

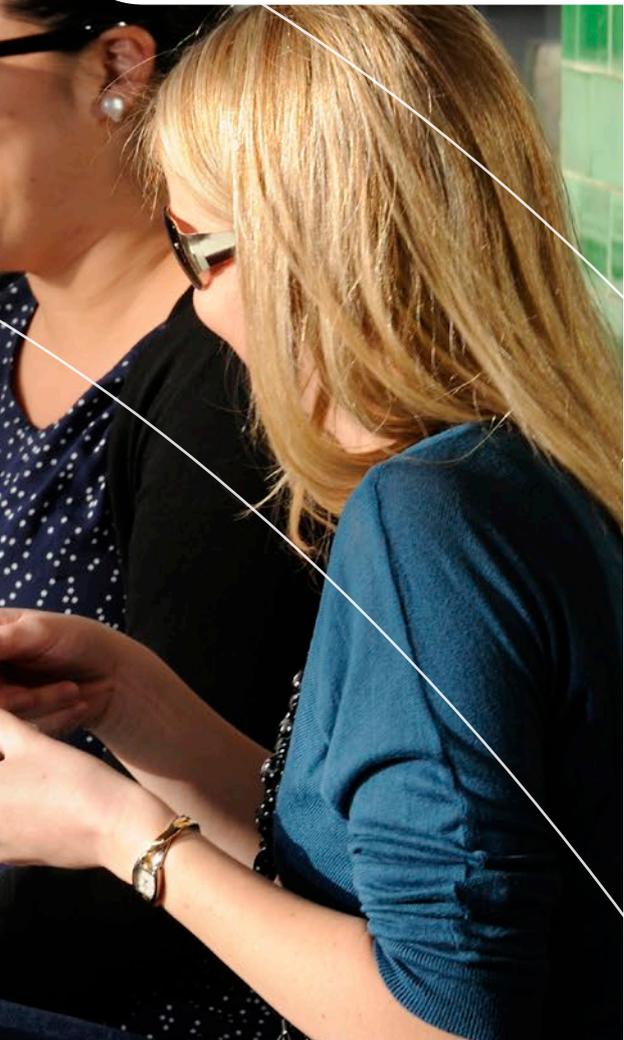
Our Vision

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.





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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, the EMRC is a model of successful collaboration that has initiated and led projects which 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

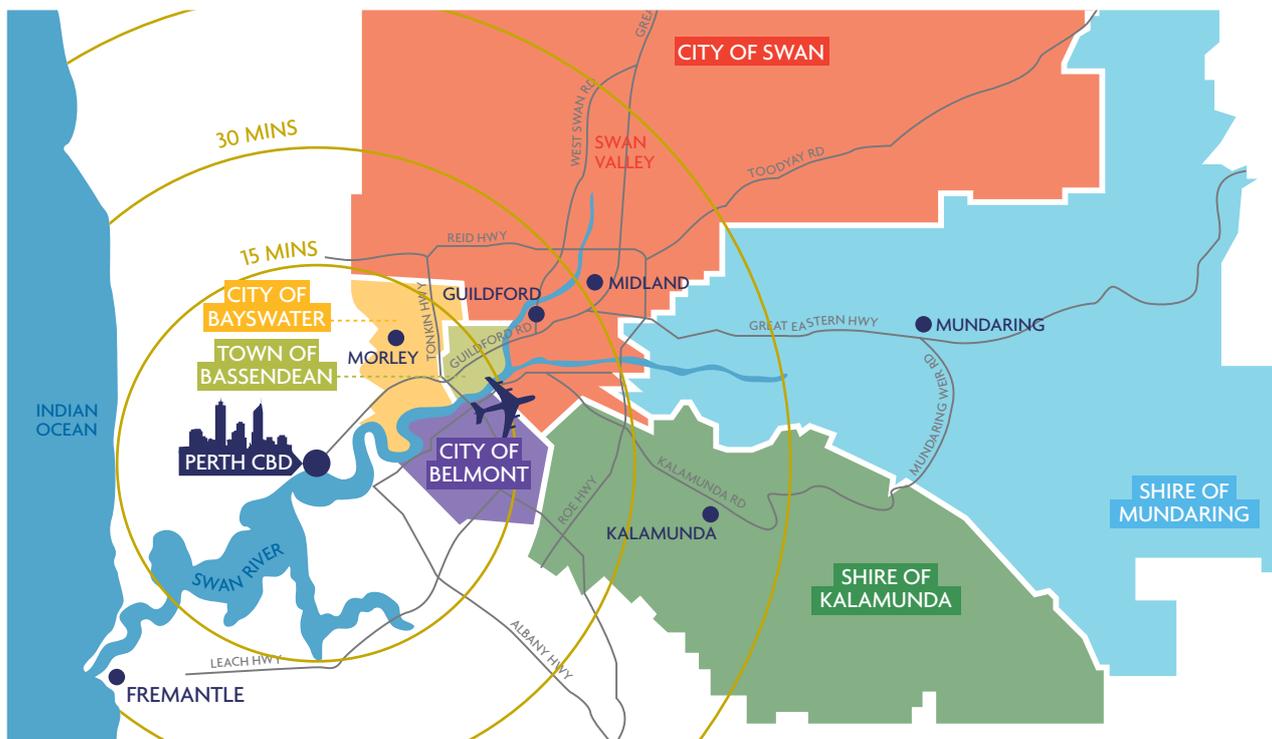
The Eastern Metropolitan Regional Council, by partnering with member councils (and other stakeholders), facilitates strategies and actions for the benefit and sustainability of Perth's Eastern Region.

Our Values

The following qualities represent the values that govern the 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 349,000 people from diverse cultural backgrounds and constituting around one third of the metropolitan area, Perth's Eastern Region is a growing vibrant region. 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 Perth's 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, the 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 Resource Recovery Park, on behalf of its six member councils, and the Coppin Road and Mathieson Road transfer stations, on behalf of the Shire of Mundaring. The 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 Resource Recovery Project, which is also driven by the Waste Services Directorate, 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.

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

The **Environmental Services Team** provides a range of services and 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 cultural and recreational activities.

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

The **CEO's Office** is comprised of council support and governance, organisational development and strategic planning services.

Chairman's Report



The EMRC is not unfamiliar with having successful years filled with great achievements and collaborative workings on behalf of Perth's Eastern Region and the past year has been no exception.

I am truly honoured to have once again been elected to represent the Council as Chairman of the EMRC and I look forward to working with the CEO, Mr Peter Schneider, the EMRC Council and the talented staff of this great organisation to continue delivering real outcomes for this region.

The EMRC plays a pivotal role within Perth's Eastern Region, working on behalf of its member councils to deliver very real social, environmental and economic outcomes on an unprecedented regional scale.

While the EMRC has continued to diversify the services it provides in response to member council demand and emerging issues, waste management still remains the core function of the organisation. Throughout our 30-plus-year history, the EMRC has invested significantly in researching and adopting new techniques for best practice landfill operations and solutions for diverting valuable resources from landfill and finding alternative, sustainable ways to manage the region's growing quantity of waste. With a rapidly expanding population we have a responsibility to manage and reduce the amount of waste that we generate and that ultimately ends up in landfill, so that we can help preserve our environment for future generations.

One way in which the EMRC is working towards achieving this goal is through our Resource Recovery Project. This project is an initiative that proposes a long-term and sustainable solution to managing waste. Resource recovery seeks to complement existing waste management solutions by recovering as many valuable resources as possible from what is currently considered the waste stream.

There are two components to the EMRC's Resource Recovery Project, one being the Hazelmere Resource Recovery Park and the other being the Red Hill Resource Recovery Facility – both of which form part of the EMRC's integrated plan for sustainable waste management in Perth's Eastern Region.

The plans to expand the Hazelmere Resource Recovery Park, which will be the first of its kind in the state, took steps forward throughout 2013-2014. Once completed, the park will be a model of sustainability, significantly reducing the amount of waste going to landfill and providing a hub for resource recovery activities including: a commercial and industrial waste sorting facility, a re-use store, a materials recovery facility for household recyclables, an education centre, a transfer station, as well as a wood waste to energy plant. The development of this park will enable us to divert a significant amount of waste from landfill and convert it into reusable products.

The proposed Hazelmere Wood Waste to Energy Plant will use pyrolysis technology and has attracted \$5 million in Federal Government funding under the Clean Technology Innovation Fund to our project partner, Ansac. The plant will form an important component of the park and will be used to process residual untreated wood waste into valuable resources, including electricity and biochar.

The proposed Resource Recovery Facility at the Red Hill Waste Management Facility, which will use either anaerobic digestion

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The EMRC plays a pivotal role within Perth's Eastern Region, working on behalf of its member councils to deliver very real social, environmental and economic outcomes...

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or gasification technology to turn waste into compost and/or electricity, has been through a Public Environmental Review and was subsequently granted ministerial approval to implement the proposal in July 2014.

The EMRC has been working in collaboration with member councils to continue work on the \$1.3 million 'Re-energising Perth's Eastern Region' project. We received more than \$647,000 in matched funding from the Australian Government's Community Energy Efficiency Program. This funding has been dedicated to conducting energy efficiency upgrades and retrofits to various community facilities. Once completed, these upgrades are expected to reduce energy usage by about 1.22 million kilowatt hours, which equates to a reduction in 767 tonnes of CO₂ emissions.

The development of the Marri App, made possible through a \$55,000 grant from the State Government's Natural Resource Management Office, has now been completed. The mobile phone application was developed in partnership with Murdoch University and is now being used by members of the public, industry professionals and researchers to record and track the severity of native tree decline in the south-west of Western Australia, as a result of marri canker disease. All data logged through the application will continue to help researchers design treatment trials and monitoring activities to protect this and other iconic species.

The launch of the *Regional Digital Strategy* is a prime example of the EMRC assisting the stakeholders of Perth's Eastern Region to adapt to changing conditions. EMRC has closely engaged with key agencies, local business owners and community members to develop the strategy, which focuses on the concept of 'digital preparedness'. The strategy provides a framework to enable residents and businesses to capitalise on the opportunities presented by digital technology and revolutionise the way businesses and local governments operate. The *Regional Digital*

Strategy will help to achieve our vision for the people and businesses of Perth's Eastern Region to confidently make use of digital technology to enable better living, prosperity, learning and social participation.

These are just a few of the innovative projects that the EMRC has progressed with over the past year. I encourage you to take the time to read the following report to learn more of the EMRC's successes and many other pioneering projects and activities.

I would like to take this opportunity to acknowledge the EMRC Council; our CEO, Mr Peter Schneider; his staff; and member council staff whose commitment and dedication to this organisation has assisted in its success to date and who will help shape the success of the future of the EMRC.



Cr Dr Alan Pilgrim
Chairman

Chief Executive Officer's Overview



The 2013-2014 year has been one of tremendous progress and continuity on our path towards cementing a sustainable and prosperous future for Perth's Eastern Region. I am proud to present an annual report that reflects on another year of working collaboratively and strategically with our member councils, for the benefit of this great region.

Of course the successes of the EMRC would not be possible without the collective efforts from a dedicated Council. In November 2013, following the local government elections in October, a new council was appointed to the EMRC. I am pleased to announce that Cr Dr Alan Pilgrim from the Shire of Mundaring was again elected as Chairman, and Cr Janet Powell from the City of Belmont was re-elected as Deputy Chairman. I look forward to continuing our collaborative leadership together to progress this great organisation.

Throughout the past year, the EMRC has successfully obtained \$757,500 (ex GST) in funding to assist with the implementation of a variety of projects.

Lotterywest provided \$20,000 to help stage the 2014 Perth's Autumn Festival, now in its 14th year. The festival is an annual seven-week program that promotes nominated tourism, community and cycling events held in Perth's Eastern Region. 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 Perth Hills, Swan River and Swan Valley.

The EMRC also received \$250,500 from Lotterywest to go towards staging the 2013 Avon Descent Family Fun Days, which were held in August. The Avon Descent Family Fun Days are a series of annual 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 Avon Descent white water race.

At the end of 2013, the EMRC was awarded \$387,000 from the Waste Authority Regional Funding Program to support commercial and industrial waste management at the Hazelmere Resource Recovery Park. The funding will be used to purchase waste processing plant and equipment, as well as the construction of a covered area to undertake the waste sorting. This grant will enable the EMRC and our six member councils, together with the City of Stirling, to fully evaluate commercial and industrial waste processing before expanding the operation and diverting more resources from landfill.

In addition to the funding mentioned above, the EMRC has also been granted \$100,000 from the Waste Authority's Strategic Waste Initiatives Scheme for its Mattress Recycling Project. The funding will go towards purchasing plant to process spring steel into a saleable form for recycling.

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...the past year has been one of significant progress and achievement and I take a great deal of pride in what has been accomplished.

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As can be seen, the past year has been one of significant progress and achievement and I take a great deal of pride in what has been accomplished. I look forward to the year ahead; continuing our important work towards being a responsive and innovative leader, and assisting Perth's Eastern Region to be a great place to live, work, play and do business.

I am humbled to have such a dedicated and devoted group of people supporting me in my role as CEO, as it is with their ongoing commitment that the EMRC has progressed to what it is today and will continue to innovate well into the future. I take this opportunity to personally thank the committed EMRC staff that drive the many projects that we have in progress; our Executive Management Team; our dedicated committee and council members; the member councils and our many other valued stakeholders.

I trust you will enjoy reading about the EMRC's projects and activities in the following report. While it is always fantastic to reflect on our great progress from the past, we are now focused on the year ahead and I look forward to working with the EMRC Council, Executive Management Team and the EMRC and member council staff to help ensure a sustainable future for Perth's Eastern Region.



Peter B. Schneider
Chief Executive Officer



Elected Representatives



Back Row: Cr Tony Cuccaro, Cr Frank Lindsey, Cr Jennie Carter and Cr Gerry Pule.
Front Row: Cr David Färdig, Cr Chris Cornish, Cr Dr Alan Pilgrim (EMRC Chairman),
 Cr Janet Powell (EMRC Deputy Chairman), Cr Mike Anderton and Cr Steve Wolff.
Inset left: Cr Charlie Zannino **Inset right:** Cr Dylan O'Connor

EMRC's Establishment Agreement specifies that two councillors from each member council be appointed to EMRC's Council, while a third councillor is appointed to deputise in their absence. The appointed council members as at 30 June 2014 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 Mike Anderton – City of Bayswater
- Cr Chris Cornish – City of Bayswater
- Cr Steve Wolff – City of Belmont
- Cr Frank Lindsey – Shire of Kalamunda
- Cr Dylan O'Connor – Shire of Kalamunda
- Cr Tony Cuccaro – Shire of Mundaring
- Cr David Färdig – City of Swan
- Cr Charlie Zannino – City of Swan

Deputy Councillors

- Cr John Gangell – Town of Bassendean
- Cr Alan Radford – City of Bayswater
- Cr Phil Marks – City of Belmont
- Cr Andrew Waddell – Shire of Kalamunda
- Cr Bob Perks – Shire of Mundaring
- Cr Darryl Trease – City of Swan

Councillor Attendance

Note: The total number of meetings held during 2013-2014 are shown in brackets next to the meeting name.

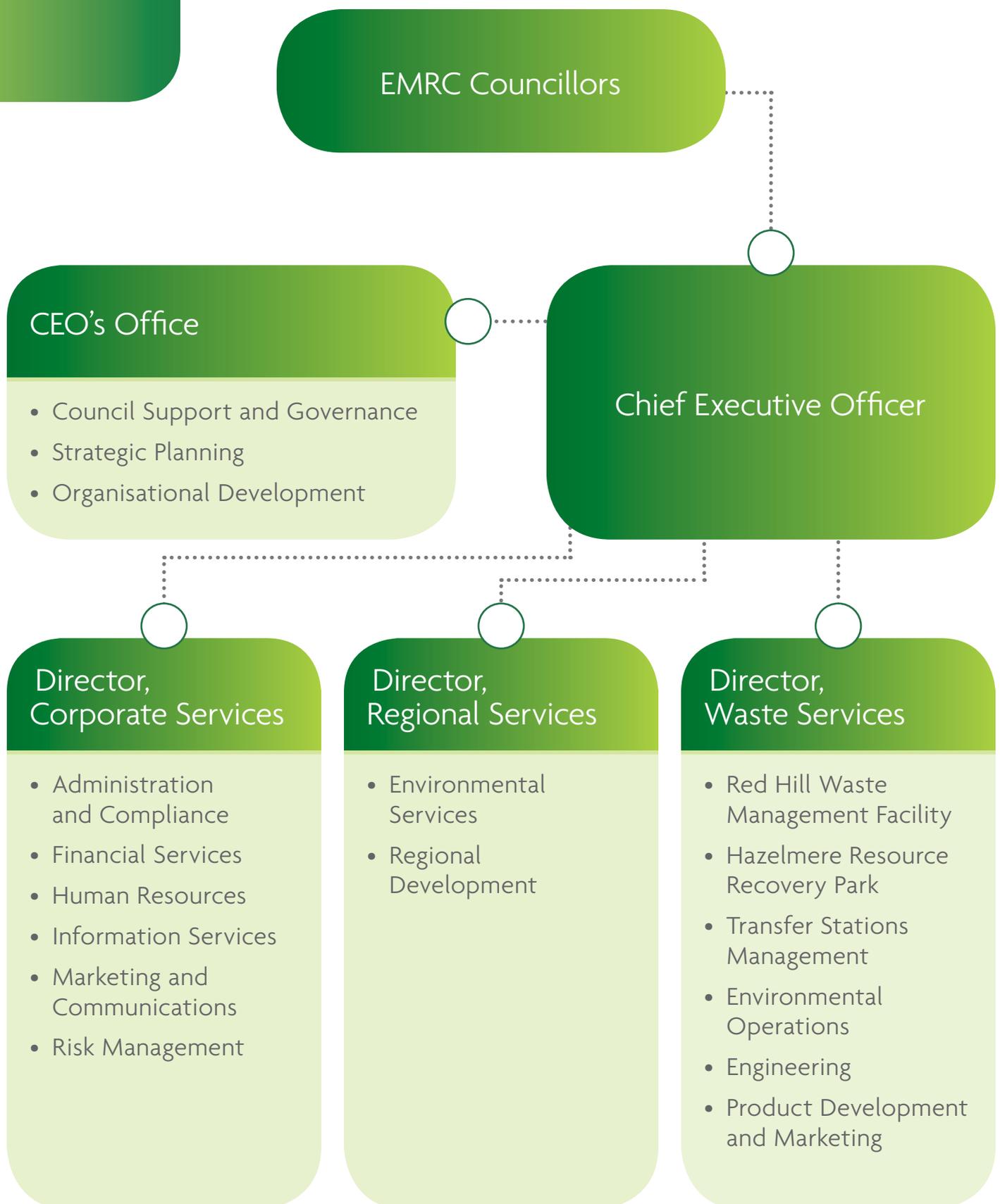
Councillors	Council	Ordinary Council (10)				Audit Committee (3)				Chief Executive Officer Performance Review Committee (3)				Investment Committee (2)				Resource Recovery Committee (3)			
		✓	A	D	L	✓	A	D	L	✓	A	D	L	✓	A	D	L	✓	A	D	L
Cr Jennie Carter	Town of Bassendean	7	1		2													3			
Cr Gerry Pule	Town of Bassendean	8	1		1	3				3				2							
Cr Mike Anderton	City of Bayswater	5	1		1					1	1							2			
Cr Chris Cornish	City of Bayswater	6	1			2								1							
Cr Graham Pittaway _{OAM}	City of Bayswater	1	2				1			1											
Cr Janet Powell	City of Belmont	10					1			3				1					1		
Cr Steve Wolff	City of Belmont	7				2															
Cr Bob Emery	Shire of Kalamunda	2			1					1											
Cr Frank Lindsey	Shire of Kalamunda	9	1			1		1		1	1			1				3			
Cr Dylan O'Connor	Shire of Kalamunda	5	1		1	1	1							0							
Cr Tony Cuccaro	Shire of Mundaring	8	1		1			2										3			
Cr Dr Alan Pilgrim	Shire of Mundaring	10					3			3				2							
Cr David Färdig	City of Swan	7	3			2			1	3				0							
Cr Charlie Zannino	City of Swan	9	1						1									2			
Deputy Councillors																					
Cr John Gangell	Town of Bassendean			5																	
Cr Barry McKenna	City of Bayswater			1																	
Cr Alan Radford	City of Bayswater	3		3									1								1
Cr Phil Marks	City of Belmont	3																1			
Cr Margaret Thomas	Shire of Kalamunda																				
Cr Andrew Waddell	Shire of Kalamunda			3																	
Cr Bob Perks	Shire of Mundaring			2																	
Cr Stephen Fox	Shire of Mundaring																				
Cr Kevin Bailey	City of Swan																				
Cr Darryl Trease	City of Swan		1	2																	

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

Notes:

- Cr Chris Cornish, Cr Mike Anderton, Cr Steve Wolff and Cr Dylan O'Connor were appointed as members to EMRC Council on 7 November 2013.
- Cr Andrew Waddell, Cr Bob Perks and Cr Darryl Trease were appointed as deputy members to EMRC Council on 7 November 2013.
- Cr Alan Radford and Cr Phil Marks moved position from councillor to deputy on 7 November 2013.
- Cr Barry McKenna, Cr Kevin Bailey, Cr Stephen Fox and Cr Margaret Thomas were replaced as deputies on EMRC Council on 7 November 2013.
- Cr Steve Wolff and Cr Dylan O'Connor were appointed as members on the Audit Committee on 7 November 2013.
- Cr Janet Powell moved position from member to deputy on the Audit Committee to replace Cr Phil Marks on 7 November 2013.
- Cr Frank Lindsey moved position from member to deputy on the Audit Committee to replace Cr Bob Emery on 7 November 2013.
- Cr Chris Cornish was appointed as a member on the Audit Committee to replace Cr Graham Pittaway_{OAM} on 7 November 2013.
- Cr Mike Anderton was appointed as a deputy member on the Audit Committee to replace Cr Alan Radford on 7 November 2013.
- Cr Mike Anderton was appointed as a member on the Chief Executive Officer Performance Review Committee to replace Cr Graham Pittaway_{OAM} on 7 November 2013.
- Cr Frank Lindsey was appointed as a member on the Chief Executive Officer Performance Review Committee to replace Cr Bob Emery on 7 November 2013.
- Cr Chris Cornish was appointed as a member on the Investment Committee to replace Cr Alan Radford on 7 November 2013.
- Cr Dylan O'Connor was appointed as a member on the Investment Committee to replace Cr Frank Lindsey on 7 November 2013.
- Cr Janet Powell and Cr David Färdig were appointed as members on the Investment Committee on 7 November 2013.
- Cr Mike Anderton was appointed as member on the Resource Recovery Committee to replace Cr Alan Radford on 7 November 2013.
- Cr Janet Powell moved position from deputy to member on the Resource Recovery Committee to replace Cr Phil Marks on 7 November 2013.
- Cr Charlie Zannino moved position from deputy to member on the Resource Recovery Committee on 7 November 2013.
- Cr Steve Wolff was appointed as a deputy member on the Resource Recovery Committee on 7 November 2013.
- Cr David Färdig moved position from member to deputy on the Resource Recovery Committee on 7 November 2013.
- Cr Dylan O'Connor was appointed as deputy member on the Resource Recovery Committee to replace Cr Bob Emery on 7 November 2013.
- Cr Chris Cornish was appointed as deputy member on the Resource Recovery Committee to replace Cr Graham Pittaway_{OAM} on 7 November 2013.

Organisational Structure



Executive Management Team



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

Committees

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 the 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 the EMRC's Chief Executive Officer, the committee provides recommendations to EMRC's Council.

Chief Executive Officer Performance Review Committee (CEOPRC)

The Chief Executive Officer Performance Review Committee consists of 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 six EMRC Councillors. The purpose of the committee is to deal with matters related to EMRC's Management of Investments Policy.

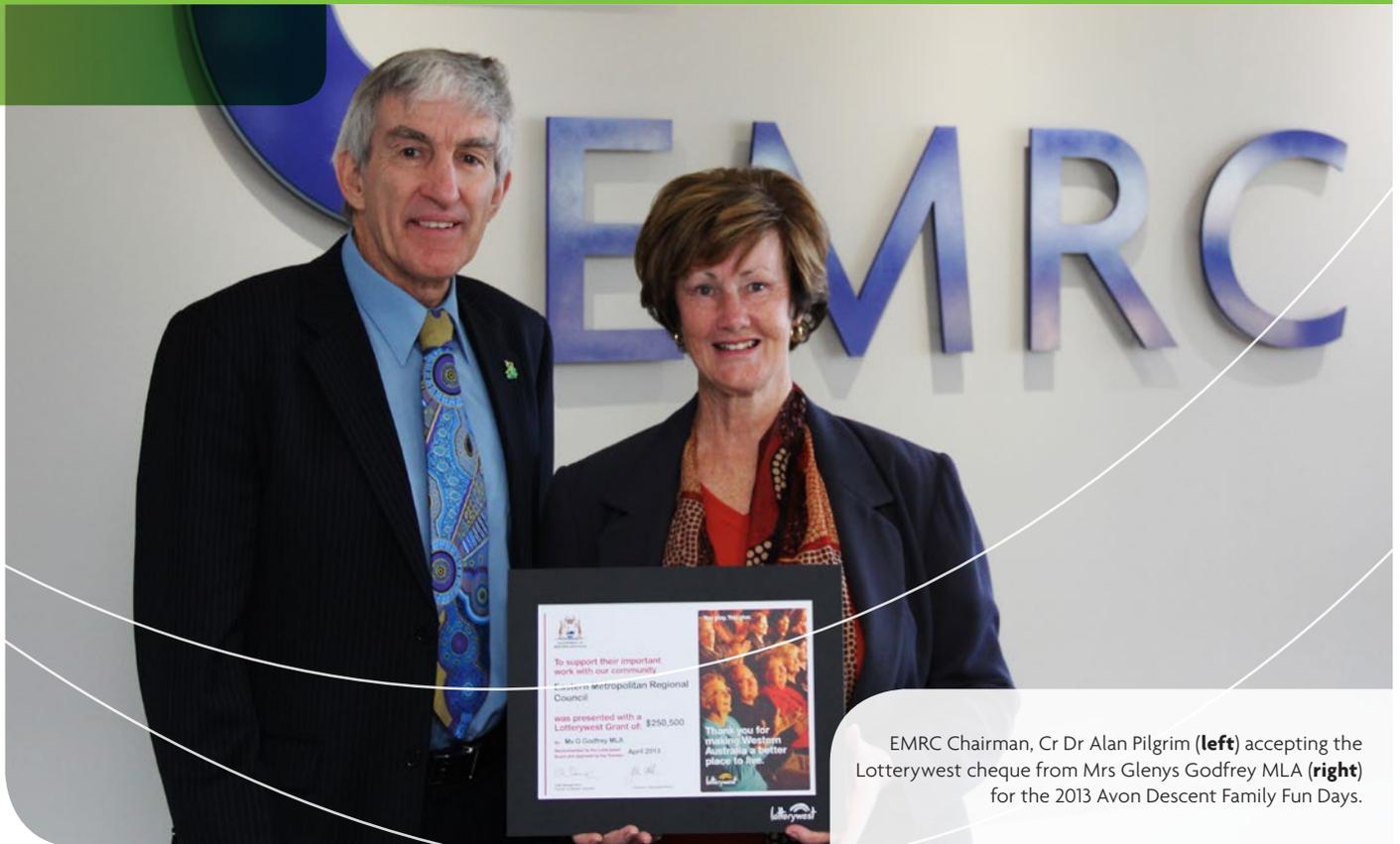
Resource Recovery Committee (RRC)

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 the EMRC's Chief Executive Officer. The committee reviews and provides reports on technical matters and recommendations for council meetings.

Grants



EMRC Chairman, Cr Dr Alan Pilgrim (**left**) accepting the Lotterywest cheque from Mrs Glenys Godfrey MLA (**right**) for the 2013 Avon Descent Family Fun Days.

In 2013-2014, the EMRC successfully applied for funding to implement projects on behalf of, or in collaboration with, its member councils.

A total of \$757,500 (ex GST) was secured for projects that provide a significant range of benefits to Perth's Eastern Region and the EMRC acknowledges and thanks these funding bodies for their assistance.

Funding allocated or received during the year was:

- \$387,000 – Purchase of commercial and industrial waste management plant and facilities at the Hazelmere Resource Recovery Park (grant from the Waste Authority);
- \$250,500 – Promotion and staging of the 2013 Avon Descent Family Fun Days (grant from Lotterywest);
- \$100,000 – Purchase of a steel shredding plant for EMRC's Mattress Recycling Project (grant from the Waste Authority); and
- \$20,000 – Promotion and staging of the 2014 Perth's Autumn Festival (grant from Lotterywest).

EMRC's Community Grants Program



2013-2014 EMRC Community Grants Program recipients with EMRC Chairman, Cr Dr Alan Pilgrim (far left) and EMRC CEO, Mr Peter Schneider (far right).

EMRC's Community Grants Program was conducted again during 2013-2014, to support community groups in the vicinity of the Red Hill Waste Management Facility.

A total of \$9,000 (ex GST) was awarded to the following community groups:

- East Giddegannup Volunteer Bush Fire Brigade
- Giddegannup Basketball Club
- Giddegannup Football Club
- Giddegannup Junior Football Club
- Jane Brook Catchment Group Inc.
- Parkerville Junior Cricket Club

This year's successful grant recipients were recognised with a cheque presentation ceremony held at the Red Hill Waste Management Facility.

Key Result Area: 1

Environmental Sustainability



The ongoing development of the Red Hill Environmental Management System (EMS) saw significant milestones reached this year.

To Provide Sustainable Waste Disposal Operations

The EMRC submitted its National Greenhouse and Energy Reporting (NGER) information for its 2012-2013 operations to the Clean Energy Regulator in August 2013. The data showed greenhouse gas emissions were up by 7.7 per cent due to higher waste tonnages received at the Red Hill Waste Management Facility; energy consumption was up by 41 per cent due to additional operational requirements; and energy production was up by 5 per cent from 2011-2012 levels due to increased landfill gas generation.

Given the high technical requirements and financial elements involved, the EMRC has adopted a comprehensive quality assurance procedure with its National Greenhouse and Energy Reporting process. This procedure has assisted in validating data for accuracy and reliability prior to submission to the Clean Energy Regulator.

Work continues on the estimation of EMRC's potential future carbon liabilities. However, beyond 2013-2014 this ceases due to the repeal of the carbon tax. The Emissions Reduction Fund (ERF) is being reviewed for future opportunities to reduce emissions.

A carbon accounting procedure has been developed to define clear roles, responsibilities and timelines for the effective management of EMRC's carbon tax liabilities and acquittals.

The EMRC has a team of qualified environmental officers who carry out contaminated site investigations on behalf of member councils. Projects completed during the 2013-2014 financial year have included preliminary site investigations, hydrogeological assessments, a subsurface landfill gas vapour investigation and routine water monitoring.

Red Hill Waste Management Facility

A Red Hill Waste Management Facility Development Plan has been prepared, which updates previous plans and future actions proposed for the next five years, and beyond. The document reflects current landfill construction planning, leachate management and ancillary operations.

In 2012-2013, the EMRC had 2,221 tonnes of CO₂e liable greenhouse gas emissions under the carbon tax, due to its composting operations. This was reported to the Clean Energy Regulator in August 2013 and the required carbon units were purchased and relinquished in January 2014.

The EMRC reports annually on the Red Hill Waste Management Facility's pollutant emissions, as part of the Federal Government's National Pollutant Inventory (NPI) program. The annual report for the 2012-2013 financial year was submitted to the Department of Environment Regulation (DER) for review in September 2013. The report is publicly available and can be viewed on the NPI website <www.npi.gov.au>

A works approval application for the development of the proposed Stage 15 Class III landfill cell was prepared and submitted to the DER in May 2014, with a decision expected early in the new financial year.

The ongoing development of the Red Hill Environmental Management System (EMS) saw significant milestones reached this year. A comprehensive EMS manual and environmental registers were developed for improved environmental documentation and administration. In May this year, a certification auditor was engaged to conduct a gap audit of the EMS against the AS/NZS ISO 14001:2004 standard, in readiness for full accreditation in 2014/2015. This audit was highly useful for identifying areas requiring addressing before a more comprehensive certification audit can begin. Outcomes of the gap audit will include review and refinement of the site environmental policy and engagement of formalised technical meetings regarding management of site environmental issues.

The EMRC engaged odour consultants to carry out ambient odour assessments to determine the nature, frequency and intensity of offsite odours originating from the Red Hill Waste Management Facility. Based on these results, the consultants developed an odour management plan so impacts on the surrounding community could be minimised. As part of the plan, four EMRC staff were trained as odour assessors and have commenced regular odour monitoring at offsite receptors.

The fauna management standard operating procedure forms part of the Red Hill Waste Management Facility's EMS. This procedure was updated during the second half of 2013 to reflect the latest fauna management strategies used on site. These strategies include weekly monitoring of Australian White Ibises, quarterly monitoring of Western Grey Kangaroos and twice-yearly pest control programs for foxes, cats and rabbits.

Australian White Ibises can be an operational issue at the Red Hill Waste Management Facility as large numbers of ibis feeding at the tip face can interrupt the machinery operator's vision if the birds are disturbed. In addition, ibises have the potential to cause serious damage to aircraft, which is a concern as the flight path to the Perth Airport is located within the vicinity of the landfill. Meetings were held between the EMRC, Perth Airport and operators of other metropolitan landfills to try to address the issue on a regional basis.

The EMRC must comply with Ministerial Statement 274, condition 3, requiring the management of introduced pest species at the Red Hill Waste Management Facility. Cameras and sand plots were used to determine the activity and numbers of foxes and feral cats on site, allowing for the appropriate management of these introduced pest species throughout the year.

Collection of local provenance seed from areas of native remnant vegetation at the Red Hill Waste Management Facility began this year, and is being used to develop a local seed bank for future landfill revegetation programs. Use of the seed will provide beneficial environmental outcomes for local flora and fauna by helping to increase natural habitat areas after operations have ceased.

The annual macro-invertebrate study was carried out in September 2013, to test for the abundance and distribution of aquatic invertebrates living in streams throughout the national park bordering the Red Hill Waste Management Facility. The study aims to examine whether landfill operations are affecting the environment through the use of macro-invertebrate communities in Christmas Tree Creek, Jane Brook and Strelley Brook. The sampling was conducted over three days, on a total of 23 different surface water sites throughout John Forrest National Park.

Water monitoring at the Red Hill Waste Management Facility is a site licence requirement. Monitoring was conducted quarterly in the months of January, April, July and October over the 2013-2014 financial year. Water monitoring reports were compiled on completion of all water sampling rounds, summarising water sample results and providing interpretations and recommendations on the condition of the monitored water bodies.

A preliminary site investigation (PSI) focusing on groundwater contamination originating from the original Class III landfill cell on

Lot 11 at the Red Hill Waste Management Facility was completed in 2013. Groundwater investigations continued, with further drilling works carried out in Lot 11 to establish a landfill extraction bore at the source of the contamination. This has enhanced recovery of contaminated groundwater and the remediation program.

The Red Hill Waste Management Facility's rehabilitation program is monitored annually to ensure the requirements of landfill cell rehabilitation are met. These requirements are effective erosion control, self-sustaining vegetation and no disturbance to the landfill cap. Annual revegetation monitoring facilitates the identification of corrective actions and the progress of the rehabilitation program over time. The EMRC commissioned consultants to conduct revegetation monitoring at the Red Hill Waste Management Facility in December 2013. The findings of this monitoring report were reviewed and implemented in 2014.

To improve leachate management and reduce overall leachate volumes across the site, floating pond covers were installed on the existing Class III leachate ponds servicing lots 1, 2 and 12. Leachate from these ponds will be managed through recirculation back into landfill cells and evaporation via other non-covered leachate ponds.

As a result of changes in the landfill cell construction planning for the Red Hill Waste Management Facility, the current greenwaste area may be required for landfilling earlier than anticipated. A draft report has been prepared to address issues related to the greenwaste processing facility's current location, the leachate generated from the operation and the feasibility of relocating the greenwaste processing operation.

The need to construct new siltation ponds, nutrient-stripping ponds or other control ponds this year has been averted by:

- Maintenance of the existing surface water holding ponds;
- Increasing the capacity of one of the ponds in preparation for winter rain; and
- Installing drainage systems, including channels and culverts, across the site to direct the flow of surface water.

More than 750m of litter fence was constructed around the east, north and west of Farm Stages 1 and 2 landfill cells. This newly constructed litter fence will help to contain the litter within the parameters of the two new landfill cells.

Artist's impression of the proposed Hazelmere Wood Waste to Energy Plant.





The wood waste grinder at the Hazelmere Resource Recovery Park.

Hazelmere Resource Recovery Park

A new replacement production bore was installed at the Hazelmere Resource Recovery Park in January 2014 to supply the fire main, reticulation and other uses on site.

The permanent real-time dust sampling unit at the Hazelmere Resource Recovery Park continued monitoring total suspended particulates, PM10 (dust particles 10 microns in diameter and less), and PM2.5 (dust particles with diameter 2.5 microns and less) fractions. Dust concentrations are recorded every 10 minutes and used to compare dust concentrations to the National Environment Protection Measure (NEPM) Ambient Air Quality Standards.

Groundwater monitoring at the Hazelmere Resource Recovery Park began in November 2012, to collect baseline data to monitor contaminant concentrations as site operations progressed. Monitoring continued throughout the 2013-2014 financial year on a quarterly basis. Water monitoring reports were compiled on completion of all water sampling rounds to summarise water sample results and provide interpretations and recommendations on the condition of the monitored water bodies.

The EMRC was successful in receiving a grant of \$387,000 (ex GST) under the Waste Authority's Regional Funding Program to go towards the costs of establishing a small-scale commercial and industrial (C&I) waste sorting and recovery facility. A tender for the supply of equipment and construction of the building is being developed. Following a tender process, construction and commissioning of the facility will be completed in 2014/2015 after all relevant approvals have been secured.

The feasibility of establishing a Materials Recovery Facility (MRF) at the Hazelmere Resource Recovery Park has been investigated in conjunction with the City of Swan and will progress further in 2014-2015.

The EMRC assisted Anzac with a funding application to the Federal Government under the Clean Technology Innovation Fund, which was successful in receiving a \$5 million grant for the Hazelmere Wood Waste to Energy Plant.

In June 2013, the EMRC Council resolved to conditionally proceed with the Hazelmere Wood Waste to Energy Plant. The design and

construct contract with Anzac was completed in September 2013 and the Director Waste Services attended a design review of the Anzac process in November 2013.

Negotiations with Western Power and retail electricity suppliers have been proceeding for a grid connection and a power purchase agreement. The environmental approval process was initiated in January 2014 and, as a result, the Environmental Protection Authority requested a Public Environmental Review (PER) be developed with a four-week public comment period. This was completed in June 2014. Community engagement before and during the PER process involved the Hazelmere community and other groups such as the Community Action Network.

A contract was awarded on 1 October 2013 for the engineering infrastructure and landscape design of the Hazelmere Resource Recovery Park. A review of the Hazelmere Resource Recovery Park concept plan has been carried out and a conceptual design, including a traffic design study for an internal road network, has been completed to identify areas for further consideration. These include the relocation of the weighbridge, relocation of the water storage tank, realignment of entrances, alteration of the internal road network and design of the public interface area.

From the conceptual design, a geotechnical investigation plan has been formulated to focus on areas of high interest, including potential nominated building areas, location of weighbridge structures and high volume traffic areas. This will provide an understanding of the underlying soil structure necessary for the detailed design process.

A scheme water connection to the site is required for potable water and process water for the Hazelmere Wood Waste to Energy Plant and for fire protection of buildings and infrastructure in the future. Currently the water supply to the Hazelmere site is from an abstraction bore that serves a dual storage tank and fire suppression ring main system, and also the minor supply to the site house and reticulation system. A conceptual design was submitted to the Water Corporation for their consideration and approval.



EMRC's Battery Collection Program trophies for schools.

To improve regional waste management

EMRC's Battery Collection Program

The EMRC's Battery Collection Program for both schools and public places continued throughout the year, with promotion through mail-outs and emails to primary schools in the region, events and the R-Gang website.

The following improvements were made to the program for 2014:

- Efficiencies in collection from the 32 public places and 70 schools. All public places are now visited once a month and all schools at least once per semester.
- Promotion of the program.
- All member councils are now provided with monthly collection data for their public place locations, and individual location participants are provided with their collection data on a six-monthly basis.

This year the program has recorded:

- The inclusion of six new schools;
- 5,656kg of batteries collected from schools;
- 9,187kg of batteries collected from public places; and
- A new public place collection location established at the Mundaring Shopping Centre.

Compact Fluorescent Lamp Program

Management of the Compact Fluorescent Lamp (CFL) Program continued with 751.7kg of CFL tubes and globes being collected and recycled.

Household Hazardous Waste

The EMRC continued its support to member council activities relating to the safe disposal of Household Hazardous Waste, including promotion of collection days, drop-off days, waste education displays and local activities.

Waste and Recycling Guides

EMRC's Waste Education Team worked collaboratively with member

council staff to design and distribute the 2013-2014 *Waste and Recycling Guides*, which were delivered to approximately 155,000 households in Perth's Eastern Region.

Waste Education for EMRC Staff

National Recycling Week had a significant focus on EMRC staff activities, including an e-waste collection, waste reduction competition and swap party. A total of 863kg of e-waste was collected and the small amounts of leftover products from the swap party were donated to charity.

Information and displays about recycling are provided throughout the EMRC administration building in Belmont and staff have been given information about specific activities, such as Plastic Free July and recycling opportunities.

The EMRC promoted the member council recyclable drop-off days by advertising the dates and locations on the R-Gang website, with the aim of increasing recycling efforts across Perth's Eastern Region.

Members from the Regional Waste Education Steering Group undertook consultation with new shopping centres throughout 2013-2014 to establish recycling processes.

The Australian Packaging Covenant, in collaboration with CFS Retail Property Trust Group, launched the Western Australian component of its national program to establish away-from-home recycling at major shopping complexes in June 2014. EMRC's Waste Education Team will promote and support this program in Perth's Eastern Region.

Earth Carer members volunteered at the Perth Royal Show, the end-of-year Earth Carer celebration and workshop, and the Perth Garden Festival.

A review of Education Centre programs and displays at the Red Hill Waste Management Facility was commenced during 2013-2014. The education program is being updated to cater for students from years one through to seven. Processes are in place to increase secondary school participation and to provide for more regular

community tours of the facility. Improved physical attributes of the building and new displays are to be developed and implemented in the near future.

Maintenance and review of the R-Gang website continued throughout 2013-2014, with timely and relevant information about reducing, reusing, recycling and recovering waste made available to the public.

The Waste Authority developed a draft Communication Strategy during 2013-2014, which included input from Waste Education Officers at the EMRC. This strategy, on its final approval, will be used as the basis for the development of a waste communication plan for use within Perth's Eastern Region.

Electronic waste recycling was introduced at the Coppin Road and Mathieson Road Transfer Stations. The greenwaste receival area at the Mathieson Road Transfer Station was upgraded in November 2013. The general recycling areas at both sites have been upgraded to improve customer access and safety.

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

Resource Recovery Facility

In September 2013, the EMRC Council resolved to cancel the expression of interest/tender process for the Resource Recovery Facility and advise acceptable tenderers accordingly. The EMRC Council also resolved to continue with the implementation of the project.

The Minister for Environment determined appeals against the report and recommendations of the Environmental Protection Authority for the Resource Recovery Facility at Red Hill and dismissed the appeals in April 2014. The setting of all final approval conditions is now complete.

Water Monitoring

EMRC's Waste Services Environmental Operations Team provides a number of consulting services to its member councils. One of the services provided is water monitoring of contaminated sites.

In 2013-2014, water monitoring was requested by member councils and was conducted in July 2013 and February 2014, and reports were compiled on completion of all water-sampling rounds. These reports summarised water sample results, compared data to relevant guideline values, and provided interpretations and recommendations on the condition of the monitored water bodies.

EMRC's Recycled Products and By-Products

An audit of the mulch processing at the Red Hill Waste Management Facility was completed successfully in late 2013 by SAI Global and did not reveal any significant issues that would undermine ongoing AS4454 accreditation.

An agreement has been reached with Gateway WA to supply 27,700m³ of mulch to the project over 2014/2015.

The operating hours of the Hazelmere timber grinder have been extended to meet demand for fines products.

Red Hill Waste Management Facility Rehabilitation Program

Annually, EMRC's Waste Management Environmental Operations Team coordinate a rehabilitation program for completed landfill cells at the Red Hill Waste Management Facility, with an area being selected in January 2014. The design of the preparatory earthworks and drainage was conducted by the Waste Management Services Engineering Team, with advice provided by members of the Waste Management Environmental Operations Team. Site earthworks and drainage was completed by independent contractors in March 2014. The program includes direct seeding of the selected area of the completed landfill cell and tube stock planting along the northern boundary of the Red Hill Waste Management Facility (which was completed in June).

In addition, the annual tree planting exercise at the Red Hill Waste Management Facility was conducted on 20 June 2014 with staff from Ascot Place joining with Red Hill staff to plant about 1,000 native tube stock plants in an area on Lot 12. This coincided with fundraising for Breast Cancer Care WA as part of Purple Bra Day.

To investigate leading edge waste management practices

EMRC staff and councillors attended the 2013 Landfill Conference in Brisbane and the Fremantle Waste and Recycle Conference to keep abreast of current and future waste management practices.

Consultants were engaged to conduct a review of leachate management options for the Red Hill Waste Management Facility. A preferred outcome has been recommended involving



beneficiation of the leachate and this has been budgeted for in the 2014-2015 budget.

A waste audit was completed in August 2013 on 600 general waste bins (240L) from various households throughout EMRC's six member councils. Conducted by independent waste consultants over a six-day period, it incorporated an aggregated, weight-based audit, including moisture content testing. The WA Department of Environment and Conservation's *Kerbside Waste and Recycling Audit Manual 2008* was used to guide the collection methodology.

Findings from the audit will be used by the EMRC to reinforce future waste education initiatives. The information gathered will also provide valuable insight for the Resource Recovery Facility tender process and ensure future resource recovery activities will adequately address waste being received.

The Regional Waste Education Steering Group (RWESG) meets every six weeks to review, advise and collaborate on waste education matters for the region, in particular implementation of actions to meet the objectives of the Regional Waste Education Strategy.

During 2013-2014 the RWESG has:

- Been updated on and commenced development of strategies to support the:
 - State Government (Waste Authority) initiatives such as the Waste Strategy, the Waste Communication Strategy and Be Waste Smart events planning;
 - Keep Australia Beautiful strategies for the region; and
 - Western Australian Local Government Association strategies, such as Better Bins and Recycle Right programs, the Garage Sale Trail and development of the draft Better Practice Vergeside Collection Guidelines.

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

Regional Environment Strategy 2011-2016

The *Regional Environment Strategy 2011-2016* provides an overarching framework for the delivery of EMRC's environmental services, as agreed by member councils, to ensure the environment of Perth's Eastern Region is protected and maintained.

A desktop review of the strategy was completed and a workshop was held with the Regional Environmental Advisory Group in April 2014 to undertake a minor review.

Local Environment Strategy for the City of Bayswater

The City of Bayswater Local Environment Strategy was completed and presented to the City of Bayswater for comment.

Energy Auditing Service

Energy audits were carried out on two member council facilities, with the assistance of Carbon Neutral. In the Shire of Mundaring, the Bilgoman Aquatic Centre was audited at Level 2 to provide baseline information for the Community Energy Efficiency Program. The City of Bayswater, Civic and Administration Centre was audited to Level 1 to provide an understanding of energy use trends; major energy-using equipment; recommendations to achieve energy efficiency; and cost benefit analysis to assist with business case preparation.

Water Auditing Service

The EMRC has two accredited Water Corporation Waterwise Auditors. Water audits are a great tool to improve water management and achieve significant long-term water savings. Water audits identifying a number of water and cost savings were completed for:

- Jubilee Reserve in the Town of Bassendean;
- Ascot Kayak Club in the City of Belmont;
- Operations Centre in the City of South Perth; and
- Civic Centre and Administration Building in the City of Bayswater.

Eastern Hills Catchment Management Program

The Eastern Hills Catchment Management Program is a highly successful partnership between the Shires of Kalamunda and Mundaring, City of Swan, Swan River Trust and the EMRC. The program aims to achieve a coordinated strategic approach to the restoration of land, bushland and tributaries through a range of natural resource management activities and practices within the member councils and broader community.

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

River foreshore stabilisation work in the City of Bayswater





Private landholders and the community are assisted by the Eastern Hills Catchment Management Program with environmental activities including:

- Project planning;
- Property management advice;
- Advice and assistance with grant applications;
- Obtaining quotes and liaising with contractors;
- Flora identification and species selection;
- Erosion control;
- Weed identification and management;
- Bushland management;
- Weeding and planting activities;
- Seed collection principles, methods and ethics;
- Weed species education letters and private landholder packages;
- Dieback and marri canker inspections and advice;
- Demonstrating the use of the Marri App;
- Photo monitoring activities; and
- Revegetation plans and species selection.

Greenpage

The Greenpage Newsletter provides environmental information for Perth's Eastern Region and is distributed bi-monthly to more than 1,500 subscribers. A survey was distributed to all newsletter readers to obtain feedback on audience satisfaction and improvements required. Feedback received was extremely positive.

Helping the Helena Research Project

In an effort to determine the causes for crayfish, fish and mussel decline within the lower and middle reaches of the Helena River; the Helping the Helena Project was developed with funding from the State NRM Office. The project was supported by the Department of Water and the Swan River Trust, which provided training, guidance and assistance with sampling.

To determine whether pollutants were contributing to the scarcity of species in the lower and middle reaches of the river, the EMRC began undertaking water quality and sediment monitoring in April 2013. Sediment and water was sampled at eight sites over a period of 12 months to monitor traces of pollutants.

Key findings of the study showed that high metal contaminants, such as iron, mercury, aluminium, nickel, lead, chromium, copper and arsenic, were present in the water. In addition, surfactants were present in the water, as well as hydrocarbon and herbicide

contaminants in both sediment and water.

The results of this study will form a baseline for non-nutrient contaminants in the Helena River catchment and provide strong evidence for further investigation. The Helping the Helena Project marks the beginning of significant development in understanding how agricultural and industrial processes, past and present, are influencing the health of freshwater systems, food and drinking water.

Catchment Group Support

Two combined catchment group meetings gave community members an opportunity to network, share ideas and prioritise actions for the Eastern Hills Catchment Management Program.

Catchment group bi-monthly meetings were held for Jane Brook, Helena River, Blackadder Woodbridge, Lower Helena Association and Friends of Piesse Brook and provided assistance and advice, including the preparation of newsletters and brochures.

Draft individual Catchment Action Plans and maps were prepared and presented to each catchment group. These plans outlined management actions for the respective catchment groups and included project planning, planting schedules and other natural bushland actions.

Planting Days

Community groups were assisted to organise, coordinate and conduct planting days. A total of 15,000 seedlings were planted from July to September 2013. Assistance to community groups with their planting days included:

- Coordinating weed contractors;
- Administrative assistance;
- Order, pick-up and delivery of equipment and plants;
- Monitoring previous restoration for Lower Helena Association and Helena River sites; and
- Assisting groups with their Swan Alcoa Landcare Program projects.

Sixty students from Woodbridge Primary School were assisted and supervised to plant 800 plants at Holmesdale Wetland, with the Lower Helena Association. The Lower Helena Association also coordinated 18 community members to plant 1,500 sedges on the banks of the Helena River in Woodbridge. This was followed by a guided tour of sites in the lower Helena River.



LED street lights on Old Perth Road in the Town of Bassendean, installed as part of the Re-energising Perth's Eastern Region Project.

Promotion and Engagement

Promotional articles were published in Chidlow Chatters, EMRC's website, Eco News, Greenpage Newsletter and Perth Region NRM website relating to the Combined Catchment Group meeting, Helping the Helena Project, Marri App, Ribbons of Blue family activity day, National Tree Day activities and Plants to Residents day events at member councils.

Natural resource management projects in Perth's Eastern Region were showcased at the Zig Zag Walk in Kalamunda with more than 500 people attending.

The Eastern Hills Catchment Management Program End of Year Volunteer celebration was attended by more than 100 community members in November 2013. The Hon. Tony Simpson, Minister for Local Government, Community Services, Seniors and Volunteering, and Youth joined community members at a breakfast at the Darlington Estate Winery. Gifts were presented to catchment group representatives and all community volunteers who attended received a small gift of appreciation.

Two tours of Eastern Hills Catchment Management Program project sites were carried out in November 2013. The first tour was for the EMRC Chairman and Chief Executive Officer, followed by a tour for members from the Swan River Trust, sub-regional coordinators and a representative from Perth Region NRM. The Chairman and Chief Executive Officer visited Holmesdale Wetlands, Amherst Riverlands and Helena River site in Midland. The Swan River Trust tour extended to Throssell Road Reserve in Mundaring, Helena Valley Road, Helena Valley and Military Road Midland.

A Ribbons of Blue family activity day was held at Blackadder Wetland, where children participated in a hands-on activity with the catchment concept model, a macro-invertebrate sampling, and planted 150 trees.

A *Phytophthora cinnamomi* (dieback) treatment workshop was implemented at Talbot Road Conservation Reserve in Stratton, in the City of Swan. Volunteers included members of the public, students from Edith Cowan University, Polytechnic West Midland and land care community groups. Attendees were introduced to

the dieback disease and the target area by professionals from Department of Parks and Wildlife and Dieback Working Group.

The Bush Skills for the Hills are a series of free workshops for the community which provide a mix of information and practical hands-on sessions designed to give participants the skills to manage land, bush and creeks in Perth's Eastern Region.

Workshops included:

- Bird Identification;
- Photo Monitoring Essentials;
- Maximising Biodiversity in Our Reserves;
- Atlas of Living Australia Training;
- Remote Camera Trapping for Wildlife;
- Botanical Drawing;
- Aboriginal Cultural Heritage;
- Water Quality Sampling;
- Native Grasses - Introduction to Native Grasses Workshop; and
- Native Grasses Advanced.

Marri Canker Research Project

The State NRM provided funding to undertake a research project addressing the threat of native tree decline specific to marri canker. Marri canker, or *Quambalaria spp.*, are a group of fungal pathogens causing death to marri trees, or *Corymbia calophylla*, in the south-west of WA.

There are uncertainties surrounding the distribution, severity and dispersal of the canker, so the EMRC has partnered with Murdoch University to trial treatments for marri canker and to develop a mobile phone application (app) that enables the community to act as citizen scientists to identify and report incidences of marri canker disease. This data can be monitored by researchers to help understand the disease and will aid in the development of further treatment trials to preserve marri trees across Western Australia.

The Marri App was launched in December 2013 by the Western Australian Government Chief Scientist, Professor Lyn Beazley, and was promoted in China and New Zealand through Murdoch University.

Initial treatment trials will be performed 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.

Water Campaign™

Water Campaign™ provides local governments with a framework and structured approach to actively assess their consumption of water and understand how their activities affect water quality within their area. The initiative, which was developed by the International Council for Local Environmental Initiatives (ICLEI) and the Australian Government, involves five milestones.

ICLEI advised that the funding to the Water Campaign™ was to be reduced as of July 2013. The EMRC liaised with ICLEI and negotiated a new agreement to enable the continued provision of services with minimal disruptions and additional costs, including training and continued delivery of service to member councils.

The table below illustrates the 2013-2014 achievements for the six councils that the EMRC has assisted to progress through the Water Campaign™ program:

Council	Achieved in 2013-2014
Town of Bassendean	Recognised for Water Campaign Milestone 5 achievement at the 2013 ICLEI Oceania Water Campaign and Waterwise Council Awards. Completed a Post Milestone 5 Re-inventory, including a review of the Water Action Plan, re-setting of the water conservation, water quality goals and target year, and identification of new water management actions.
City of Bayswater	Recognised for Water Campaign Milestone 2 and 3 achievements at the 2013 ICLEI Oceania Water Campaign and Waterwise Council Awards. Completed Milestone 4, and working towards achieving Waterwise Council status endorsement.
City of Belmont	Recognised for being re-endorsed as a Waterwise Council at the 2013 ICLEI Oceania Water Campaign and Waterwise Council Awards. Completed another Water Conservation Re-inventory including a water audit of one of the top 10 water-consuming facilities.
Shire of Mundaring	Recognised for Water Campaign Milestone 5 achievement at the 2013 ICLEI Oceania Water Campaign and Waterwise Council Awards and re-endorsed as a Waterwise Council. Completed a Post Milestone 5 Re-inventory, including a review of the Water Action Plan, re-setting of the water conservation, water quality goals and target year, and identification of new water management actions.
City of Swan	Council endorsed the City's Milestone 2 and 3 Water Action Plan, and ICLEI Oceania recognised the completion of Milestones 2 and 3. Undertook Water Action Plan actions implementation to progress through Milestone 4.
Town of Victoria Park	Recognised for Water Campaign Milestone 2 and 3 achievements at the 2013 ICLEI Oceania Water Campaign and Waterwise Council Awards. Undertook Water Action Plan actions implementation to progress through Milestone 4, and working towards achieving Waterwise Council Status endorsement.

Cooperative Research Centre for Water Sensitive Cities

The Cooperative Research Centre for Water Sensitive Cities (CRCWSC) is an Australian Government \$120 million interdisciplinary research centre with research hubs in Brisbane,

Melbourne, Perth and Singapore. Instigated through Monash University, the program assists government and industry in WA to:

- Support the WA Research Node at UWA;
- Support and extend activities of the existing national CRCWSC research program to ensure applicability to WA conditions; and
- Fund a local capacity building program (New Water Ways) to ensure extension and adoption of the CRCWSC program outcomes.

The EMRC is involved in the CRCWSC on a number of levels, including:

- An active financial participant since the program's inception in 2011;
- A member on the Western Region - Regional Advisory Panel, which promotes inclusive involvement of all partners, facilitates longer-term collaboration and benefits across all disciplines and levels; and
- Attending and presenting at seminars and workshops.

The Board of the CRCWSC provided a presentation to the EMRC Council in May 2014, outlining research and opportunities for partnerships with local government to implement water-sensitive cities principles, such as water-sensitive urban design.

Community Energy Efficiency Program

The EMRC leads the way with work on energy efficiency and climate change adaptation programs with its member councils. In 2012, the EMRC in partnership with the Town of Bassendean, City of Bayswater and Shire of Mundaring, received more than \$647,000 in funding from the Australian Government's Community Energy Efficiency Program. The \$1.3 million project *Re-energising Perth's Eastern Region* is carrying out energy efficiency upgrades of Bayswater Waves, Bassendean street lighting, Bayswater Library lighting and air conditioning, and a solar pool heating system at Mundaring's Bilgoman Aquatic Centre.

Major activities completed over the past 12 months included:

- Installation of LED street lights on Old Perth Road in the Town of Bassendean;
- LED lighting retrofit and installation of variable speed drive systems (VSDs) on the pool pumps at Bayswater Waves Aquatic Centre;
- Installation of a new air conditioning system and retrofit of LED lights at the Bayswater Library;
- Completion of an energy audit and installation of the solar pool water heating system at Bilgoman Aquatic Centre in the Shire of Mundaring; and
- Installation of VSDs and major plant works at Bilgoman Aquatic Centre are underway.

Promotional materials, including banners, magnets and stickers were produced throughout the year, as well as community pledges and information flyers for the Old Perth Road LED street lighting upgrade. The Old Perth Road LED street lighting upgrade launch was held in December 2013. Signage was installed and a stall was held at the Old Perth Road Twilight Markets in December 2013 as part of the community engagement for the project.

The launch of the Bayswater Library LED lighting and air conditioning upgrade was held in January 2014. The community event included a speech by City of Bayswater Mayor, Sylvan Albert; a presentation

by sustainability expert, Chris Ferreira from the Forever Project; and a tour of the energy efficiency upgrades.

Sustainability and Environmental Educational Program

The Sustainability and Environmental Education Program delivers a tailored educational program, which looks at assessing behaviour change and addressing the barriers as to why people do not alter their behaviour in relation to sustainability and the environment. This program is being carried out by the Shire of Mundaring and City of Bayswater.

Development of the vision and outcomes for these projects is underway, with the Shire of Mundaring choosing a focus on staff education and the City of Bayswater focusing on community education and schools engagement. These projects have been designed with reporting and accountability in mind and will involve baseline assessments prior to education and information delivery.

A Staff Sustainability Benchmarking Survey was developed for the Shire of Mundaring to assess the level of knowledge and engagement of staff in relation to sustainability and the environment. A companion Schools Sustainability Benchmarking Survey is being finalised. Research has indicated that sustainability and environmental education is available through existing resources, however schools and individual teachers may not be aware of, or supported to deliver, the education or development of a sustainability culture.

A program of community sustainability education has been developed for the City of Bayswater to review prior to implementation.

To address climate change issues within the region

ACER Program

The Achieving Carbon Emissions Reduction (ACER) Program 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 program 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.

Some of the key achievements for 2013-2014 included:

Council	Achieved in 2013-2014
Town of Bassendean	Continued implementation of the Town's Emissions Reporting Platform occurred, including completion of baseline data. The Carbon Reduction Strategy was finalised and accepted. Data Management Guidelines were completed. A workshop was held with the Town's Energy Team to set targets and develop actions. The Carbon Action Plan was developed and technical advice to assist with action implementation was provided. The Emissions Report Card template for the annual reporting of emissions and achievements to the Town's council was developed and a reporting timeframe agreed. Home Energy Audit Kits were updated and use of the kits was demonstrated to library staff.
City of Bayswater	Continued implementation of the City's Emissions Reporting Platform occurred. The Carbon Reduction Strategy was finalised and presented to the City for comment. A guide for determining if the installation of a photovoltaic system (solar panels) is viable for community facilities was developed. Home Energy Audit Kits were updated and the use of the kits was demonstrated to library staff.
City of Belmont	Continued implementation of the City's Emissions Reporting Platform occurred. Data Management Guidelines were completed. The Emissions Report Card template for the annual reporting of emissions and achievements to the City's council was developed. Technical assistance was provided to assist with the implementation of current and development of future carbon reduction actions in the City's Environment Plan. Home Energy Audit Kits were updated and the use of the kits was demonstrated to library staff.
Shire of Mundaring	Continued implementation of the Shire's Emissions Reporting Platform occurred. The draft Carbon Reduction Strategy was presented to the Shire for review by the Sustainability Working Group. Data Management Guidelines were drafted. The Carbon Action Plan was drafted.
EMRC	Continued implementation of EMRC's Emissions Reporting Platform occurred. The Ascot Place fleet vehicle emissions and staff and councillor air travel emissions were offset through Carbon Neutral. A submission was provided in response to the Australian Government's Emissions Reduction Fund Green Paper.





Future Proofing - Regional Climate Change Adaptation Program

The *Regional Climate Change Adaptation Action Plan 2013-2016* is EMRC's key strategic document to assist with future-proofing Perth's Eastern Region. The plan comprises 10 priority risk areas that contain actions for implementing climate change adaptation across Perth's Eastern Region. They include:

- Infrastructure failure;
- Impacts on essential services;
- Watercourse damage and loss;
- Increasing bushfires;
- Water decline and reduced water quality;
- Greenhouse gas emissions and related air pollution;
- Loss of ecosystems and provision of public open space;
- Decline in population health and wellbeing;
- Economic challenges and opportunities; and
- Changing leadership and development requirements.

The EMRC was recognised by the Australian Government as a leader in adaptation in November 2013. A meeting with representatives from the Department of Environment's Adaptation and Science Division sought information and feedback on EMRC's experiences from developing and implementing the Regional and Local Climate Change Adaptation Action Plans.

A review of the Local Climate Change Adaptation Action Plans continued to align them with the EMRC and member council's Strategic Community and Corporate Business Plans. Priority areas identified included health, flooding and fire, with the need to pursue additional review and research in the future.

The Climate Change Risk Awareness Seminar Series was launched in November 2013. The launch brought together important decision makers and stakeholders to discuss the impacts of climate change and look at the strategic direction that the EMRC and participating member councils were taking in relation to climate change adaptation. Five seminars will be held over 18 months, targeted at local government officers and stakeholders focusing on climate change impacts. Topics will include science, health, water, natural environment and infrastructure.

The first seminar in the Climate Change Risk Awareness Seminar Series entitled 'Know the Risks: How will climate change impact you in your workplace?' was held in March 2014 at the Bassendean Memorial Library.

A presentation was given to the CRC for Water Sensitive Cities in relation to the Future Proofing Program and the associated Regional and Local Climate Change Adaptation Action Plans.

A briefing paper in relation to the impacts of the Australian Government's Direct Action Plan was presented to Council and provided to participating member councils.

Some of the key achievements for 2013-2014 included:

Council	Achieved in 2013-2014
Town of Bassendean	The Town hosted the first Climate Change Risk Awareness Seminar, 'Know the Risks: How will climate change impact you in your workplace?' in March 2014. An acid sulfate soils workshop was developed for the Town in collaboration with the Department of Environment Regulation.
City of Bayswater	The City's Local Climate Change Adaptation Action Plan was endorsed in July 2013. The key focus area for the City of Bayswater is urban heat island and how the City can minimise its impacts.
City of Belmont	A review of the City's Local Climate Change Adaptation Action Plan was completed, including staff consultation, reviewing actions and updating the City's status.
Shire of Mundaring	Each action within the Shire's Local Climate Change Adaptation Action Plan was reviewed, progress updated and linkages made to other strategic documentation. Bushfire Management Plans were researched to identify opportunities in relation to community workshops.
Shire of Kalamunda	The Shire's Health Officers were engaged to integrate the impacts of climate change in the Shire's new Community Health and Wellbeing Plan.

Key Result Area: 2

Social Opportunities





The Family Fun Days engage the local community with the race, through live commentary, free and low-cost activities and free entertainment.



To facilitate regional cultural and recreational activities

Regional Tourism Website - perthtourism.com.au

The perthtourism.com.au website is an online portal maintained by the EMRC that provides information to residents and visitors on events, trails and experiences in the region. It is also the central source of information for the region's two main events – Perth's Autumn Festival and the Avon Descent Family Fun Days – and provides free promotion of community events and EMRC's *Cycle Perth's Eastern Region* brochure.

The site has been available in Japanese since 2010 and is now also available in Chinese. The milestone of 100,000 unique visitors was reached for the first time this year, which demonstrates a growing awareness and interest in Perth's Eastern Region and a greater desire to access information electronically.

Avon Descent Family Fun Days

The Avon Descent Family Fun Days comprise five free community events held alongside the Avon Descent white water race. The Family Fun Days engage the local community with the race, through live commentary, free and low-cost activities and free entertainment. The EMRC secured \$250,500 (ex GST) from Lotterywest to support staging costs of the 2013 events presented by the local governments of Northam, Toodyay, Swan, Belmont and Bayswater, as well as a regional marketing campaign facilitated by the EMRC. The marketing campaign promotes the Family Fun Day events to the local community, Perth metropolitan community and wider intrastate area. More than 25,000 people attended the Family Fun Days in 2013.

Perth's Autumn Festival

Perth's Autumn Festival has been a highlight of EMRC's regional event program since 2000. The festival program has evolved from the promotion of several events held over one weekend to a suite of weekend events held within each of EMRC's six member councils over a seven-week period in autumn. The events promoted included art, food and wine experiences, leisurely bike rides and community festivals. Two new events to the Festival this year were the Town of Bassendean's Open, whereby highly acclaimed local artists invited the community into their studios, and Velofest, an elite cycling event in the Shire of Kalamunda.

The EMRC secured a grant from Lotterywest for \$20,000 (ex GST) to support the staging costs of the Autumn River Festivals in

Belmont and Bayswater, and Bike in the Valley held by the City of Swan. The EMRC also facilitated the regional marketing campaign and assisted councils in cross-promotion of the events and in the production of 'Clean and Green' action plans. The regional marketing campaign was supported by Perth Airport, Department of Transport's Cycle Instead Bikeweek and 6PR. Perth's Autumn Festival reflects the diversity of the community, organisations and the region itself, providing immediate and long-term economic impact and benefits.

Swan and Helena Rivers Management Framework

A major review of the Swan and Helena Rivers Management Framework was carried out by an external consultant. The review included consultation with key stakeholders and a workshop to identify future priorities for the framework.

The *Regional Aboriginal Consultation Guidelines* document was presented to the Your Way Our Way workshops, organised by Perth Region Natural Resource Management (NRM).

The EMRC represented Town of Bassendean, City of Bayswater and City of Belmont on the Swan River Trust Riverpark Trails Project Steering Group. The plan is in draft form and has incorporated the *Swan and Helena Rivers Regional Recreational Path Development Plan* information for Perth's Eastern Region.



Key Result Area: 3

Economic Development





EMRC's workplace cluster travel plans have generated interest from the Department of Transport's TravelSmart Workplace Team...



To facilitate increased investment in regional infrastructure

Continue the implementation of the *Regional Integrated Transport Strategy*

Perth's Eastern Region requires a transport network that is efficient, safe and integrates all modes of transport to enable access to services, employment and facilities. This is vital for Perth's Eastern Region, where the coverage and frequency of existing services is constrained, especially between major activity centres, industrial areas and residential areas.

The *Regional Integrated Transport Strategy* was redeveloped through a consultant review and workshopping of key focus actions and priority projects for Perth's Eastern Region with the Regional Integrated Transport Strategy Implementation Advisory Group. The Regional Integrated Transport Strategy 2014-2016 will guide advocacy priorities and outline projects to be carried out in the 2014-2016 timeframe.

Curtin University Research - Integrating Future Land Use to Proposed Public Transport Infrastructure

Curtin University's Department of Urban and Regional Planning Team has partnered with the EMRC to investigate and audit identified public transport routes to establish the development potential of land situated one kilometre either side of the routes.

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 the EMRC forums, including the Airport-Forrestfield link, Ellenbrook and Mundaring to Midland.

The second component of the Integrating Future Land Use to Proposed Public Transport Infrastructure study will involve a series of stakeholder engagement events. With an emphasis on land use and transport integration, these events will encourage the community to envision the future development of land along these routes and where stations could be. This component of the study includes consultation forums/workshops with developers, the community, state and local government and will conclude later in 2014.

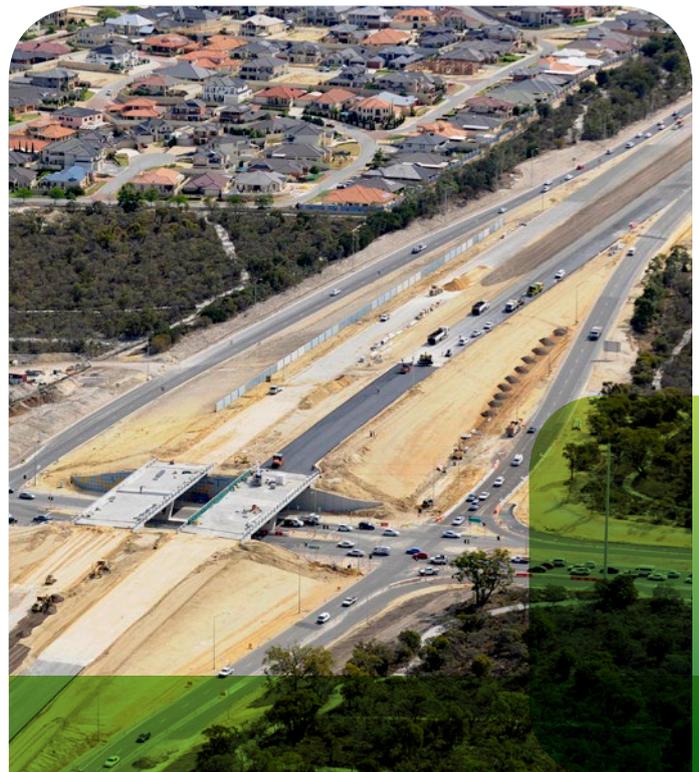
Outcomes of the research will be used to support future funding applications and underpin regional transport advocacy by the EMRC at state and federal levels, on behalf of the member councils.

TravelSmart

2013-2014 was the second year of EMRC's involvement in the promotion of TravelSmart initiatives across Perth's Eastern Region, exploring ways to promote and engage local communities in initiatives such as TravelSmart to School, Walking School Bus, Living Smart and TravelSmart Workplace Programs. The EMRC also focused its efforts on assisting workplaces to be more competitive in future grant funding rounds.

The workplace cluster travel planning process has been initiated at the Maylands Activity Centre to encourage businesses and employees to consider alternative forms of transport to work, with an aim to improve access, promote a sense of community, boost healthy activity and reduce traffic and pollution. Workplace travel planning has been carried out for staff at the EMRC, Shire of Kalamunda and the Town of Bassendean.

EMRC's workplace cluster travel plans have generated interest from the Department of Transport's TravelSmart Workplace Team and will be evaluated to improve engagement of local business to the program.



To facilitate regional economic development activities

Regional Profile Tools

The EMRC continued subscriptions to REMPLAN, profile.id and atlas.id. These tools capture economic and socio-demographic profiling data for Perth's Eastern Region and individual councils, and provide member councils and stakeholders with online access to the profiling data.

The EMRC reviewed economic profiling tools available in 2013-2014 and, in consultation with the Economic Development Officers Group, determined REMPLAN remained best suited to the needs of the councils and the EMRC. The EMRC brokered a solution for 'on-site' access to the software. Member councils were afforded an opportunity to purchase direct access to REMPLAN at a significantly reduced fee, negating the need to access it via the EMRC administration office and resulting in financial and time-saving benefits.

Annual training for member councils and key stakeholders has been provided for the regional profiling tools during 2013-2014. The economic profile for the region is available to the public from EMRC's website, in English and Chinese, to promote the region internationally and attract investment opportunities.

Showcase Tour Series

The Showcase Tour Series, now known as the Advancing Perth's Eastern Region Tour Series focuses on strategic areas of the region's growth and development that are aligned with the state's *Directions 2031 and Beyond* framework or specific member council development priorities.

In February 2014, the Advancing Perth's Eastern Region Tour Series focused on the City of Bayswater and the Town of Bassendean and was attended by a variety of State Government and local government officials, business owners and the EMRC. The tour provided opportunities for key stakeholders to experience Perth Eastern Region's rapid growth and to hear from the Department of Planning, Public Transport Authority and representatives from the Town of Bassendean and City of Bayswater about their opportunities and challenges. This tour highlighted significant developments,

issues and opportunities in the strategic metropolitan centre of Morley, Ashfield Precinct, Bayswater Train Station re-development and the thriving Maylands town centre.

Industry Engagement Framework

The Industry Engagement Framework and Business Insights Program continued in 2013-2014.

The Business Insights Program presents a channel for member councils to promote their profile through an online two-way information exchange, networking with local businesses. This supports a number of *Regional Economic Development Strategy* actions relating to advocacy, education, business improvement and regional promotion activities.

The Industry Engagement Framework Toolkit comprises three tools specifically chosen to capture feedback from business and industry in Perth's Eastern Region, and facilitates engagement to develop future tailored support strategies.

These include:

- A survey to capture a snapshot of key issues facing businesses;
- A workshop to explore key issues and collaboratively brainstorm solutions;
- A website to provide an online forum for extended engagement to discuss issues and solutions.

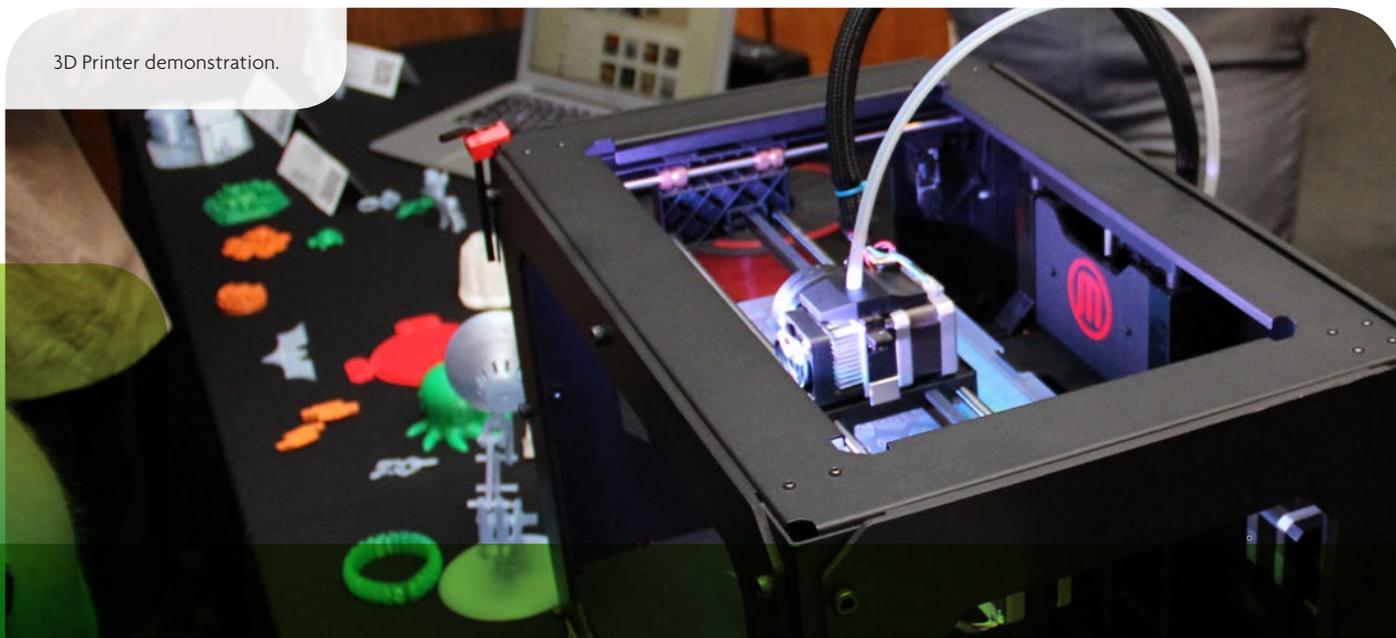
More than 400 members of the business community participated in one or more of the project tools during 2013-2014. The key findings from the participation identified:

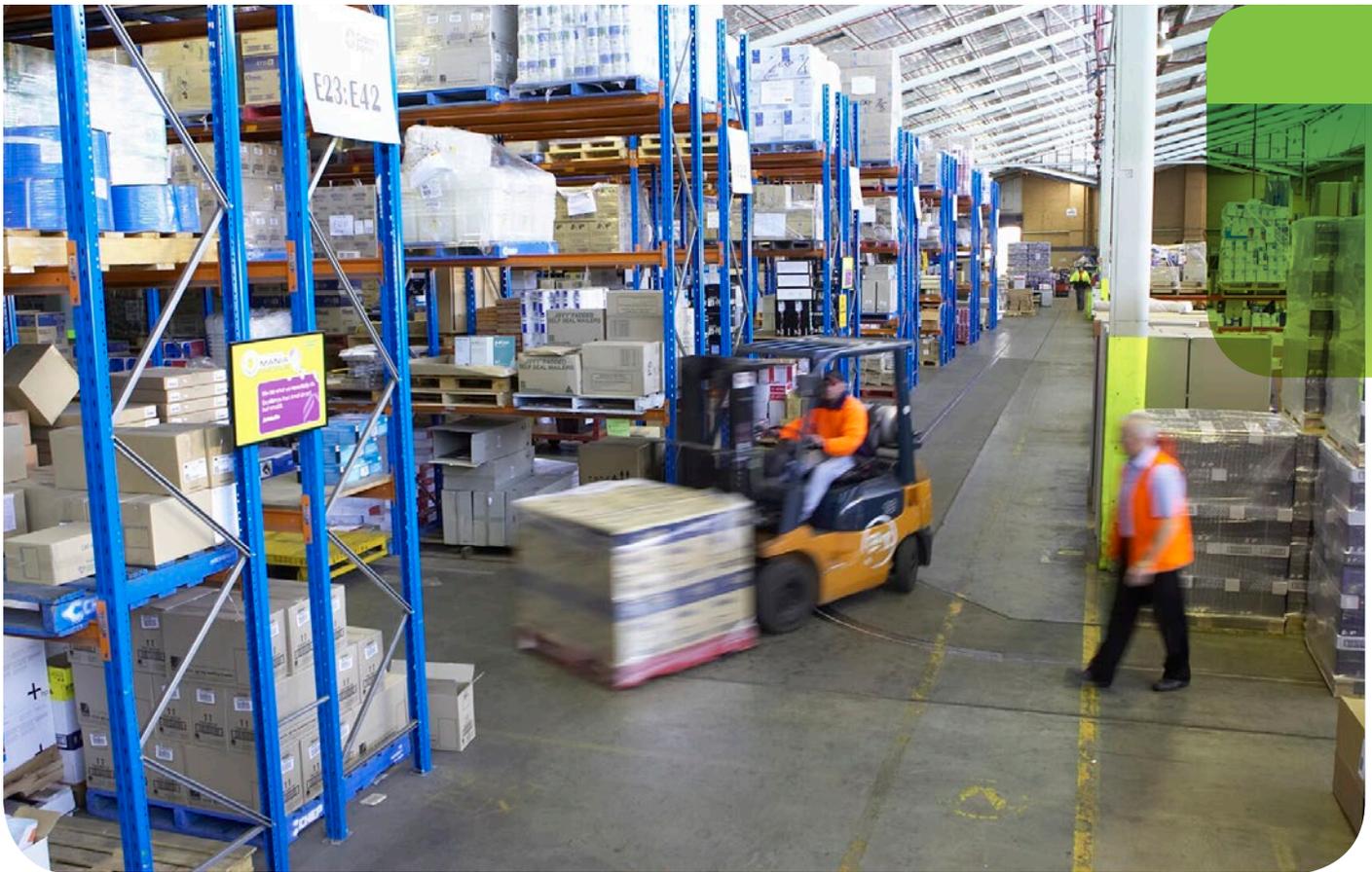
- Issue of skills development for small-to-medium enterprises;
- Underutilisation of technology in skills development; and
- Ability to attract skilled staff.

Regional Digital Strategy

The *Regional Digital Strategy* was developed through extensive consultation with partnering member councils via the Economic Development Officers Group, business, industry and the community, and was endorsed by EMRC Council in August 2013.

3D Printer demonstration.





The *Regional Digital Strategy* acts as a guide for the delivery of regional digital technology activities to complement member council strategies and priorities, as well as the Federal and State Governments' digital strategy direction.

A local digital strategy toolkit forms part of the overall implementation of the *Regional Digital Strategy* and provides a staged approach for individual councils to develop and implement local digital strategies that support economic, social and environmental outcomes.

Actions carried out during 2013-2014 include:

- Development of digital exemplar videos, providing short testimonial videos from local businesses leading the way with the use of digital technologies, to advocate opportunities arising from digital technologies to the broader business community;
- Preparation of a co-working spaces business case for participating member councils to assist them when considering the viability and establishment of the various co-working spaces model options; and
- Hosting a series of workshops to support the delivery of the Digital Enterprise Program in Perth's Eastern Region. The workshops focused on developing the digital preparedness of businesses and industries to assist them with capitalising on digital technologies to maintain their viability and competitiveness.

The *Regional Digital Strategy* continues to assist with strengthening and diversifying the economy, contributing to business viability and providing access to services and sustainable employment for the Eastern Metropolitan Region residents, businesses and local governments.

Regional Youth Summit

Young people from across Perth's Eastern Region were given an opportunity to engage at the 'All 4 Youth Summit' in August 2013. The Summit was a showcasing event for the North East Metropolitan Region to increase awareness of best practice approaches among the youth sector. The summit, attended by 124 people, was coordinated by Rise Community Support Network and sponsored by the EMRC.

Interstate Presentation

The EMRC, South West Group and Metropolitan Redevelopment Authority co-hosted a presentation from representatives of the Tonsley Redevelopment Project. Tonsley represents a \$253 million investment by the South Australian Government to integrate industry, education, research, residential accommodation and community amenities on the 61ha former Mitsubishi Motors manufacturing site in Southern Adelaide. The site also has a commitment to sustainability in building design and construction, infrastructure, lighting, energy, water and waste systems.

The presentation took place at the Midland Railway Institute Building and brought together professionals from economic development, urban planning and environment to share knowledge on a new model for high-value manufacturing. It also presented a new framework for investment in infrastructure delivery and in partnering with the private sector.

Key considerations in the planning of the site included business and industry clustering opportunities, sharing of talent pools and technological advancements. The site will host research and development institutions, including TAFE South Australia's Sustainable Industries Education Centre and Flinders University School of Computer Science, Engineering and Mathematics.

Key Result Area: 4

Good Governance



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

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

Implementation of the Regional Advocacy Strategy 2013-2016

The Regional Advocacy Strategy 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 focus of regional advocacy actions for 2013-2014 was on a range of issues raised by member councils and outlined in EMRC's *Regional Economic Development Strategy*, *Regional Integrated Transport Strategy*, *Regional Environment Strategy* and the *Regional Climate Change Adaptation Action Plan*.

Topics raised at meetings with politicians have included issues facing the Swan and Helena River systems; local government reform in relation to waste management and regional councils; strategic transport and road infrastructure, including Great Eastern Highway Mundaring safety issues; the need for the Perth Airport rail link; and the need for a university presence in the region.

The *Perth's Eastern Region Investment and Opportunity* document aims to attract investment and increase awareness of Perth's Eastern Region. This document is applicable to the achievement of outcomes in the *Regional Economic Development Strategy 2010-2015* and the *Regional Advocacy Strategy 2013-2016*, and is available in hard copy and on EMRC's website.

Links to *Perth's Eastern Region Investment and Opportunity* were provided to Property Council WA, Mirvac Fini, CB Richard Ellis, City of Perth, Department of State Development, regional economic development officers, member council CEOs and at a Strategic Briefing Session to EMRC Councillors.

The State Government held a community cabinet meeting at the EMRC on 24 March 2014, attended by the Premier, cabinet ministers and local members, giving the EMRC an opportunity to increase awareness of the strengths and opportunities of Perth's Eastern Region.

Following the meeting, a tour to discuss issues facing the Swan River foreshore took place, whereby the ministers saw first-hand the completed and proposed foreshore restoration works at Garvey Park. Land management issues facing the Ashfield Flats reserve were discussed on-site with representatives from the Town of Bassendean.

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

- Swan Valley Land Use and Management Discussion Paper;
- Draft State Planning Strategy;
- Securing Western Australia's Water Future – a position paper;
- Australian Government – Emissions Reduction Fund – Terms of Reference, Green Paper, White Paper;
- Australian Government – Repealing the Carbon Tax consultation;
- City of Belmont Bike Plan 2013-2018;
- Town of Bassendean Local Bike Plan;
- Draft Western Australian State Aviation Strategy;
- Review of the Swan Region Strategy for Natural Resource Management;
- Statement of Requirements for Green Army;
- Emissions Reduction Fund Green Paper;
- Australian Government Climate Adaptation Outlook;
- City of Belmont Draft Foreshore Precinct Plan; and
- City of Swan Transport Strategy.

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

- Gateway Project Coordination Group;
- Perth Region NRM - Swan NRM Committee;
- Regional Development Australia Perth Committee Inc.;
- Swan Canning Riverpark Iconic Trails Steering Group;
- Swan River Trust Committees; including Technical Advisory Group, Catchment Management;
- WALGA Greensense Emissions Reporting Platform and Climate Change Senior Officers Group;
- Sustainability Officers Networking Group;
- CRC for Water Sensitive Cities;
- Forum of Regional Councils;
- Municipal Waste Advisory Council and committees - Officers Advisory Group, Household Hazardous Waste Committee, Contaminated Sites Committee;



Left to right: EMRC Chairman, Cr Dr Alan Pilgrim; Member for Belmont, Mrs Glenys Godfrey MLA; Premier, Hon Colin Barnett MEC MLA; and EMRC CEO, Mr Peter Schneider after the community cabinet meeting at the EMRC.

- Australian Landfill Owners Association;
- Waste Management Association of Australia; and
- Strategic Waste Infrastructure Planning Working Group (Waste Authority).

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

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.

To manage partnerships and relationships with stakeholders

The EMRC conducted the 2014 Biennial Stakeholder Perception Survey from May to June 2014. This research enables the EMRC to track its performance against a number of strategic objectives and perception-based key result areas, as defined in *EMRC's Strategic Plan for the Future*, by measuring stakeholder awareness and satisfaction with EMRC's services and projects. Findings are used to improve service delivery and help develop strategic, business and communications planning.

The annual EMRC Community Grants Program supports community groups in the vicinity of the Red Hill Waste Management Facility. The program 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 special cheque presentation ceremony, held at the Red Hill Waste Management Facility.

Meetings of the Red Hill Community Liaison Group continued throughout the year to provide a forum for neighbours to be briefed on site development issues and have any concerns addressed. Four meetings were held during the year.

The Waste Management Community Reference Group met four times during the year for briefings on the Resource Recovery Project and waste education initiatives.

Further community engagement specific to the Resource Recovery Facility included timely website updates and update briefings with the Shire of Mundaring, City of Swan and the City of Bayswater.

Community activities were organised for National Recycling Week and included:

- Tours to Marvel Glass in Midland; an innovative facility which fuses broken glass into sheets that can be used for benchtops, wall and floor tiles, and other high-quality building products;
- A tour of the Cleanaway Materials Recovery Facility in Maddington; and
- A worm farming workshop.

The Environmental Operations Team continued to provide environmental consultancy services to member councils. Projects completed included contaminated site assessments, compliance monitoring and reporting, preparation of environmental management plans and remediation of contaminated sites.

To provide responsible and accountable governance and management of the EMRC

EMRC's Integrated Planning Framework

EMRC 2022 - 10 Year Strategic Plan (Strategic Plan) is the organisation's key strategic document used to develop activities focused on achieving EMRC's vision: 'To be a responsive and innovative leader in assisting Perth's Eastern Region to be a great place to live, work, play and do business'.

Business planning sessions were held with each directorate and individual business units, where business plans were developed and used as inputs into the development of project plans and formulation of the 2014-2015 Annual Budget.

Staff development and performance within an integrated planning framework were linked back to the Strategic Plan. Individual staff member's objectives were recorded into a formal Personal Commitment Plan and staff reported progress on a quarterly basis.

A report against EMRC's five-year Corporate Business Plan 2013/2014 to 2017/2018 (Corporate Business Plan) was presented to Council on 20 February 2014. The report provided Council with information in relation to the achievements of projects and programs.

The Corporate Business Plan was reviewed as part of the 2014-2015 annual budget development process. It sets out the actions staff will undertake over the next five years to deliver on the Strategic Plan.

To continue to improve financial and asset management practices

Following an upgrade in the SynergySoft software during the 2013-2014 financial year, EMRC's financial reports, which were previously designed to provide five-year financial forecasts, were re-designed to accommodate 10-year forecast reporting.

The EMRC is in the process of migrating its asset management system into SynergySoft to ensure integration with its financial reporting. Additional features within the module will improve the management of assets, including long-term planning.

During 2013-2014, the EMRC reviewed a Direct Debit system to improve customer experience through an efficient payment process of invoices, as well as improving the credit management processes. The system will be introduced in 2014/2015 and is expected to improve payment time and reduce administration time.

The Annual Condition Report of all plant and equipment at the Red Hill Waste Management Facility was completed in January 2014. This report was used to update the Plant Replacement Program and to develop the 2014-2015 Plant Replacement Capital Budget.

An internal asset audit and reconciliation of all pumps on-site was completed in July 2013. An internal asset audit of the disposal bins on-site was completed in February 2014. A full Red Hill asset audit was also conducted throughout June 2014 in conjunction with an independent auditor.

Document and Records Management

The Electronic Document and Records Management System (EDRMS) is instrumental in assisting the EMRC in executing its obligations under the *State Records Act 2000*. Following the cessation of support by the software vendor, the EMRC procured a new replacement records management system.

The HP TRIM Records Management System was implemented on 1 October 2013 and will allow the EMRC to achieve productivity gains by modernising the supporting IT infrastructure. Since implementation, there have been 9,876 new documents registered and 739 new folders created.

IBM SAN

In preparation for the implementation of TRIM, a new IBM SAN (Storage Attached Network) with a capacity of 15 TB (15,000 GB) was implemented in August 2013.

Ongoing Asset Replacement

The EMRC Asset Replacement Plan details the replacement of IT infrastructure. The following items of equipment were replaced:

- Backup Tape Library.
- FortiGate Internet Firewall/Router.
- Red Hill server.
- Primary Domain Controller. This replacement was made in conjunction with an upgrade of EMRC's domain management software, Active Directory, to the current version (Windows Server 2012 R2).

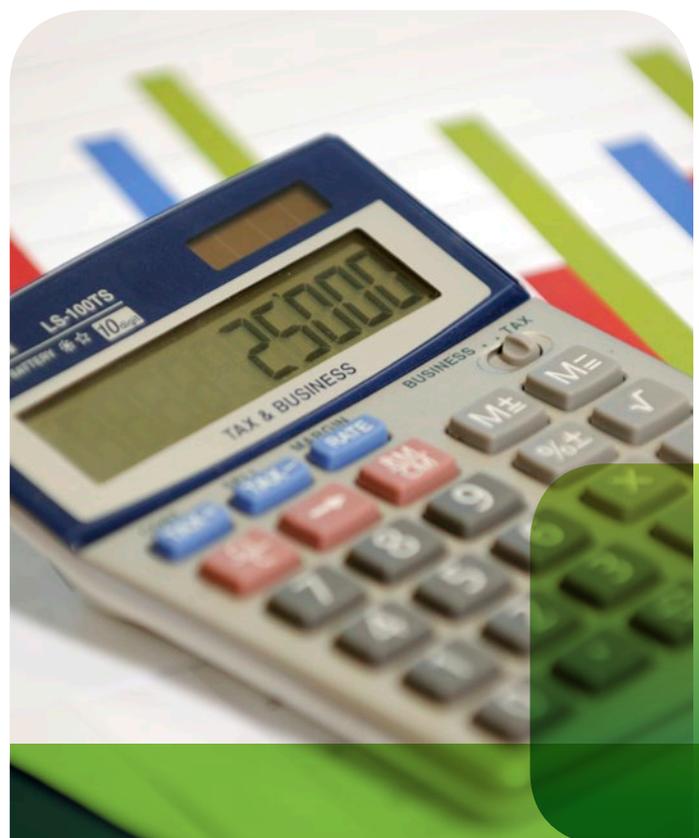
To improve organisational culture, health, welfare and safety

The Safety Advisory Committee, the Risk Management Steering Group and the Management Group provide the main forums to discuss and address key risk issues within the operations.

The organisation had four workers compensation claims during the year, which was one less than last financial year. Three of the four claims were also lost-time injuries.

There was greater use made of the Annual Risk Workshop process during the year, with eight separate operational teams participating. The objective of this process is to ensure that all major risks to the EMRC operations are identified and risk treatment plans are developed as dictated by the measured level of risk. The principle outcomes are:

- Greater preparedness for future business-related threats;
- Providing adequate allowance within the annual budget process to ensure risk management effort is properly resourced; and
- A more comprehensive corporate risk register with detailed risk treatment plans.



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

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

The Health Promotion Program was again well supported by staff, who participated in health education sessions, influenza vaccinations, subsidised swimming (pool vouchers) and yoga classes. The Health Promotion Planning Group continued to explore ways to improve the level of staff physical activity.

The EMRC continued to work toward the proposed work health and safety laws. The main focus for the EMRC has been in the area of contractor management, where there has been a general tightening-up of OH&S requirements.

Other Highlights and Achievements

Significant risk-related achievements for the year included:

- Individual staff training to facilitate the use of the Risk Management information software, which will greatly enhance the organisation's ability to deal with and monitor threats to staff, and the organisation as a whole.
- The majority of the high-level OH&S-related management guidelines were approved by management during the year, improving the currency and effectiveness of the safety management system.

Senior management continued to play a close and active role towards injury and loss prevention.

Develop and Implement a Workforce Plan

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

Opportunity, which was delivered by the Equal Opportunity Commission.

Efforts to develop an inclusive culture, focused on working as a high-performing team at the EMRC continued, including:

- Group training at Ascot Place and Red Hill, with staff across the organisation attending.
- The CEO regularly attended toolbox meetings at Red Hill and Hazelmere.
- Executive Management Team meetings were held at Red Hill so operational staff could meet the executive team.
- The annual Staff Tree Planting Day was organised, whereby indoor and outdoor staff work together at Red Hill to plant trees on the slopes of landfill cells.
- A combined staff Christmas party was organised.
- HR days were organised at the Operations sites so staff could discuss any queries.
- The Rewards and Recognition Program continued with the 2013 Employee of the Year, Adrian Carr, being recognised at the annual staff Christmas party.

Review of the Safety Training Programs

The Safety Training Program is developed annually for the Red Hill Waste Management Facility, Hazelmere Resource Recovery Park and the Shire of Mundaring Transfer Stations, with the assistance of the Manager Risk Services.

This financial year the following safety training was conducted between the sites:

- Apply First Aid.
- Dealing with Stressful Situations and Behaviours.
- Defibrillator Familiarisation.
- EMRC Injury Management.
- Managing Household Hazardous Waste.
- New Supervisor Training.
- OH&S Safety Inductions – Outdoor Environments.
- OH&S Safety Inductions – Indoor Environments.
- Red Hill Mock Emergency Evacuation.
- Safe Operation of Articulated Dump Trucks.
- Safety Perceptions.
- Snake Bite First Aid.



Statutory Reports

Statutory Compliance Return

The Statutory Compliance Return for the period 1 January 2013 to 31 December 2013 was completed and referred to the Audit Committee meeting held on 6 March 2014 and the ordinary meeting of the Council held on 20 March 2014. 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 21 March 2014.

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 they have no competitive advantage, or disadvantage, in comparison to the private sector.

The 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, the EMRC has not received notification that the Australian Bureau of Statistics has classified any of its operations as either public trading or public financial enterprises.

No allegations of non-compliance with the principles have been made against the EMRC.

Register of Complaints

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

There have been no registered complaints against the EMRC Council Members during the 2013-2014 financial year.

Payments to Employees

a) The number of EMRC employees entitled to an annual salary of \$100,000 or more	Seven staff members			
	\$100,000 to \$109,999	\$120,000 to \$129,999	\$140,000 to \$149,999	\$200,000 to \$209,999
b) The number of those employees with an annual salary entitlement that falls within each band of \$10,000 over \$100,000	Three staff members	One staff member	Two staff members	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', including the major initiatives that are proposed to commence, or to continue, in the next financial year. Full details are contained within *EMRC's Corporate Business Plan 2014/2015 to 2018/2019*.

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 Construct Class III cells – Stage 14 and 15 Design and construct Class IV cell Stage 2 Relocate greenwaste processing area <p>Hazelmere Resource Recovery Park</p> <ul style="list-style-type: none"> Continue wood waste recycling Continue mattress recycling Construct Hazelmere Wood Waste to Energy Plant Construct commercial and industrial waste building <p>Waste Education</p> <ul style="list-style-type: none"> Implement the Waste Education Strategy <p>Environmental Projects</p> <ul style="list-style-type: none"> Continue the Eastern Hills Catchment Management Program Continue the Water Campaign™ Implement the Community Energy Efficiency Program (CEEP) Continue the ACER program Continue the Regional Climate Change Adaptation Action Plan 	<ul style="list-style-type: none"> Coordinate the Avon Descent Family Fun Days Coordinate Perth's Autumn Festival Review the Swan and Helena Rivers Management Framework
	Key Result Area 3 - Economic Development
	<ul style="list-style-type: none"> Continue the implementation of the Regional Integrated Transport Strategy Continue the implementation of the Regional Economic Development Strategy Implement the Regional Digital Strategy
	Key Result Area 4 - Good Governance
<ul style="list-style-type: none"> Continue to implement the Regional Advocacy Strategy 	

Public Interest Disclosure Act 1998

During 2013-2014, the 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 throughout 2013-2014.

In October 2013 the EMRC implemented the use of TRIM, a new electronic document records management system. As a result, the EMRC wrote to the State Records Commission detailing the anticipated length of time for changes in practices to be standardised and documented, hence looking to review and resubmit a new record keeping plan by December 2014. The State Records Commission tabled the EMRC's letter on 21 March 2014. EMRC's amended plan will take into account the issues identified in the report and address outstanding compliance requirements by December 2014.

EMRC's primary electronic document records management system, TRIM, has had 9,876 documents saved by staff since its implementation in October 2013.

Records management training was conducted when the new system was implemented, along with many other staff information sessions relating to corporate record keeping. Records inductions are also provided to all new staff members. A help-desk service is provided to all staff, along with ongoing training sessions for TRIM users.

Freedom of Information

During the 2013-2014 period, the EMRC received no freedom of information enquiries.

Disability Services Act 1993

EMRC's Disability Access and Inclusion Plan 2013/2014 to 2017/2018 was reviewed and adopted by Council in August 2013 following a 42-day public consultation period. The objectives of the plan are to ensure that the EMRC delivers facilities, services and events that are open, available and accessible to the whole community, regardless of ability, ethnicity, gender, age or any other perceived difference.

Statement by Chief Executive Officer

**EASTERN METROPOLITAN REGIONAL COUNCIL
CONCISE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2014**

**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 2014:

- complies with Accounting Standard AASB 1039: Concise Financial Reports; and
- is an extract from the full financial report for the year ended 30 June 2014 and has been derived from and is consistent with the full financial report of the Eastern Metropolitan Regional Council.

Signed on the 28th day of August 2014


PETER B. SCHNEIDER
Chief Executive Officer

Independent Auditor's Report



Certified Practising Accountants

PARTNERS
Anthony Macri FCPA
Domenic Macri CPA
Connie De Felice CA

INDEPENDENT AUDITOR'S REPORT

TO: MEMBERS OF EASTERN METROPOLITAN REGIONAL COUNCIL

Report on the Concise Financial Report

The accompanying concise financial report of Eastern Metropolitan Regional Council comprises the Statement of Financial Position as at 30 June 2014, 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 2014 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 2014. Our auditor's report on the financial report for the year was signed on 5 September 2014 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 Auditor's Report (Cont.)

INDEPENDENT AUDITOR'S REPORT

TO: MEMBERS OF EASTERN METROPOLITAN REGIONAL COUNCIL (Cont'd)

Independence

In conducting our audit, we followed applicable independence requirements of Australian professional accounting bodies.

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 2014 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 2014 included on Eastern Metropolitan Regional Council's website. The Council is responsible for the integrity of Eastern Metropolitan Regional Council's website. The auditor's report refers only to the subject matter described above. It does not provide an opinion on any other information which may have been hyperlinked to/from these statements. If users of the financial report are concerned with the inherent risks arising from publication on a website, they are advised to refer to the hard copy of the audited concise financial report to confirm the information contained in this website version of the concise financial report.



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



A MACRI
PARTNER

PERTH
DATED THIS 5TH DAY OF SEPTEMBER 2014.



Statement of Comprehensive Income (By Program) For the year ended 30 June 2014

	Actual 2013/2014 \$	Budget 2013/2014 \$	Actual 2012/2013 \$
REVENUE			
Governance	85,018	288,929	94,324
General Purpose Funding	2,389,270	1,826,117	2,422,128
Community Amenities	35,869,089	47,461,992	42,825,808
Other Property and Services	1,584,147	1,565,055	1,625,128
TOTAL REVENUE	39,927,524	51,142,093	46,967,388
EXPENSES			
Governance	761,713	1,290,444	789,860
Community Amenities	25,750,196	32,610,956	28,419,164
Other Property and Services	5,120,225	5,570,337	4,404,456
TOTAL EXPENSES	31,632,134	39,471,737	33,613,480
INCREASE/(DECREASE)	8,295,390	11,670,356	13,353,908
DISPOSAL OF ASSETS			
Profit on Sale	29,143	273,755	48,158
Loss on Sale	(28,876)	0	(8,560)
PROFIT/(LOSS) ON DISPOSALS	267	273,755	39,598
REALISED/UNREALISED GAIN/(LOSS) FROM CHANGE IN FAIR VALUE OF INVESTMENTS			
General Purpose Funding	0	0	919,052
GAIN/(LOSS)	0	0	919,052
NET RESULT	8,295,657	11,944,111	14,312,558
OTHER COMPREHENSIVE INCOME			
Changes in Revaluation of Non-Current Assets	32,170,872	0	1,140,349
TOTAL OTHER COMPREHENSIVE INCOME	32,170,872	0	1,140,349
TOTAL COMPREHENSIVE INCOME	40,466,529	11,944,111	15,452,907

THE ACCOMPANYING NOTES FORM PART OF THE CONCISE FINANCIAL REPORT

Statement of Comprehensive Income

(By Nature and Type) For the year ended 30 June 2014

	Actual 2013/2014 \$	Budget 2013/2014 \$	Actual 2012/2013 \$
REVENUE			
Fees and Charges	33,855,734	44,927,390	41,053,206
Grants, Subsidies and Contributions	2,379,049	2,629,182	2,364,866
Interest Earnings	2,389,269	1,826,117	2,422,128
Other Revenue	1,303,472	1,759,404	1,127,188
TOTAL REVENUE	39,927,524	51,142,093	46,967,388
EXPENSES			
Employee Costs	7,827,857	10,118,762	8,088,700
Materials and Contracts	6,248,393	8,524,267	6,765,807
Utility Expenses	297,634	268,036	254,715
Insurance Expenses	331,053	282,405	273,199
Interest Expenses	21,115	20,683	18,921
Other Expenditure	10,521,938	13,825,430	14,122,584
Depreciation Expenses on Non-Current Assets	6,384,144	6,432,154	4,089,554
TOTAL EXPENSES	31,632,134	39,471,737	33,613,480
INCREASE/(DECREASE)	8,295,390	11,670,356	13,353,908
DISPOSAL OF ASSETS			
Profit on Sale	29,143	273,755	48,158
Loss on Sale	(28,876)	0	(8,560)
PROFIT/(LOSS) ON DISPOSALS	267	273,755	39,598
REALISED/UNREALISED GAIN/(LOSS) FROM CHANGE IN FAIR VALUE OF INVESTMENTS			
Realised Gain/(Loss)	0	0	940,914
Unrealised Gain/(Loss)	0	0	(21,862)
GAIN/(LOSS)	0	0	919,052
NET RESULT	8,295,657	11,944,111	14,312,558
Other Comprehensive Income			
Changes in Revaluation of Non-Current Assets	32,170,872	0	1,140,349
TOTAL OTHER COMPREHENSIVE INCOME	32,170,872	0	1,140,349
TOTAL COMPREHENSIVE INCOME	40,466,529	11,944,111	15,452,907

THE ACCOMPANYING NOTES FORM PART OF THE CONCISE FINANCIAL REPORT

Statement of Financial Position

As at 30 June 2014

	Actual 2013/2014 \$	Actual 2012/2013 \$
CURRENT ASSETS		
Cash and Cash Equivalents	68,023,698	54,022,470
Investments	0	0
Trade and Other Receivables	4,239,474	4,312,629
Inventories	78,895	86,077
Other Assets	60,664	65,007
TOTAL CURRENT ASSETS	72,402,731	58,486,183
NON CURRENT ASSETS		
Property, Plant and Equipment	60,520,313	31,864,855
Infrastructure	12,311,773	13,725,125
TOTAL NON CURRENT ASSETS	72,832,086	45,589,980
TOTAL ASSETS	145,234,817	104,076,163
CURRENT LIABILITIES		
Trade and Other Payables	4,067,102	5,409,053
Provisions	1,305,240	1,229,726
TOTAL CURRENT LIABILITIES	5,372,342	6,638,779
NON CURRENT LIABILITIES		
Provisions	6,799,725	4,841,163
TOTAL NON CURRENT LIABILITIES	6,799,725	4,841,163
TOTAL LIABILITIES	12,172,067	11,479,942
NET ASSETS	133,062,750	92,596,221
EQUITY		
Retained Surplus	48,612,233	49,136,149
Reserves	51,139,296	42,319,723
Revaluation Surplus	33,311,221	1,140,349
TOTAL EQUITY	133,062,750	92,596,221

THE ACCOMPANYING NOTES FORM PART OF THE CONCISE FINANCIAL REPORT

Statement of Changes in Equity

For the year ended 30 June 2014

	Retained Surplus \$	Reserves \$	Revaluation Surplus \$	Total Equity \$
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
Net Result	8,295,657	0	0	8,295,657
Total Other Comprehensive Income	0	0	32,170,872	32,170,872
Transfer (from) / to Reserves	(8,819,573)	8,819,573	0	0
BALANCE AS AT 30 JUNE 2014	48,612,233	51,139,296	33,311,221	133,062,750

THE ACCOMPANYING NOTES FORM PART OF THE CONCISE FINANCIAL REPORT

Statement of Cashflows

For the year ended 30 June 2014

	Actual 2013/2014 \$	Budget 2013/2014 \$	Actual 2012/2013 \$
CASH FLOWS FROM OPERATING ACTIVITIES			
Receipts			
Fees and Charges	38,218,156	44,927,390	44,892,851
Grants, Subsidies and Contributions	2,379,049	2,629,182	2,364,866
Interest Earnings	1,884,132	1,826,117	2,266,085
Other Revenue	1,303,471	1,759,404	1,127,188
TOTAL RECEIPTS	43,784,808	51,142,093	50,650,990
PAYMENTS			
Employee Costs	(7,752,515)	(10,117,558)	(8,088,393)
Materials and Contracts	(8,978,177)	(9,369,031)	(7,829,115)
Utility Expenses	(297,634)	(268,036)	(254,715)
Insurance Expenses	(327,739)	(282,405)	(284,418)
Interest Expenses	(21,115)	(20,683)	(18,921)
Other Expenditure	(8,529,584)	(12,868,772)	(10,877,800)
Goods and Services Tax paid	(2,557,032)	0	(2,215,544)
TOTAL PAYMENTS	(28,463,796)	(32,926,485)	(29,568,906)
NET CASH PROVIDED BY OPERATING ACTIVITIES	15,321,012	18,215,608	21,082,084
CASH FLOWS FROM INVESTING ACTIVITIES			
Cash receipts from sale of assets	219,116	724,614	346,682
Cash payments for acquisition of assets	(1,538,900)	(15,471,081)	(15,480,303)
NET CASH USED IN INVESTING ACTIVITIES	(1,319,784)	(14,746,467)	(15,133,621)
CASH FLOWS FROM FINANCING ACTIVITIES			
Cash receipts from sale of investments	0	0	948,400
NET CASH PROVIDED BY FINANCING ACTIVITIES	0	0	948,400
SUMMARY OF CASH FLOWS			
Cash and cash equivalents at the beginning of the year	54,022,470	45,561,474	47,125,607
Net Increase/(Decrease) in Cash Held	14,001,228	3,469,141	6,896,863
CASH AND CASH EQUIVALENTS AT THE END OF THE YEAR	68,023,698	49,030,615	54,022,470

THE ACCOMPANYING NOTES FORM PART OF THE CONCISE FINANCIAL REPORT

Discussion and analysis of the financial report

For the year ended 30 June 2014

Information on Eastern Metropolitan Regional Council Concise Financial Report

The concise financial report is an extract of the full financial report for the year ended 30 June 2014. The financial statements and disclosures in the concise financial report have been derived from the 2013/2014 financial report of Eastern Metropolitan Regional Council (EMRC). A copy of the full financial report and auditor's report is available upon request.

This discussion and analysis is provided to members in understanding the concise financial report. The discussion and analysis is based on EMRC's financial statements and the information contained in the concise financial report has been derived from the full 2013/2014 financial report of the EMRC.

Statement of Comprehensive Income

Total Comprehensive Income of \$40,466,529 for the year ended 30 June 2014 is \$25,013,622 above the level of 2012/2013 and \$28,522,418 above the 2013/2014 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 \$39,927,524 for the year ended 30 June 2014 is \$7,039,864 below the 2012/2013 revenue from ordinary activities and \$11,214,569 below the 2013/2014 budget. The variance from the previous financial year is primarily due to the City of Stirling ceasing to dispose of its waste at Red Hill after August 2013. This resulted in approximately 10,000 tonnes being received compared to a budget of 100,000 tonnes.

Total expenses from ordinary activities of \$31,632,134 is \$1,981,346 below the 2012/2013 actual expenses from ordinary activities and \$7,839,603 below budget for 2013/2014. The variance is primarily due to lower expenditure on the following items during the 2013/2014 financial year compared to the budget:

- Employee Costs;
- Materials and Contract Expenses; and
- Other Expenditure

An actual profit of \$267 has resulted from the disposal of assets for the year ended 30 June 2014 and is \$39,331 below the 2012/2013 actual profit from the disposal of assets and \$273,488 below the budget for 2013/2014.

There were no changes in Fair Value of Investments for the period ending 30 June 2014 compared to \$919,052 for the previous

corresponding period made up of a realised gain of \$940,914 and an unrealised loss of \$21,862. 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 an increase of \$32,170,872 for 2013/2014, which relates to the revaluation undertaken on the Land and Buildings classes of assets.

Statement of Financial Position

Overall equity has increased during the 2013/2014 financial year by \$40,466,529 to \$133,062,750.

Current assets as at 30 June 2014 have increased by \$13,916,548 to the previous year.

The overall impact on cash and investments at the close of the financial year is an increase of \$14,001,228 to \$68,023,698.

Current liabilities as at 30 June 2014 have decreased by \$1,266,437 to \$5,372,342 compared to the level stated as at 30 June 2013.

The net movement in the retained surplus is a decrease of \$523,916 comprising the net result for the year of \$8,295,657 less a net transfer to reserves of \$8,819,573 compared to the value in the previous year.

The value of reserves has increased by \$8,819,573 in comparison to the level stated as at 30 June 2013. The increase in reserves is primarily attributable to the net transfer from retained surpluses to the Secondary Waste Reserve.

Statement of Cash Flows

The overall impact on the cash position at the close of the financial year is an increase of \$14,001,228 to \$68,023,698 as a result of an increase in cash flow from operating activities.

Net cash provided by operating activities of \$15,321,012 reflects a decrease of \$5,761,072 over the \$21,082,084 generated in the 2012/2013 financial year.

The cash flows used in investing activities for the 2013/2014 financial year reflects capital expenditure totalling \$1,538,900. This compares with capital expenditure totalling \$15,480,303 during the previous year.

Notes to the Concise Financial Report For the year ended 30 June 2014

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 2014. The concise financial report has been prepared in accordance with Australian Accounting Standard AASB 1039, Concise Financial Reports, and statutory requirements.

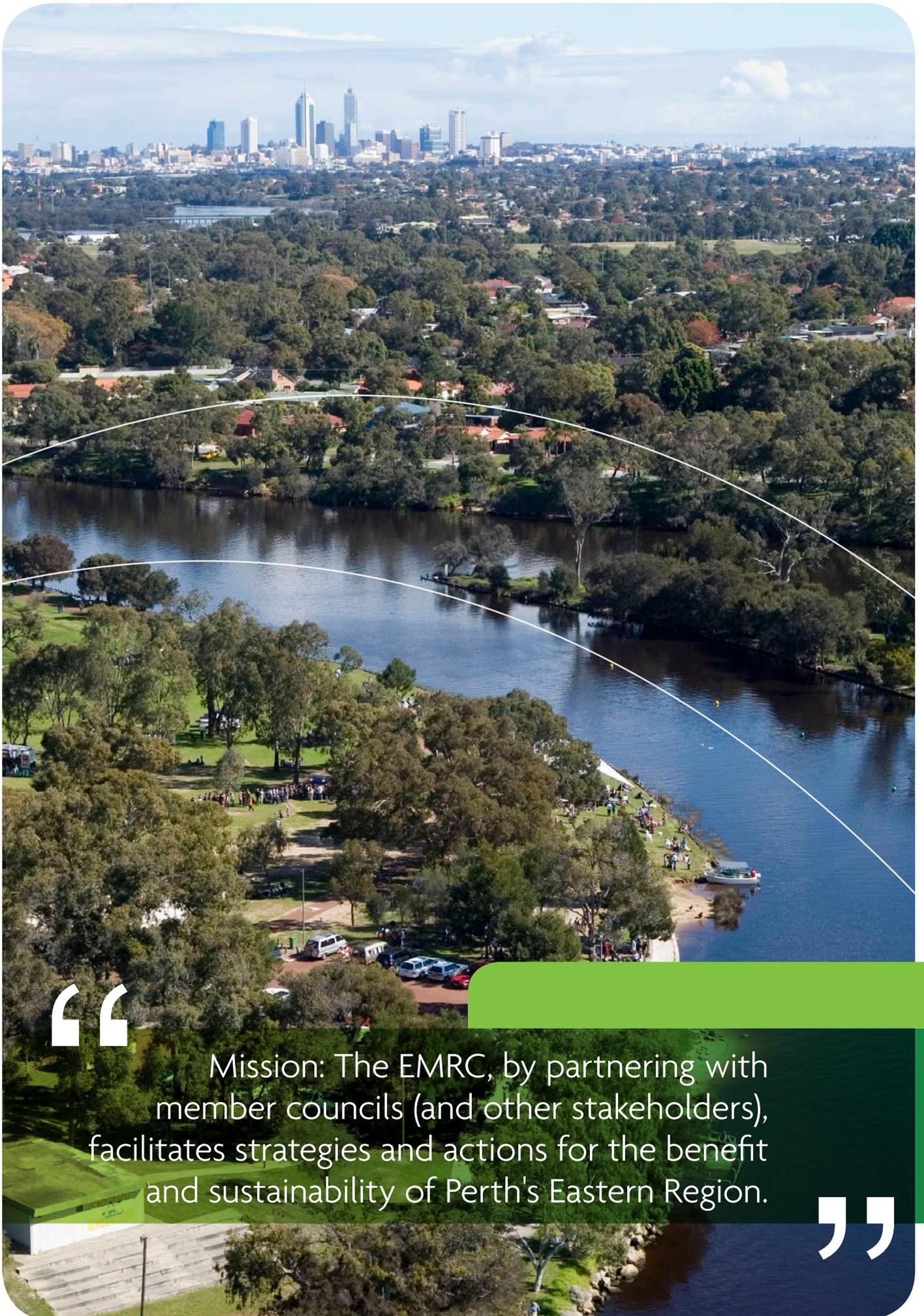
The financial statements, specific disclosures and other information included in the concise financial report are derived from, and are consistent with, the full financial report of the EMRC. The concise financial report cannot be expected to provide as detailed an understanding of the financial performance, 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 2013/2014 financial year, the Australian Parliament passed retrospective legislation to repeal the carbon price on 17 July 2014. This repeal has received Royal assent and been gazetted.

The consequences of the repeal of the carbon pricing mechanism for the EMRC is that no new carbon tax liability applies from 1 July 2014.



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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.

”



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