

2014/15

Annual Report





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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, EMRC is a model of successful collaboration that has initiated and led projects which deliver real benefits to Perth's Eastern Region.



## OUR VISION

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



## OUR MISSION

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



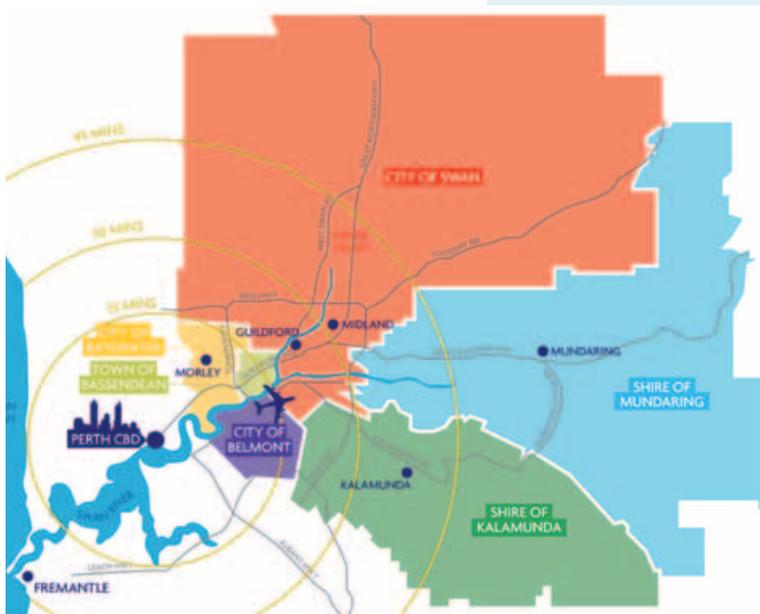
## OUR VALUES

The following qualities represent the values that govern EMRC:

- EXCELLENCE** – Striving for excellence through the development of quality and continuous improvement.
- RECOGNITION** – Valuing staff in a supportive environment that focuses on their wellbeing.
- INNOVATION** – Focus on innovative approaches in projects and service delivery.
- RESPONSIVENESS** – Dynamic and flexible service delivery.
- INTEGRITY** – Accountability and consistency in all that we do.

Leaders ensure 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 organisational outcomes

# ABOUT PERTH'S EASTERN REGION



Stretching from the edge of Perth's CBD, along the Swan River, and through both residential and industrial areas, Perth's Eastern Region has much to offer residents, businesses and visitors. The region includes the Swan Valley's world-class wine district, as well as forests and prime agricultural land in the Darling Ranges.

Home to approximately 358,000 people from diverse cultural backgrounds and comprising around one third of the metropolitan area, Perth's Eastern Region is a growing and vibrant area. It encompasses around 2,100 square kilometres and comprises substantial parklands, river foreshore areas, national parks and water catchments.

Perth's international and domestic airports and major roads and rail infrastructure linking Perth to regional centres in Western Australia and to the rest of Australia, are what make the region a major transport hub.



# EMRC'S SERVICES

EMRC's **Waste Services Directorate** operates the Red Hill Waste Management Facility and Hazelmere Resource Recovery Park on behalf of the six member councils, and the Coppin Road and Mathieson Road transfer stations on behalf of the Shire of Mundaring. The organisation undertakes initiatives and activities to aid diversion of waste from landfill to more environmentally sustainable solutions, including composting and mulching of greenwaste, timber and mattress recycling, and providing advice on contaminated sites.

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

EMRC's **Regional Services Directorate** consists of Environmental Services and Regional Development.

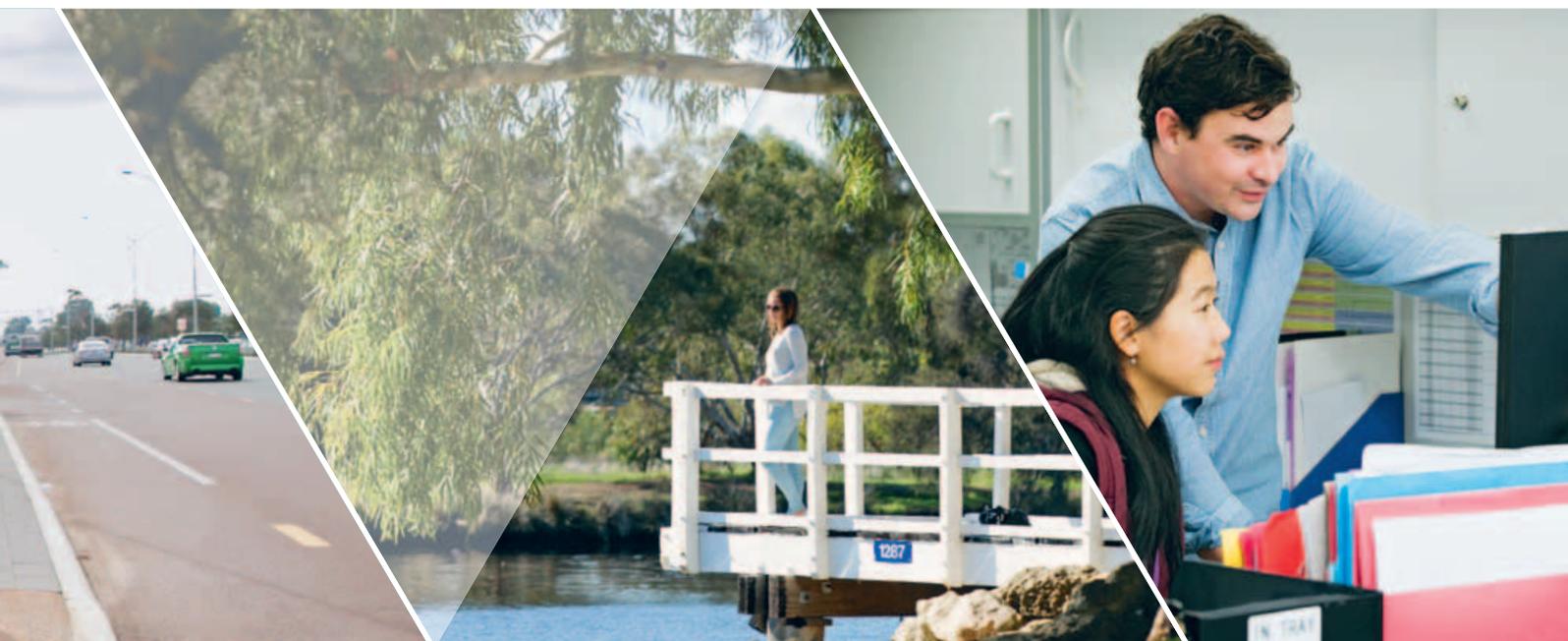
The **Environmental Services** team provides a range of services and projects that focus on best practice land management, improving air and water quality and enhancing and protecting local biodiversity across Perth's Eastern Region. Another key function is the provision of

sustainability education to reduce the amount of energy and water that is consumed across the region. These objectives are achieved through the development of strong partnerships and effective working relationships with member councils and other stakeholders, including community groups.

The core focus of the **Regional Development** team is to work with EMRC's member councils and regional stakeholders to stimulate economic development in Perth's Eastern Region. Key strategies and actions seek to create economic growth and employment opportunities; increase investment 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 services, financial management, 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** undertakes organisational development, strategic planning services, council support and governance for the organisation.



“ EMRC is a leading regional council, providing not only waste management and resource recovery services, but also environmental and regional development initiatives for Perth’s Eastern Region. With a 31-year history, EMRC continues to achieve exceptional results on behalf of our member councils, demonstrating that a strategic regional approach can provide great benefits to the community.

Cr Dr Alan Pilgrim ”



# Chairman's REPORT



In June 2015, the CEO and I attended the 21<sup>st</sup> National General Assembly of Local Government in Canberra. It was particularly noteworthy that in his address to the General Assembly the Federal Minister for the Environment, Hon. Greg Hunt MP stressed the importance of local councils working collaboratively, in groups of six or seven, to achieve a regional approach to projects, especially for the purpose of grant funding submissions. EMRC has long demonstrated the success of such an approach on behalf of member councils.

One of the most recent projects EMRC received grant funding for was our regional submission to the Australian Government's Green Army program. The funding was used to start three Green Army teams, which provide environmental services, such as seed collecting, weeding and river restoration services, to the City of Belmont, City of Bayswater, Shire of Mundaring, Shire of Kalamunda and City of Swan, as well as to support the City of Bayswater's river restoration work.

EMRC's continued focus on advocating on behalf of our member councils has already seen a number of positive outcomes achieved, including road funding for infrastructure. This regional approach is one of the most important ways the organisation can assist member councils demonstrate the way they do business in a strategic way.

One of the biggest challenges we are facing globally is human-induced climate change. Through the *Future Proofing – Regional Climate Change Adaptation Program* and *Regional Climate Change Adaptation Action Plan 2013–2016*, EMRC is playing an important leadership role for our region, working with member councils to highlight priority risk areas and actions for implementing climate change adaptation activities across the region. An important component of this is working to achieve behavioural change across the region to encourage all of us to reduce our energy consumption.

Another regional environmental initiative is the Bush Skills 4 Youth two-year pilot program. Launched in January 2015 and supported by Lotterywest, the program provides a way for young people in Perth's Eastern Region to become more aware of, and appreciate, their local natural environment. This work represents an important investment, as our younger generation will be the environmental stewards of the future.

Of course, waste management and resource recovery remains the core function of our organisation. The award-winning, best practice Red Hill Waste Management Facility remains a key strategic asset in dealing with the sanitary disposal of our member councils' waste. To assist with reducing the impact of increases to the state's landfill levy, EMRC has continued to progress the Resource Recovery Project in order to ensure a long-term, sustainable solution to the management of waste in Perth's Eastern Region.

I am pleased to note that approval has been received for the development of the Resource Recovery Facility at Red Hill, which will assist our member councils through decreasing the amount of waste going to landfill. A review of the contract model is currently being undertaken prior to EMRC progressing to the procurement phase. Ministerial approval for the Hazelmere Resource Recovery Park's wood waste to energy plant is also expected in early 2015–2016. Both of these projects represent major achievements for our region.

This is a very brief summary of the past year and of the great work EMRC has achieved. We have an exciting year ahead and I am confident EMRC will continue to demonstrate excellence and innovation in the provision of services for our member councils.

This is my fourth and final year as Chairman, as I am retiring from local government in October this year. It has been a great privilege to serve as Chairman and I thank EMRC's Council for their support. It has also been a great privilege to work with our CEO, Mr Peter Schneider, along with EMRC and member council staff. I thank them all. It is their commitment and dedication to this organisation that enables us to deliver positive outcomes for the communities and environment of Perth's Eastern Region.

A handwritten signature in black ink that reads "Alan T. Pilgrim". The signature is fluid and cursive, written in a professional style.

Cr Dr Alan Pilgrim  
Chairman



## Chief Executive Officer's **OVERVIEW**



**Looking back on the past year, EMRC has achieved significant progress on a number of outcomes to ensure a successful and sustainable future for Perth's Eastern Region. This annual report provides us with a wonderful opportunity to celebrate the collaborative and strategic approach between EMRC and our member councils.**

In February 2015, following overwhelming opposition from councils and the community, the state government announced that the local government reform process would no longer be undertaken. The process had placed a great deal of uncertainty and stress on local governments and their employees, so I am very pleased that we are able to move forward with more certainty. Despite the reform process, we were all able to maintain our focus on continuing to provide the high level of services our local community deserves.

Many of the projects that we undertake require financial and in-kind support. To assist with the implementation of a number of these projects, EMRC successfully obtained over \$641,505 (ex GST) in funding over the last year. I would like to thank those funding bodies that have allowed us to

continue this great work to advance our diverse region on behalf of our member councils for the community.

Lotterywest provided EMRC with \$250,000 for the staging and promotion of the 2014 Avon Descent Family Fun Days and \$20,000 to stage and promote the 2015 Perth's Autumn Festival. These annual programs are run by participating councils and promote a range of tourism, community and cycling events held in Perth's Eastern Region.

Active transport has been an area of focus this year, with a number of new initiatives implemented to support and promote cycling in the region. The initiatives include our bike-friendly and #ride2market campaigns, the purchase of portable bicycle parking rails for member councils and community groups to use at events, and bike maintenance workshops.



We are expecting the Environmental Protection Authority's (EPA) report outlining their recommendations regarding the wood waste to energy plant at the Hazelmere Resource Recovery Park to be made public in July 2015.

The state government's review of the *Waste Avoidance and Resource Recovery Act 2007* is currently underway, which proposes to reform the collection and processing of waste, governance of waste groups and infrastructure planning. EMRC's submission into the review recommended that while there is opportunity to make some changes, the role of regional councils should be to continue to develop and deliver waste strategies in alignment with state policy and waste plans. Regional councils have achieved outstanding community outcomes and it would be counterproductive to try to change what is already working well.

Waste management is EMRC's core function and we continue to provide first-class, innovative services, not only for our member councils and residents of Perth's Eastern Region, but the entire state. We maintain the highest environmental standards and continuously receive outstanding customer service feedback.

It was extremely rewarding when EMRC received Silver Recognition under the Healthier Workplace WA's Recognised Healthy Workplace program in early 2015. The organisation is committed to providing staff with a healthy workplace, by actively supporting and encouraging health promotion and wellbeing. I would like to thank the members of our Health Promotion Planning Group for making this happen.

The organisation's successes would not be possible without our dedicated Council, and I look forward to their ongoing leadership which allows us to continue the incredible work we undertake on behalf of our member councils to ensure a bright future for the region.

This will be Cr Dr Alan Pilgrim's last term as Chairman due to his intention to retire from local government. Cr Pilgrim's valued support of EMRC over the past four years as Chairman has been greatly appreciated, not only by myself, but all staff.

He has been a staunch advocate for the collaborative model of EMRC and the collective strength of the five metropolitan regional councils under the guise of the Forum of Regional Councils (FORC).

Whilst his leadership and wise counsel will be missed, I am confident that his contribution will continue to benefit the organisation in the strategic projects currently underway and proposed for the future.

I would also like to take this opportunity to thank EMRC's committed staff who work tirelessly to progress the many projects we are undertaking, our Executive Management Team, member council CEOs and officers, and our many other valued stakeholders. EMRC would not be the organisation it is today without the dedicated and devoted team that support me.

After another successful year, we have now turned our focus to the opportunities and challenges that lay ahead. I look forward to working with our many stakeholders to continue making Perth's Eastern Region a great place to live, work, play and do business.

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 2015 were:

- ▶ **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 John Gangell** – Town of Bassendean (Deputy)
- ▶ **Cr Mike Anderton** – City of Bayswater
- ▶ **Cr Chris Cornish** – City of Bayswater
- ▶ **Cr Alan Radford** – City of Bayswater (Deputy)
- ▶ **Cr Steve Wolff** – City of Belmont
- ▶ **Cr Phil Marks** – City of Belmont (Deputy)
- ▶ **Cr Frank Lindsey** – Shire of Kalamunda
- ▶ **Cr Dylan O'Connor** – Shire of Kalamunda
- ▶ **Cr Andrew Waddell** – Shire of Kalamunda (Deputy)
- ▶ **Cr Tony Cuccaro** – Shire of Mundaring
- ▶ **Cr Bob Perks** – Shire of Mundaring (Deputy)
- ▶ **Cr David Färdig** – City of Swan
- ▶ **Cr Charlie Zannino** – City of Swan
- ▶ **Cr Darryl Trease** – City of Swan (Deputy)

## COUNCILLOR ATTENDANCE

COUNCILLORS	ORDINARY COUNCIL (9)				AUDIT COMMITTEE (3)				CHIEF EXECUTIVE OFFICER'S PERFORMANCE REVIEW COMMITTEE (2)				INVESTMENT COMMITTEE (1)				RESOURCE RECOVERY COMMITTEE (3)			
	✓	A	D	L	✓	A	D	L	✓	A	D	L	✓	A	D	L	✓	A	D	L
Cr Jennie Carter <i>Town of Bassendean</i>	8	1															2	1		
Cr Gerry Pule <i>Town of Bassendean</i>	9				3				2				1							
Cr Mike Anderton <i>City of Bayswater</i>	7			2					2								3			
Cr Chris Cornish <i>City of Bayswater</i>	8			1	3								1							
Cr Janet Powell (Dep Chairman) <i>City of Belmont</i>	7	1							2				1				1	1		
Cr Steve Wolff <i>City of Belmont</i>	9				2															
Cr Frank Lindsey <i>Shire of Kalamunda</i>	8	1				1	2		2								3			
Cr Dylan O'Connor <i>Shire of Kalamunda</i>	7			1		3							1							
Cr Tony Cuccaro <i>Shire of Mundaring</i>	8			1		1											2			1
Cr Dr Alan Pilgrim (Chairman) <i>Shire of Mundaring</i>	8			1	1	1		1	2				1							
Cr David Färdig <i>City of Swan</i>	9				2			1	1	1			1							
Cr Charlie Zannino <i>City of Swan</i>	7	2						1									3			
<b>Deputy Councillors</b>																				
Cr John Gangell <i>Town of Bassendean</i>				1																
Cr Alan Radford <i>City of Bayswater</i>			1																	
Cr Phil Marks <i>City of Belmont</i>																				
Cr Andrew Waddell <i>Shire of Kalamunda</i>			1				1													
Cr Bob Perks <i>Shire of Mundaring</i>			1					1												
Cr Darryl Trease <i>City of Swan</i>			2																	

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

Note: The total number of meetings held during 2014–2015 are shown in brackets next to the meeting name.

## COMMITTEE MEMBERS

**Audit Committee** Cr Gerry Pule, Cr Chris Cornish, Cr Steve Wolff, Cr Dylan O'Connor, Cr Alan Pilgrim and Cr David Färdig

**Chief Executive Officers Performance Review Committee** Cr Gerry Pule, Cr Janet Powell, Cr Mike Anderton, Cr Frank Lindsey, Cr Alan Pilgrim and Cr David Färdig

**Investment Committee** Cr Gerry Pule, Cr Chris Cornish, Cr Janet Powell, Cr Dylan O'Connor, Cr Alan Pilgrim and Cr David Färdig

**Resource Recovery Committee** Cr Jennie Carter, Cr Mike Anderton, Cr Janet Powell, Cr Frank Lindsey, Cr Tony Cuccaro and Cr Charlie Zannino

# ORGANISATIONAL STRUCTURE

## EMRC COUNCILLORS

## CHIEF EXECUTIVE OFFICER

### CEO'S OFFICE

- ▶ Council Support and Governance
- ▶ Organisational Development
- ▶ Strategic Planning

### DIRECTOR, CORPORATE SERVICES

- ▶ Administration and Compliance
- ▶ Communications and Marketing
- ▶ Financial Services
- ▶ Human Resources
- ▶ Information Services
- ▶ Risk Management

### DIRECTOR, REGIONAL SERVICES

- ▶ Environmental Services
- ▶ Regional Development

### DIRECTOR, WASTE SERVICES

- ▶ Red Hill Waste Management Facility and Resource Recovery Facility
- ▶ Hazelmere Resource Recovery Park
- ▶ Transfer Stations Management
- ▶ Environmental Operations
- ▶ Engineering
- ▶ Product Development and Marketing

## EXECUTIVE MANAGEMENT TEAM



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

## COMMITTEES

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

### **Audit Committee (AC)**

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

### **Chief Executive Officers Advisory Committee (CEOAC)**

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

### **Chief Executive Officer Performance Review Committee (CEOPRC)**

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

### **Investment Committee (IC)**

The Investment Committee is comprised of 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 EMRC's Chief Executive Officer. The committee reviews and provides reports on technical matters and recommendations for council meetings.

# GRANTS

In 2014–2015, EMRC successfully applied for funding to implement projects on behalf of, or in collaboration with, its member councils.

A total of \$641,505 (ex GST) was secured for projects that provide a significant range of benefits to Perth's Eastern Region. EMRC acknowledges and thanks these funding bodies for their assistance.

## Funding allocated or received during 2014–2015:

FUNDING BODY	AMOUNT	PURPOSE
Lotterywest	<b>\$250,000</b>	Promotion and staging of the 2014 Avon Descent Family Fun Days
	<b>\$20,000</b>	Promotion and staging of the 2015 Perth's Autumn Festival
	<b>\$53,155</b>	Bush Skills 4 Youth program
State Emergency Management Committee Natural Disaster Resilience Program	<b>\$100,000</b>	Understanding and managing flood risk in Perth's Eastern Region project
Swan River Trust	<b>\$90,000</b>	Community-led projects
	<b>\$30,000</b>	Operation support for water quality monitoring in light industrial sub catchments of the lower Helena River
	<b>\$20,000</b>	Operation support for steam weed machine
Australian Government Green Army program (rounds one and two)	<b>\$48,000</b>	Project specific costs to support the Green Army in Perth's Eastern Region
Western Australian State Government and Perth Region NRM	<b>\$20,000</b>	Regional NRM collaboration
Swan River Trust and 2015 Alcoa Landcare Program	<b>\$9,000</b>	Priority Tributaries Restoration Project in Woodbridge, Lesmurdie and Stoneville
WestCycle	<b>\$1,350</b>	#ride2market program



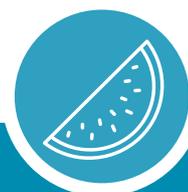
**Steam weed machine**

See page 27



**Avon Descent Family Fun Days**

See page 35



**#ride2market program**

See page 38

## EMRC Community Grants Program

EMRC's Community Grants Program was conducted during 2014–2015 to support community groups in the vicinity of the Red Hill Waste Management Facility. A total of \$8,319 (GST inclusive) was awarded to the following community groups:

- ▶ Gidgegannup Cricket Club
- ▶ Gidgegannup Junior Football Club
- ▶ Gidgegannup Playgroup
- ▶ Perth Hills Paintball Association
- ▶ West Gidgegannup Volunteer Bushfire Brigade

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



2014–2015 EMRC Community Grants Program recipients with EMRC Chairman, Cr Dr Alan Pilgrim (far left) and EMRC CEO, Mr Peter Schneider (far right).

# KEY RESULT

## area one

Environmental Sustainability



## TO PROVIDE SUSTAINABLE WASTE DISPOSAL OPERATIONS

The carbon price mechanism was repealed effective 1 July 2014, resulting in the 2013–2014 reporting year being the last that EMRC was liable under the carbon pricing mechanism in its current form. EMRC's fees and charges were amended as of 1 September 2014 to reflect the removal of the carbon price mechanism and, where possible, carbon tax funds collected between 1 July and 31 August 2014 were returned to customers and ratepayers.

EMRC has a team of qualified environmental officers who carry out contaminated site investigations on behalf of member councils. Projects completed during 2014–2015 included:

- ▶ a follow-up landfill gas contamination and soil assessment of the Dawson Park Primary School oval and the eastern portion of Dawson Park on behalf of the Shire of Kalamunda
- ▶ groundwater monitoring at former landfill sites at Dawson Avenue and Brand Road on behalf of the Shire of Kalamunda
- ▶ preparation of a Greenwaste Management Plan for the Shire of Mundaring, as a part requirement for a Department of Environment Regulation (DER) license amendment to Coppin Road Transfer Station's greenwaste operations
- ▶ a subsurface landfill gas assessment at the Brand Road former landfill site and the submission of a final report to the Shire of Kalamunda
- ▶ a detailed site investigation of a former landfill site adjacent to the Swan River for the City of Bayswater. Works involved sonic drilling to determine waste profiles, landfill gas drilling and monitoring, landfill gas receptor monitoring, soil contaminant investigations and asbestos assessment, groundwater modelling and monitoring, tidal zone assessments, contaminant balance and preferential pathway assessment. The final report was submitted to the DER Contaminated Sites Branch for assessment and site re-classification under the *Contaminated Sites Act*.

### Red Hill Waste Management Facility

EMRC had 9,951 tonnes CO<sub>2</sub>e liable greenhouse gas emissions under the carbon tax in 2013–2014, due to emissions from composting operations and non-legacy waste. This was reported to the Clean Energy Regulator in October 2014.

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 2013–2014 was submitted to the DER for review in October 2014 and is available to be viewed on the NPI website ([npi.gov.au](http://npi.gov.au)).

The Annual Monitoring and Compliance Report 2014 was submitted to the DER in March 2015. The report addressed the measures and actions taken to prevent offsite impacts and pollution from the Red Hill Waste Management Facility over the previous calendar year, and documented EMRC's compliance with the site Environmental License issued by the DER under the *Environmental Protection Act*.

A Compliance Assessment Report was submitted by EMRC to the Office of the Environmental Protection Authority in March 2015, which provided verification on compliance with all conditions set under Ministerial Statements 274 and 462 for the Red Hill Waste Management Facility.

EMRC's environmental officers are calibrated and trained to undertake field odour assessments. A number of onsite and offsite locations were monitored during 2014 for odour originating from the landfill, including sources such as the active tip face, greenwaste and the Class IV cell, as well as residential receptors to the north, east and south of the site. Results from field odour assessments assist in determining the source of problem odours that have the potential of causing an adverse impact to surrounding residents.

Leachate ponds around the Red Hill Waste Management Facility rely on recirculation of leachate in landfill and evaporation to reduce the levels over summer and allow for the winter leachate to be stored. An assisted leachate evaporation system was procured to increase the evaporation of leachate.

EMRC is developing an Environmental Management System (EMS) in accordance with ISO 14001 standards. The EMS is currently under a stage three external audit, with stage one already completed. It is expected that full ISO 14001 accreditation of the Red Hill Waste Management Facility EMS will be achieved in late 2015.

A native fauna survey was undertaken by consultant ecologists across the Red Hill site in October 2014 to assess and compare fauna activity within rehabilitated landfill areas and remnant vegetated areas. This included trappings for frogs, reptiles and small mammals, and surveys for birds and bats using ultrasonic call detectors. Results indicated a good representation of native fauna within rehabilitated areas.



To provide immediate habitat and enhance native fauna activity in areas that have recently been re-vegetated, nest boxes, artificial bat boxes and fallen timber piles have been introduced. The native fauna survey will be continued on an annual basis to ensure continual improvement to land management practices of closed landfill cells at Red Hill.

EMRC's Feral Animal Management Program, which targets foxes, feral cats and rabbits, was reviewed in 2014 and changes were implemented to enhance the program. Trapping methods have been modified to address the concerns of surrounding residents regarding the capture of non-target species.

EMRC undertook comprehensive monitoring of groundwater contamination that was found in an inherited site. Concept modelling by consultant hydrogeologists indicated the contaminant plume is retracting and concentrations of contaminants are decreasing through the operation of recovery bores. A detailed site investigation and interim auditors report were submitted to the DER in October 2014 detailing all monitoring results and investigation works undertaken over the past six years.

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. Approximately four hectares of completed landfill cells will be re-vegetated by July 2015 as part of the annual rehabilitation program at Red Hill. The program has been enhanced with the collection and propagation of local provenance seed.

Works approval for the development of the proposed Stage 15 Class III landfill cell was granted by the DER in December

2014. The landfill cell, which was designed to ensure an ongoing capacity for Class III waste from EMRC's member councils, will have an initial floor-to-ground-level landfill capacity of 224,000m<sup>3</sup>. Construction of the cell, which was completed in June 2015, involved earthworks, barrier layers, leachate drainage and a leak detection system.

The use of wood chips from the Hazelmere Resource Recovery Park and free draining coarse sand was trialled as a protection cover to the geotextile filter in the Farm Stage 2 landfill cell. The combination of wood chips and sand acted as a separation layer to minimise strain on the geotextile during landfill operation. The requirement for a sand protection layer on the floor of the cell was reduced significantly as a result of the trial.

Preliminary design of the Farm Stage 3 landfill cell was completed and further progress is pending approval of a clearing permit from the DER and Department of Parks and Wildlife. Road works at Red Hill, including construction of a 480m<sup>2</sup> carpark, speed hump and the reinstatement of three road crossings, were implemented in January 2015.

The construction of a new security fence around lots 8, 9 and 10 Toodyay Road was finalised in March 2015. The construction of contour banks and other civil/drainage works at Red Hill for the purpose of re-vegetation was also completed in June 2015.

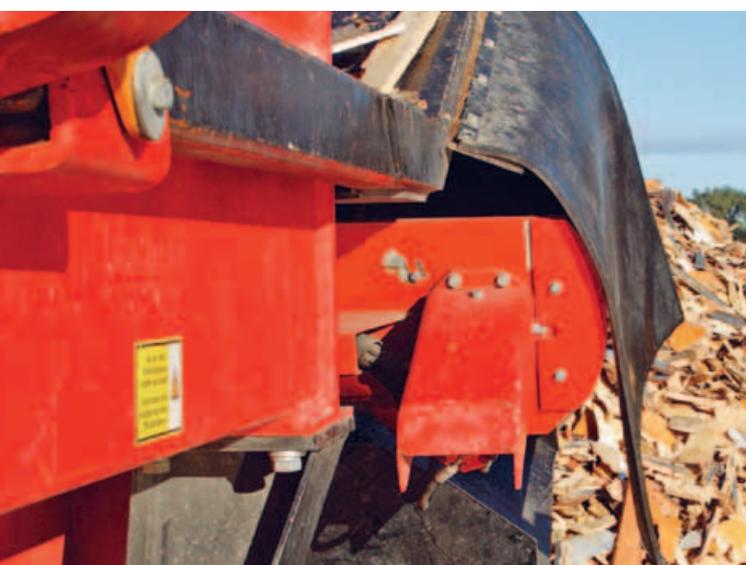
Relocation of the greenwaste processing area was not required in 2014–2015 due to the development of the Stage 15 Landfill cell.

Contractors undertook crushing and screening of lateritic caprock in April 2015 to ensure adequate stockpiles of ferricrete. Demand for ferricrete was strong in 2014–2015, with significant quantities being supplied to the Gateway WA project and other customers.

Ongoing stockpile management for clay and ferricrete assisted EMRC to plan, establish, operate and maintain temporary and permanent stockpile sites. This involved monitoring stockpile locations, haul roads, materials and traffic flow, stockpile profiles, materials quantity, and sales of products from stockpiles.

A mobile workshop was erected west of the Farm Stage 1 landfill cell to enable sheltering and maintenance of equipment to be carried out in close proximity of operational activities at the Farm stages 1 and 2. The mobile workshop will be relocated to other landfilling operations in the future.

Landfill Gas and Power's contract to undertake landfill gas extraction at Red Hill for renewable power generation was renewed in May 2015.



### Hazelmere Resource Recovery Park

Implementation of the Hazelmere Resource Recovery Park continued in 2014–2015, with plans developed for the construction of a transfer station, waste education centre, re-use shop, household hazardous waste collection area, greenwaste processing, and continuation of the mattress processing operation and woodwaste recycling facility. Opus International Consultants were awarded the tender for engineering and landscape design and have completed work on road layouts, drainage, geotechnical work and final construction plans.

As part of the resource recovery park's infrastructure development, a scheme water connection was installed to provide a potable water supply and back-up to the bore water supply to fire water tanks. Road and pavement works were completed, including rehabilitation of 350m<sup>2</sup> of access road and sealing of 1,300m<sup>2</sup> of carpark.

The proposed wood waste to energy plant underwent a Public Environmental Review and the Environmental Protection Authority is in the final stages of assessing the proposal. Work completed to assist the assessment process included a peer review of the technology and trials at the ANSAC test plant.

A financial model has been prepared for a proposed Materials Recovery Facility (MRF) at Hazelmere, based on previous work undertaken by EMRC in conjunction with the Southern Metropolitan Regional Council. EMRC liaised with the City of Swan to establish current MRF operating data, such as operating costs and commodity prices, to refine the financial model. Information is being collected from member councils to complete a feasibility study.

The business case for a commercial and industrial waste separation plant at the site has been developed and implementation options are being assessed. The current design will allow up to 40,000 tonnes per annum of dry commercial and industrial waste to be processed, with the ability to expand in the future. Construction is planned for the 2015–2016 financial year.

An agreement with the West Australian Planning Commission (WAPC) was finalised for an exchange of EMRC-owned Lot 99(1) with WAPC-owned Lot 99(2). This will provide EMRC with land adjacent to Lot 100, which is earmarked for a community drop-off point, transfer station and re-use store.

The fixed timber grinder was shut down for repairs for several months during the year. EMRC maintained supply of high quality wood fines product to customers through use of contractors and hired plant to use existing stockpiles

of surplus wood chips. Acceptance of incoming timber was also maintained through this period.

A new slow-speed shredder was purchased to shred mattresses and downsize timber waste received at Hazelmere, as well as to recover spring steel as scrap metal. Since being commissioned in January 2015, the shredder has processed over 4,000 mattresses.



The Hazelmere Resource Recovery Park is designed to process

**40,000**

tonnes of dry commercial and industrial waste – with the ability to expand



## TO IMPROVE REGIONAL WASTE MANAGEMENT

### Battery Collection Program

EMRC's Battery Collection Program for schools and public places continued throughout the year, with promotion through mailouts and emails to primary schools in the region, events and the RGang website.

Approximately 15,780 kilograms of household batteries were collected from 82 schools and 34 public places, including libraries, shopping centres and council offices.

During the year the program recorded:

- ▶ eight new schools and one new public place collection point
- ▶ 5,766 kilograms of batteries collected from schools
- ▶ 10,014 kilograms of batteries collected from public places

The top battery collecting school for the region was High Wycombe Primary School, with 414 kilograms of batteries. The top collecting public place was Belmont Forum, with 1,612 kilograms of batteries.

### Compact Fluorescent Lamp Program

Management of the Compact Fluorescent Lamp (CFL) Program continued, with approximately 898 kilograms of CFL tubes and globes being collected and recycled from 18 public places across the region.

### Household hazardous waste

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 worked with member council staff to design and distribute the *2014-2015 Waste and Recycling Guides*, which were delivered to approximately 155,000 households in Perth's Eastern Region. The guides assist residents to manage and reduce household waste.

## FAST FACTS

15,780

kilograms of household  
batteries collected

898

kilograms of CFL tubes  
and globes recycled

155,000

households received  
the 2014 – 2015 Waste  
& Recycling Guide



## TO PROVIDE RESOURCE RECOVERY AND RECYCLING SOLUTIONS IN PARTNERSHIP WITH MEMBER COUNCILS

### Waste education

EMRC promoted member council recyclable drop-off days by advertising the dates and locations on the RGang website, with the aim of increasing recycling efforts across the region.

School and community tours of the Red Hill Waste Management Facility continued, with over 1,470 people being taken around the site and getting involved in waste education activities.

The Earth Carers Training Course was completed by 18 community members from the region in May 2015. Participants attended five sessions over three weeks to increase their knowledge of waste management in Western Australia and learn practical ways of reducing waste. Earth Carer members volunteered at the Perth Royal Show, the Less is More Festival and Perth Garden Festival.

A review of outdoor activities at the Red Hill Education Centre was completed and improvements are currently being implemented. A review of the education centre's programs was also conducted, with input from the Waste Management Community Reference Group, Regional Waste Education Steering Group members, waste educators and teachers.

Maintenance and review of the RGang website continued throughout 2014–2015, with timely and relevant information about reducing, reusing, recycling and recovering waste made available to the public.

The event recycling trailer continued to be maintained by EMRC and was provided to member councils and community groups in the region to reduce litter and increase recycling at local events. The bin caps from the event trailer were also used at various EMRC and member council events.

EMRC is currently working with the Shire of Mundaring to better utilise the recycling areas at the Coppin Road and Mathieson Road transfer stations.

### Red Hill Resource Recovery Facility

The environmental approval process for the Red Hill Resource Recovery Facility (RRF) was completed and the Ministerial approval conditions were set. A Compliance Assessment Report was submitted to the Office of the Environmental Protection Authority in April 2015, which provided verification on compliance with all conditions set under Ministerial Statement 976.

A review of the contract delivery mechanism options available to EMRC is being undertaken, before proceeding with an invitation to tender for the facility. Contract model options were reviewed by council and the project team will report back in early 2015–2016 to discuss and agree the next steps in proceeding to tender.

Regular updates on the resource recovery facility were provided on EMRC's corporate and RGang websites, in local community newspapers and via various displays and printed materials.

### Recycled products and by-products

EMRC maintained accreditation to Australian Standard AS4454 for mulch at the Red Hill Waste Management Facility following an audit conducted in December 2014.

EMRC exhibited its recycled landscaping products at the annual WA Local Government Convention and Trade Exhibition in August 2014. This provided EMRC with an opportunity to showcase its recycled product range and resource recovery services to local government representatives from across the state. The display was a huge success, with many delegates interested in EMRC's efforts to divert waste from landfill and the organisation's Resource Recovery Project.

Demand for wood chip fines for animal bedding continued to develop, with new customers contracted in 2014–2015.

EMRC was successful in obtaining a contract with Gateway WA for the supply of mulch for use in landscaping Perth's biggest ever road infrastructure project. Approximately 16,000m<sup>3</sup> of mulch was supplied to the project during 2014–2015.

### FAST FACTS

# 16,000M<sup>3</sup>

of mulch supplied for Gateway WA – Perth's biggest ever road infrastructure project



## TO INVESTIGATE LEADING EDGE WASTE MANAGEMENT PRACTICES

EMRC's mattress recycling operations were reviewed during the year. As a result, mattress dismantling has been discontinued and received mattresses are now processed by a slow-speed shredder to increase the operations' capacity.

EMRC attended the inaugural Waste Management Association of Australia National Energy from Waste Symposium in Victoria in July 2014. The symposium provided a snapshot of the current state of regulatory policy on waste to energy across the states and proposed developments in alternative waste treatment using waste to energy technology.

EMRC collaborated with the University of Queensland on a research project to understand the variability in leachate across landfill sites. EMRC provided valuable information from years of extensive leachate monitoring analysis to assist in determining the types and concentrations of leachate contaminants in key waste streams and understand factors that drive their variability within and across landfill sites. The research will assist the development of a landfill model to predict leachate contaminant movement within a landfill site.

A referral under the *Environmental Protection Biodiversity Conservation Act* was submitted to the Department of the Environment in August 2014 seeking approval to clear 14 hectares of remnant native vegetation on Lot 12 for

Farm stages 3 to 5 landfill cell development. Fauna and flora surveys were undertaken, with a particular focus on potential breeding and foraging habitats of the Carnaby's Black Cockatoo, to develop an offsets program within Red Hill's buffer zone for Lot 501. Approval for the proposed offset and application to clear is expected in 2015–2016.

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 2014–2015 the RWESG has been updated on, and undertaken development of, strategies to support:

- ▶ State Government (Waste Authority) initiatives, such as the Waste Strategy, Waste Communication Strategy, Be Waste Smart events planning and Waste Local Law and Guidance Statement
- ▶ Keep Australia Beautiful strategies for the region
- ▶ Western Australian Local Government Association strategies, such as the Household Hazardous Waste Program, Better Practice Verge Collection Guidelines, and development of responses to the WARR Act Review Discussion Paper and the National TV and Computer Product Stewardship Scheme Operational Review.



## 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 to ensure the environment of Perth's Eastern Region is protected and maintained.

The implementation of the strategy continued throughout the year, with a new strategy to be developed in 2015–2016. Quarterly meetings were held with the Regional Environmental Advisory Group, which includes environmental representatives from EMRC's member councils.

### **Water auditing service**

Water audits provide a tool to improve water management and achieve significant long-term water and cost savings. Water audits were completed by EMRC's accredited Water Corporation Waterwise Auditor for:

- ▶ the City of Bayswater's Civic Centre
- ▶ Peet Park in the City of Belmont
- ▶ Garden Street Park in the City of South Perth.

### **Eastern Hills Catchment Management Program**

The Eastern Hills Catchment Management Program strategically coordinates the restoration of land, bushland and tributaries through a range of natural resource management activities and practices. The successful program is made possible through a partnership between the Shire of Kalamunda, Shire of Mundaring, City of Swan, Perth Region NRM, Swan River Trust and EMRC.

As part of the program, Eastern Hills Natural Resource Management Officers provide support to a large, active and diverse community network to plan, coordinate and implement bushland restoration of riparian zones and to research projects. The network is comprised of more than 130 friends of groups and five catchment groups located throughout the Shire of Kalamunda, Shire of Mundaring and City of Swan. It is estimated that the network's 1,700 volunteers contribute 30,000 hours annually, at an estimated value of \$900,000 to the region.

During 2014–2015, EMRC's NRM officers assisted private landholders and the community with various 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
- ▶ private landholder packages
- ▶ dieback and marri canker inspections and advice
- ▶ demonstrating the use of the Marri App
- ▶ photo monitoring activities
- ▶ revegetation plans and species selection.

EMRC was successful in obtaining \$9,000 in funding through the Swan River Trust and 2015 Alcoa Landcare Program for the Priority Tributaries Restoration Project in Woodbridge, Lesmurdie and Stoneville. The project will revegetate priority waterways within the Swan River catchment with local species to increase ecological integrity, reduce erosion and improve water quality links between bushland and other foreshore sites.

The Greenpage Newsletter provides environmental information for Perth's Eastern Region. It continued to be distributed bi-monthly to more than 2,000 subscribers during 2014–2015.

### **Helping the Helena**

The Helping the Helena project was initiated to investigate the cause of a decline in crayfish, fish and mussel within the lower and middle reaches of the Helena River. The project received funding from the State NRM Office and was supported by the Department of Water and Swan River Trust, who provided training, guidance and assistance with sampling.

Key pollutants identified during the study included polycyclic aromatic hydrocarbons, total petroleum hydrocarbons, anionic surfactants, metals and herbicides. Key areas of the river were also identified for further investigation, including middle-Helena sites between the Lower Helena Reservoir and Mundaring Weir and sites in the lower-Helena bordered by agricultural areas. Recommendations included long-term monitoring to pick up spikes and changes in water quality, analysis for non-ionic and cationic surfactants in water and fish tissue analysis for contaminants.

The results of the study will act as a baseline for further sampling, analysis and investigation in key areas.



### Catchment group support

Combined catchment group meetings gave community members an opportunity to network, share ideas and prioritise actions for the Eastern Hills Catchment Management Program. Presentations were provided to the catchment groups on the WALGA Local Biodiversity Program mapping tools and templates for natural area management, and from the Department of Parks and Wildlife on 'After the Fire, What Next?' forum.

Catchment group bi-monthly meetings were attended for Jane Brook, Helena River, Blackadder Woodbridge, Lower Helena Association and Friends of Piesse Brook. EMRC's NRM officers also provided assistance and advice for the preparation of grant applications, newsletters and brochures.

EMRC provided assistance to secure \$40,700 in Swan Alcoa Landcare Program funding for catchment groups and friends of groups in the east sub-region. A Perth Region NRM grant was also secured for Friends of Piesse Brook, with assistance from EMRC, for interpretive signage repairs in the Kalamunda National Park.

A number of catchment group sites were identified for water sampling. The water quality data will be recorded as part of long-term sampling analysis plans to help determine if ongoing restoration work is having an effect on water quality.

### Planting days

EMRC assisted community groups to organise, coordinate and conduct planting days, with a total of 14,000 seedlings planted during 2014–2015. EMRC also monitored previous restoration for Lower Helena Association and Helena River sites, and assisted groups with their Swan Alcoa Landcare Program projects.

### Promotion and engagement

Promotional articles were published in Chidlow Chatters, Eco News, Greenpage Newsletter, Revegetation Industry of Association WA Newsletter, and on EMRC and Perth Region NRM's websites. The articles related to the Helping the Helena Project, Marri App, Bush Skills 4 Youth, National Tree Day activities, Enviro Fest, Avon Descent Family Fun Days, Men of the Trees open day and Plants to Residents Day member council events.

The 2014 Eastern Hills Catchment Management Program End of Year Volunteer event was attended by 120 guests from more than 45 community groups. The Blackadder Woodbridge Catchment Group also launched their non-chemical weeding booklet – *The Bush is a Garden* – during the year.

Bush Skills for the Hills are a series of free workshops for the community which provide information and practical hands-on sessions designed to give participants the skills



to manage land, bush and creeks in Perth's Eastern Region. Workshops for 2014–2015 included:

- ▶ Botanical Drawing
- ▶ Aboriginal Cultural Heritage
- ▶ Water Quality Sampling
- ▶ Native Grasses – Introduction to Native Grasses Workshop
- ▶ Native Grasses Advanced
- ▶ Seed Treatment and Collection
- ▶ Green Card Training
- ▶ Fauna First Aid
- ▶ Creekline and Bushland Critters.

EMRC presented at the World Wetland Day Conference on engaging youth, and at the State NRM Tipping Point Conference on the value of volunteering. The organisation also ran a Native Grass Introduction workshop for conservation volunteers.

### Working with weeds

More than 80 representatives from local Landcare groups, the Department of Parks and Wildlife, Water Corporation, Swan River Trust, local governments and environmental consultants and contractors attended a Working with Weeds seminar

hosted by EMRC and The Weed's Network. Presenters from Gardening Australia, Bioscience WA and Beyond Gardens, as well as special guests from Wave Europe and Weedtechnics, discussed innovative, chemical-free weed management methods, including thermal weed techniques.

Through funding from the Swan River Trust, EMRC purchased a steam weed machine for community groups and local governments to use on project sites to minimise weeds and maximise environmental protection.

### Marri Canker research project

As part of a research project EMRC is conducting with Murdoch University to address the threat of native tree decline specific to marri canker, treatment trials were undertaken on 100 trees on sites in Mundaring and will be monitored to determine the effectiveness of the treatment methods. The Green Army also applied the treatments under instruction from Murdoch University.

Since the Marri Canker App launched in December 2013, 138 registered users have contributed 366 observations from 31 sites across the south-west of Western Australia. Over 300 images were submitted, providing documentation of the disease, a reference point for correct diagnosis, and a potential baseline for measuring the outcomes of subsequent treatments. The app was promoted in China and New Zealand through Murdoch University.

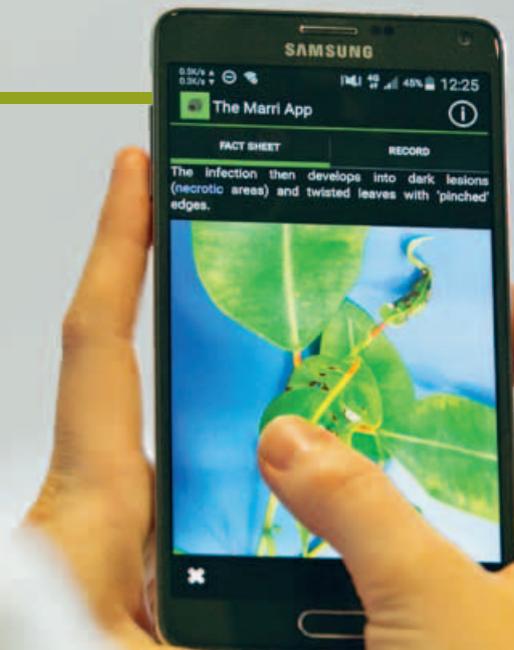
## FAST FACTS

Since the Marri Canker App launched

**138** registered users have contributed

**366** observations from

**31** sites across the south-west of Western Australia



### Bush Skills 4 Youth

Bush Skills 4 Youth is a two-year pilot program that EMRC commenced in January 2015 that is part-funded by Lotterywest. The program provides young people aged eight to 16 years with the opportunity to develop an awareness and appreciation of their local natural environment, learn skills on how to preserve it, and encourage them to become environmental stewards.

Over 50 children took part in the first 'All about Leaf Litter' workshops, which used digital technology to understand the importance of healthy soils and the fascinating life beneath leaf litter.

### Dam restoration

EMRC partnered with Murdoch University for a study aimed at improving the ecological value of farm dams. Previous studies have identified farm dams as potentially important sites for sustaining freshwater biodiversity; however, no studies have been undertaken to evaluate their importance for biodiversity in Western Australia's south.

A revegetation component will form part of the project, where landowners of degraded dams will receive local native seedlings to enhance the biodiversity values of the site. Expressions of interest were received from over 50 landholders to provide dam sites for inclusion in the project. The research component will be headed by Murdoch University.

### Green Army

EMRC received \$28,000 through the Australian Government's round one Green Army program for project specific costs to start three Green Army teams. The teams began providing services, including, seed collecting, weeding and river restoration, to the City of Belmont, City of Bayswater, Shire of Mundaring, Shire of Kalamunda and City of Swan in February 2015.

An application in round two of the Green Army program was also successful, with \$20,000 being granted for project specific costs to support the City of Bayswater's river restoration work.

## FAST FACT

**30,000**

hours of environmental  
volunteer support at  
an estimated

**\$900,000**

value to the region



## Water Campaign™

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

The table below illustrates the 2014–2015 achievements for the six councils EMRC has assisted to progress through the Water Campaign™ program.

Council	Achieved in 2014–2015
Town of Bassendean	The Post Milestone 5 Report Card was finalised with new goals and actions. Liaison on water audits of the town's community buildings was undertaken as part of the Water Corporation's Free Non-Residential Waterwise Retrofit Program. Water Corporation advised that the town's Waterwise Council application was successful. Corporate and community water consumption data was analysed.
City of Bayswater	The city was recognised for Water Campaign™ Milestone 4 and is working towards Milestone 5 and Waterwise Council status endorsement. The city continues to document actions implemented since Milestone 4 and identify potential water efficiency and water quality actions. The corporate and community water quality priority areas established in Milestone 1 were reassessed for Milestone 5. Case studies on the Bayswater Brook Local Water Quality Improvement Plan and associated projects, such as the Eric Singleton Nutrient Stripping Wetland Project, were updated.
City of Belmont	A post Milestone 5 Report Card was finalised with new goals and actions. A water audit of the city's Peet Park facilities was completed. The audit results and recommendations form part of the city's post Water Campaign™ Report Card. Corporate and community water consumption data was analysed.
Shire of Mundaring	A post Milestone 5 Report Card was finalised with new goals and actions. Liaison on water audits of the shire's community buildings was undertaken as part of the Water Corporation's Free Non-Residential Waterwise Retrofit Program. Assistance was provided to purchase a smart water meter logger/device. The device was installed at one of the shire's high water-using facilities. Corporate and community water consumption data was analysed.
City of Swan	Assistance continued to implement Milestone 4 actions. Water Corporation advised the city has sufficiently addressed their set of criteria to be a Waterwise Council. A minor review of the Water Action Plan was completed.
Town of Victoria Park	Draft Water Conservation Policy – Buildings and Water Quality Policy – Nutrients, which are high priority actions under the town's Water Action Plan, were developed. Analysis of water consumption data continued and high-use water accounts were checked to determine and document cause. Actions were implemented for Milestone 4. The Reuse of Greywater Discussion Paper for local government was provided.

## Cooperative Research Centre for Water Sensitive Cities

The Cooperative Research Centre for Water Sensitive Cities (CRCWSC) is a \$120 million Australian Government interdisciplinary research centre. 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
- ▶ fund a local capacity building program (New Water Ways), to ensure extension and adoption of the CRCWSC program outcomes.

EMRC is involved in the CRCWSC through:

- ▶ being an active financial participant since the program's inception in 2011
- ▶ being a member on the Western Region – Regional Advisory Panel
- ▶ attending and presenting at seminars and workshops.

A review of all CRCWSC's programs was undertaken in November 2014 by the Australian Government. EMRC provided a submission into the review to emphasise the benefits of the CRCWSC to local government, in particular the provision of access to the latest research and training in relation to water management.

EMRC attended a CRCWSC industry partner and researcher workshop in Perth in February 2015, which brought together more than 170 participants from across Australia, as well as research collaborators from Denmark and Netherlands, to share their experiences and communicate outcomes. The information from the workshops was shared with member councils.

### Community Energy Efficiency Program

In 2012 EMRC, in partnership with the Town of Bassendean, City of Bayswater and Shire of Mundaring, received \$635,200 in funding from the Australian Government for the \$1.46 million Re-energising Perth's Eastern Region project. The project was aimed at undertaking energy efficiency upgrades and retrofits at four community facilities and engaging with the community on the benefits of energy efficiency.

Energy efficiency activities completed during 2014–2015 include:

- ▶ retrofit of LED to street lighting along Old Perth Road in the Town of Bassendean
- ▶ upgrade of air conditioning and retrofit of LED to internal lighting at Bayswater Public Library, and retrofits of LED to internal lighting and variable-speed drives to pool pump systems at Bayswater Waves in the City of Bayswater
- ▶ upgrade of solar pool water heating, new plant and the addition of variable-speed drives to pool pumps at Bilgoman Aquatic Centre in the Shire of Mundaring.

Final energy audit reports for the Re-energising Perth's Eastern Region project confirmed there were energy efficiency and cost-saving improvements across the four facilities, including:

- ▶ energy consumption was reduced by 829,791 kilowatt-hours (the equivalent of the annual consumption of 134 average Perth households at 17 units per day)

- ▶ greenhouse gas emissions were reduced by 552 tonnes of CO<sub>2</sub>e
- ▶ energy efficiency improvements across the four facilities were 40.7 per cent from baseline
- ▶ an annual energy cost saving of \$133,450 to the participating councils on current prices
- ▶ additional savings were realised by reduced maintenance requirements.

A range of activities were undertaken to increase awareness of energy efficiency initiatives and technologies in Perth's Eastern Region as part of the project. These included informational material and events, which provided meaningful learning opportunities and encouraged positive changes to specific energy efficiency behaviours.

The project engaged and supported local community members, businesses and contractors. It also provided an opportunity to showcase new energy efficiency technologies, some of which were for the first time in a particular area of use, such as the variable-speed drives in Perth aquatic centres.

### Sustainability and Environmental Education Program

The Sustainability and Environmental Education Program assesses behaviour change and addresses 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 City of Bayswater and Shire of Mundaring.

A number of community sustainability workshops were conducted from October to December 2014 for the City of Bayswater, including:

- ▶ Summer at Home
- ▶ Solar Photovoltaic Basics
- ▶ Energy Smart at Home
- ▶ Recycling and Composting at Home
- ▶ Bike Maintenance
- ▶ Water Smart at Home.

A staff sustainability program, which focused on water use and efficiency, was facilitated for the City of Bayswater and Shire of Mundaring during National Water Week in October 2014.

EMRC also collaborated with Sustainable Schools – Western Australia to develop the *Opportunities for Local Government Involvement with Schools Discussion Paper*.

## 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 to monitor, report on and reduce corporate carbon emissions. The program 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 Perth's Eastern Region.

The emissions generated by EMRC's Ascot Place fleet and air travel were offset through Carbon Neutral. This offset was roughly equivalent to:

- ▶ 17 average Perth households (using 17 units of electricity per day)
- ▶ 24 average cars being taken off the road
- ▶ 486 trees planted.

Key achievements for ACER in 2014–2015 included:

Council	Achieved in 2014–2015
Town of Bassendean	<ul style="list-style-type: none"> <li>▶ Continued implementation of the town's Emissions Reporting Platform, including completion of baseline data.</li> <li>▶ A report on the town's achievements under the Cities for Climate Protection and ACER programs, incorporating a full emissions profile to enable target and objective setting.</li> <li>▶ The Carbon Action Plan was completed and technical advice to assist with action implementation was provided.</li> <li>▶ The Emissions Report Card template for the annual reporting of emissions and achievements was developed and a reporting timeframe agreed.</li> <li>▶ Home Energy Audit Kits were updated, and use of the kits was demonstrated to library staff.</li> </ul>
City of Bayswater	<ul style="list-style-type: none"> <li>▶ Continued implementation of the city's Emissions Reporting Platform occurred.</li> <li>▶ A report was provided on the city's achievements under the Cities for Climate Protection and ACER programs, incorporating a full emissions profile to enable target and objective setting.</li> <li>▶ Analysis of platform data was conducted with a focus on gaps and high energy use accounts, with a report of the 20 highest using accounts provided to the city. Liaison continued, with a focus on possible actions to reduce electricity consumption of the facilities hosting the high-use accounts.</li> <li>▶ A community energy efficiency and solar photovoltaic checklist were completed.</li> <li>▶ Home Energy Audit Kits were updated, and use of the kits was demonstrated to library staff.</li> </ul>
City of Belmont	<ul style="list-style-type: none"> <li>▶ Continued implementation of the city's Emissions Reporting Platform occurred.</li> <li>▶ A report was provided on the city's achievements under the Cities for Climate Protection and ACER programs, incorporating a full emissions profile to enable target and objective setting.</li> <li>▶ Information regarding solar photovoltaic systems, costs, benefits and suppliers was provided.</li> <li>▶ Home Energy Audit Kits were updated, and use of the kits was demonstrated to library staff.</li> </ul>
Shire of Mundaring	<ul style="list-style-type: none"> <li>▶ Continued implementation of the shire's Emissions Reporting Platform occurred.</li> <li>▶ A report was provided on the shire's achievements under the Cities for Climate Protection and ACER programs, incorporating a full emissions profile to enable target and objective setting.</li> <li>▶ A gap analysis of Emissions Reporting Platform data was conducted and a data management guideline was completed.</li> </ul>

The Emissions Reporting Platform technology currently used by five member councils will no longer be supported by Microsoft from the end of June 2016. EMRC investigated other web-based data management software options and provided a detailed report, including software functionality, associated costings of each product, and a recommendation on the way forward, to all member councils.

EMRC also provided a submission on a *Street Lighting Discussion Paper* released by WALGA.

### 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 outlines priority risk areas and contains actions for implementing climate change adaptation activities across the region.

Reviews of the Town of Bassendean, City of Bayswater, City of Belmont, Shire of Kalamunda and Shire of Mundaring’s Local Climate Change Adaptation Action plans were completed and provided as a tool for benchmarking progress and to provide a gap analysis for future areas of opportunity. The City of South Perth also awarded a 15-week contract to EMRC to assist with their Climate Change Adaptation Project.

The Climate Change Risk Awareness Seminar Series continued and brought together local government officers and stakeholders to focus on climate change impacts. The third seminar in the series was held in conjunction

with the Cooperative Research Centre for Water Sensitive Cities in July 2014 at the City of Bayswater. The ‘Planning to Reduce Urban Heat’ seminar was aimed at local government planners and included presentations from leading researchers and industry experts from Curtin University, The University of Western Australia, Monash University, the Department of Water and LandCorp.

‘Heatwaves and their impacts on human health’ was the fourth seminar in the series held in March 2015. The seminar focused on local government officers who work outdoors and those who have a direct responsibility to the community, with case studies from the Local Government Insurance Services. The Department of Health also provided an overview to the State Emergency Management Plan (WESPLAN) for Heatwaves.

### Urban canopies

EMRC developed a *Regional Urban Canopy Program Plan* to manage and mitigate the impacts of declining urban canopy coverage and its associated environmental, social and financial impacts. The loss of urban canopy and the impacts of the urban heat island has been a topic of interest to member councils and is a high priority issue that needs to be addressed.

202020 Vision is a not-for-profit organisation that aims to increase urban canopy in Australia by 20 per cent by 2020. EMRC has partnered with 202020 Vision to promote the need for better and greener urban environments. This partnership will provide the organisation with access to leading research and the possibility to participate in pilot projects.

## COMMUNITY ENERGY EFFICIENCY PROGRAM ACHIEVEMENTS

 <p><b>1</b></p> <p>Energy consumption reduced by the equivalent of 134 average Perth households</p>	 <p><b>2</b></p> <p>Greenhouse gas emissions reduced by 552 tonnes of CO<sub>2</sub>e</p>	 <p><b>3</b></p> <p>Energy efficiency improvements across the four facilities were 40.7 per cent from baseline</p>	 <p><b>4</b></p> <p>Annual energy cost saving to participating councils <b>\$133,450</b></p>	 <p><b>5</b></p> <p>Additional savings realised by reduced maintenance requirements</p>
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# KEY RESULT

## area two

Social Opportunities



## TO FACILITATE REGIONAL CULTURAL AND RECREATIONAL ACTIVITIES

### Avon Descent Family Fun Days

Each year the local governments of Northam, Toodyay, Swan, Belmont and Bayswater host a series of free Avon Descent Family Fun Days and viewing locations to engage local communities and visitors with the Avon Descent white-water race. The events include live commentary, free and low-cost activities and free entertainment.

EMRC received a \$250,000 (ex GST) Lotterywest grant to support event staging costs and a regional marketing campaign for the 2014 events, which an estimated 25,000 people attended.

### Perth's Autumn Festival

Perth's Autumn Festival promotes a range of community events across Perth's Eastern Region. More than 50,000 people attended the 2015 Perth's Autumn Festival, which included over 50 events held each weekend from 1 March to 31 May. Events ranged from local markets, kids' events and heritage festivals, to art and culture, environment and music concerts.

EMRC secured a \$20,000 (ex GST) grant from Lotterywest to support the staging costs of the council events held in Belmont, Bayswater and Swan. Sponsorship was also secured from Midland Gate, Perth Airport and the National Trust to support a regional marketing campaign.

EMRC's Active Transport Program was a new addition to this year's events and involved promoting cycling to festival events instead of driving a car. A bicycle valet service was provided at each of the markets, with attendees who rode a bicycle rewarded with market goods or vouchers.

### [perthtourism.com.au](http://perthtourism.com.au)

The Perth Tourism website provides information to residents and visitors on events, trails and experiences in Perth's Eastern Region. It is also the central source of information for Perth's Autumn Festival, Avon Descent Family Fun Days and the new bike-friendly program.

The website provides information on key regional activities in Japanese and simplified Mandarin to cater for international visitors. The number of site users continued to grow, with a 20 per cent increase in 2014–2015. The number of times users actively engaged with the website during 2014–2015 was around 100,000 total visits.

### Swan and Helena Rivers Management Framework

The Swan and Helena Rivers Management Framework Review Report was finalised and endorsed at EMRC's February 2015 Council meeting. The final report, which contains background information, analysis and plans for the coordinated enhancement and management of the Swan and Helena river foreshores, was sent to the Swan and Helena Rivers Management Framework stakeholders.

EMRC participated in the City of Belmont's Aboriginal consultation forums, which formed part of the development of the city's Draft Reconciliation Action Plan, and also provided a submission on the draft plan during the public comment period. A presentation on Aboriginal engagement and consultation was also delivered to the South East Regional Centre of Urban Landcare.

### Understanding and managing flood risk in the region

Funding of \$100,000 (ex GST) was received from the State Emergency Management Committee under the Natural Disaster Resilience Program to undertake a two-year Understanding and Managing Flood Risk in Perth's Eastern Region project.

The results of the project will be used to develop floodplain mapping and a revised floodplain management strategy that considers a full range of flood events. This will inform mitigation and adaptation strategies, as well as decision making on proposed land use and development within flood prone land. The data will also improve the ability of emergency response agencies and the community to take appropriate actions during major flood events.

The project is a collaborative effort between EMRC, the Department of Water and City of Swan, with support from the Swan River Trust, Town of Bassendean, City of Bayswater and City of Belmont.



Around  
**75,000**  
people attended  
the Avon Descent  
Family Fun Days  
and Perth Autumn  
Festival events in  
2014–2015



# KEY RESULT

## area three

Economic Development



## 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 where coverage and frequency of existing services is constrained, especially between major activity centres, industrial and residential areas.

The *Regional Integrated Transport Strategy 2014–2016* guides advocacy priorities and outlines priority road infrastructure projects and regional cycling priorities for the region.

EMRC undertook community engagement, using an online collaborative mapping tool, to obtain feedback on desired improvements to the region's transport network. A report detailing the community's key infrastructure improvements was provided to member councils for use as a transport improvement advocacy tool.

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

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

Curtin University's Integrating Future Land Use to Proposed Public Transport Infrastructure research findings matched the routes identified in the state government's *Public Transport Plan for Perth 2031*, including the Airport-Forrestfield link, Ellenbrook, and Midland to Mundaring rapid transit corridors.

The outcomes of the research will be used to support future planning and development applications and will underpin advocacy at local, state and federal levels by EMRC on behalf of participating member councils. It will also assist EMRC in fulfilling the integrated planning, TravelSmart, active and public transport and infrastructure key focus areas in the *Regional Integrated Transport Strategy*.

### *Regional Road Safety Plan*

EMRC has commenced the development of a *Regional Road Safety Plan* for Perth's Eastern Region, with assistance from OPUS International Consultants. The plan aims to provide the community and member councils with a document that supports the development of a safer road system for all road users in the region.

### TravelSmart

EMRC's three-year TravelSmart program explores ways to promote and engage local communities with TravelSmart initiatives.

TravelSmart workplace travel plans were developed for the Town of Bassendean and Shire of Kalamunda, and a TravelSmart business cluster travel plan and business directory/transport access guide were developed for Maylands in the City of Bayswater.

An audit of existing bike-related facilities in the City of Swan, in particular bicycle lanes, shared paths and bicycle parking locations, was also undertaken to enable the city to update their TravelSmart map.





## ACTIVE TRAVEL

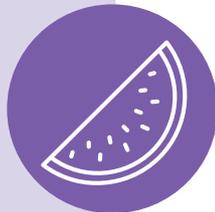


### Bike-friendly cafes and events

Launched in March 2015, EMRC's bike-friendly campaign identifies and celebrates businesses and community events in Perth's Eastern Region that support, and provide for, people on bicycles.

To assist with identifying bike-friendly cafes, restaurants and community events in the region, a smiling bike symbol was created.

A total of nine Perth's Autumn Festival events and eight cafes were recognised as being bike-friendly in 2014–2015.



### #ride2market

More than 100 people participated in the #ride2market celebrations as part of Bikeweek 2015. EMRC provided a bicycle valet service and market incentive to encourage people to ride their bicycles to their local markets. Participating markets included the Guildford, Kalamunda Farmers, Maylands Hawker, Mundaring Sunday and Old Perth Road markets.

The incentive was made possible through a Department of Transport and WestCycle Bikeweek grant.



### Portable bicycle parking rails

EMRC purchased portable bicycle parking rails for member councils and community groups to use to provide a convenient option for people who choose to ride their bike to community events. The portable bicycle parking rails were used at 13 events over the course of the year.



### Bicycle maintenance

A series of bike maintenance courses were held at local community events during the year, including the Kalamunda Farmers, Mundaring Sunday, Guildford and Old Perth Road markets. Participants were taught how to repair punctures, change tyres, adjust brakes and clean chains.

As an extension to the maintenance courses, Bike Doctor pit stops were delivered at the City of Belmont's Autumn River Festival and the Shire of Kalamunda's Ramp It Up event.

## TO FACILITATE REGIONAL ECONOMIC DEVELOPMENT ACTIVITIES

### Regional profile tools

EMRC continued to coordinate REMPLAN, id.Profile and id.Atlas subscriptions for its member councils. The tools capture regional economic and social-demographic profiling data for Perth's Eastern Region and provide member councils and stakeholders with online access to the profiling data.

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. Annual training for member councils and key stakeholders was provided on the regional profiling tools during 2014–2015.

### Showcase tours

EMRC's 2014–2015 Advancing Perth's Eastern Region Tour Series focused on strategic areas of growth and development that align with the state's *Directions 2031 and Beyond* framework. The tours highlighted specialised centres and industrial precincts located in the region that are identified as key areas by the state government or specific member council development priorities, otherwise known as strategic metropolitan centres.

A tour of the City of Belmont provided an opportunity for key stakeholders to experience Perth's Eastern Region's rapid growth. Attendees heard from Landcorp, Gateway WA and Perth Airport about development at Springs, Rivervale, the Gateway WA project and Perth Airport's expansion and development.

The City of Swan tour showcased significant developments in the city. These included the new St John of God Midland Public Hospital, Midland Gate expansion, Midland Oval redevelopment and the Midland Redevelopment Authority's development of the historic railway workshops precinct.

### Regional Youth Futures Project

EMRC partnered with Dismantle and the Rise Network to deliver a youth bike recycling pilot project to divert bikes from the Red Hill Waste Management Facility, promote bicycling as a sustainable and healthy mode of transport, and foster civic engagement of disengaged youth. The pilot project aligned with the *Regional Youth Futures Report* and featured a series of workshops involving young people learning bicycle building and maintenance skills.

Ongoing sustainability of the project is a focus, and includes training and accreditation of youth workers to continue delivery of future workshops, recycling of bicycles from landfill, and ongoing support of disengaged youth in the region.

### Industry Cluster Analysis Research Paper

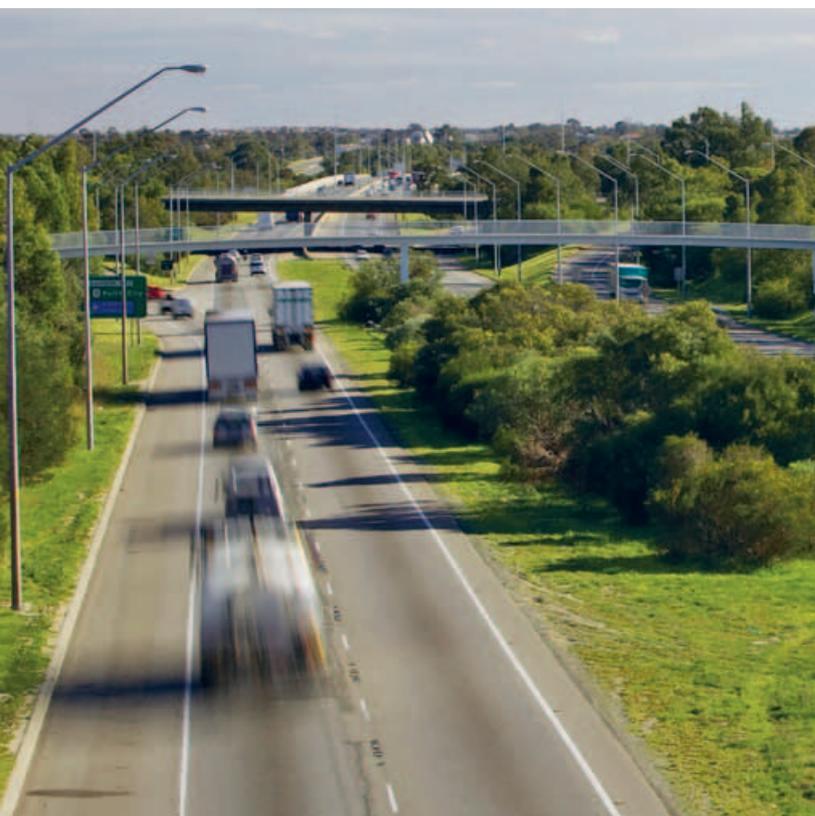
EMRC, in conjunction with the Economic Development Officers Group (EDOG) and Pracsys consultancy group, commenced an Industry Cluster Analysis Research Paper to look into regional economic development activities. The research paper will provide a greater understanding of the region's economy and identify opportunities for industries and clusters to grow, or be enticed to move, into the region.

### Regional Digital Strategy

The *Regional Digital Strategy* acts as a guide for the delivery of regional digital technology activities that complement member council strategies and priorities, as well as the federal and state governments' digital strategy direction. The strategy assists with strengthening and diversifying the economy, contributing to business viability and providing access to services, and sustainable employment for the region's residents, businesses and local governments.

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.

Completed projects include the Digital Exemplar Videos, Quick Response (QR) Code pilot project, the Business Case for Co-working Spaces in Perth's Eastern Region and the Business Case for Municipal WiFi.



# KEY RESULT

## area four

Good Governance



## 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 identifies three focus areas to address advocacy priorities. These are:

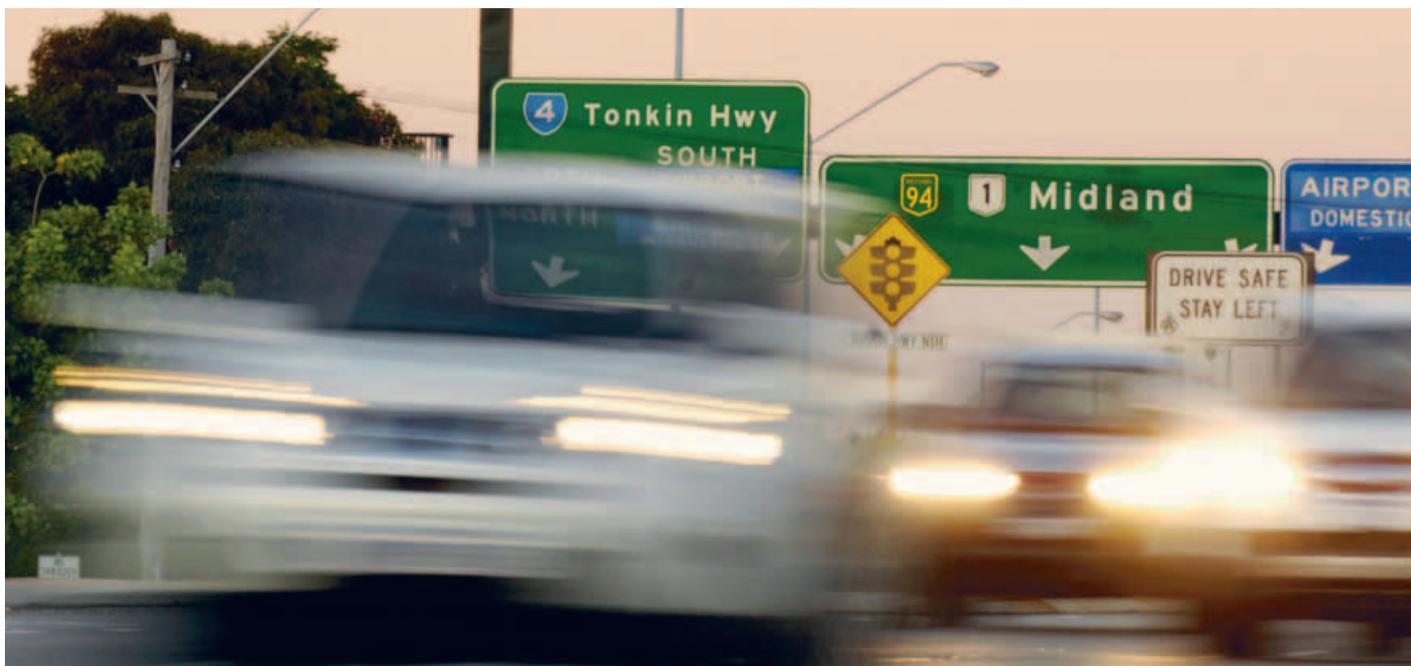
- ▶ environmental sustainability
- ▶ economic growth and diversity
- ▶ strong communities.

The focus of regional advocacy during 2014–2015 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 *Regional Climate Change Adaptation Action Plan*.

EMRC undertook a delegation to Canberra in August 2014, which was hosted by Mr Ken Wyatt, Federal Member for Hasluck, where meetings were held at Parliament House with 12 federal members. Topics 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, and the need for a university presence in the region.

The following submissions were developed in response to various strategic direction documents:

- ▶ 20 Million Trees Programme (July 2014)
- ▶ Planning for Bushfire Risk Management Draft State Planning Policy (July 2014)
- ▶ National Landcare Programme Consultation (August 2014)
- ▶ Perth Airport Draft Master Plan (September 2014)
- ▶ Bushfire Regulations (October 2014)
- ▶ Midland Draft Master Plan 2014 (October 2014)
- ▶ Review of Road Safety Governance in Western Australia (October 2014)
- ▶ Swan Region Strategy for Natural Resource Management Draft Consultation (January 2015)
- ▶ City of Belmont's Draft Reconciliation Action Plan 2015–2017 (January 2015)
- ▶ Review of the Waste Avoidance and Resource Recovery Act 2007 (February 2015)
- ▶ WALGA – Energy Efficient Street Lighting Discussion Paper (February 2015)
- ▶ Australian Small Business Advisory Services Delivery, Minister Billson (March 2015)
- ▶ Senate Standing Committee on Environment and Communications Stormwater Resource in Australia (April 2015)
- ▶ City of Swan's Providing for an Ageing Population Plan (May 2015).



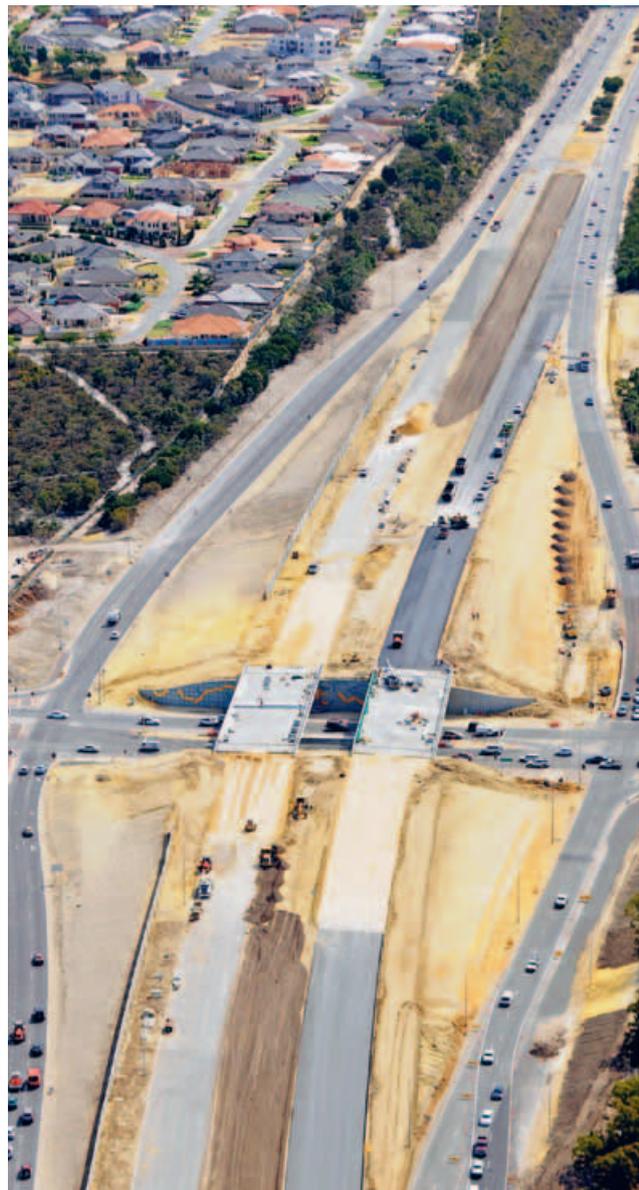
## EMRC provided regional representation on numerous peak bodies and committees, including:

- ▶ GatewayWA Project Coordination Group
- ▶ NorthLinkWA Freight and Road User Group
- ▶ NorthLinkWA Environmental Reference Group
- ▶ Perth Region NRM – Swan NRM Committee
- ▶ Regional Development Australia Perth
- ▶ 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
- ▶ Australian Landfill Owners Association
- ▶ Waste Management Association of Australia
- ▶ Strategic Waste Infrastructure Planning Working Group (Waste Authority).

Advocacy and relationship-building is aimed at increasing awareness of Perth's Eastern Region and the role of EMRC. It also provides an opportunity to identify and capitalise on future funding opportunities to support regional-scale projects and activities.

The development of *Perth's Eastern Region Investment and Opportunity* is aimed at attracting investment and increasing awareness of the region. The document is applicable to the achievement of outcomes in the *Regional Economic Development Strategy 2010–2015* and *Regional Advocacy Strategy 2013–2016*.

Federal and state government, as well as their agencies, have consistently indicated that regional funding applications provide the strength and effectiveness required for strategic funding support. The future sustainability of Perth's Eastern Region will be enhanced by the strength and ability of the region to pool its resources to compete for, and attract, government funding.



## TO MANAGE PARTNERSHIPS AND RELATIONSHIPS WITH STAKEHOLDERS

EMRC's annual Community Grants Program supports groups that deliver a range of recreational, social, cultural and sustainability initiatives to those in the area surrounding the Red Hill Waste Management Facility. The successful grant recipients were recognised under the 2014–2015 program during a presentation at the Red Hill Open Day in November 2014.

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.

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

Further engagement specific to the Resource Recovery Facility included timely website updates, community engagement and briefings to three member councils.

Waste education community engagement activities included:

- ▶ attendance at the Men of the Trees festival, Autumn River Festival, Great Day Out Ellenbrook, Gidgegannup Small Farm Field Day and Avon Descent Family Fun Days
- ▶ attendance at a regional council/Waste Authority sponsored display stand at the Perth Royal Show, which won the Perth Royal Show's 2014 Commercial Exhibitor Award for design and presentation
- ▶ community workshops held for the Association of Independent Retirees, Kalamunda Joey Scouts and a local sign making business
- ▶ school activities run for Bassendean Primary School River Rangers, Children's Gnangara Groundwater Festival and Notre Dame Catholic Primary School
- ▶ National Recycling Week tours.



## TO PROVIDE RESPONSIBLE AND ACCOUNTABLE GOVERNANCE AND MANAGEMENT OF THE EMRC

### EMRC's Integrated Planning Framework

*EMRC 2022 – 10 Year 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* was presented to Council in February 2015. The report provided information on the achievements of projects and programs.

The Corporate Business Plan was reviewed as part of the 2015–2016 annual budget development process and 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

Evaluation of EMRC's asset, fleet and workshop management modules in SynergySoft commenced during the year. A review of information required, as well as a strategy for using the modules to achieve operational requirements, is underway.

In July 2014, EMRC's assets register was migrated from a separate stand-alone asset management system and integrated into the SynergySoft financial management system. Work is in progress to improve the management of assets, as well as long-term planning of the organisation's asset replacement program.

EMRC is introducing a direct debit system to improve customer experience through more efficient invoice payment and improved credit management processes. The system will be introduced in 2015–2016 and is expected to improve credit management and customer experience 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. The report was used to update the Plant Replacement Program and develop the 2015–2016 Plant Replacement Capital Budget.

### Strategic IT Plan

As part of EMRC's *Strategic IT Plan*, the antivirus and backup software were updated. The use of virtualised servers and replication software provided additional layers of protection as part of the disaster recovery strategy.

Progress was made on the Red Hill Disaster Recovery (DR) site, with air conditioning and uninterruptible power supply (UPS) units now installed and servers to host the virtual machines have been ordered. It is anticipated the DR site will be operational by December 2015.

A new UPS with larger capacity was installed in the server room at the Hazelmere Resource Recovery Park. The main server at the Red Hill Waste Management Facility was replaced, and the virtualisation infrastructure at Ascot Place received software and firmware upgrades. Testing also began to upgrade EMRC's main internet firewall.



## TO IMPROVE ORGANISATIONAL CULTURE, HEALTH, WELFARE AND SAFETY

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

There was greater use made of the annual risk workshop process during the year, with eight separate operational teams participating. This process will ensure that all major risks to 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
- ▶ a more comprehensive corporate risk register with detailed risk treatment plans.

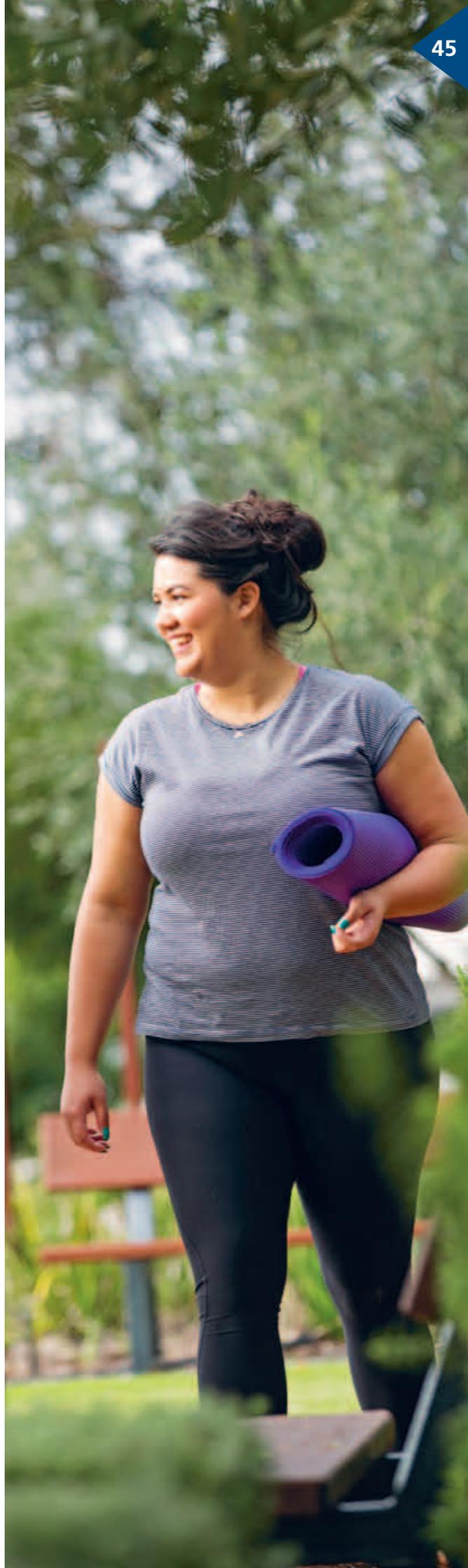
With respect to injury prevention, the main elements of the safety management system continued to be:

- ▶ comprehensive new staff OH&S induction processes
- ▶ accident/incident reporting
- ▶ hazard identification and reporting processes
- ▶ emergency response with up-to-date documentation and quarterly drills.

EMRC received Silver Recognition under the Healthier Workplace WA's (HWWA) Recognised Healthy Workplace program. The recognition commended EMRC's health promotion and wellbeing program, which includes initiatives such as presentations on health topics chosen by staff, weekly yoga classes, swimming pool vouchers and annual flu vaccinations. EMRC will continue to work towards receiving Gold Recognition through implementation of various policies and ways to improve the level of staff physical activity through initiatives put in place by the Health Promotion Planning Group.

Improvements to reporting, analysis and management of incident and injuries at all EMRC sites continued. This ensures the organisation understands the root cause of each incident and that effective controls are put in place to reduce the likelihood of an event reoccurring and reduce overall risk across all EMRC operations.

The organisation's OH&S induction process was reviewed and new training packages were developed. Following their induction, staff are asked to complete an assessment to measure their understanding of policies and requirements for working in a safe manner.



Contractor inductions were reviewed and streamlined, with the mandatory inductions forming part of EMRC's focus on health, safety and the environment.

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

- ▶ OH&S safety inductions – outdoor environments
- ▶ OH&S safety inductions – indoor environments
- ▶ vehicle safety
- ▶ manual tasks
- ▶ sexual harassment
- ▶ bullying and harassment
- ▶ emergency evacuations at all EMRC sites.

Significant risk-related achievements for the year included:

- ▶ Individual staff training to facilitate the use of the risk management information software, which will 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 that were identified as a result of their annual performance reviews, as well as sessions to enhance their knowledge of compliance, including procurement training. A presentation from the Corruption and Crime Commission was arranged, which was the first time this had been undertaken for a local government.

The Developing EMRC's Future Leaders program was implemented to enhance the skills of EMRC's team leaders and supervisors. This program was run for staff across all of the organisation's sites.

A number of initiatives were undertaken to develop an inclusive culture and focussed on working as a high-performing team. These included:

- ▶ group training held at Ascot Place and Red Hill for all staff
- ▶ regular CEO attendance at Toolbox meetings at Red Hill and Hazelmere
- ▶ Executive Management Team meetings held at Red Hill to provide operational staff with an opportunity to meet the team
- ▶ the annual Staff Tree Planting Day at Red Hill, which saw staff plant approximately 1,300 trees as part of a visual screening program around the perimeter of the facility. The event also raised money for Breast Cancer Care WA's Purple Bra Day
- ▶ a combined staff Christmas function was held, which was attended by employees from all EMRC sites
- ▶ HR days were held at the operations sites so staff could discuss any queries
- ▶ the Rewards and Recognition Program continued, with the 2014 Employee of the Year, Rhys Brooker, being recognised at the annual staff Christmas function
- ▶ Shire of Mundaring Transfer Station employees attended monthly Toolbox Meetings at Red Hill, as well as training sessions with the Red Hill employees, to ensure they were integrated into EMRC's processes.

# FAST FACTS

## 1,300

trees were planted by  
EMRC staff at our annual  
tree planting day





# STATUTORY REPORTS

## Statutory compliance return

The Statutory Compliance Return for the period 1 January 2014 to 31 December 2014 was completed and referred to the Audit Committee meeting held on 5 March 2015 and the ordinary meeting of Council held on 19 March 2015. A certified copy of the completed Statutory Compliance Return, along with the relevant section of the minutes, was submitted to the Department of Local Government on 31 March 2015.

Council achieved a high level of compliance.

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

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

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

## Register of complaints

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

There have been no registered complaints against EMRC council members during the 2014–2015 financial year.

## Public Interest Disclosure Act 1998

During 2014–2015, EMRC received no public interest disclosure applications

## State Records Act 2000

During 2014–2015, EMRC carried out its record keeping in accordance with the *State Records Act 2000*. As the introduction of Total Records and Information Management systems (TRIM) in 2013 resulted in a change to some of EMRC's practices and systems, an amended *Record Keeping Plan* was submitted to the State Records Office in May 2015. A number of opportunities to improve EMRC's record keeping practices were identified during this process, which will be developed over the next five years.

A total of 16,535 documents were saved into EMRC's TRIM document records management system by staff and 871 new files were created.

Record management training was conducted for current staff, and new staff received an induction on their records management responsibilities and the use of TRIM. A TRIM help-desk service was provided to staff, along with ongoing training as required.

## Freedom of information

During 2014–2015, EMRC received no freedom of information enquiries, however it was consulted as a third party to Freedom of Information applications received by other agencies.

## Disability Services Act 1993

EMRC's *Disability Access and Inclusion Plan 2013–2014 to 2017–2018* was implemented to ensure 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.

## Payments to employees

a) The number of EMRC employees entitled to an annual salary of \$100,000 or more	Seven staff members			
b) The number of those employees with an annual salary entitlement that falls within each band of \$10,000 over \$100,000	\$100,000 to \$109,999	\$130,000 to \$139,999	\$140,000 to \$149,999	\$200,000 to \$209,999
	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 their plan for the future, including the major initiatives that are proposed to commence, or to continue, in the next financial year. The below table summarises EMRC's plan for the future, with full details contained within *EMRC's Corporate Business Plan 2015–2016 to 2019–2020*.

Key Result Area 1 – Environmental Sustainability	Key Result Area 2 – Social Opportunities
<p><b>Red Hill Waste Management Facility</b></p> <ul style="list-style-type: none"> <li>▶ Implement the Resource Recovery Facility project at Red Hill, following a tender process</li> <li>▶ Construct leachate, siltation, stormwater and nutrient stripping ponds</li> <li>▶ Construct Class III cells – stages 14 and 15 Farm stages 3 and 4.</li> <li>▶ Design and Construct Class IV Cell Stage 2</li> <li>▶ Construct roads/carparks</li> <li>▶ Construct access roads to lots 8, 9 and 10</li> <li>▶ Construct water storage dams</li> <li>▶ Upgrade air supply lines</li> <li>▶ Relocate greenwaste processing area</li> </ul> <p><b>Hazelmere Resource Recovery Park</b></p> <ul style="list-style-type: none"> <li>▶ Construct and commission commercial and industrial building</li> <li>▶ Construct hardstand and road</li> <li>▶ Construct and commission wood waste to energy building</li> <li>▶ Construct and commission community transfer station</li> <li>▶ Construct and commission administration office</li> <li>▶ Construct and commission community reuse store carpark</li> <li>▶ Construct and commission Materials Recovery Facility (MRF)</li> <li>▶ Construct and commission weighbridge</li> <li>▶ Construct and commission Resource Recovery Park site infrastructure</li> </ul> <p><b>Waste education</b></p> <ul style="list-style-type: none"> <li>▶ Implement the <i>Waste Education Strategy</i></li> </ul> <p><b>Environmental projects</b></p> <ul style="list-style-type: none"> <li>▶ Continue the Eastern Hills Catchment Management Program</li> <li>▶ Continue the Water Campaign™</li> <li>▶ Continue the ACER program</li> <li>▶ Continue the Regional Climate Change Adaptation Action Plan</li> </ul>	<ul style="list-style-type: none"> <li>▶ Coordinate the Avon Descent Family Fun Days</li> <li>▶ Coordinate Perth's Autumn Festival</li> <li>▶ Review the Swan and Helena Rivers Management Framework</li> </ul>
Key Result Area Area 3 – Economic Development	Key Result Area 4 – Good Governance
<ul style="list-style-type: none"> <li>▶ Continue the implementation of the <i>Regional Integrated Transport Strategy</i></li> <li>▶ Continue the implementation of the <i>Regional Economic Development Strategy</i></li> <li>▶ Implement the <i>Regional Digital Strategy</i></li> </ul>	<ul style="list-style-type: none"> <li>▶ Continue to implement the <i>Regional Advocacy Strategy</i></li> </ul>

**EASTERN METROPOLITAN REGIONAL COUNCIL  
CONCISE FINANCIAL REPORT  
FOR THE YEAR ENDED 30 JUNE 2015**

**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 2015:

- complies with Accounting Standard AASB 1039: Concise Financial Reports; and
- is an extract from the full financial report for the year ended 30 June 2015 and has been derived from and is consistent with the full financial report of the Eastern Metropolitan Regional Council.

Signed on the 26<sup>th</sup> day of August 2015



**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 2015, 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 2015 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 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 2015. Our auditor's report on the financial report for the year was signed on 4 September 2015 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.

#### Independence

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



## INDEPENDENT AUDITOR'S REPORT (Cont'd)

### *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 2015 complies with Accounting Standard AASB 1039: *Concise Financial Reports*.

### *Matters Relating to the Electronic Publication of the Audited Financial Report*

This auditor's report relates to the concise financial report of Eastern Metropolitan Regional Council for the year ended 30 June 2015 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 4<sup>TH</sup> DAY OF SEPTEMBER 2015.



## STATEMENT OF COMPREHENSIVE INCOME (BY PROGRAM) FOR THE YEAR ENDED 30 JUNE 2015

	ACTUAL 2014–2015	BUDGET 2014–2015	ACTUAL 2013–2014
<b>REVENUE</b>			
Governance	147,661	181,976	85,018
General purpose funding	2,557,709	1,621,686	2,389,270
Community amenities	36,677,874	44,828,844	35,869,089
Other property and services	1,643,220	1,473,197	1,584,147
<b>TOTAL REVENUE</b>	<b>41,026,464</b>	<b>48,105,703</b>	<b>39,927,524</b>
<b>EXPENSES</b>			
Governance	811,025	1,128,246	761,713
Community amenities	26,309,451	33,564,579	25,750,196
Other property and services	4,110,322	6,456,947	5,120,225
<b>TOTAL EXPENSES</b>	<b>31,230,798</b>	<b>41,149,772</b>	<b>31,632,134</b>
<b>INCREASE/(DECREASE)</b>	<b>9,795,666</b>	<b>6,955,931</b>	<b>8,295,390</b>
<b>DISPOSAL OF ASSETS</b>			
Profit on sale	553,328	37,542	29,143
Loss on sale	(7,646)	0	(28,876)
<b>PROFIT/(LOSS) ON DISPOSALS</b>	<b>545,682</b>	<b>37,542</b>	<b>267</b>
<b>REALISED/UNREALISED GAIN/(LOSS) FROM CHANGE IN FAIR VALUE OF INVESTMENTS</b>			
General purpose funding	0	0	0
<b>GAIN/(LOSS)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>NET RESULT</b>	<b>10,341,348</b>	<b>6,993,473</b>	<b>8,295,657</b>
<b>OTHER COMPREHENSIVE INCOME</b>			
Changes in revaluation of non-current assets	4,212,233	0	32,170,872
<b>TOTAL OTHER COMPREHENSIVE INCOME</b>	<b>4,212,233</b>	<b>0</b>	<b>32,170,872</b>
<b>TOTAL COMPREHENSIVE INCOME</b>	<b>14,553,581</b>	<b>6,993,473</b>	<b>40,466,529</b>

The accompanying notes form part of the concise financial report

# STATEMENT OF COMPREHENSIVE INCOME (BY NATURE & TYPE) FOR THE YEAR ENDED 30 JUNE 2015

	ACTUAL 2014–2015	BUDGET 2014–2015	ACTUAL 2013–2014
<b>REVENUE</b>			
Fees and charges	32,738,714	42,047,963	33,855,734
Grants, subsidies and contributions	3,182,940	2,484,556	2,379,049
Interest earnings	2,557,709	1,621,686	2,389,269
Other revenue	2,547,101	1,951,498	1,303,472
<b>TOTAL REVENUE</b>	<b>41,026,464</b>	<b>48,105,703</b>	<b>39,927,524</b>
<b>EXPENSES</b>			
Employee costs	8,433,189	9,932,859	7,827,857
Materials and contracts	6,146,789	8,368,370	6,248,393
Utility expenses	238,167	321,301	297,634
Insurance expenses	1,239,197	347,638	331,053
Interest expenses	23,126	21,317	21,115
Other expenditure	10,350,892	15,144,186	10,521,938
Depreciation expenses on non-current assets	4,799,438	7,014,101	6,384,144
<b>TOTAL EXPENSES</b>	<b>31,230,798</b>	<b>41,149,772</b>	<b>31,632,134</b>
<b>INCREASE/(DECREASE)</b>	<b>9,795,666</b>	<b>6,955,931</b>	<b>8,295,390</b>
<b>DISPOSAL OF ASSETS</b>			
Profit on sale	553,328	37,542	29,143
Loss on sale	(7,646)	0	(28,876)
<b>PROFIT/(LOSS) ON DISPOSALS</b>	<b>545,682</b>	<b>37,542</b>	<b>267</b>
<b>REALISED/UNREALISED GAIN/(LOSS) FROM CHANGE IN FAIR VALUE OF INVESTMENTS</b>			
Realised gain/(loss)	0	0	0
Unrealised gain/(loss)	0	0	0
<b>GAIN/(LOSS)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>NET RESULT</b>	<b>10,341,348</b>	<b>6,993,473</b>	<b>8,295,657</b>
<b>OTHER COMPREHENSIVE INCOME</b>			
Changes in revaluation of non-current assets	4,212,233	0	32,170,872
<b>TOTAL OTHER COMPREHENSIVE INCOME</b>	<b>4,212,233</b>	<b>0</b>	<b>32,170,872</b>
<b>TOTAL COMPREHENSIVE INCOME</b>	<b>14,553,581</b>	<b>6,993,473</b>	<b>40,466,529</b>

The accompanying notes form part of the concise financial report

## STATEMENT OF FINANCIAL POSITION AS AT 30 JUNE 2015

	ACTUAL 2014–2015	ACTUAL 2013–2014
<b>CURRENT ASSETS</b>		
Cash and cash equivalents	74,387,347	68,023,698
Investments	0	0
Trade and other receivables	4,653,943	4,239,474
Inventories	67,598	78,895
Other assets	41,930	60,664
<b>TOTAL CURRENT ASSETS</b>	<b>79,150,818</b>	<b>72,402,731</b>
<b>NON-CURRENT ASSETS</b>		
Property, plant and equipment	63,311,756	60,520,313
Infrastructure	18,193,626	12,311,773
<b>TOTAL NON-CURRENT ASSETS</b>	<b>81,505,382</b>	<b>72,832,086</b>
<b>TOTAL ASSETS</b>	<b>160,656,200</b>	<b>145,234,817</b>
<b>CURRENT LIABILITIES</b>		
Trade and other payables	4,651,861	4,067,102
Provisions	1,334,359	1,305,240
<b>TOTAL CURRENT LIABILITIES</b>	<b>5,986,220</b>	<b>5,372,342</b>
<b>NON-CURRENT LIABILITIES</b>		
Provisions	7,053,649	6,799,725
<b>TOTAL NON-CURRENT LIABILITIES</b>	<b>7,053,649</b>	<b>6,799,725</b>
<b>TOTAL LIABILITIES</b>	<b>13,039,869</b>	<b>12,172,067</b>
<b>NET ASSETS</b>	<b>147,616,331</b>	<b>133,062,750</b>
<b>EQUITY</b>		
Retained surplus	52,975,934	48,612,233
Reserves	58,606,878	51,139,296
Revaluation surplus	36,033,519	33,311,221
<b>TOTAL EQUITY</b>	<b>147,616,331</b>	<b>133,062,750</b>

## STATEMENT OF CHANGES IN EQUITY FOR THE YEAR ENDED 30 JUNE 2015

	RETAINED SURPLUS	RESERVES	REVALUATION SURPLUS	TOTAL EQUITY
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
<b>BALANCE AS AT 30 JUNE 2014</b>	<b>48,612,233</b>	<b>51,139,296</b>	<b>33,311,221</b>	<b>133,062,750</b>
Net result	10,341,348	0	0	10,341,348
Total other comprehensive income	0	0	4,212,233	4,212,233
Revaluation surplus reversal	1,489,935	0	(1,489,935)	0
Transfer (from)/to reserves	(7,467,582)	7,467,582	0	0
<b>BALANCE AS AT 30 JUNE 2015</b>	<b>52,975,934</b>	<b>58,606,878</b>	<b>36,033,519</b>	<b>147,616,331</b>

The accompanying notes form part of the concise financial report

## STATEMENT OF CASHFLOWS FOR THE YEAR ENDED 30 JUNE 2015

	ACTUAL 2014–2015	BUDGET 2014–2015	ACTUAL 2013–2014
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>			
<b>RECEIPTS</b>			
Fees and charges	37,338,999	42,047,961	38,218,156
Grants, subsidies and contributions	3,182,940	2,484,556	2,379,049
Interest earnings	2,565,312	1,621,686	1,884,132
Other revenue	2,547,101	1,951,500	1,303,471
<b>TOTAL RECEIPTS</b>	<b>45,634,352</b>	<b>48,105,703</b>	<b>43,784,808</b>
<b>PAYMENTS</b>			
Employee costs	(8,461,443)	(9,906,074)	(7,752,515)
Materials and contracts	(7,497,127)	(8,368,372)	(8,978,177)
Utility expenses	(238,167)	(321,301)	(297,634)
Insurance expenses	(1,238,748)	(347,638)	(327,739)
Interest expenses	(23,126)	(21,317)	(21,115)
Other expenditure	(10,266,092)	(15,057,385)	(8,529,584)
Goods and services tax paid	(2,831,181)	0	(2,557,032)
<b>TOTAL PAYMENTS</b>	<b>(30,555,884)</b>	<b>(34,022,087)</b>	<b>(28,463,796)</b>
<b>NET CASH PROVIDED BY OPERATING ACTIVITIES</b>	<b>15,078,468</b>	<b>14,083,616</b>	<b>15,321,012</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>			
Cash receipts from sale of assets	3,727,883	344,450	219,116
Cash payments for acquisition of assets	(12,442,702)	(30,410,929)	(1,538,900)
<b>NET CASH USED IN INVESTING ACTIVITIES</b>	<b>(8,714,819)</b>	<b>(30,066,479)</b>	<b>(1,319,784)</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>			
Cash receipts from sale of investments	0	0	0
<b>NET CASH PROVIDED BY FINANCING ACTIVITIES</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>SUMMARY OF CASH FLOWS</b>			
Cash and cash equivalents at the beginning of the year	68,023,698	58,884,841	54,022,470
Net increase/(decrease) in cash held	6,363,649	(15,982,863)	14,001,228
<b>CASH AND CASH EQUIVALENTS AT THE END OF THE YEAR</b>	<b>74,387,347</b>	<b>42,901,978</b>	<b>68,023,698</b>

The accompanying notes form part of the concise financial report

# DISCUSSION AND ANALYSIS OF THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2015

## Information on *EMRC's Concise Financial Report*

The *Concise Financial Report* is an extract of the full financial report for the year ended 30 June 2015. The financial statements and disclosures in the *Concise Financial Report* have been derived from the 2014–2015 financial report of EMRC. A copy of the full financial report and auditor's report is available upon request.

This discussion and analysis is provided to assist in understanding the concise financial report. The discussion and analysis is based on EMRC's financial statements.

## Statement of comprehensive income

Total comprehensive income of \$14,553,581 for the year ended 30 June 2015 is \$25,912,948 below the level of 2013–2014 and \$7,560,108 above the 2014–2015 budget. Major factors contributing to the variance from the previous financial year are outlined below.

Total revenue from ordinary activities of \$41,026,464 for the year ended 30 June 2015 is \$1,098,940 above the 2013–2014 revenue from ordinary activities and \$7,079,239 below the 2014–2015 budget. The variance to the budget is primarily due to the lower than budget tonnages received from two major commercial operators. Also contributing to the variance is the reduction of the Carbon Tax (2014–2015 budget provision of \$2,031,250), which was repealed effective 1 July 2014.

Total expenses from ordinary activities of \$31,230,797 is \$401,336 below the 2013–2014 actual expenses from ordinary activities and \$9,918,974 below budget for 2014–2015. The variance is primarily due to lower expenditure on the following items during the 2014–2015 financial year compared to the budget:

- ▶ employee costs
- ▶ materials and contract expenses
- ▶ other expenditure
- ▶ depreciation.

An actual profit of \$545,682 resulted from the disposal of assets for the year ended 30 June 2015, and is \$545,415 above the 2013–2014 actual profit from the disposal of assets and \$508,140 above the budget for 2014–2015.

The changes in revaluation of non-current assets resulted in an increase of \$4,212,233 for 2014–2015, which relates to the revaluation undertaken on the infrastructure and artworks classes of assets.

## Statement of financial position

Overall equity has increased during the 2014–2015 financial year by \$14,553,581 to \$147,616,331.

Current assets as at 30 June 2015 have increased by \$6,748,087 to the previous year.

The overall impact on cash and investments at the close of the financial year is an increase of \$6,363,649 to \$74,387,347.

Current liabilities as at 30 June 2015 have increased by \$613,878 to \$5,986,220 compared to the level stated as at 30 June 2014.

The net movement in the retained surplus is an increase of \$4,363,701 to \$52,975,934 compared to the level as at 30 June 2014 of \$48,612,233.

The value of reserves has increased by \$7,467,582 to \$58,606,878 in comparison to the level stated as at 30 June 2014.

## Statement of cash flows

The overall impact on the cash position at the close of the financial year is an increase of \$6,363,649 to \$74,387,347 as a result of an increase in cash flow from operating activities.

Net cash provided by operating activities of \$15,078,468 reflects a decrease of \$242,544 over the \$15,321,012 generated in the 2013–2014 financial year.

The cash flows used in investing activities for the 2014–2015 financial year reflects capital expenditure totalling \$12,442,702. This compares with capital expenditure totalling \$1,538,900 during the previous year.

## NOTES TO THE CONCISE FINANCIAL REPORT FOR THE YEAR ENDED 30 JUNE 2015

### 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 2015. 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 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 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

There have been no significant events after the reporting period required to be included in the 2014–2015 Annual Financial Report.





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