF SEPTEMBER 2013.



Statement of Comprehensive Income

(By Program) for the year ended 30 June 2013

	Actual 2012/2013 \$	Budget 2012/2013 \$	Actual 2011/2012 \$
REVENUE			
Governance	94,324	301,443	57,406
General Purpose Funding	2,422,128	2,371,694	2,575,309
Community Amenities	42,825,808	46,903,101	36,954,974
Other Property and Services	1,625,128	1,760,966	1,363,632
TOTAL REVENUE	46,967,388	51,337,204	40,951,321
EXPENSES			
Governance	789,860	1,289,060	40,293
Community Amenities	28,419,164	32,541,820	23,019,671
Other Property and Services	4,404,456	5,474,195	4,469,098
TOTAL EXPENSES	33,613,480	39,305,075	27,529,062
INCREASE/(DECREASE)	13,353,908	12,032,129	13,422,259
DISPOSAL OF ASSETS			
Profit on Sale	48,158	165,088	805,991
Loss on Sale	(8,560)	0	(5,908)
PROFIT/(LOSS) ON DISPOSALS	39,598	165,088	800,083
REALISED/UNREALISED GAIN/(LOSS) FROM CHANGE IN FAIR VALUE OF INVESTMENTS			
General Purpose Funding	919,052	0	336,965
GAIN/(LOSS)	919,052	0	336,965
NET RESULT	14,312,558	12,197,217	14,559,307
OTHER COMPREHENSIVE INCOME			
Changes in Revaluation of Non-Current Assets	1,140,349	0	0
TOTAL OTHER COMPREHENSIVE INCOME	1,140,349	0	0
TOTAL COMPREHENSIVE INCOME	15,452,907	12,197,217	14,559,307

THE ACCOMPANYING NOTES FORM PART OF THE CONCISE FINANCIAL REPORT

Statement of Comprehensive Income

(By Nature and Type) for the year ended 30 June 2013

	Actual 2012/2013 \$	Budget 2012/2013 \$	Actual 2011/2012 \$
REVENUE			
Fees and Charges	41,053,206	41,954,640	35,119,314
Grants, Subsidies and Contributions	2,364,866	5,267,033	1,949,618
Interest Earnings	2,422,128	2,371,694	2,575,309
Other Revenue	1,127,188	1,743,837	1,307,080
TOTAL REVENUE	46,967,388	51,337,204	40,951,321
EXPENSES			
Employee Costs	8,088,700	9,469,318	7,759,113
Materials and Contracts	6,765,807	9,332,254	5,731,700
Utility Expenses	254,715	258,782	232,023
Insurance Expenses	273,199	257,589	226,205
Interest Expenses	18,921	15,300	16,159
Other Expenditure	14,122,584	13,898,009	10,587,500
Depreciation Expenses on Non-Current Assets	4,089,554	6,073,823	2,976,362
TOTAL EXPENSES	33,613,480	39,305,075	27,529,062
INCREASE/(DECREASE)	13,353,908	12,032,129	13,422,259
DISPOSAL OF ASSETS			
Profit on Sale	48,158	165,088	805,991
Loss on Sale	(8,560)	0	(5,908)
PROFIT/(LOSS) ON DISPOSALS	39,598	165,088	800,083
REALISED/UNREALISED GAIN/(LOSS) FROM CHANGE IN FAIR VALUE OF INVESTMENTS			
Realised Gain/(Loss)	940,914	0	336,965
Unrealised Gain/(Loss)	(21,862)	0	0
GAIN/(LOSS)	919,052	0	336,965
NET RESULT	14,312,558	12,197,217	14,559,307
Other Comprehensive Income			
Changes in Revaluation of Non-Current Assets	1,140,349	0	0
TOTAL OTHER COMPREHENSIVE INCOME	1,140,349	0	0
TOTAL COMPREHENSIVE INCOME	15,452,907	12,197,217	14,559,307

THE ACCOMPANYING NOTES FORM PART OF THE CONCISE FINANCIAL REPORT

Statement of Financial Position

As at 30 June 2013

	Actual 2012/2013 \$	Actual 2011/2012 \$
CURRENT ASSETS		
Cash and Cash Equivalents	54,022,470	47,125,607
Investments	0	29,348
Trade and Other Receivables	4,312,629	3,534,293
Inventories	86,077	44,528
Other Assets	65,007	108,495
TOTAL CURRENT ASSETS	58,486,183	50,842,271
NON CURRENT ASSETS		
Property, Plant and Equipment	31,417,707	22,883,120
Infrastructure	9,152,875	10,102,339
Work in Progress	5,019,398	412,862
TOTAL NON CURRENT ASSETS	45,589,980	33,398,321
TOTAL ASSETS	104,076,163	84,240,592
CURRENT LIABILITIES		
Trade and Other Payables	5,409,053	4,251,981
Provisions	1,229,726	1,190,512
TOTAL CURRENT LIABILITIES	6,638,779	5,442,493
NON CURRENT LIABILITIES		
Provisions	4,841,163	1,654,786
TOTAL NON CURRENT LIABILITIES	4,841,163	1,654,786
TOTAL LIABILITIES	11,479,942	7,097,279
NET ASSETS	92,596,221	77,143,313
EQUITY		
Retained Surplus	49,136,149	32,442,815
Reserves	42,319,723	44,700,498
Revaluation Surplus	1,140,349	0
TOTAL EQUITY	92,596,221	77,143,313

THE ACCOMPANYING NOTES FORM PART OF THE CONCISE FINANCIAL REPORT

Statement of Changes in Equity

for the year ended 30 June 2013

	Retained Surplus \$	Reserves \$	Revaluation Surplus \$	Total Equity \$
Balance as at 30 June 2011	31,530,289	31,053,717	0	62,584,006
Net Result	14,559,307	0	0	14,559,307
Total Other Comprehensive Income	0	0	0	0
Transfer (from) / to Reserves	(13,646,781)	13,646,781	0	0
BALANCE AS AT 30 JUNE 2012	32,442,815	44,700,498	0	77,143,313
Net Result	14,312,559	0	0	14,312,559
Total Other Comprehensive Income	0	0	1,140,349	1,140,349
Transfer (from) / to Reserves	2,380,775	(2,380,775)	0	0
BALANCE AS AT 30 JUNE 2013	49,136,149	42,319,723	1,140,349	92,596,221

THE ACCOMPANYING NOTES FORM PART OF THE CONCISE FINANCIAL REPORT

Statement of Cashflows

for the year ended 30 June 2013

	Actual 2012/2013 \$	Budget 2012/2013 \$	Actual 2011/2012 \$
CASH FLOWS FROM OPERATING ACTIVITIES			
Receipts			
Fees and Charges	44,892,851	41,954,640	38,693,206
Grants, Subsidies and Contributions	2,364,866	5,267,033	1,949,618
Interest Earnings	2,266,085	2,371,694	2,390,812
Other Revenue	1,127,188	1,743,837	1,307,080
TOTAL RECEIPTS	50,650,990	51,337,204	44,340,716
PAYMENTS			
Employee Costs	(8,088,393)	(9,453,735)	(7,547,868)
Materials and Contracts	(7,829,115)	(9,332,254)	(7,756,969)
Utility Expenses	(254,715)	(258,782)	(232,023)
Insurance Expenses	(284,418)	(257,589)	(225,296)
Interest Expenses	(18,921)	(15,300)	(16,159)
Other Expenditure	(10,877,800)	(13,775,483)	(10,464,969)
Goods and Services Tax paid	(2,215,544)	0	(2,651,337)
TOTAL PAYMENTS	(29,568,906)	(33,093,143)	(28,894,621)
NET CASH PROVIDED BY OPERATING ACTIVITIES	21,082,084	18,244,061	15,446,095
CASH FLOWS FROM INVESTING ACTIVITIES			
Cash receipts from sale of assets	346,682	690,226	1,667,098
Cash payments for acquisition of assets	(15,480,303)	(24,090,652)	(7,101,569)
NET CASH USED IN INVESTING ACTIVITIES	(15,133,621)	(23,400,426)	(5,434,471)
CASH FLOWS FROM FINANCING ACTIVITIES			
Cash receipts from sale of investments	948,400	1,167	2,874,732
NET CASH PROVIDED BY FINANCING ACTIVITIES	948,400	1,167	2,874,732
SUMMARY OF CASH FLOWS			
Cash and cash equivalents at the beginning of the year	47,125,607	45,708,979	34,239,251
Net Increase/(Decrease) in Cash Held	6,896,863	(5,155,198)	12,886,356
CASH AND CASH EQUIVALENTS AT THE END OF THE YEAR	54,022,470	40,553,781	47,125,607

THE ACCOMPANYING NOTES FORM PART OF THE CONCISE FINANCIAL REPORT

Discussion and analysis of the financial report for the year ended 30 June 2013

Information on Eastern Metropolitan Regional Council's Concise Financial Report

The concise financial report is an extract of the full financial report for the year ended 30 June 2013. The financial statements and disclosures in the concise financial report have been derived from the 2012/2013 financial report of Eastern Metropolitan Regional Council (EMRC). A copy of the full financial report and auditor's report is available upon request. Council was able to advise that it achieved a high level of compliance with all matters applicable to EMRC's operations.

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 2012/2013 financial report of the EMRC.

Statement of Comprehensive Income

Total Comprehensive Income of \$15,452,907 for the year ended 30 June 2013 is \$893,600 above the level of 2011/2012 and \$3,255,690 above the 2012/2013 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 \$46,967,388 for the year ended 30 June 2013 is \$6,016,067 above the 2011/2012 revenue from ordinary activities and \$4,369,816 below the 2012/2013 budget. The variance from the previous financial year is primarily due to the increase in disposal charges adopted for the 2012/2013 financial year.

Total expenses from ordinary activities of \$33,613,480 is \$6,084,418 greater than the 2011/2012 actual expenses from ordinary activities and \$5,691,595 below budget for 2012/2013. The variance is primarily due to lower expenditure on the following items during the 2012/2013 financial year compared to the budget: furthermore, 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.

- Employee Costs;
- Materials and Contract Expenses; and
- Depreciation Expenses on Non-Current Assets.

An actual profit of \$39,598 has resulted from the disposal of assets for the year ended 30 June 2013 and is \$760,485 below the 2011/2012 actual profit from the disposal of assets and \$125,490 below the budget for 2012/2013.

A realised/unrealised gain of \$919,052 has resulted from the sale/disposal of investments as at 30 June 2013 compared to a realised gain of \$336,965 as at 30 June 2012. Unrealised gains

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

The changes in revaluation of non-current assets has resulted in a surplus of \$1,140,349 and relates to the revaluation undertaken during 2012/2013 on the Plant and Equipment class of assets.

Statement of Financial Position

Overall, equity has increased during the 2012/2013 financial year by \$15,452,908 to \$92,596,221.

Current assets as at 30 June 2013 have increased by \$7,643,912 on the previous year.

The overall impact on cash and investments at the close of the financial year is an increase of \$6,867,515 to \$54,022,470.

Current liabilities as at 30 June 2013 have increased by \$1,196,286 to \$6,638,779 compared to the level stated as at 30 June 2012.

The net movement in the retained surplus is an increase of \$16,693,334 comprising the net result for the year of \$14,312,558 plus a net transfer from reserves of \$2,380,775 compared to the value in the previous year.

The value of reserves has decreased by \$2,380,775 in comparison to the level stated as at 30 June 2012. The decrease in reserves is primarily attributable to the use of funds to purchase land and to construct the new Class III cell.

Statement of Cash Flows

The overall impact on the cash position at the close of the financial year is an increase of \$6,896,863 to \$54,022,470 as a result of an increase in cash flow from operating activities.

Net cash provided by operating activities of \$21,082,084 reflects an increase of \$5,635,989 over the \$15,446,095 generated in the 2011/2012 financial year.

The cash flows used in investing activities for the 2012/2013 financial year reflects capital expenditure totalling \$15,480,303. This compares with capital expenditure totalling \$7,101,569 during the previous year.

Notes to the Concise Financial Report for the year ended 30 June 2013

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 2013. 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

Following the end of the 2012/2013 financial year, the City of Stirling has ceased disposal of its tonnages at the Red Hill Waste Management Facility from the beginning of August 2013.

With reference to the proposed amalgamation of local governments effective from 1 July 2015, it is understood that with the exception of minor boundary changes the EMRC region will remain unchanged. However the membership of the EMRC will move from 6 to 3 as a result of those proposed amalgamations.



Mission

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

*A proud history
with a bright future*



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