




MINUTES

CERTIFICATION OF CONFIRMATION OF COUNCIL MEETING MINUTES

22 June 2017

I, Cr David Färdig, hereby certify that the minutes from the Council Meeting held on 22 June 2017 pages (1) to (275) were confirmed at a meeting of Council held on 24 August 2017.


Signature

Cr David Färdig
Person presiding at Meeting



MINUTES

Ordinary Meeting of Council

22 June 2017

ORDINARY MEETING OF COUNCIL

MINUTES

22 June 2017

(REF: D2017/06618)

An Ordinary Meeting of Council was held at the EMRC Administration Office, 1st Floor, 226 Great Eastern Highway, BELMONT WA 6104 on **Thursday, 22 June 2017**. The meeting commenced at **6:00pm**.

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1 DECLARATION OF OPENING AND ANNOUNCEMENT OF VISITORS

The Director Corporate Services opened the meeting at 6:00pm and advised members of apologies from the Chairman, Deputy Chairman and the Chief Executive Officer and welcomed Mr John King from Talis Consulting.

2 ATTENDANCE, APOLOGIES AND LEAVE OF ABSENCE (PREVIOUSLY APPROVED)

Councillor Attendance

Cr Paul Bridges	EMRC Member	Town of Bassendean
Cr Michael Lewis	EMRC Member	Town of Bassendean
Cr Michelle Sutherland	EMRC Member	City of Bayswater
Cr Catherine Ehrhardt (Deputising for Cr Kenyon)	EMRC Deputy Member	City of Bayswater
Cr Janet Powell	EMRC Member	City of Belmont
Cr Steve Wolff	EMRC Member	City of Belmont
Cr Dylan O'Connor	EMRC Member	Shire of Kalamunda
Cr Geoff Stallard	EMRC Member	Shire of Kalamunda
Cr John Daw	EMRC Member	Shire of Mundaring
Cr Bob Perks	EMRC Member	Shire of Mundaring
Cr David McDonnell	EMRC Member	City of Swan
Cr John McNamara (Deputising for Cr Färdig)	EMRC Deputy Member	City of Swan

Apologies

Cr David Färdig (Chairman)	EMRC Member	City of Swan
Cr Terry Kenyon (Deputy Chairman)	EMRC Member	City of Bayswater

EMRC Officers

Mr Hua Jer Liew	Director Corporate Services
Mr Steve Fitzpatrick	Director Waste Services
Mrs Wendy Harris	Director Regional Services
Mr David Ameduri	Manager Financial Services
Mr Dave Beresford	Manager Resource Recovery
Mrs Prapti Mehta	Manager Human Resources
Ms Theresa Eckstein	Executive Assistant to Chief Executive Officer
Mrs Annie Hughes-d'Aeth	Personal Assistant to Director Corporate Services (Minutes)

EMRC Apologies

Mr Peter Schneider	Chief Executive Officer
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Observer(s)

Mr Stuart Cole	Chief Executive Officer	City of Belmont
Mr Doug Pearson	Director Technical Services	City of Bayswater

Visitor(s)

Mr John King (to 7:15pm)	Talis Consulting
Ms Annette Rakich	



The Director Corporate Services explained to members that in accordance with section 3.3 of the EMRC Standing Order and section 5.6(3) of the *Local Government Act 1995*, Council is to choose one of the councillors present to preside at the meeting in light of the Chairman and Deputy Chairman both being apologies.

The Director Corporate Services called for nominations for the appointment of a councillor to preside at the meeting.

Cr Lewis nominated Cr McDonnell.

Cr Wolff nominated himself.

Cr McDonnell declined the nomination.

There being no further nominations Cr Wolff assumed the role of the Presiding Member at 6:02pm.

3 DISCLOSURE OF INTERESTS

Nil

4 ANNOUNCEMENTS BY THE CHAIRMAN OR PRESIDING MEMBER WITHOUT DISCUSSION

4.1 CHANGE TO ORDER OF BUSINESS

The Presiding Member advised there would be a change to the Order of Business, Confidential Items 19.1 - Item 14.1 of the Resource Recovery Minutes - Resource Recovery Facility – Finalisation Of The Request For Tender 2016-005 and Item 19.2 Sundry Debtor Write-Off would be dealt with prior to Item 14 Reports of Employees in order to allow Mr King to attend a prior engagement.

4.2 CHIEF EXECUTIVE OFFICER'S PERFORMANCE REVIEW

The Chief Executive Officer's performance review for 2016/2017 will be conducted by the CEOPRC on 27 July 2017.

All Councillors will receive an email from the consultant Mr John Phillips on 3 July 2017 providing information related to the CEO's Annual Performance Review. Councillors will be provided the CEO's self-assessment report and a template to complete their assessment of the CEO's performance for 2016/2017.

Councillors were asked to please ensure that assessments are completed and forwarded to the consultant by 14 July 2017. Councillors also have the option of meeting with the consultant.

4.3 NEW 10 YEAR STRATEGIC PLAN

The new 10 Year Strategic Plan 2017 to 2027, was made available for public comment from 2 to 25 July 2016. No comments were received from members of the public, and Council subsequently adopted the new plan in August 2016 for implementation from 1 July 2017 onwards.

The EMRC's Corporate Business Plan and Annual Budget for 2017/2018, which forms part of the Council Agenda, have been prepared drawing from the priorities identified within the new 10 Year Strategic Plan.

Councillors have been provided with the new 10 Year Strategic Plan 2017-2027 and a Strategy Map for reference.



Item 4 continued

4.4 2016/2017 ANNUAL RETURN

The Presiding Member advised that the 2016/2017 Annual Returns would be distributed the week ending 30 June 2017 and were due to be returned to the EMRC by no later than Friday, 25 August 2017.

The Presiding Member also advised Councillors to complete their returns as a matter of priority as the CCC has to be notified of any return received after the due date.

4.5 2016/2017 RELATED PARTY TRANSACTIONS AND DISCLOSURE

Further to Report Item 14.4 Related Party Transactions and Disclosure Policy, that was subject to Council review, the 2016/2017 Related Party Transactions and Disclosure forms would be distributed this evening. These forms are due to be returned to the EMRC by no later than Friday, 21 July 2017.

The Councillors were requested to please complete their forms as a matter of priority to assist with the finalisation of the audited 2016/2017 financial report.

5 RESPONSE TO PREVIOUS PUBLIC QUESTIONS TAKEN ON NOTICE

Nil

6 PUBLIC QUESTION TIME

Nil

7 APPLICATIONS FOR LEAVE OF ABSENCE

7.1 CRS DAVID MCDONNELL AND JOHN MCNAMARA - LEAVE OF ABSENCE

COUNCIL RESOLUTION(S)

MOVED CR BRIDGES

SECONDED CR DAW

THAT COUNCIL APPROVE APPLICATIONS FOR LEAVE OF ABSENCE FOR CR MCDONNELL FROM 15 AUGUST 2017 TO 24 AUGUST 2017 INCLUSIVE AND CR MCNAMARA FROM 28 JUNE 2017 TO 21 AUGUST 2017 INCLUSIVE.

CARRIED UNANIMOUSLY

8 PETITIONS, DEPUTATIONS AND PRESENTATIONS

Nil



9 CONFIRMATION OF MINUTES OF PREVIOUS MEETINGS

9.1 MINUTES OF ORDINARY MEETING OF COUNCIL HELD ON 18 MAY 2017

That the minutes of the Ordinary Meeting of Council held on 18 May 2017 which have been distributed, be confirmed.

COUNCIL RESOLUTION

MOVED CR LEWIS

SECONDED CR MCDONNELL

THAT THE MINUTES OF THE ORDINARY MEETING OF COUNCIL HELD ON 18 MAY 2017 WHICH HAVE BEEN DISTRIBUTED, BE CONFIRMED.

CARRIED UNANIMOUSLY

10 QUESTIONS BY MEMBERS OF WHICH DUE NOTICE HAS BEEN GIVEN

Questions by Cr Perks and Cr Wolff were noted.

The Presiding Member at 6:10pm allowed five (5) minutes for members to review the questions by Cr Perks and Cr Wolff and the corresponding answers given by the officer.

Discussion resumed at 6:15pm.

11 QUESTIONS BY MEMBERS WITHOUT NOTICE

Cr Stallard raised the question of assisting or working with homeless people as a potential community sponsorship activity for the EMRC.

The Director Corporate Services advised he would take the question on notice.

12 ANNOUNCEMENT OF CONFIDENTIAL MATTERS FOR WHICH MEETINGS MAY BE CLOSED TO THE PUBLIC

NOTE: Section 5.23(2) of the *Local Government Act 1995*, details a number of matters upon which Council may discuss and make decisions without members of the public being present. These matters include: matters affecting employees; personal affairs of any person; contractual matters; legal advice; commercial-in-confidence matters; security matters; among others.

The following report items are covered in Section 19 of this agenda:

12.1 ITEM 14.1 OF THE RESOURCE RECOVERY COMMITTEE MINUTES

RESOURCE RECOVERY FACILITY - FINALISATION OF THE REQUEST FOR TENDER
 2016-005

12.2 SUNDRY DEBTOR WRITE-OFF

13 BUSINESS NOT DEALT WITH FROM A PREVIOUS MEETING

Nil



Confidential Item 19.1 - Item 14.1 of the Resource Recovery Minutes - Resource Recovery Facility – Finalisation of The Request For Tender 2016-005 and Item 19.2 Sundry Debtor Write-Off was dealt with at this point in the meeting.

14 REPORTS OF EMPLOYEES

QUESTIONS

The Chairman invited questions from members on the reports of employees.

RECOMMENDATION(S)

That with the exception of items, which are to be withdrawn and dealt with separately, Council adopts the recommendations in the Reports of Employees (Section 14).

Cr Daw departed the meeting at 7:20pm.

COUNCIL RESOLUTION(S)

MOVED CR SUTHERLAND

SECONDED CR MCDONNELL

THAT COUNCIL ADOPTS THE RECOMMENDATIONS IN THE REPORTS OF EMPLOYEES (SECTION 14).

CARRIED UNANIMOUSLY

Cr Daw returned to the meeting 7:31pm.



14.1 LIST OF ACCOUNTS PAID DURING THE MONTH OF MAY 2017

REFERENCE: D2017/07663

PURPOSE OF REPORT

The purpose of this report is to present to Council a list of accounts paid under the Chief Executive Officer's delegated authority during the month of May 2017 for noting.

KEY ISSUES AND RECOMMENDATION(S)

- As per the requirements of regulation 13(1) of the *Local Government (Financial Management) Regulations 1996*, the list of accounts paid during the month of May 2017 is provided for noting.

Recommendation(s)

That Council notes the CEO's list of accounts for May 2017 paid under delegated power in accordance with regulation 13(1) of the *Local Government (Financial Management) Regulations 1996*, forming the attachment to this report totalling \$22,217,188.86.

SOURCE OF REPORT

Director Corporate Services

BACKGROUND

Council has delegated to the Chief Executive Officer (CEO) the exercise of its power to make payments from the Municipal Fund and Trust Fund. In accordance with regulation 13(1) of the *Local Government (Financial Management) Regulations 1996*, a list of accounts paid by the CEO is to be provided to Council, where such delegation is made.



Item 14.1 continued

REPORT

The table below summarises the payments drawn on the funds during the month of May 2017. A list detailing the payments made is appended as an attachment to this report.

Municipal Fund	EFT Payments	EFT37196 – EFT37363	
	Cheque Payments	220263 – 220266	
	Payroll EFT	PAY 2017-22, PAY 2017-23 & PAY 2017-24	
	Direct Debits - Superannuation	DD16233.1 – DD16233.19 DD16234.1 – DD16234.19	
	- Bank Charges	1*MAY17	
	- Other	1188 – 1199	\$22,217,188.86
	Less		
	Cancelled EFT & Cheques		Nil
Trust Fund	Not Applicable		Nil
Total			\$22,217,188.86

STRATEGIC/POLICY IMPLICATIONS

Key Result Area 4 – Good Governance

- 4.3 To provide responsible and accountable governance and management of the EMRC
- 4.4 To continue to improve financial and asset management practices

FINANCIAL IMPLICATIONS

As contained within the report.

SUSTAINABILITY IMPLICATIONS

Nil



Item 14.1 continued

MEMBER COUNCIL IMPLICATIONS

Member Council	Implication Details
Town of Bassendean	} Nil
City of Bayswater	
City of Belmont	
Shire of Kalamunda	
Shire of Mundaring	
City of Swan	

ATTACHMENT(S)

CEO's Delegated Payments List for the month of May 2017 (Ref: D2017/08589)

VOTING REQUIREMENT

Simple Majority

RECOMMENDATION(S)

That Council notes the CEO's list of accounts for May 2017 paid under delegated power in accordance with regulation 13(1) of the *Local Government (Financial Management) Regulations 1996*, forming the attachment to this report totalling \$22,217,188.86.

COUNCIL RESOLUTION(S)

MOVED CR SUTHERLAND

SECONDED CR MCDONNELL

THAT COUNCIL NOTES THE CEO'S LIST OF ACCOUNTS FOR MAY 2017 PAID UNDER DELEGATED POWER IN ACCORDANCE WITH REGULATION 13(1) OF THE *LOCAL GOVERNMENT (FINANCIAL MANAGEMENT) REGULATIONS 1996*, FORMING THE ATTACHMENT TO THIS REPORT TOTALLING \$22,217,188.86.

CARRIED UNANIMOUSLY



Eastern Metropolitan Regional Council

CEO's DELEGATED PAYMENTS LIST
FOR THE MONTH OF MAY 2017

Cheque / EFT No	Date	Payee	Description	Amount
EFT37196	01/05/2017	AALAN LINE MARKING SERVICES	LINE MARKING - RED HILL	7,854.00
EFT37197	01/05/2017	ACCESS INDUSTRIAL TYRES PTY LTD	TYRE REPLACEMENTS & REPAIRS	506.11
EFT37198	01/05/2017	ACTION BLAST PTY LTD T/A ACTION MINING SERVICES	PLANT PARTS	122.93
EFT37199	01/05/2017	ADT SECURITY	SECURITY MONITORING	480.81
EFT37200	01/05/2017	ADVANCED NATIONAL SERVICES PTY LTD	CLEANING SERVICES - ASCOT PLACE	2,751.46
EFT37201	01/05/2017	AIR FILTER DRY CLEAN SYSTEMS WA	PLANT PARTS MAINTENANCE & SERVICE	2,380.10
EFT37202	01/05/2017	AIRWELL GROUP PTY LTD	PUMP MAINTENANCE & SERVICE	3,579.31
EFT37203	01/05/2017	ALGA (AUSTRALASIAN LAND & GROUNDWATER ASSOCIATION)	STAFF TRAINING	27.50
EFT37204	01/05/2017	ALLIGHTSYKES PTY LTD	PLANT MAINTENANCE & SERVICE	602.25
EFT37205	01/05/2017	ANALYTICAL REFERENCE LABORATORY (ARL)	LABORATORY TESTING & REPORTING AT HAZELMERE	2,431.00
EFT37206	01/05/2017	APOLLO FABRICATIONS	PURCHASE OF A HOOK-LIFT BIN	11,341.00
EFT37207	01/05/2017	ARMAGUARD (LINFOX ARMAGUARD PTY LTD)	COURIER SERVICE	413.68
EFT37208	01/05/2017	AUSTRALIA POST - RED HILL	POSTAL SERVICES	335.24
EFT37209	01/05/2017	AUSTRALIAN HVAC SERVICES	POSTAL SERVICES	550.00
EFT37210	01/05/2017	AUTOSWEEP WA (LAMBERT FAMILY TRUST)	SITE SWEEPING - RED HILL	701.80
EFT37211	01/05/2017	BARFIELD EARTHMOVING (JAYCOURT NOMINEES P/L)	PRODUCT TRANSPORTATION COSTS	22,721.40
EFT37212	01/05/2017	BARFIELD MECHANICAL SERVICES (JAYCOURT NOMINEES P/L)	PLANT MAINTENANCE & SERVICE	3,144.68
EFT37213	01/05/2017	BELMONT - REDCLIFFE NEWSROUND	NEWSPAPERS	99.80
EFT37214	01/05/2017	BIN BATH AUSTRALIA PTY LTD	BIN CLEANING EXPENSES	351.56
EFT37215	01/05/2017	BLACKWOODS ATKINS	PROTECTIVE CLOTHING / EQUIPMENT	144.92
EFT37216	01/05/2017	BLUE DIAMOND MACHINERY PTY LTD	PLANT PARTS	576.00
EFT37217	01/05/2017	BOW STEEL PTY LTD	PLANT PARTS & MAINTENANCE	3,366.00
EFT37218	01/05/2017	BRING COURIERS	COURIER SERVICE	291.27
EFT37219	01/05/2017	BUDGET ELECTRICS	BUILDING REPAIRS & MAINTENANCE	230.89
EFT37220	01/05/2017	BULLANT SECURITY PTY LTD	INSTALL DOOR VIEWER	168.17
EFT37221	01/05/2017	BUNNINGS GROUP LTD	HARDWARE SUPPLIES	103.80
EFT37222	01/05/2017	CAPITAL TRANSPORT SERVICES (WA) PTY LTD	COURIER SERVICE	1,268.88
EFT37223	01/05/2017	CARPENTRY, HOUSE AND YARD MAINTENANCE	BUILDING REPAIRS & MAINTENANCE	286.00
EFT37224	01/05/2017	CBC AUSTRALIA PTY LTD (WA DIVISION)	PLANT PARTS	109.66
EFT37225	01/05/2017	CCH AUSTRALIA LTD	AUSTRALIAN MASTER TAX GUIDE 2017	246.45
EFT37226	01/05/2017	CHEMCENTRE	ANALYSIS ON WOOD FINES - HAZELMERE	1,378.30
EFT37227	01/05/2017	CHIDLOW WATER CARRIERS	WATER SUPPLIES - RED HILL SITE	250.00
EFT37228	01/05/2017	CJD EQUIPMENT PTY LTD	PLANT MAINTENANCE, PARTS & SERVICE	16,400.03
EFT37229	01/05/2017	COMPU-STOR	IT BACKUP DATA SERVICES	768.96
EFT37230	01/05/2017	COVS PARTS PTY LTD	PARTS PURCHASES	158.83
EFT37231	01/05/2017	CPR ELECTRICAL SERVICES	PLANT REPAIR - GRINDER	368.50
EFT37232	01/05/2017	CROSSLAND & HARDY PTY LTD	SURVEYING COSTS	2,725.25
EFT37233	01/05/2017	CSE CROSSCOM PTY LTD	PURCHASE OF TWO-WAY RADIO	264.00

Eastern Metropolitan Regional Council

CEO's DELEGATED PAYMENTS LIST
FOR THE MONTH OF MAY 2017

Cheque / EFT No	Date	Payee	Description	Amount
EFT37234	01/05/2017	CURTIN UNIVERSITY OF TECHNOLOGY	SEMINAR PRESENTATION FEE	500.00
EFT37235	01/05/2017	CUTTING EDGES REPLACEMENT PARTS PTY LTD	PLANT PARTS	1,471.63
EFT37236	01/05/2017	DEERING AUTRONICS	PLANT PARTS	78.65
EFT37237	01/05/2017	DELRON CLEANING PTY LTD	CLEANING SERVICES - RED HILL	4,184.51
EFT37238	01/05/2017	DEPARTMENT OF AGRICULTURE	AQIS AUDIT AT RED HILL	520.00
EFT37239	01/05/2017	DUN & BRADSTREET PTY LTD	CREDIT REFERENCE CHECKS	79.20
EFT37240	01/05/2017	ELAN ENERGY MATRIX	TYRE DISPOSAL COSTS	1,318.49
EFT37241	01/05/2017	ELK FISH ROBOTICS PTY LTD	PEST CONTROL - RED HILL SITE	1,562.00
EFT37242	01/05/2017	FILTERS PLUS	PLANT FILTERS	791.74
EFT37243	01/05/2017	FLEXI STAFF PTY LTD	LABOUR HIRE	20,815.26
EFT37244	01/05/2017	FLICK ANTICIMEX PTY LTD	HYGIENE SERVICES	1,660.22
EFT37245	01/05/2017	FRESH BOOST PTY LTD ATF BANDITS TRUST	STAFF AMENITIES	815.70
EFT37246	01/05/2017	FUJI XEROX AUSTRALIA PTY LTD	PHOTOCOPIER MAINTENANCE & SUPPLIES	2,223.05
EFT37247	01/05/2017	GREEN PROMOTIONS PTY LTD	NAME BADGES	161.15
EFT37248	01/05/2017	HITACHI CONSTRUCTION MACHINERY (AUSTRALIA) PTY LTD	PLANT SERVICE & MAINTENANCE	711.46
EFT37249	01/05/2017	INNOVATIONS CATERING (WHATEVER WITH ATTITUDE)	CATERING COSTS	3,428.90
EFT37250	01/05/2017	INSIGHT ORNITHOLOGY	PRESENTATION FEE - HEALTHY WILDLIFE WEBSITE LAUNCH	189.50
EFT37251	01/05/2017	INSTANT WEIGHT PTY LTD T/A INSTANT WEIGHING	CALIBRATION OF SCALE ON PLANT	770.00
EFT37252	01/05/2017	IPING PTY LTD	INTERNET SERVICE	1,128.80
EFT37253	01/05/2017	JCB CONSTRUCTION EQUIPMENT AUSTRALIA	PLANT SERVICE & MAINTENANCE	768.15
EFT37254	01/05/2017	KENNARDS HIRE	EQUIPMENT HIRE	996.00
EFT37255	01/05/2017	KIDS AROUND PERTH	ADVERTISING COSTS - REGIONAL DEVELOPMENT	440.00
EFT37256	01/05/2017	KONE BUILDING DOORS - A DIV OF KONE ELEVATORS PTY LTD	MAINTENANCE - ASCOT PLACE GARAGE DOOR	107.78
EFT37257	01/05/2017	KOTT GUNNING LAWYERS	LEGAL ADVICE	5,733.64
EFT37258	01/05/2017	LIEBHERR AUSTRALIA PTY LTD	PLANT SERVICE & MAINTENANCE	1,020.23
EFT37259	01/05/2017	MAIL PLUS PERTH	MAIL EXPENSES	665.20
EFT37260	01/05/2017	MAJOR MOTORS PTY LTD	PLANT PARTS	273.67
EFT37261	01/05/2017	MAJOR SECURITY SERVICES PTY LTD	SECURITY MONITORING	7,095.00
EFT37262	01/05/2017	MARKETFORCE	RECRUITMENT - ADVERTISING COST	535.22
EFT37263	01/05/2017	MCLEODS BARRISTERS & SOLICITORS	LEGAL ADVICE	15,567.09
EFT37264	01/05/2017	MERIT LINING SYSTEMS PTY LTD	LEACHATE COVER REPAIRS	2,092.75
EFT37265	01/05/2017	MINDARIE REGIONAL COUNCIL	EQUIPMENT PURCHASE	5,500.00
EFT37266	01/05/2017	MUNDARING CRANE TRUCK HIRE	PLANT TRANSPORTATION COSTS	654.50
EFT37267	01/05/2017	MUNDARING TYRE CENTRE	TYRE REPAIR	70.00
EFT37268	01/05/2017	MURDOCH UNIVERSITY	WORKSHOP PRESENTATION FEES	880.00
EFT37269	01/05/2017	NATIVE ANIMAL RESCUE	WORKSHOP PRESENTATION FEES	792.00
EFT37270	01/05/2017	NEVERFAIL SPRINGWATER	BOTTLED WATER	596.10
EFT37271	01/05/2017	NGT LOGISTICS PTY LTD	PLANT TRANSPORTATION COSTS	466.13

Eastern Metropolitan Regional Council

CEO's DELEGATED PAYMENTS LIST
FOR THE MONTH OF MAY 2017

Cheque / EFT No	Date	Payee	Description	Amount
EFT37272	01/05/2017	ONSITE RENTALS PTY LTD	EQUIPMENT RENTAL	1,124.09
EFT37273	01/05/2017	OPS SCREENING & CRUSHING EQUIPMENT P/L	PLANT REPAIR	2,197.67
EFT37274	01/05/2017	OPUS INTERNATIONAL CONSULTANTS (AUSTRALIA) PTY LTD	ENGINEERING CONSULTING FEE - HRRP	4,248.75
EFT37275	01/05/2017	ORH TRUCK SOLUTIONS PTY LTD	PLANT PARTS	88.00
EFT37276	01/05/2017	OTIS ELEVATOR COMPANY PTY LTD	BUILDING MAINTENANCE & REPAIRS	1,610.65
EFT37277	01/05/2017	PERTH SCIENTIFIC	HARDWARE SUPPLIES	228.80
EFT37278	01/05/2017	PINELLI WINES PTY LTD	CATERING SUPPLIES	432.00
EFT37279	01/05/2017	PIRTEK MIDLAND (M & B HYDRAULICS PTY LTD)	HYDRAULIC HOSE SUPPLIES & REPAIRS	499.00
EFT37280	01/05/2017	PJ & DM GODFREY FENCING CONTRACTORS	FENCE REPAIRS	1,650.00
EFT37281	01/05/2017	PRECISION PANEL & PAINT	VEHICLE REPAIR	1,296.04
EFT37282	01/05/2017	PRESTIGE ALARMS	SECURITY UPGRADE - HAZELMERE	11,957.00
EFT37283	01/05/2017	PRIMARIES	RODENT BAIT	49.50
EFT37284	01/05/2017	PROTECTOR FIRE SERVICES	FIRE FIGHTING EQUIPMENT UPGRADE AT HAZELMERE	7,189.05
EFT37285	01/05/2017	PRUDENTIAL INVESTMENT SERVICES CORP P/L	INVESTMENT ADVISORY SERVICES	2,475.00
EFT37286	01/05/2017	RELATIONSHIPS AUSTRALIA WA INC	EAP - COUNSELLING FEES	495.00
EFT37287	01/05/2017	REMONDIS AUSTRALIA PTY LTD	COLLECTION OF PAPER RECYCLABLES - HAZELMERE	610.50
EFT37288	01/05/2017	RENTOKIL INITIAL PTY LTD	PEST CONTROL	1,012.65
EFT37289	01/05/2017	RICHGRO	MULCH ANALYSIS TO AUSTRALIAN STANDARDS	2,582.80
EFT37290	01/05/2017	RUDD INDUSTRIAL AND FARM SUPPLIES	HARDWARE SUPPLIES	320.17
EFT37291	01/05/2017	SAFETY SIGNS SERVICE	SIGNAGE	61.60
EFT37292	01/05/2017	SHUGS ELECTRICAL	BUILDING MAINTENANCE & REPAIRS FOR RED HILL & HAZELMERE, DEGASSING OF FRIDGES & AIRCONDITIONERS	2,502.50
EFT37293	01/05/2017	SNAP BELMONT (BELSNAP PTY LTD)	STATIONERY PRINTING	2,467.85
EFT37294	01/05/2017	SPUDS GARDENING SERVICES	GROUND & GARDEN MAINTENANCE & CARRIED OUT	4,706.00
EFT37295	01/05/2017	ST JOHN AMBULANCE ASSOCIATION	VARIOUS ENVIRONMENTAL WORKS AT RED HILL ANNUAL SERVICE OF FIRST AID KITS	1,583.90
EFT37296	01/05/2017	STANTONS INTERNATIONAL	PROBITY SERVICES - RRF TENDER	6,918.45
EFT37297	01/05/2017	STAPLES AUSTRALIA LTD	STATIONERY & CONSUMABLES	1,324.05
EFT37298	01/05/2017	STOTT HOARE	IT EQUIPMENT PURCHASES	12,379.40
EFT37299	01/05/2017	SWAN VALLEY CAFE	CATERING COSTS	149.00
EFT37300	01/05/2017	TELSTRA CORPORATION LTD	TELEPHONE CHARGES	6,162.18
EFT37301	01/05/2017	THE ODOUR UNIT (WA) P/L	STAFF TRAINING	528.00
EFT37302	01/05/2017	THE WATERSHED	PARTS PURCHASES	125.25
EFT37303	01/05/2017	TIM DAVIES LANDSCAPING PTY LTD	GROUND & GARDEN MAINTENANCE	983.18
EFT37304	01/05/2017	TJ DEPIAZZI & SONS	PRODUCT TRANSPORTATION COST	3,267.00
EFT37305	01/05/2017	TOTALLY WORKWEAR MIDLAND	PROTECTIVE CLOTHING	525.68
EFT37306	01/05/2017	TRANEN PTY LTD	RED HILL SITE REVEGETATION MONITORING	10,059.50
EFT37307	01/05/2017	TUTT BRYANT EQUIPMENT (BT EQUIPMENT PTY LTD)	PLANT REPAIR & SERVICE	1,880.96
EFT37308	01/05/2017	VERTICAL TELECOM WA PTY LTD (VERTEL)	EQUIPMENT SERVICE	174.35
EFT37309	01/05/2017	VISY RECYCLING	RECYCLING COSTS	28.18

Eastern Metropolitan Regional Council

CEO's DELEGATED PAYMENTS LIST
FOR THE MONTH OF MAY 2017

Cheque / EFT No	Date	Payee	Description	Amount
EFT37310	01/05/2017	VOLICH WASTE CONTRACTORS PTY LTD	BULK BIN HIRE	44.00
EFT37311	01/05/2017	WATERLOGIC AUSTRALIA PTY LTD	EQUIPMENT RENTAL	348.70
EFT37312	01/05/2017	WEST FORCE PLUMBING AND GAS	BUILDING REPAIRS & MAINTENANCE	2,767.00
EFT37313	01/05/2017	WESTRAC EQUIPMENT PTY LTD	PLANT SERVICE AGREEMENT & PLANT PARTS	2,129.69
EFT37314	01/05/2017	WINDOW WIPERS	WINDOW CLEANING	822.14
EFT37315	01/05/2017	WML CONSULTANTS PTY LTD	EARTHWORKS - STORMWATER DRAINAGE AT RED HILL	18,979.13
EFT37316	01/05/2017	WORKFORCE INTERNATIONAL	LABOUR HIRE	6,310.11
EFT37317	01/05/2017	WORKPAC PTY LTD	LABOUR HIRE	9,104.50
EFT37318	01/05/2017	WORLDWIDE PRINTING SOLUTIONS CANNINGTON	PRINTING COSTS - STICKERS FOR ED CENTRE	407.00
EFT37319	01/05/2017	WREN OIL	WASTE OIL REMOVAL	110.00
EFT37320	01/05/2017	XYLEM WATER SOLUTIONS	PLANT HIRE - PUMPS	3,289.00
EFT37321	05/05/2017	COMSYNC CONSULTING PTY LTD	IT CONSULTING	2,763.75
EFT37322	05/05/2017	JOANNE GRAY	STAFF REIMBURSEMENT	193.10
EFT37323	05/05/2017	PRAPTI MEHTA	STAFF REIMBURSEMENT	1,229.00
EFT37324	05/05/2017	TOMATO LAKE CAFE	CATERING COSTS	420.00
EFT37325	05/05/2017	WA BROILER GROWERS ASSOCIATION (INC)	REFUND OF PAYMENT GUARANTEE	8,819.80
EFT37326	09/05/2017	CABCHARGE	ADMIN FEE	49.91
EFT37327	09/05/2017	CIRRENA PTY LTD T/A UNISON INTERACTIVE PTY LTD	WEBSITE MAINTENANCE	1,540.00
EFT37328	09/05/2017	MOTORCHARGE PTY LTD	FLEET FUEL PURCHASES	2,440.56
EFT37329	09/05/2017	PAYG PAYMENTS	TAXATION PAYMENT	61,927.00
EFT37330	09/05/2017	TELSTRA CORPORATION LTD	TELEPHONE CHARGES	1,163.84
EFT37331	09/05/2017	WESTERN POWER	ELECTRICITY USAGE	419.25
EFT37332	12/05/2017	ALOFT HOTEL PERTH	BIENNIAL COCKTAIL FUNCTION DEPOSIT	3,075.00
EFT37333	12/05/2017	EQUIPMENT GROUP AUSTRALIA T/AS HYUNDAI FORKLIFTS	PLANT PARTS & REPAIRS	4,535.09
EFT37334	12/05/2017	MARKETFORCE	ADVERTISING COSTS - PERTH'S AUTUMN FESTIVAL	30,648.59
EFT37335	16/05/2017	AUSTRALIAN ENVIRONMENTAL AUDITORS PTY LTD	CONSULTING FEE - WASTE ENVIRONMENTAL	11,627.00
EFT37336	16/05/2017	CROMMELINS AUSTRALIA	PLANT PARTS	355.34
EFT37337	16/05/2017	DAVID BROADWAY	PHOTOGRAPHY - ANNUAL REPORT	3,300.00
EFT37338	16/05/2017	DELRON CLEANING PTY LTD	CLEANING SERVICES - RED HILL	89.72
EFT37339	16/05/2017	KLB SYSTEMS	PRINTER CONSUMABLES	1,127.50
EFT37340	16/05/2017	PETER WILKINS	STAFF REIMBURSEMENT	22.42
EFT37341	16/05/2017	RISK MANAGEMENT TECHNOLOGIES PTY LTD	ANNUAL LICENCE RENEWAL - CHEM ALERT SYSTEM	2,719.20
EFT37342	16/05/2017	TELSTRA CORPORATION LTD	TELEPHONE CHARGES	825.25
EFT37343	16/05/2017	WURTH AUSTRALIA PTY LTD	PLANT PARTS	464.92
EFT37344	19/05/2017	BP AUSTRALIA PTY LTD	FUEL PURCHASES	54,140.22
EFT37345	19/05/2017	BP AUSTRALIA PTY LTD	OIL PURCHASES	428.78
EFT37346	19/05/2017	COMSYNC CONSULTING PTY LTD	IT CONSULTING	3,217.50
EFT37347	19/05/2017	DEPUTY COMMISSIONER OF TAXATION	GST PAYMENT	174,964.00

Eastern Metropolitan Regional Council

CEO's DELEGATED PAYMENTS LIST
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Cheque / EFT No	Date	Payee	Description	Amount
EFT37348	19/05/2017	LANDFILL GAS & POWER PTY LTD	ELECTRICITY CHARGES	26,853.67
EFT37349	19/05/2017	STEAMWAND INTERNATIONAL PTY LTD T/A WEEDTECHNICS	SEMINAR PRESENTATION FEE	2,746.70
EFT37350	19/05/2017	SYNERGY	ELECTRICITY CHARGES	1,130.34
EFT37351	23/05/2017	PAYG PAYMENTS	PAYG TAXATION PAYMENT	60,955.00
EFT37352	23/05/2017	PITNEY BOWES AUSTRALIA PTY LTD	POSTAGE EXPENSE	333.63
EFT37353	26/05/2017	ANOTHER ANGLE CONSULTING AND TRAINING (NICK PASSANISI)	CONSULTING FEE - HR	2,500.00
EFT37354	30/05/2017	AUSTRALIA POST - ASCOT PLACE	POSTAL CHARGES	105.00
EFT37355	30/05/2017	BRONWYN LEE	STAFF REIMBURSEMENT	274.59
EFT37356	30/05/2017	EXPERIENCE PERTH	QUARTERLY ADVERTISING	625.00
EFT37357	30/05/2017	JOANNE WOODBRIDGE	STAFF REIMBURSEMENT	235.86
EFT37358	30/05/2017	MARKETFORCE	ADVERTISING - PERTH'S AUTUMN FESTIVAL	7,697.10
EFT37359	30/05/2017	MINDARIE REGIONAL COUNCIL	CAPTURE & FIT TRACKING DEVICE - RED HILL IBIS	389.40
EFT37360	30/05/2017	MT HELENA TAVERN & RESTAURANT	CATERING COSTS - STEAMWAND SEMINAR	1,600.00
EFT37361	30/05/2017	PERTH ENERGY PTY LTD	GAS SUPPLY - WWTE	207.90
EFT37362	30/05/2017	SYNERGY	ELECTRICITY CHARGES	29.05
EFT37363	30/05/2017	WESTERN TREE RECYCLERS	SHREDDING OF GREENWASTE	56,326.90
220263	03/05/2017	EMRC PETTY CASH - BELMONT	PETTY CASH RECOUP	467.55
220264	03/05/2017	EMRC PETTY CASH - COPPIN ROAD	PETTY CASH RECOUP	45.15
220265	03/05/2017	EMRC PETTY CASH - MATHIESON ROAD	PETTY CASH RECOUP	19.80
220266	03/05/2017	EMRC PETTY CASH - REDHILL	PETTY CASH RECOUP	50.95
PAY 2017-22	02/05/2017	PAYROLL FE 2/5/2017	PAYROLL	188,830.72
PAY 2017-23	16/05/2017	PAYROLL FE 16/5/2017	PAYROLL	186,774.17
PAY 2017-24	30/05/2017	PAYROLL FE 30/5/2017	PAYROLL	206,631.68
1*MAY17	01/05/2017	BANK CHARGES 1720 - 1724	BANK FEES & CHARGES	1,292.64
DD16233.1	02/05/2017	WALGS PLAN	SUPERANNUATION	33,054.62
DD16233.2	02/05/2017	HOSTPLUS SUPERANNUATION FUND	SUPERANNUATION	92.73
DD16233.3	02/05/2017	AUSTRALIAN SUPER	SUPERANNUATION	1,038.90
DD16233.4	02/05/2017	RETAIL EMPLOYEES SUPERANNUATION TRUST	SUPERANNUATION	206.99
DD16233.5	02/05/2017	NORTH PERSONAL SUPERANNUATION	SUPERANNUATION	573.21
DD16233.6	02/05/2017	BT LIFETIME SUPER - EMPLOYER PLAN	SUPERANNUATION	547.17
DD16233.7	02/05/2017	CBUS INDUSTRY SUPER	SUPERANNUATION	542.09
DD16233.8	02/05/2017	MTAA SUPERANNUATION FUND	SUPERANNUATION	213.70
DD16233.9	02/05/2017	FIRST STATE SUPER	SUPERANNUATION	261.08
DD16233.10	02/05/2017	THE UNIVERSAL SUPER SCHEME (MLC)	SUPERANNUATION	201.94
DD16233.11	02/05/2017	SUNSUPER	SUPERANNUATION	183.50
DD16233.12	02/05/2017	AMP FLEXIBLE LIFETIME SUPER	SUPERANNUATION	554.75
DD16233.13	02/05/2017	BT BUSINESS SUPER	SUPERANNUATION	205.11
DD16233.14	02/05/2017	ETHAN Y WANG SUPER PTY LTD ATF ETHAN Y WANG SUPERANNUATION FUND	SUPERANNUATION	321.41

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CEO's DELEGATED PAYMENTS LIST
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Cheque / EFT No	Date	Payee	Description	Amount
DD16233.15	02/05/2017	LEGALSUPER	SUPERANNUATION	294.59
DD16233.16	02/05/2017	ONEPATH MASTERFUND	SUPERANNUATION	95.38
DD16233.17	02/05/2017	COLONIAL FIRST STATE FIRSTCHOICE	SUPERANNUATION	352.23
DD16233.18	02/05/2017	AUSTRALIAN ETHICAL SUPER	SUPERANNUATION	197.25
DD16233.19	02/05/2017	KINETIC SUPERANNUATION	SUPERANNUATION	152.06
DD16234.1	16/05/2017	WALGS PLAN	SUPERANNUATION	32,681.39
DD16234.2	16/05/2017	HOSTPLUS SUPERANNUATION FUND	SUPERANNUATION	204.41
DD16234.3	16/05/2017	AUSTRALIAN SUPER	SUPERANNUATION	749.28
DD16234.4	16/05/2017	RETAIL EMPLOYEES SUPERANNUATION TRUST	SUPERANNUATION	206.99
DD16234.5	16/05/2017	NORTH PERSONAL SUPERANNUATION	SUPERANNUATION	504.47
DD16234.6	16/05/2017	BT LIFETIME SUPER - EMPLOYER PLAN	SUPERANNUATION	558.37
DD16234.7	16/05/2017	CBUS INDUSTRY SUPER	SUPERANNUATION	506.31
DD16234.8	16/05/2017	MTAA SUPERANNUATION FUND	SUPERANNUATION	212.86
DD16234.9	16/05/2017	FIRST STATE SUPER	SUPERANNUATION	260.88
DD16234.10	16/05/2017	THE UNIVERSAL SUPER SCHEME (MLC)	SUPERANNUATION	203.01
DD16234.11	16/05/2017	SUNSUPER	SUPERANNUATION	183.25
DD16234.12	16/05/2017	AMP FLEXIBLE LIFETIME SUPER	SUPERANNUATION	554.75
DD16234.13	16/05/2017	BT BUSINESS SUPER	SUPERANNUATION	205.10
DD16234.14	16/05/2017	ETHAN Y WANG SUPER PTY LTD ATF ETHAN Y WANG SUPERANNUATION FUND	SUPERANNUATION	321.41
DD16234.15	16/05/2017	LEGALSUPER	SUPERANNUATION	294.59
DD16234.16	16/05/2017	ONEPATH MASTERFUND	SUPERANNUATION	104.18
DD16234.17	16/05/2017	COLONIAL FIRST STATE FIRSTCHOICE	SUPERANNUATION	449.70
DD16234.18	16/05/2017	AUSTRALIAN ETHICAL SUPER	SUPERANNUATION	197.25
DD16234.19	16/05/2017	KINETIC SUPERANNUATION	SUPERANNUATION	152.05
1188	01/05/2017	SUNCORP BANK	TERM DEPOSIT INVESTMENT	1,700,000.00
1189	08/05/2017	BANKWEST	TERM DEPOSIT INVESTMENT	2,000,000.00
1190	15/05/2017	SUNCORP BANK	TERM DEPOSIT INVESTMENT	2,000,000.00
1191	16/05/2017	ANZ BANKING GROUP	TERM DEPOSIT INVESTMENT	5,000,000.00
1192	17/05/2017	SUNCORP BANK	TERM DEPOSIT INVESTMENT	3,000,000.00
1193	23/05/2017	SUNCORP BANK	TERM DEPOSIT INVESTMENT	5,000,000.00
1194	30/05/2017	SUNCORP BANK	TERM DEPOSIT INVESTMENT	2,000,000.00
1195	16/05/2017	WBC - CORPORATE MASTERCARD - D CANHAM	CREDIT CARD PURCHASES	3,790.71
1196	16/05/2017	WBC - CORPORATE MASTERCARD - T BEINHAEUER	CREDIT CARD PURCHASES	431.34
1197	16/05/2017	WBC - CORPORATE MASTERCARD - T ECKSTEIN	CREDIT CARD PURCHASES	227.30
1198	16/05/2017	WBC - CORPORATE MASTERCARD - Z WILLIAMSON	CREDIT CARD PURCHASES	70.98
1199	22/05/2017	AUSTRACLEAR LIMITED (ASX)	FINANCIAL SERVICES FEE	30.80
SUB TOTAL				22,217,188.86

Eastern Metropolitan Regional Council

CEO's DELEGATED PAYMENTS LIST
FOR THE MONTH OF MAY 2017

Cheque / EFT No	Date	Payee	Description	Amount
			LESS CANCELLED EFTs & CHEQUES	Nil
			TOTAL	22,217,188.86
REPORT				
Bank Code		Bank		
		EMRC - Municipal Fund		22,217,188.86
				22,217,188.86
		SUB TOTAL		22,217,188.86



14.2 FINANCIAL REPORT FOR PERIOD ENDED 30 APRIL 2017

REFERENCE: D2017/07664

PURPOSE OF REPORT

The purpose of this report is to provide Council with an overview of the EMRC's financial performance for the period ended 30 April 2017.

KEY ISSUES AND RECOMMENDATION(S)

- Significant year to date budget variances greater than 10% or \$20,000, whichever is the greater, within each nature and type category on the Statement of Financial Activity as at 30 April 2017 have been identified and are reported on in the body of the report.

Recommendation(s)

That Council receives the Statement of Comprehensive Income, Capital Expenditure Statement, Statement of Financial Position, Statement of Cash and Investments and the Investment Report for the period ended 30 April 2017.

SOURCE OF REPORT

Director Corporate Services

BACKGROUND

It is a requirement of the *Local Government (Financial Management) Regulations 1996* (r.34) that a Local Government is to prepare and present to Council financial reports in such a form as the Local Government considers to be appropriate.

The 2016/2017 Budget was presented in a format that separated operating income and expenditure from other revenue and expenses to provide improved disclosure of Council's underlying operating result.

Submitted to each meeting of Council is a financial report and summaries which provide an overview of year to date budget performance for operating activities and capital works. Variances greater than 10% or \$20,000, whichever is the greater, within each nature and type category on the Statement of Comprehensive Income are reported on in the body of the report. Also included are end of year forecasts by nature and type for operating activities and end of year forecasts for each capital works project. These forecasts are reviewed regularly in order to provide an accurate forecast of the end of year result.

The half year budget review was undertaken during January/February 2017 and is reflected in this report.

REPORT

Outlined below is commentary pertaining to variances on the financial statements for the period ended 30 April 2017. Where possible the year to date monthly budget allocations will be reviewed in order to match the appropriate timing for the various projects budgeted to be undertaken. This will provide a better comparison between the year to date actual and year to date budget figures.



Item 14.2 continued

Statement of Comprehensive Income - Nature and Type (refer Attachment 1)

The year to date operating result from normal activities as at 30 April 2017 is a favourable variance of \$903,184 (28.35%) against budget. The following information is provided on key aspects of Council's year to date financial performance:

<u>Operating Income</u>	<i>Actuals for the Year</i>	An unfavourable variance of \$4,239,530 (14.27%).
	<i>End of Year Forecast</i>	An unfavourable variance of \$4,163,666 (11.60%).

Operating Income variances previously reported to Council:

1. Year to date User Charges of \$21,186,011 is \$4,724,893 (18.24%) below the budget of \$25,910,904. This is due to the lower than budget tonnages received from commercial operators as at 30 April 2017. The full year forecast for User Charges of \$26,858,023 is expected to be below the annual budget by \$4,101,687 (13.25%).
2. The full year forecast for Operating Grants is below the annual budget by \$96,552 (14.84%). This is due to various reduced or unsuccessful grants received in the Environmental Services, Regional Development and Waste Services business units. As a result, the associated expenditure relating to these projects will not be incurred.
3. Year to date Interest Municipal Cash Investments of \$505,889 is \$330,889 (189.08%) above the budget of \$175,000. This is attributable to the higher level of funds available as at 30 June 2016 compared to budget together with a higher average interest rate received (2.93%) compared to the budgeted rate (2.53%). The full year forecast for Interest on Municipal Funds is expected to be above the annual budget by \$314,500 (149.76%).
4. The full year forecast for Reimbursements is \$101,454 (14.47%) above the budget of \$701,202. This is primarily attributable to the higher than budgeted reimbursement income associated with the Coppin and Mathieson Road Transfer Stations. This is due to a reduction in income from the sales of products together with an increase in labour costs associated with weekend penalties and coverage for staff leave.
5. The full year forecast for Other Income of \$2,010,750 is \$370,702 (15.57%) below the budget of \$2,381,452. Major factors attributable to this variance include the sale of Greenwaste products which has been forecast to be \$82,000 compared to a budget of \$239,522 due to the timing of State Government major projects and the sale of Woodwaste products which has been forecast to be \$800,000 compared to a budget of \$984,565.

There were no further significant Operating Income variances as at 30 April 2017.

<u>Operating Expenditure</u>	<i>Actuals for the Year</i>	A favourable variance of \$5,142,714 (19.38%).
	<i>End of Year Forecast</i>	A favourable variance of \$5,256,843 (15.61%).

Operating Expenditure variances previously reported to Council:

1. Year to date Salary Expenses of \$6,198,595 is \$731,927 (10.56%) lower than the budget of \$6,930,522. This variance is attributable to the timing of filling vacant positions and budgeted positions that will not be filled by year end. The full year forecast for Salary Expenses is below the annual budget by \$985,526 (10.95%).



Item 14.2 continued

2. Year to date Contract Expenses of \$2,565,219 is \$2,507,820 (49.43%) below the budget of \$5,073,039. The variance is attributable to the timing of various projects from different business units that have either been deferred or carried forward. Major variances from the Waste Services directorate include:

- Operate and Maintain Class IV Cell - Leachate Removal - \$625,000;
- Crush and Screen Lateritic Caprock - \$378,294;
- Rehabilitate Class III Cells - Red Hill Landfill Facility - \$241,915;
- Monitor Environmental Impacts - \$222,895;
- Manage Greenwaste Mulching - Red Hill Landfill Facility - \$88,535; and
- Operate and Maintain Plant - Waste Management Facilities - \$84,999.

Other projects where the expenditures are lower than budget for various directorates/business units include: Corporate Services (\$538,896), Environmental Services (\$240,052) and Regional Development (\$103,168).

The full year forecast for Contract Expenses is below the annual budget by \$1,605,392 (26.09%). Major variances from the Waste Services directorate include:

- Operate and Maintain Class IV Cell - Leachate Removal - \$750,000;
- Crush and Screen Lateritic Caprock - \$320,000;
- Manage Greenwaste Mulching - Red Hill Landfill Facility - \$66,557; and
- Operate and Maintain Plant - Waste Management Facilities - \$45,500.

Other projects where the full year expenditures are forecast to be lower than budget for various directorates/business units include: Corporate Services (\$371,692), Environmental Services (\$111,793) and Regional Development (\$90,892). This is partially off-set by an increase of \$149,000 in the forecast expenditure relating to Operate and Maintain Class III Leachate Ponds at the Red Hill Landfill Facility.

3. Year to date Material Expenses of \$624,071 is \$120,236 (16.15%) below the year to date budget provision of \$744,307. The variance is attributable to the timing of various projects from different business units. Major variances include a lower than budget expenditure for Catering/Food/Beverage expenses (\$72,211), Minor Equipment purchases not capitalised (\$42,920) and Printing expenses (\$51,922).

It has been forecast that Material Expenses will be \$933,738 compared to the budget provision of \$921,693 as at year end.

4. The full year forecast for Depreciation Expenses is \$3,352,322 (55.75%) below the budget of \$6,013,588. This is attributable to no amortisation being required on the Class III cell (full year forecast of \$0 compared to a budget of \$2,644,593) as a result of filling above ground level in the Farm Stage 1 & 2 landfill cells i.e. this was fully amortised as at 30 June 2016. Additionally, the lower level of capital expenditure (full year forecast of \$8,579,223 compared to a budget of \$33,620,638) and changes to the asset life of EMRC's plant and equipment class of assets in accordance with accounting standards following valuations undertaken in June 2016 have both contributed to the lower expenditure.
5. Year to date Miscellaneous Expenses of \$9,139,484 is \$1,778,541 (16.29%) below the year to date budget provision of \$10,918,025. The variance is attributable predominantly to the lower level of commercial tonnages received to date resulting in a lower Landfill Levy payable (\$8,575,479 compared to a year to date budget of \$9,849,430). The full year forecast for Miscellaneous Expenses is \$1,508,033 (11.49%) below the budget of \$13,121,385.
6. Year to date Costs Allocated of \$394,489 is \$172,704 (30.45%) below the budget of \$567,193. The full year forecast for Cost Allocations is \$2,239,005 (75.51%) below the budget of \$2,965,206. This variance relates specifically to the timing of internal costs allocated between the Resource Recovery C&I Project and the Red Hill Landfill Facility Class III cell. This variance is predominantly offset against Costs Allocated (Other Expenses).



Item 14.2 continued

There were no further significant Operating Expenditure variances as at 30 April 2017.

<u>*Other Revenues and Expenses (Net)</u>	<i>Actuals for the Year</i>	An unfavourable variance of \$150,898 (3.25%).
	<i>End of Year Forecast</i>	A favourable variance of \$1,964,292 (41.57%).

Other Revenues and Expenses variances previously reported to Council:

1. Year to date User Charges of \$63,828 is \$536,172 (89.36%) below the year to date budget of \$600,000. The variance is due to the timing of the various Resource Recovery projects, namely the C&I and Woodwaste to Energy facilities. This has been offset by a reduction in expenditure relating to these projects. The full year forecast for User Charges (Other Revenues) is below the annual budget by \$1,154,167 (57.71%).
2. Year to date Interest on Restricted Cash Investments of \$1,554,138 is \$394,398 (34.01%) above the budget of \$1,159,740. This is attributable to the higher level of funds available during this period compared to budget together with a higher average interest rate received (2.93%) compared to the budgeted rate (2.53%). The full year forecast for Interest on Restricted Cash Investments is \$774,323 (55.64%) above the budget of \$1,391,758.
3. Year to date Reimbursement Income of \$210,195 is above the annual budget of \$50 and is attributable to the reimbursement of shared expenditure associated with the Resource Recovery Facility tender from Mindarie Regional Council. The full year forecast for Reimbursements (Other Revenues) is \$301,600 above the budget of \$50.
4. The full year forecast for Proceeds from Sale of Assets (Other Revenues) is \$305,887 (108.97%) above the budget of \$280,707. The variance relates specifically to the timing of various items of plant and vehicles not previously budgeted for change over during the 2016/2017 financial year that have been forecast to attain the specified criteria for change over.
5. Year to date Other Revenues of \$12,378 is \$254,110 (95.36%) below the budget of \$266,488. The variance is due to the timing of the various Resource Recovery projects. The full year forecast for Other Revenues is below the annual budget by \$1,347,427 (76.71%).
6. Year to date Salary Expenses (Other Expenses) of \$232,127 is \$80,504 (25.75%) below the budget of \$312,631. The full year forecast for Salary Expenses (Other Expenses) is \$436,503 (49.62%) below the budget of \$879,747. The variance is attributable to budgeted positions forecast not to be filled by year end due to the timing of Resource Recovery Park projects.
7. Year to date Contract Expenses (Other Expenses) of \$461,216 is \$108,402 (19.03%) below the budget of \$569,618. The variance is due to the timing of the Resource Recovery projects and the associated consultancy expenditure, namely the C&I and Woodwaste to Energy facilities. This is offset by the reduction in the corresponding income. The full year forecast for Contract Expenses (Other Expenses) is \$524,930 (47.06%) below the budget of \$1,115,345.
8. The full year forecast for Material Expenses (Other Expenses) is \$25,116 (59.52%) below the budget of \$42,199. The variance is due to the timing of the various Resource Recovery projects.
9. The full year forecast for Utility Expenses (Other Expenses) is \$50,836 (82.08%) below the budget of \$61,936. The variance is due to the timing of the various Resource Recovery projects.
10. The full year forecast for Fuel Expenses (Other Expenses) is \$138,002 (99.28%) below the budget of \$139,002. The variance is due to the timing of the various Resource Recovery projects.



Item 14.2 continued

11. Year to date Depreciation Expenses (Other Expenses) is \$142,097 (61.54%) below the budget of \$230,898. The full year forecast for Depreciation Expenses (Other Expenses) is \$154,551 (45.94%) below the budget of \$336,415. The variance is due to the timing and subsequent carry forward or deferment of capital expenditure associated with the Resource Recovery projects.
12. Year to date Miscellaneous Expenses of \$86,718 is \$76,979 (47.03%) below the budget of \$163,697. The variance is due to the timing of the various Resource Recovery projects and the associated expenditures. The full year forecast for Miscellaneous Expenses (Other Expenses) is \$94,653 (48.62%) below the budget of \$194,697.
13. Year to date Carrying Amount of Assets Disposed Of totalling \$446,030 is \$204,719 (84.84%) above the year to date budget of \$241,311. The full year forecast for Carrying Amount of Assets Disposed Of is \$399,528 (154.19%) above the budget of \$259,118. The variance relates specifically to the timing of various items of plant and vehicles not previously budgeted for change over during the 2016/2017 financial year that have been forecast to attain the specified criteria for change over as well as the removal and subsequent write-off of sheds at the Hazelmere site to allow for the construction of the C & I building.
14. Year to date Costs Allocated of \$320,910 is \$184,736 (36.53%) below the budget of \$505,646. The full year forecast for Cost Allocations is \$2,274,545 (78.05%) below the budget of \$2,914,206. This variance relates specifically to the timing of internal costs allocated between the Resource Recovery C&I Project and the Red Hill Landfill Facility Class III cell. This provision is predominantly offset against Costs Allocated in the general Operating Expenditure section.

There were no further significant Other Revenues and Expenses variances as at 30 April 2017.

Capital Expenditure Statement (refer Attachment 2)

<u>Capital Expenditure</u>	<i>Actuals for the Year</i>	A favourable variance of \$758,650.
	<i>End of Year Forecast</i>	A favourable variance of \$25,041,415.

Capital Expenditure variances:

A favourable variance of \$758,650 existed as at 30 April 2017 when compared to the year to date budget of \$5,919,696. The year to date budget provisions are used as a guide only as expenditure of a capital nature is undertaken as and when required.

Major capital expenditure to 30 April 2017 includes:

- Purchase / Replace Plant - Red Hill Landfill Facility - \$1,380,627;
- Purchase Resource Recovery Park - C & I Building Plant & Equipment - \$960,481;
- Purchase Resource Recovery Park - Wood Waste to Energy Plant & Equipment - \$601,633;
- Construct and commission Resource Recovery Park - C & I Building - \$482,494;
- Construct and commission Resource Recovery Park - Site Infrastructure - \$447,413;
- Construct Resource Recovery Park - Wood Waste to Energy Utilities/Infrastructure - \$297,968;
- Purchase / Replace Plant - Hazelmere - \$254,875;
- Purchase Plant for Leachate project - Red Hill Landfill Facility - \$105,156;
- Purchase Vehicles - Ascot Place and Red Hill Landfill Facility - \$94,343;
- Purchase IT & Communications Equipment - \$74,658;
- Purchase Minor Plant for Leachate project - Red Hill Landfill Facility - \$67,297;
- Construct Hardstand & Road - Hazelmere - \$60,294; and
- Construct Class III Cell - Farm Stage 3 - Red Hill Landfill Facility - \$59,796.



Item 14.2 continued

Capital Expenditure (continued)

The Capital Expenditure budgets as at year end were reviewed as part of the half year budget review undertaken during January/February 2017 in order to reflect the actual timing of various projects and match expenditure requirements in relation to tonnage forecasts.

Full Year Capital Expenditure has been forecast to be \$25,041,415 (74.48%) below the budget of \$33,620,638.

Significant reductions to capital budgets where savings have been achieved or where project expenditure has been deferred and/or carried forward include the following:

- Construct Class III Cell - Farm Stage 3 - Red Hill Landfill Facility - \$5,709,455;
- Leachate Project - Red Hill Landfill Facility (net of Leachate Plant Purchases) - \$3,053,169;
- Purchase Resource Recovery Park - C & I Building Plant & Equipment - \$2,033,104;
- Construct and Commission Resource Recovery Park - Site Infrastructure - \$2,000,000;
- Purchase Resource Recovery Park - Wood Waste to Energy Plant & Equipment - \$1,991,633;
- Construct Class III Cell - Stage 15B - Red Hill Landfill Facility - \$1,649,344;
- Purchase / Replace Plant - Hazelmere - \$1,555,000;
- Construct and Commission Resource Recovery Park - C & I Building - \$1,537,500;
- Purchase / Replace Plant - Red Hill Landfill Facility - \$1,254,373;
- Construct Class III Leachate Pond - Red Hill Landfill Facility - \$594,483;
- Design & Construct Class IV Cell - Stage 2 - Red Hill Landfill Facility - \$500,000;
- Construct and Commission Resource Recovery Park - Community Reuse Store - \$500,000;
- Construct Storage Bunkers for Wood Fines (QA Process) - Hazelmere - \$500,000;
- Construct Access Road to Lots 8, 9 & 10 - Red Hill Landfill Facility - \$475,000;
- Purchase Plant & Equipment - Resource Recovery Park - Transfer Station - \$300,000;
- Capital Improvements Administration Building - Ascot Place - \$257,000;
- Construct and Commission Resource Recovery Park - Site Workshop - \$250,000;
- Construct and Commission Resource Recovery Park - Reuse Store Car Park - \$250,000;
- Purchase Information Technology & Communications Equipment - \$248,150;
- Construct and Commission Resource Recovery Park - Weighbridges (x2) - \$225,000;
- Construct Roads/Carparks - Red Hill Landfill Facility - \$207,201;
- Resource Recovery Park - Wood Waste to Energy Utilities/Infrastructure - \$200,000;
- Construct and Commission Resource Recovery Park - Site/Administration Office - \$165,000; and
- Refurbish Waste Transfer Station Building - Red Hill Landfill Facility - \$140,000.

This is offset by an increase in the following Capital Expenditure budget provision following a review of the capital expenditure program:

- Construct Drainage Diversion and Earthworks - Red Hill Landfill Facility - \$448,858; and
- Construct Stormwater and Siltation Ponds - Red Hill Landfill Facility - \$424,196.



Item 14.2 continued

Statement of Financial Position (refer Attachment 3)

The Statement of Financial Position shows the overall impact of actual balances compared with budget provisions and end of year forecasts for operating and capital works activities.

Total Equity as at 30 April 2017 is \$172,202,452. This is an increase of \$8,586,475 from the 30 June 2016 equity of \$163,615,977 and represents the net change in assets from operations.

It has been forecast that Total Equity as at 30 June 2017 will be above the original budget of \$170,556,311 by \$3,057,469.

Statement of Cash and Investments (refer Attachment 4)

The level of cash and investments in the Municipal Fund as at 30 April 2017 is \$25,443,220 and Restricted Cash amount to \$64,380,476.

The net movement for the month is a decrease of \$1,137,352.

It has been forecast that Total Cash and Investments as at 30 June 2017 will be above the original budget of \$67,312,237 by \$24,972,942.

Investment Report (refer Attachment 5)

Term deposits valued at \$8,500,000 matured during April 2017. Of this amount \$8,000,000 was reinvested into further term deposits.

STRATEGIC/POLICY IMPLICATIONS

Key Result Area 4 - Good Governance

- 4.3 To provide responsible and accountable governance and management of the EMRC
- 4.4 To continue to improve financial and asset management practices

FINANCIAL IMPLICATIONS

As outlined within the report and attachments.

SUSTAINABILITY IMPLICATIONS

Nil

ATTACHMENT(S)

1. Statement of Comprehensive Income by Nature and Type (Ref: D2017/08464)
2. Capital Expenditure Statement (Ref: D2017/08465)
3. Statement of Financial Position (Ref: D2017/08466)
4. Statement of Cash and Investments (Ref: D2017/08467)
5. Investment Report (Ref: D2017/08468)



Item 14.2 continued

VOTING REQUIREMENT

Simple Majority

RECOMMENDATION(S)

That Council receives the Statement of Comprehensive Income, Capital Expenditure Statement, Statement of Financial Position, Statement of Cash and Investments and the Investment Report for the period ended 30 April 2017.

COUNCIL RESOLUTION(S)

MOVED CR SUTHERLAND

SECONDED CR MCDONNELL

THAT COUNCIL RECEIVES THE STATEMENT OF COMPREHENSIVE INCOME, CAPITAL EXPENDITURE STATEMENT, STATEMENT OF FINANCIAL POSITION, STATEMENT OF CASH AND INVESTMENTS AND THE INVESTMENT REPORT FOR THE PERIOD ENDED 30 APRIL 2017.

CARRIED UNANIMOUSLY

STATEMENT OF COMPREHENSIVE INCOME

Nature and Type

Year to Date

APRIL 2017

Full Year

Actual	Budget	Variance			Forecast	Budget	Variance	
Operating Income								
\$21,186,011	\$25,910,904	(\$4,724,893)	(U)	User Charges	\$26,858,023	\$30,959,710	(\$4,101,687)	(U)
\$373,487	\$388,412	(\$14,925)	(U)	Special Charges	\$457,678	\$460,602	(\$2,924)	(U)
\$508,323	\$500,156	\$8,167	(F)	Contributions	\$521,568	\$529,323	(\$7,755)	(U)
\$402,385	\$389,950	\$12,435	(F)	Operating Grants	\$554,110	\$650,662	(\$96,552)	(U)
\$505,889	\$175,000	\$330,889	(F)	Interest Municipal Cash Investments	\$524,500	\$210,000	\$314,500	(F)
\$638,551	\$598,530	\$40,021	(F)	Reimbursements	\$802,656	\$701,202	\$101,454	(F)
\$1,862,937	\$1,754,161	\$108,776	(F)	Other	\$2,010,750	\$2,381,452	(\$370,702)	(U)
\$25,477,583	\$29,717,113	(\$4,239,530)	(U)	Total Operating Income	\$31,729,285	\$35,892,951	(\$4,163,666)	(U)
Operating Expenditure								
\$6,198,595	\$6,930,522	\$731,927	(F)	Salary Expenses	\$8,012,360	\$8,997,886	\$985,526	(F)
\$2,565,219	\$5,073,039	\$2,507,820	(F)	Contract Expenses	\$4,548,968	\$6,154,360	\$1,605,392	(F)
\$624,071	\$744,307	\$120,236	(F)	Material Expenses	\$933,738	\$921,693	(\$12,045)	(U)
\$266,177	\$268,245	\$2,068	(F)	Utility Expenses	\$321,178	\$299,728	(\$21,450)	(U)
\$489,137	\$528,440	\$39,303	(F)	Fuel Expenses	\$589,313	\$634,241	\$44,928	(F)
\$228,100	\$227,970	(\$130)	(U)	Insurance Expenses	\$265,460	\$280,005	\$14,545	(F)
\$2,106,180	\$2,224,780	\$118,600	(F)	Depreciation Expenses	\$2,661,266	\$6,013,588	\$3,352,322	(F)
\$9,139,484	\$10,918,025	\$1,778,541	(F)	Miscellaneous Expenses	\$11,613,352	\$13,121,385	\$1,508,033	(F)
\$166,227	\$183,280	\$17,053	(F)	Provision Expenses	\$201,367	\$219,964	\$18,597	(F)
(\$394,489)	(\$567,193)	(\$172,704)	(U)	Costs Allocated	(\$726,201)	(\$2,965,206)	(\$2,239,005)	(U)
\$21,388,701	\$26,531,415	\$5,142,714	(F)	Total Operating Expenditure	\$28,420,801	\$33,677,644	\$5,256,843	(F)
\$4,088,882	\$3,185,698	\$903,184	(F)	OPERATING RESULT FROM NORMAL ACTIVITIES	\$3,308,484	\$2,215,307	\$1,093,177	(F)
Surplus	Surplus				Surplus	Surplus		

Notes:

1. User Charges - include member Councils and casual users pertaining to waste, risk management and environmental services fees and charges;
2. Special Charges - Waste Education Levy;
3. Contributions - member Councils' contributions to projects and services;
4. Operating Grants - grant income predominantly from government agencies;
5. Other Operating Income - includes income from the sale of products; and
6. Miscellaneous Expenses - includes the landfill levy expense of \$8,575,479 as at 30 April 2017.

Operating Income and Expenditure relates to the ordinary operations of the organisation.

Other Revenues and Expenses relates to the Resource Recovery Project, interest from cash reserves and disposal of assets.

(F) denotes Favourable variance and (U) denotes Unfavourable variance

STATEMENT OF COMPREHENSIVE INCOME

Nature and Type

Year to Date			APRIL 2017	Full Year		
Actual	Budget	Variance		Forecast	Budget	Variance

Other Revenues

\$63,828	\$600,000	(\$536,172)	(U)	User Charges	\$845,833	\$2,000,000	(\$1,154,167)	(U)
\$4,059,631	\$4,418,453	(\$358,822)	(U)	Secondary Waste Charge	\$5,037,260	\$5,248,490	(\$211,230)	(U)
\$0	\$0	\$0	(F)	Operating Grants	\$0	\$0	\$0	(F)
\$1,554,138	\$1,159,740	\$394,398	(F)	Interest Restricted Cash Investments	\$2,166,081	\$1,391,758	\$774,323	(F)
\$210,195	\$50	\$210,145	(F)	Reimbursements	\$301,650	\$50	\$301,600	(F)
\$266,800	\$257,442	\$9,358	(F)	Proceeds from Sale of Assets	\$586,594	\$280,707	\$305,887	(F)
\$12,378	\$266,488	(\$254,110)	(U)	Other	\$409,145	\$1,756,572	(\$1,347,427)	(U)
\$6,166,970	\$6,702,173	\$535,203	(U)	Total Other Revenues	\$9,346,564	\$10,677,577	(\$1,331,013)	(U)

Other Expenses

\$232,127	\$312,631	\$80,504	(F)	Salary Expenses	\$443,244	\$879,747	\$436,503	(F)
\$461,216	\$569,618	\$108,402	(F)	Contract Expenses	\$590,415	\$1,115,345	\$524,930	(F)
\$16,206	\$14,629	(\$1,577)	(U)	Material Expenses	\$17,083	\$42,199	\$25,116	(F)
\$7,388	\$7,330	(\$58)	(U)	Utility Expenses	\$11,100	\$61,936	\$50,836	(F)
\$198	\$150	(\$48)	(U)	Fuel Expenses	\$1,000	\$139,002	\$138,002	(F)
\$9,783	\$7,772	(\$2,011)	(U)	Insurance Expenses	\$14,188	\$9,885	(\$4,303)	(U)
\$88,801	\$230,898	\$142,097	(F)	Depreciation Expenses	\$181,864	\$336,415	\$154,551	(F)
\$86,718	\$163,697	\$76,979	(F)	Miscellaneous Expenses	\$100,044	\$194,697	\$94,653	(F)
\$446,030	\$241,311	(\$204,719)	(U)	Carrying Amount of Assets Disposed Of	\$658,646	\$259,118	(\$399,528)	(U)
\$320,910	\$505,646	\$184,736	(F)	Costs Allocated	\$639,661	\$2,914,206	\$2,274,545	(F)
\$1,669,377	\$2,053,682	\$384,305	(F)	Total Other Expenses	\$2,657,245	\$5,952,550	\$3,295,305	(F)

Realised/Unrealised (Gain)/Loss From Change in Fair Value of Investments

\$0	\$0	\$0	(F)	Unrealised (Gain)/Loss	\$0	\$0	\$0	(F)
\$0	\$0	\$0	(F)	Realised (Gain)/Loss	\$0	\$0	\$0	(F)
\$0	\$0	\$0	(F)	Total (Gain)/Loss from change in Fair Value of Investments	\$0	\$0	\$0	(F)

Revaluation of Assets

\$0	\$0	\$0	(F)	Revaluation of Assets	\$0	\$0	\$0	(F)
\$0	\$0	\$0	(F)	Total Revaluation of Assets	\$0	\$0	\$0	(F)

\$4,497,593	\$4,648,491	(\$150,898)	(U)	OPERATING RESULT FROM OTHER ACTIVITIES	\$6,689,319	\$4,725,027	\$1,964,292	(F)
Surplus	Surplus				Surplus	Surplus		

\$8,586,475	\$7,834,189	\$752,286	(F)	CHANGE IN NET ASSETS FROM OPERATIONS	\$9,997,803	\$6,940,334	\$3,057,469	(F)
Surplus	Surplus				Surplus	Surplus		



CAPITAL EXPENDITURE STATEMENT

APRIL 2017

Year to Date						Full Year		
Actual	Budget	Variance		On Order	(F) = Favourable variation (U) = Unfavourable variation	Forecast	Budget	Variance
Governance and Corporate Services								
\$28,254	\$62,000	\$33,746	(F)	\$0	Purchase Vehicles - Ascot Place (24440/00)	\$222,884	\$226,473	\$3,589 (F)
\$0	\$41,250	\$41,250	(F)	\$0	Purchase Furniture Fittings & Equipment - Corporate Services (24510/01)	\$55,000	\$55,000	\$0 (F)
\$74,658	\$80,000	\$5,342	(F)	\$18,250	Purchase Information Technology & Communication Equipment (24550/00)	\$259,400	\$507,550	\$248,150 (F)
\$0	\$0	\$0	(F)	\$0	Purchase Art Works (24620/00)	\$0	\$30,000	\$30,000 (F)
\$0	\$0	\$0	(F)	\$0	Capital Improvement Administration Building - Ascot Place (25240/01)	\$0	\$257,000	\$257,000 (F)
\$0	\$1,826	\$1,826	(F)	\$0	Upgrade Security Equipment - Ascot Place (25530/01)	\$3,650	\$3,650	\$0 (F)
\$102,912	\$185,076	\$82,164	(F)	\$18,250		\$540,934	\$1,079,673	\$538,739 (F)

CAPITAL EXPENDITURE STATEMENT

APRIL 2017

Year to Date				On Order	(F) = Favourable variation (U) = Unfavourable variation	Full Year			
Actual	Budget	Variance	Forecast			Budget	Variance		
Environmental Services									
\$3,169	\$0	(\$3,169)	(U)	\$0	Purchase Other Equipment - Environmental Services (24590/05)	\$0	\$0	\$0	(F)
\$3,169	\$0	(\$3,169)	(U)	\$0		\$0	\$0	\$0	(F)

CAPITAL EXPENDITURE STATEMENT

APRIL 2017

Year to Date				On (F) = Favourable variation Order (U) = Unfavourable variation		Full Year			
Actual	Budget	Variance	Forecast			Budget	Variance		
Resource Recovery									
\$447,413	\$560,000	\$112,587	(F)	\$2,805	Construct and Commission Resource Recovery Park - Site Infrastructure (24399/01)	\$560,000	\$2,560,000	\$2,000,000	(F)
\$0	\$0	\$0	(F)	\$0	Construct Resource Recovery Park - Reuse Store Infrastructure (Car Park) (24399/07)	\$0	\$250,000	\$250,000	(F)
\$297,968	\$590,000	\$292,032	(F)	\$585,536	Wood Waste to Energy Utilities/Infrastructure - Resource Recovery Park (24399/11)	\$1,200,000	\$1,400,000	\$200,000	(F)
\$601,633	\$602,000	\$367	(F)	\$0	Purchase Resource Recovery Park - Wood Waste to Energy Plant & Equipment (24410/03)	\$752,000	\$2,743,633	\$1,991,633	(F)
\$960,481	\$960,481	\$0	(U)	\$0	Purchase Resource Recovery Park C & I Building - Plant & Equipment (24410/04)	\$960,481	\$2,993,585	\$2,033,104	(F)
\$0	\$0	\$0	(F)	\$0	Purchase Resource Recovery Park Transfer Station - Plant & Equipment (24410/05)	\$0	\$300,000	\$300,000	(F)
\$0	\$1,000	\$1,000	(F)	\$0	Purchase Other Equipment - Resource Recovery (24590/07)	\$2,000	\$2,000	\$0	(F)
\$2,793,721	\$3,231,981	\$438,260	(F)	\$591,001		\$4,016,982	\$13,574,218	\$9,557,236	(F)

Waste Management

\$0	\$0	\$0 (F)	\$0	Construct Waste Management Facility Buildings - Red Hill Landfill Facility (24250/01)	\$0	\$25,000	\$25,000 (F)
\$0	\$0	\$0 (F)	\$0	Construct Storage Shed - Hazelmere (24250/05)	\$0	\$63,000	\$63,000 (F)
\$59,796	\$259,797	\$200,001 (F)	\$0	Construct Class III Landfill Cell Farm Stage 3 - Red Hill Landfill Facility (24310/13)	\$259,797	\$5,969,252	\$5,709,455 (F)

CAPITAL EXPENDITURE STATEMENT

APRIL 2017

Year to Date				On Order	(F) = Favourable variation (U) = Unfavourable variation	Full Year				
Actual	Budget	Variance	Forecast			Budget	Variance			
Waste Management										
\$36,795	\$0	(\$36,795)	(U)	\$0	Construct Class III Cell Stage 15 - Red Hill Landfill Facility (24310/16)	\$61,795	\$0	(\$61,795)	(U)	
\$20,656	\$20,656	\$0	(F)	\$5,300	Construct Class III Cell Stage 15B - Red Hill Landfill Facility (24310/18)	\$20,656	\$1,670,000	\$1,649,344	(F)	
\$5,517	\$5,517	\$0	(F)	\$0	Construct Class III Leachate Pond - Red Hill Landfill Facility (24320/01)	\$5,517	\$600,000	\$594,483	(F)	
\$4,534	\$14,534	\$10,000	(F)	\$5,597	Leachate Project - Red Hill Landfill Facility (24320/02)	\$114,534	\$3,385,000	\$3,270,466	(F)	
\$0	\$0	\$0	(F)	\$0	Design and Construct Class IV Cell Stage 2 - Red Hill Landfill Facility (24330/04)	\$0	\$500,000	\$500,000	(F)	
(\$16,250)	\$175,804	\$192,054	(F)	\$538,640	Construct Stormwater and Siltation Ponds - Red Hill Landfill Facility (24350/01)	\$600,000	\$175,804	(\$424,196)	(U)	
\$43,799	\$63,799	\$20,000	(F)	\$0	Construct Roads / Carparks - Red Hill Landfill Facility (24370/00)	\$63,799	\$271,000	\$207,201	(F)	
\$0	\$0	\$0	(F)	\$0	Construct Access Road to Lots 8 9 10 - Red Hill Landfill Facility (24370/02)	\$0	\$475,000	\$475,000	(F)	
\$36,253	\$0	(\$36,253)	(U)	\$0	Construct Drainage Diversion and Earthworks Infrastructures - Red Hill Landfill Facility (24380/00)	\$448,858	\$0	(\$448,858)	(U)	
\$4,600	\$0	(\$4,600)	(U)	\$0	Construct Perimeter Fencing - Red Hill Landfill Facility (24394/00)	\$94,600	\$0	(\$94,600)	(U)	
\$60,294	\$60,294	\$0	(F)	\$0	Construct Hardstand and Road - Hazelmere (24395/01)	\$60,294	\$114,000	\$53,706	(F)	
\$0	\$40,000	\$40,000	(F)	\$0	Construct Monitoring Bores - Red Hill Landfill Facility (24396/00)	\$40,000	\$60,000	\$20,000	(F)	
\$53,345	\$0	(\$53,345)	(U)	\$0	Washdown bay Upgrade - Red Hill Landfill Facility (24399/04)	\$53,345	\$0	(\$53,345)	(U)	

CAPITAL EXPENDITURE STATEMENT

APRIL 2017

Year to Date						Full Year		
Actual	Budget	Variance		On Order	(F) = Favourable variation (U) = Unfavourable variation	Forecast	Budget	Variance
Waste Management								
\$0	\$0	\$0 (F)	\$0	Truck Washdown Bay for Member Councils - Red Hill Landfill Facility (24399/05)		\$0	\$30,000	\$30,000 (F)
\$0	\$0	\$0 (F)	\$0	Construct Storage Bunkers for Wood Fines (QA process) - Hazelmere (24399/09)		\$0	\$500,000	\$500,000 (F)
\$0	\$0	\$0 (F)	\$1,629	Workshop No 2 Washdown Bay - Red Hill Landfill Facility (24399/13)		\$0	\$40,000	\$40,000 (F)
\$1,380,627	\$1,380,627	\$0 (U)	\$64,297	Purchase / Replace Plant - Red Hill Landfill Facility (24410/00)		\$1,380,627	\$2,635,000	\$1,254,373 (F)
\$254,875	\$275,000	\$20,125 (F)	\$0	Purchase / Replace Plant - Hazelmere (24410/01)		\$275,000	\$1,830,000	\$1,555,000 (F)
\$105,156	\$0	(\$105,156) (U)	\$0	Purchase Plant for Leachate Project - Red Hill Landfill Facility (24410/08)		\$150,000	\$0	(\$150,000) (U)
\$36,011	\$68,000	\$31,989 (F)	\$22,290	Purchase / Replace Minor Plant and Equipment-Red Hill Landfill Facility (24420/00)		\$96,011	\$150,000	\$53,989 (F)
\$4,258	\$10,000	\$5,742 (F)	\$22,290	Purchase / Replace Minor Plant and Equipment - Hazelmere (24420/02)		\$35,000	\$10,000	(\$25,000) (U)
\$67,297	\$0	(\$67,297) (U)	\$0	Purchase Minor Plant for Leachate Project - Red Hill Landfill Facility (24420/06)		\$67,297	\$0	(\$67,297) (U)
\$66,089	\$70,141	\$4,052 (F)	\$0	Purchase / Replace Vehicles - Red Hill Landfill Facility (24430/00)		\$104,223	\$70,141	(\$34,082) (U)
\$0	\$0	\$0 (F)	\$0	Purchase / Replace Office Equipment - Engineering / Waste Management (24510/02)		\$0	\$550	\$550 (F)
\$0	\$0	\$0 (F)	\$0	Purchase / Replace Office Equipment - Red Hill Landfill Facility (24510/08)		\$2,000	\$4,000	\$2,000 (F)
\$6,536	\$6,600	\$65 (F)	\$0	Purchase Fire Fighting System/Equipment - Hazelmere (24520/07)		\$6,600	\$10,000	\$3,400 (F)

CAPITAL EXPENDITURE STATEMENT

APRIL 2017

Year to Date				On Order	(F) = Favourable variation (U) = Unfavourable variation	Full Year			
Actual	Budget	Variance	Forecast			Budget	Variance		
Waste Management									
\$0	\$0	\$0	(F)	\$0	Purchase / Replace Fire Fighting Equipment - Red Hill Landfill Facility (24520/08)	\$0	\$1,000	\$1,000	(F)
\$0	\$0	\$0	(F)	\$0	Purchase / Replace Security System - Red Hill Waste Management Facility (24530/08)	\$0	\$37,500	\$37,500	(F)
\$10,870	\$10,870	\$0	(F)	\$0	Purchase / Replace Security System - Hazelmere (24530/10)	\$10,870	\$60,000	\$49,130	(F)
\$5,889	\$19,000	\$13,111	(F)	\$1,880	Purchase / Replace Other Equipment - Red Hill Landfill Facility (24590/00)	\$23,889	\$69,000	\$45,111	(F)
\$6,053	\$6,000	(\$53)	(U)	\$0	Purchase / Replace Miscellaneous Equipment - Hazelmere (24590/02)	\$6,053	\$6,000	(\$53)	(U)
\$0	\$0	\$0	(F)	\$595	Purchase/Replace Other Equipment - Engineering and Waste Management (24590/03)	\$2,000	\$2,000	\$0	(F)
\$0	\$0	\$0	(F)	\$0	Purchase Office Furniture and Fittings-Engineering and Waste Management (24610/03)	\$0	\$500	\$500	(F)
\$2,702	\$3,000	\$298	(F)	\$0	Purchase / Replace Office Furniture and Fittings - Red Hill Landfill Facility (24610/08)	\$3,000	\$3,000	\$0	(F)
\$0	\$0	\$0	(F)	\$0	Purchase Office Furniture and Fittings-Hazelmere (24610/10)	\$0	\$2,000	\$2,000	(F)
\$5,543	\$3,000	(\$2,543)	(U)	\$0	Purchase Miscellaneous Furniture and Fittings - Red Hill Education Programme (24690/01)	\$5,543	\$3,000	(\$2,543)	(U)
\$0	\$0	\$0	(F)	\$0	Refurbish Environmental Education Centre - Redhill Landfill Facility (25253/00)	\$0	\$5,000	\$5,000	(F)
\$0	\$0	\$0	(F)	\$0	Refurbish Waste Transfer Station Building - Red Hill Landfill Facility (25259/01)	\$0	\$140,000	\$140,000	(F)
\$0	\$0	\$0	(F)	\$0	Refurbish Plant - Red Hill Landfill Facility (25410/00)	\$10,000	\$10,000	\$0	(F)

CAPITAL EXPENDITURE STATEMENT

APRIL 2017

Year to Date				On (F) = Favourable variation Order (U) = Unfavourable variation	Full Year				
Actual	Budget	Variance	Forecast		Budget	Variance			
Waste Management									
\$0	\$10,000	\$10,000	(F)	\$0	Refurbish Plant - Hazelmere (25410/01)	\$20,000	\$40,000	\$20,000	(F)
\$2,261,244	\$2,502,639	\$241,395	(F)	\$662,517		\$4,021,308	\$18,966,747	\$14,945,439	(F)
\$5,161,046	\$5,919,696	\$758,650	(F)	\$1,271,769	TOTAL CAPITAL EXPENDITURE	\$8,579,223	\$33,620,638	\$25,041,415	(F)

STATEMENT OF FINANCIAL POSITION

APRIL 2017

Actual June 2016	Actual Year to Date	(F) = Favourable variation (U) = Unfavourable variation	Full Year			
			Forecast	Budget	Variance	
Current Assets						
\$4,020,828	\$2,394,029	Cash and Cash Equivalents	\$6,804,451	\$3,000,831	\$3,803,620	(F)
\$83,114,647	\$87,429,667	Investments	\$85,480,728	\$64,311,405	\$21,169,323	(F)
\$3,267,011	\$2,338,369	Trade and Other Receivables	\$3,267,011	\$3,267,011	\$0	(F)
\$27,842	\$34,750	Inventories	\$27,842	\$27,842	\$0	(F)
\$85,059	\$261,604	Other Assets	\$85,059	\$85,059	\$0	(F)
\$90,515,387	\$92,458,419	Total Current Assets	\$95,665,091	\$70,692,148	\$24,972,943	(F)
Current Liabilities						
\$5,889,919	\$1,600,285	Trade and Other Payables	\$5,889,919	\$5,889,919	\$0	(F)
\$1,371,378	\$1,371,378	Provisions	\$1,399,359	\$1,399,359	\$0	(F)
\$7,261,297	\$2,971,663	Total Current Liabilities	\$7,289,278	\$7,289,278	\$0	(F)
\$83,254,090	\$89,486,756	Net Current Assets	\$88,375,813	\$63,402,870	\$24,972,943	(F)
Non Current Assets						
\$48,504,912	\$48,504,912	Land	\$48,504,913	\$48,504,913	\$0	(F)
\$5,477,919	\$7,003,729	Buildings	\$5,823,395	\$8,891,488	(\$3,068,093)	(U)
\$14,328,901	\$14,572,276	Structures	\$17,552,871	\$29,364,583	(\$11,811,712)	(U)
\$10,776,173	\$12,445,298	Plant	\$12,066,171	\$18,965,593	(\$6,899,422)	(U)
\$658,760	\$660,063	Equipment	\$872,387	\$999,639	(\$127,252)	(U)
\$161,845	\$160,053	Furniture and Fittings	\$166,220	\$193,812	(\$27,592)	(U)
\$7,860,423	\$6,942,638	Work in Progress	\$7,860,423	\$7,860,423	\$0	(F)
\$87,768,933	\$90,288,969	Total Non Current Assets	\$92,846,380	\$114,780,451	(\$21,934,071)	(U)
Non Current Liabilities						
\$7,407,046	\$7,573,273	Provisions	\$7,608,413	\$7,627,010	\$18,597	(F)
\$7,407,046	\$7,573,273	Total Non Current Liabilities	\$7,608,413	\$7,627,010	\$18,597	(F)
\$163,615,977	\$172,202,452	Net Assets	\$173,613,780	\$170,556,311	\$3,057,469	(F)
Equity						
\$60,214,225	\$60,214,225	Accumulated Surplus/Deficit	\$60,214,225	\$60,214,225	\$0	(F)
\$62,674,377	\$62,674,377	Cash Backed Reserves	\$62,674,377	\$62,674,377	\$0	(F)
\$40,727,375	\$40,727,375	Asset Revaluation Reserve	\$40,727,375	\$40,727,375	\$0	(F)
\$0	\$8,586,475	Net change in assets from operations	\$9,997,803	\$6,940,334	\$3,057,469	(F)
\$163,615,977	\$172,202,452	Total Equity	\$173,613,780	\$170,556,311	\$3,057,469	(F)

CASH AND INVESTMENTS

APRIL 2017

Actual June 2016	Actual Year to Date	(F) = Favourable variation (U) = Unfavourable variation	Full Year			
			Forecast	Budget	Variance	
Municipal Cash and Investments						
4,017,378	2,390,579	Cash at Bank - Municipal Fund 01001/00	6,801,001	2,997,382	3,803,619	(F)
3,450	3,450	Cash on Hand 01019/00 - 02	3,450	3,450	0	(F)
20,288,309	23,049,191	Investments - Municipal Fund 02021/00	19,213,530	15,370,377	3,843,153	(F)
24,309,136	25,443,220	Total Municipal Cash	26,017,980	18,371,208	7,646,772	(F)
Restricted Cash and Investments						
510,804	521,678	Restricted Investments - Plant and Equipment 02022/01	1,526,891	293,631	1,233,260	(F)
2,132,389	2,177,783	Restricted Investments - Post Closure Site Rehabilitation Red Hill 02022/02	2,330,654	2,324,756	5,898	(F)
6,063,056	6,192,125	Restricted Investments - Future Development 02022/03	6,272,601	47,737	6,224,864	(F)
788,213	804,992	Restricted Investments - Environmental Monitoring Red Hill 02022/04	892,253	893,298	(1,045)	(U)
40,514	41,377	Restricted Investments - Environmental Insurance Red Hill 02022/05	13,734	1,047	12,687	(F)
13,973	14,271	Restricted Investments - Risk Management 02022/06	14,456	14,332	124	(F)
544,803	556,401	Restricted Investments - Class IV Cells Red Hill 02022/07	566,846	87,660	479,186	(F)
359,102	366,746	Restricted Investments - Regional Development 02022/08	197,255	598,753	(401,498)	(U)
46,773,843	47,769,555	Restricted Investments - Secondary Waste Processing 02022/09	48,985,881	37,546,295	11,439,586	(F)
4,554,958	4,651,923	Restricted Investments - Class III Cells 02022/10	4,370,133	6,044,704	(1,674,571)	(U)
70,552	72,054	Restricted Investments - Building Refurbishment (Ascot Place) 02022/11	72,990	72,363	627	(F)
151,961	371,900	Restricted Investments - Accrued Interest 02022/19	151,961	151,961	0	(F)
0	0	Restricted Investments - Unrealised Loss/Gain on Investments 02022/20	0	0	0	(F)
822,170	839,672	Restricted Investments - Long Service Leave 02022/90	871,543	864,491	7,052	(F)
62,826,339	64,380,476	Total Restricted Cash	66,267,199	48,941,029	17,326,170	(F)
87,135,475	89,823,696	TOTAL CASH AND INVESTMENTS	92,285,179	67,312,237	24,972,942	(F)

The Cash at Bank - Municipal Fund represents the balance on the last day of the relevant month. Any portion of the balance available for investment is transferred into the Investment - Municipal Fund account in the following period. Funds held in the Cash at Bank - Municipal Fund continue to accrue interest as per the Westpac commercial rates.

EMRC Investment Report

April 2017

I. Overall Portfolio Limits				
S&P Long Term Rating	S&P Short Term Rating	% Portfolio	Investment Maximum %	
AAA	A-1+	93.03%	100%	
AA	A-1	6.97%	100%	
		100.00%		

Investment by S&P Rating

S&P Rating	% Portfolio
A-1+	93.03%
A-1	6.97%

 II. Single Entity Exposure | | | | || | | % Portfolio | | |
AMP		5.81%		
ANZ Banking Group		41.22%		
Bankwest		1.16%		
NAB		7.11%		
Suncorp		1.16%		
Westpac / St. George Bank		43.54%		
		100.00%		

 III. Term to Maturity Framework | | | | || Investment Policy Guidelines | | | | |
Maturity Profile	% Portfolio	% Min	% Max	
Less Than 1 Year	100.00%	40%	100%	
Greater Than 1 Year	0.00%	0%	0%	
		100.00%		

NB: This report is consistent with the reporting requirements of the Policy 3.3 - Management of Investments Policy



14.3 DISABILITY ACCESS AND INCLUSION PLAN REPORT FOR 2016/2017

REFERENCE: D2017/07611

PURPOSE OF REPORT

The purpose of this report is to provide a progress report for 2016/2017 against EMRC's Disability Access and Inclusion Plan 2013/2014 to 2017/2018 to Council for approval.

KEY ISSUES AND RECOMMENDATION(S)

- A requirement of the *Disability Services Act 1993* (section 27) is that a public authority must ensure that it develops and implements a Disability Access and Inclusion Plan.
- Council adopted the Disability Access and Inclusion Plan (DAIP) 2013/2014 to 2017/2018 on 22 August 2013.
- Under the *Disability Services Act 1993* EMRC is required to table a report to the Minister for Disability Services each year on the progress of its DAIP.
- The Disability Services Commission requires the Report to be submitted electronically, in a prescribed format by 30 June 2017.
- EMRC's progress report for 2016/2017 against EMRC's Disability Access and Inclusion Plan 2013/2014 to 2017/2018 is attached for Council approval.

Recommendation(s)

That Council:

1. Approves the progress report for 2016/2017 against EMRC's Disability Access and Inclusion Plan 2013/2014 to 2017/2018 forming an attachment to this report.
2. Requests the Chief Executive Officer to organise the submission of the progress report for 2016/2017 against EMRC's Disability Access and Inclusion Plan 2013/2014 to 2017/2018 to the Minister for Disability Services.

SOURCE OF REPORT

Chief Executive Officer

BACKGROUND

Section 27 of the *Disability Services Act 1993* (the Act) requires a public authority to develop and implement a Disability Access and Inclusion Plan.

Council adopted the Disability Access and Inclusion Plan (DAIP) 2013/2014 to 2017/2018 on 22 August 2013 (Ref: DMDOC/181698).



Item 14.3 continued

REPORT

An integral requirement of the *Disability Services Act 1993* is that the EMRC must provide a progress report (the Report) of the work it has done to support people with disability. The information is tabled in Parliament by the Minister for Disability Services.

The Disability Services Commission requires the Report to be submitted electronically, in a prescribed format by 30 June 2017.

Accordingly EMRC's Report for 2016/2017 against EMRC's Disability Access and Inclusion Plan 2013/2014 to 2017/2018 has been prepared and is attached for Council approval.

Once approved the Report will be lodged electronically.

STRATEGIC/POLICY IMPLICATIONS

Key Result Area 4 – Good Governance

4.3 To provide responsible and accountable governance and management of the EMRC


FINANCIAL IMPLICATIONS

Nil

SUSTAINABILITY IMPLICATIONS

Nil

MEMBER COUNCIL IMPLICATIONS

Member Council	Implication Details
Town of Bassendean	 Nil
City of Bayswater	
City of Belmont	
Shire of Kalamunda	
Shire of Mundaring	
City of Swan	

ATTACHMENT(S)

Report for 2016/2017 against EMRC's Disability Access and Inclusion Plan 2013/2014 to 2017/2018 (D2017/07639)

VOTING REQUIREMENT

Simple Majority



Item 14.3 continued

RECOMMENDATION(S)

That Council:

1. Approves the progress report for 2016/2017 against EMRC's Disability Access and Inclusion Plan 2013/2014 to 2017/2018 forming an attachment to this report.
2. Requests the Chief Executive Officer to organise the submission of the progress report for 2016/2017 against EMRC's Disability Access and Inclusion Plan 2013/2014 to 2017/2018 to the Minister for Disability Services.

COUNCIL RESOLUTION(S)

MOVED CR SUTHERLAND

SECONDED CR MCDONNELL

THAT COUNCIL:

1. APPROVES THE PROGRESS REPORT FOR 2016/2017 AGAINST EMRC'S DISABILITY ACCESS AND INCLUSION PLAN 2013/2014 TO 2017/2018 FORMING AN ATTACHMENT TO THIS REPORT.
2. REQUESTS THE CHIEF EXECUTIVE OFFICER TO ORGANISE THE SUBMISSION OF THE PROGRESS REPORT FOR 2016/2017 AGAINST EMRC'S DISABILITY ACCESS AND INCLUSION PLAN 2013/2014 TO 2017/2018 TO THE MINISTER FOR DISABILITY SERVICES.

CARRIED UNANIMOUSLY



Disability Access and Inclusion Plan (DAIP) Progress Reporting 2016-2017

Contact details

Organisation: Eastern Metropolitan Regional Council
Contact person: Prapti Mehta
Phone number: 94242231
Email: prapti.mehta@emrc.org.au

Outcome 1: Services and events

Total number of strategies planned:	3
Number that were highly effective:	3
Number that were somewhat effective:	0
Number that were ineffective:	0
Number that were not evaluated:	0
Number that were not implemented:	0

Achievements for Outcome 1:

All events organised by the EMRC provide as a minimum - accessible parking and accessible toilets. Promotional material is available in alternative formats and a variety of media is used to publicise events.

Outcome 2: Buildings and other facilities

Total number of strategies planned:	1
Number that were highly effective:	1
Number that were somewhat effective:	
Number that were ineffective:	
Number that were not evaluated:	
Number that were not implemented:	

Achievements for Outcome 2:

Buildings and facilities developed by the EMRC are designed to meet DAIP requirements and legislation.

Outcome 3: Information

Total number of strategies planned: 4
 Number that were highly effective: 4
 Number that were somewhat effective:
 Number that were ineffective:
 Number that were not evaluated:
 Number that were not implemented:

Achievements for Outcome 3:

Information on Council functions, facilities and services is available in alternative formats if required. Electronic or hard copies of documents are made available in large print and information is available in other formats on request.

Outcome 4: Level and quality of service

Total number of strategies planned: 3
 Number that were highly effective: 3
 Number that were somewhat effective:
 Number that were ineffective:
 Number that were not evaluated:
 Number that were not implemented:

Achievements for Outcome 4:

EMRC's DAIP is distributed to Staff and Councillors. New Staff are provided EMRC's DAIP and relevant information.

Outcome 5: Complaints

Total number of strategies planned: 1
 Number that were highly effective: 1
 Number that were somewhat effective:
 Number that were ineffective:
 Number that were not evaluated:
 Number that were not implemented:

Achievements for Outcome 5:

Complaints can be lodged via a number of means including fax, email, mail and face to face (verbal).

Outcome 6: Consultation

Total number of strategies planned: 2
 Number that were highly effective: 2
 Number that were somewhat effective:
 Number that were ineffective:
 Number that were not evaluated:
 Number that were not implemented:

Achievements for Outcome 6:

Public consultation venues organised by the EMRC provide as a minimum accessible parking and accessible toilets. Promotional material is available in alternative formats. Feedback or comments can be lodged via alternative formats including, face-to-face, fax, mail or email.

Outcome 7: Employment

Total number of strategies planned: 4
 Number that were highly effective: 4
 Number that were somewhat effective:
 Number that were ineffective:
 Number that were not evaluated:
 Number that were not implemented:

Achievements for Outcome 7:

EMRC received \$9,500 from the Disability Services Commission under the Lighthouse Project Grants Program. The grant was used to: deliver disability awareness training to managers, supervisors and staff; and review EMRC position descriptions and recruitment procedures (from an equal employment opportunity perspective). EMRC partnered with two external organisations: Edge Employment Solutions, a Disability Employment Service provider and Another Angle Consulting to assist with the above activities.

Agents and Contractors

How you informed Agents and Contractors about your DAIP:

EMRC does not use Contractors for the provision of services.

How Agents and Contractors report progress of outcomes to you:

EMRC does not use Contractors for the provision of services.

Significant DAIP strategies undertaken by your organisation's Agents and Contractors:

Not applicable - EMRC does not use Contractors for the provision of services.

Challenges

Challenges you experienced with strategies that were planned but not implemented:

No challenges faced



14.4 RELATED PARTY TRANSACTIONS AND DISCLOSURE POLICY

REFERENCE: D2017/08885

PURPOSE OF REPORT

The purpose of this report is for Council to adopt Council Policy 3.7 Related Party Transactions and Disclosures.

KEY ISSUES AND RECOMMENDATION(S)

- From 1 July 2016, local governments must disclose related party relationships and related party transactions of Key Management Personnel together with information associated with those transactions in its annual financial statements in accordance with Australian Accounting Standard AASB 124 Related Party Disclosures. Typically Key Management Personnel would include Councillors, CEO, Director's etc.
- The objective is to ensure that local government financial statements contain the disclosures necessary to draw attention to the possibility that its financial position may have been affected by the existence of related parties and by transactions and outstanding balances, including commitments, with such parties.
- This will mean that the EMRC will be required to disclose information about related parties and Council transactions with those related parties in the 2016/2017 financial statements and onwards.

Recommendation(s)

That Council adopts the EMRC Policy 3.7 Related Party Transactions and Disclosures forming the attachment to this report.

SOURCE OF REPORT

Director Corporate Services

BACKGROUND

The policies of the EMRC, determined by Council, as required by Section 2.7(2)(b) of the *Local Government Act 1995* (the Act), guide and inform management and the public about key Council principles.

The purpose of proposed Council Policy 3.7 is to ensure that EMRC's Financial Statements contain disclosures necessary to comply with the Australian Accounting Standard AASB 124 – Related Party Disclosures, which draws attention to the possibility that Council's financial position and profit or loss may have been affected by the existence of transactions with a related party and outstanding balances and commitments with such parties.

REPORT

Pursuant to Section 4 of the *Local Government (Financial Management) Regulations 1996*, a local government's general purpose financial statements must be prepared in compliance with the prescribed accounting standards published by the Australian Accounting Standards Board (AASB).

The AASB provides that the objective of AASB 124 is to ensure that an entity's financial statements contain the disclosures necessary to draw attention to the possibility that its financial position may have been affected by the existence of related parties and by transactions (cash and non-cash) and outstanding balances, including commitments, with such parties.

Per para.9 of AASB 124, a related party is "...a person or entity that is related to the entity that is preparing its financial statements".



Item 14.4 continued

A person or a close member of that person's family is related to a reporting entity if that person:

- Has control or joint control of the reporting entity;
- Has significant influence over the reporting entity; or
- Is a member of the key management personnel of the reporting entity or of a parent of the reporting entity.

Close members of the family of a person are those family members who may be expected to influence, or be influenced by, that person in their dealings with the entity and include:

- That person's children and spouse or domestic partner;
- Children of that person's spouse or domestic partner; and
- Dependants of that person or that person's spouse or domestic partner.

From 1 July 2016, local governments must disclose related party relationships, transactions and outstanding balances, including commitments in the annual financial statements in accordance with Australian Accounting Standard AASB 124 Related Party Disclosures. This will mean that the EMRC will be required to disclose information about related parties and Council transactions with those related parties in the 2016/2017 financial statements and onwards.

As the disclosures will form part of the financial statements, they will be subject to audit by the external auditors.

The proposed Council Policy 3.7 Related Party Transactions and Disclosures aims to assist Council in complying with the disclosure requirements and the level of reporting in accordance with the Financial Statements as per AASB 124 Related Party Disclosures. It aims to define the parameters for related party transactions and the level of disclosure and reporting.

This Policy provides for a systematic approach to recognise related parties, for approved related party transactions and for proper identification, recording and reporting of such transactions.

This Policy will be applied in:

- Identifying Key Management Personnel;
- Identifying related party relationships and transactions;
- Identifying outstanding balances, including commitments, between Council and its related parties;
- Identifying the circumstances in which disclosure is required; and
- Determining the specific disclosures to be made.

STRATEGIC/POLICY IMPLICATIONS

Key Result Area 4 – Good Governance

- 4.3 To provide responsible and accountable governance and management of the EMRC
- 4.4 To continue to improve financial and asset management practices

FINANCIAL IMPLICATIONS

As detailed in the report.

SUSTAINABILITY IMPLICATIONS

The proposed policy contributes to sustainability by providing disclosures to the public and users to assist with their interpretation of the Council's financial statements.



Item 14.4 continued

MEMBER COUNCIL IMPLICATIONS

Member Council	Implication Details
Town of Bassendean	} No direct implications
City of Bayswater	
City of Belmont	
Shire of Kalamunda	
Shire of Mundaring	
City of Swan	

ATTACHMENT(S)

EMRC Policy 3.7 Related Party Transactions and Disclosures (Ref D2017/08977)

VOTING REQUIREMENT

Simple Majority

RECOMMENDATION(S)

That Council adopts the EMRC Policy 3.7 Related Party Transactions and Disclosures forming the attachment to this report.

COUNCIL RESOLUTION(S)

MOVED CR SUTHERLAND

SECONDED CR MCDONNELL

THAT COUNCIL ADOPTS THE EMRC POLICY 3.7 RELATED PARTY TRANSACTIONS AND DISCLOSURES FORMING THE ATTACHMENT TO THIS REPORT.

CARRIED UNANIMOUSLY

3.7 Related Party Transaction And Disclosure Policy

STRATEGIC PLAN OBJECTIVE

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

PURPOSE

To ensure that the Eastern Metropolitan Regional Council's (EMRC) Financial Statements contain disclosures necessary to comply with the Australian Accounting Standard AASB 124 Related Party Disclosures, which draws attention to the possibility that the EMRC's financial position and profit or loss may have been affected by the existence of transactions with a related party and outstanding balances and commitments with such parties.

LEGISLATION

Australian Accounting Standard AASB 124 Related Party Disclosures

POLICY STATEMENT

The Related Party Disclosure Policy aims to assist Council in complying with the disclosure requirements and the level of reporting within the Financial Statements as per AASB-124 Related Party Disclosures. It aims to define the parameters for related party transactions and the level of disclosure and reporting.

Scope:

The Policy is to be applied in:

- Identifying and recording related parties and related party relationships;
- Identifying and recording related party transactions and their terms and conditions;
- Assessing materiality and or significance of these transactions;
- Identifying the circumstances in which disclosure of points 1 and 2 is required;
- Determining the disclosures to be made about points 1 and 2; and
- Disclosing relevant information in the Financial Statements.

Definitions:

1 Related Party

A person or an entity that is related to the EMRC, referred to as the "reporting entity".

Examples of related parties of the EMRC are:

- Council Subsidiaries;
 - Key Management Personnel (KMP);
 - Close family members of KMP; and
 - Entities that are controlled or jointly controlled by KMP or their close family members.
-

2 Key Management Personnel (KMP)

A person or persons having authority and responsibility for planning, directing and controlling the activities of the entity, either directly or indirectly, including any director (executive or otherwise) of that entity. In the case of the EMRC, KMP will include, but is not limited to, Councillors, CEO and Directors.

3 Close members of the family

Those are family members who may be expected to influence or be influenced by those individuals' dealings with the EMRC and include:

- Children and spouse or domestic partner;
- Children of that person's spouse or domestic partner; and
- Dependents of that person or that persons spouse or domestic partner.

Under AASB 124, close members of the family could also include extended members of the family such as parents, siblings, grandparents, uncles/aunts or cousins if they could be expected to have influence or be influenced by the KMP in their dealings with the EMRC.

4 Related Party Transactions

These are a transfer of resources, services or obligations between the EMRC and a related party, regardless of whether there is a cost involved.

5 Ordinary Citizen Transaction

These are transactions that an ordinary citizen would undertake with the EMRC, which would be undertaken at arm's length and in the ordinary course of carrying out the EMRC's functions and activities. They would not be seen as material in nature.

Example of ordinary citizen transactions would be:

- The paying of disposal charges at EMRC facilities; and
- The purchase of saleable products from EMRC facilities.

6 Control

The power to govern the financial and operating policies of any entity to obtain benefits from its activities.

7 Significant Influence

The power to participate in the financial and operating policy decision of an entity but not to control those policies.

Responsibilities:

Key Management Personnel will include, but is not limited to, Councillors, CEO and Directors.

Recommended Practices:

From 1 July 2016, AASB 124 Related Party Disclosures applies to the EMRC. This means that the EMRC will be required to disclose information about related parties and the EMRC's transactions with those related parties in the 2016-2017 financial statements and onwards. In the context of transactions, this means cash and non-cash transactions.

As the disclosures will form part of the financial statements, they will be subject to audit by the external auditors.

KMP will be identified and the position they hold with the EMRC disclosed. They will be required to complete a disclosure notification, which at minimum will require details of the related party, (family members and/or entities) that may have existing transaction potential with the EMRC and the relationship to the KMP.

As per paragraph 17 AASB 124, the EMRC shall disclose compensation in total provided to KMP, and for each of the following categories:

- Short term employee benefits;
- Post-employment benefits;
- Other long-term benefits;
- Termination benefits; and
- Share based payments.

For disclosure requirements of AASB 124, the EMRC shall implement a process to capture related party transactions for reporting in the financial statements. The following will be collated and recorded throughout each year:

- Related parties to the KMP;
- Relationship to KMP;
- Transactions that are monetary and/or non-monetary;
- The value of the transaction if monetary;
- The benefit if non-monetary;
- The value of outstanding balances;
- Details of commitments and/or guarantees; and
- Recognition for the provision of doubtful debts related to outstanding balances of related parties.

KMP who no longer hold that role with the EMRC will still be subject to disclosure requirements up until their status as KMP is no longer applicable. The same will apply for KMP who acquire the role in that year.

Once the related party transactions have been identified, they will be assessed by the Manager Financial Services and a determination will be made regarding the materiality of the transaction. This will include assessment of Ordinary Citizen Transactions and whether the terms and conditions differ from normal practice, which would then exclude them from being Ordinary Citizen Transactions.

If a Councillor believes a transaction may constitute a related party transaction, they must notify the CEO who will discuss the matter with the Manager Financial Services to confirm whether the transaction falls within the scope of this policy.

If an Employee believes a transaction may constitute a related party transaction, they must notify their supervisor or manager who will discuss the matter with the Manager Financial Services to confirm whether the transaction falls within the scope of this policy.

The Finance Department will be responsible for the maintenance of a register that captures all related party transactions of KMP.

Privacy

The EMRC will endeavour to ensure that only those staff and the external auditors who are involved in the preparation of the related party disclosures will have access to the related party declarations and related party transactions.

Adopted/Reviewed by Council

Next Review

Responsible Unit

Corporate Services



14.5 ITEMS CONTAINED IN THE INFORMATION BULLETIN

REFERENCE: D2017/08592

The following items are included in the Information Bulletin, which accompanies the Agenda.

1 REGIONAL SERVICES

- 1.1 REGIONAL ADVOCACY ACTIONS UPDATE 2016/2017 (Ref: D2017/08850)
- 1.2 REGIONAL SERVICES ACTIVITY REPORT 1 JANUARY 2017 TO 31 MARCH 2017 (Ref: D2017/08851)

RECOMMENDATION(S)

That Council notes the items contained in the Information Bulletin accompanying the 22 June 2017 Ordinary Meeting of Council Agenda.

COUNCIL RESOLUTION(S)

MOVED CR SUTHERLAND SECONDED CR MCDONNELL

THAT COUNCIL NOTES THE ITEMS CONTAINED IN THE INFORMATION BULLETIN ACCOMPANYING THE 22 JUNE 2017 ORDINARY MEETING OF COUNCIL AGENDA.

CARRIED UNANIMOUSLY



INFORMATION BULLETIN

Accompanying the
Ordinary Meeting of Council Agenda

22 June 2017

COUNCIL INFORMATION BULLETIN**22 June 2017****(REF: D2017/08592)****TABLE OF CONTENTS**

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1 REGIONAL SERVICES

1.1 REGIONAL ADVOCACY ACTIONS UPDATE 2016/2017

REFERENCE: D2017/07529 (CEOAC) – D2017/08850

PURPOSE OF REPORT

The purpose of this report is to provide Council with an update on the Advocacy actions achieved during 2016/2017 to date, for noting.

KEY ISSUES AND RECOMMENDATION(S)

- The EMRC has undertaken a program of regional advocacy since 2008.
- The Regional Advocacy Strategy 2016 - 2020 outlines the advocacy actions intended to influence the listed priorities and areas of focus.
- The advocacy framework remains flexible enough to respond to emerging issues and opportunities for Perth's Eastern Region whilst providing an agreed agenda for targeted issues facing the region.
- Meetings with State ministers and local members of both Federal and State Parliament and key stakeholders will continue throughout 2017/2018 as the need arises.
- Reporting against the advocacy actions from 2016/2017 to date, are outlined in the attachment to this report.

SOURCE OF REPORT

Director Regional Services

BACKGROUND

At its 3 December 2009 meeting, Council adopted a Regional Advocacy Strategy (RAS) 2010 - 2013 (Ref: DMDOC/122766) to provide an overarching framework from which advocacy activities would be guided. The strategy established the principles that would underpin strategic advocacy activities and identify regional issues to be addressed.

At its meeting held on 23 May 2013, Council adopted a revised Regional Advocacy Strategy (RAS) 2013 - 2016 (Ref: DMDOC/176755). The RAS 2013 - 2016 outlined the key components to be utilised to develop advocacy campaigns across three priority areas; Environmental Sustainability, Economic Growth and Diversity and Strong Communities.

At its 20 March 2014 meeting, Council approved a delegation to Canberra in August 2014 to raise awareness of Perth's Eastern Region and discuss key strategic issues (Ref: D2014/02932). Meetings were held with 12 federal members where discussions on waste, environment, regional development and transport occurred. A report outlining the discussion and actions arising from the delegation was presented to Council on 23 October 2014 (Ref: D2014/12118).

An advocacy report was presented to Council at its June 2015 meeting outlining the key achievements for 2015/2016 and the proposed advocacy priorities for 2016/2017.

At its 1 December 2016 meeting, Council adopted the new Regional Advocacy Strategy (RAS) 2016 - 2020 (Ref: D2016/17156). The RAS included four priorities, the areas of focus within those priority areas and a list of advocacy actions to work towards during the life of the strategy.



Item 1.1 continued

REPORT

The RAS 2016/2020 priorities and areas of focus for Perth's Eastern Region include the following:

- Regional waste management
 - Waste reduction and resource recovery;
 - Environmentally sustainable solutions; and
 - Capacity for the future.
- Regional environmental management
 - Swan and Helena Rivers;
 - Natural resource management; and
 - Climate change.
- Regional economic development
 - Business growth, investment and innovation;
 - Infrastructure to support strategic centres and population growth; and
 - Maximise infrastructure benefits.
- Regional integrated transport
 - Increase and maximise benefits of infrastructure and services;
 - Behaviour change; and
 - Safety.

The advocacy actions undertaken during 2016/2017 to date are included in the Attachment.

EMRC submissions developed and submitted during 2016/2017 include the following:

- Climate Change Policies Review Discussion Paper;
- National Water Reform Productivity Commission Issues Paper March 2017;
- City of Belmont and Department of Planning - Ascot Kilns Design Guidelines and Local Development Plan Submission;
- Decision process for stormwater management in WA;
- Bassendean Draft Urban Forest Strategy 2016 - 2026;
- Draft City of Belmont Environment and Sustainability Strategy 2016 - 2021;
- Regional Subsidiaries Legislation;
- Whiteman Park Strategic Plan;
- Transport @ 3.5 million; and
- Westcycle - Draft Perth and Peel Mountain Bike Master Plan.

Other actions of regional relevance have included providing regional representation on peak bodies and committees including:

- NorthLink Southern Construction Group and Freight and Road User Group;
- Northam Avon Descent Association;
- WALGA Cycling Reference Group;
- Sustainability Officers Networking Group;
- North East Youth Organisations Network;
- CRC for Water Sensitive Cities – Western Regional Advisory Panel;
- CRC for Water Sensitive Cities – Integrated Research Project 2;
- WALGA Climate Change Collaborators;



Item 1.1 continued

- Swan NRM Committee;
- River Protection Strategic Advisory Group;
- WALGA Sustainability Officers Networking Group;
- WALGA Sediment Guidelines Review Working Group;
- Urban Monitor Working Group for Smart Cities and Suburbs grant application;
- Department of Parks and Wildlife Rivers and Estuaries Division - Sub-Regional Groups Chairs and Coordinators Meeting;
- Sustainable Schools WA Alliance;
- Forum of Regional Councils;
- Municipal Waste Advisory Council and committees - Officers Advisory Group, Household Hazardous Waste Committee, Contaminated Sites Committee;
- Australian Landfill Owners Association; and
- Waste Management Association of Australia.

Successful regional grants applied for during 2016/2017, totalling \$1,040,262 plus awards received, have included the following:

- Capability Grant from State NRM Office;
- Flood Risk Project Stages 2 and 3 Grant from All West Australians Reducing Emergencies program through Office of Emergency;
- Waste Authority Regional Funding Program for the Commercial and Industrial Plant;
- Perth's Autumn Festival 2016, from Lotterywest;
- Keep Australia Beautiful WA, Community Litter;
- Fostering Equal Opportunity Ethos within the EMRC;
- Perth's Autumn Festival 2016 sponsorship from Perth Airport Pty Ltd;
- Avon Descent Family Fun Days grant from Lotterywest; and
- Children's Environment and Health Local Government Report Card Project for Bush Skills 4 Youth, Award.

Media releases prepared and disseminated to advocate for EMRC initiatives have included the following:

- Regional Road Safety Report Card, April 2017
- Editorial Submission - EMRC - Volunteers and friends groups, March 2017
- EMRC Understanding flood risk in Perth, March 2017
- EMRC recognised for youth activities, December 2016
- Celebrating Nature, November 2016
- EMRC Committed to Employment Opportunities, November 2016
- Launch of C&I Waste Sorting Facility, November 2016
- Local children lead environmental workshop, September 2016
- Avon Descent Family Fun Days Funding, August 2016

The EMRC continues to actively engage with its six member Councils, relevant ministers, local members of parliament, government agencies and key stakeholders on the delivery of services in waste management, resource recovery, transport, economic development, natural resource management, sustainability and climate change.



Item 1.1 continued

The priorities focus areas and intended actions identified in the RAS 2016-2020 remain constant for the life of the strategy with reporting against the actions modified annually in order to respond to emerging issues and opportunities for Perth's Eastern Region. EMRC is regarded as a credible partner for regional projects and the EMRC model is held in high regard by other regional councils and the state and federal government and its agencies.

STRATEGIC/POLICY IMPLICATIONS

Key Result Area 1 – Environmental Sustainability

- 1.5 To contribute towards improved regional air, water and land quality and regional biodiversity conservation
- 1.6 To address climate change issues within the region

Key Result Area 3 – Economic Development

- 3.1 To facilitate increased investment in regional infrastructure

Key Result Area 4 – Good Governance

- 4.1 To provide advice and advocacy on issues affecting Perth's Eastern Region
- 4.2 To manage partnerships and relationships with stakeholders

FINANCIAL IMPLICATIONS

The financial cost of advocacy activities is provided for in the annual budget.

SUSTAINABILITY IMPLICATIONS

The sustainability of Perth's Eastern Region is enhanced by the strength and ability of the Region to pool its resources to compete for and attract government and private sector funding into the Region.

MEMBER COUNCIL IMPLICATIONS

Member Council	Implication Details
Town of Bassendean City of Bayswater City of Belmont Shire of Kalamunda Shire of Mundaring City of Swan	Member Councils support and promote the benefits of a regional approach to advocacy

ATTACHMENT(S)

Regional Advocacy 2016/2017 – Advocacy Actions Achieved (Ref: D2017/08848)

REGIONAL ADVOCACY 2016/2017 – ADVOCACY ACTIONS ACHIEVED TO DATE

REGIONAL WASTE MANAGEMENT PRIORITIES	AREAS OF FOCUS	ADVOCACY ACTIONS FOR 2016/2017	REPORTING AGAINST ACTIONS ACHIEVED TO DATE
	Waste Reduction and Recovery	Continue awareness-raising of the role of regional councils in waste management and resource recovery.	A media release on the Launch of C&I Waste Sorting Facility was disseminated in December 2016 (D2016/17535).
		Continue advocacy for the use of the Waste Avoidance and Resource Recovery Levy hypothecated to the Waste Authority for investment into waste management infrastructure.	The EMRC has been working with member Councils to divert more bulk verge waste to the C&I Plant.
		Advocate development of new waste management practices and services.	The EMRC has continued to promote resource recovery and divert recoverable resources from landfill and is on target to have diverted up to 14,000 Tonnes of wood waste from landfill.
		Pursue best practice waste management practices.	
	Sustainable and Environmentally Friendly	Provide and maintain best practice, sustainable and efficient waste services to meet the needs of the region now and into the future.	The EMRC continues to maintain and operate Hazelmere wood waste recycling plant. A Commercial and Industrial Waste Sorting Facility has been developed at Hazelmere.
		Continue to develop and promote the ISO14001 environmental management standard at Red Hill Waste Management Facility.	Management of the ISO 14001 certified environmental management standard at the Red Hill Waste Management Facility continued throughout the 2016/2017 financial year.
		Promote the implementation of the Resource Recovery Facility as a sustainable waste management solution for the region.	The Environmental Management System is promoted on the EMRC website, at Red Hill Community Liaison Meetings, within the Red Hill facility's administration building and to customers and regulators.
		Continue community engagement and awareness-raising of the benefits of the wood waste to energy plant, converting surplus wood waste to renewable energy and biochar.	The EMRC continues to engage with the Hazelmere Progress Association (HPA) and the Community Action Network on the progress of the Wood Waste To Energy (WWTE) plant.

AREAS OF FOCUS		ADVOCACY ACTIONS FOR 2016/2017	REPORTING AGAINST ACTIONS ACHIEVED TO DATE
REGIONAL WASTE MANAGEMENT PRIORITIES	Capacity for the Future	Promote the continued diversion and recovery of waste to extend the life of the Red Hill landfill site.	The EMRC constructed and commissioned a Commercial and Industrial (C&I) waste sorting facility to facilitated diversion of recoverable materials from landfill.
		Continue to pursue avenues for funding of resource recovery technologies and resource recovery infrastructure into the future.	The EMRC was successful in receiving \$387,000 of funding through the Regional Funding Programme from the Waste Authority for assistance with the C&I facility. EMRC continues to seek further avenues for funding for resource recovery infrastructure
		Identify markets and develop resource recovery products, diverting and reducing waste from landfill.	Markets for recovered cardboard, steel paper and plastic from the C&I plant have been established and new markets have been established for coloured wood chip.
		Align waste education programs to the Resource Recovery Park.	The EMRC is reviewing the Waste Education Strategy to develop it in line with the strategic direction of the Resource Recovery Park.
		Continue awareness-raising of all elements of the Resource Recovery Park and source funding partners as required.	The EMRC is continuing to raise the awareness of the importance of resource recovery.
REGIONAL ENVIRONMENTAL PRIORITIES	Swan and Helena Rivers	Undertake advocacy as identified in Swan and Helena Rivers Management Framework Review Report and Action Plan.	<p>The EMRC is a member of the River Protection Strategy Advisory Group and attends these meetings, along with representatives from relevant government agencies and other key stakeholders with an interest in protecting the river system including: Department of Parks and Wildlife; Swan River Trust Board; Department of Health; Water Corporation; Department of Transport; Department of Aboriginal Affairs; Metropolitan Redevelopment Authority; Department of Sport and Recreation; Department of Water; Department of Fisheries; WALGA; Department Agriculture; and the EMRC.</p> <p>The Director Regional Services has attended two regional meetings of the River Protection Strategy Advisory Group in 2016/2017 in May 2016 and March 2017.</p> <p>The EMRC hosted an information session for member councils on the Department of Parks and Wildlife, River Journey Project on 11 April 2017.</p> <p>Flood Risk Project Stages 2 and 3 Grant is being progressed with a \$20,000 grant from All West Australians Reducing Emergencies program through Office of Emergency Management.</p>
		Include issues facing the Swan and Helena Rivers in advocacy to the Federal Government under the Plan for a Cleaner Environment.	<p>The EMRC was successful in applications for three Green Army teams in 2016/2017 funded by the Federal Government Department of Environment. The teams worked on sites along the Swan and Helena Rivers.</p> <p>The three Green Army Teams graduated in December 2016. The Program funding has now been discontinued by the Federal Government.</p>

AREAS OF FOCUS		ADVOCACY ACTIONS FOR 2016/2017	REPORTING AGAINST ACTIONS ACHIEVED TO DATE
REGIONAL ENVIRONMENTAL PRIORITIES	Natural Resource Management	Undertake advocacy as identified in the Regional Environmental Strategy 2016-2020.	<p>The New Regional Environment Strategy 2016-2020 was endorsed by the EMRC Council in December 2016.</p> <p>http://www.emrc.org.au/environment-on-agenda-in-strategic-planning.html</p> <p>The above is a link to a media release on the Sustainable Development Goals (SDGs) that are covered off in the new strategy and relate to the strategic information session provided to the EMRC Council in August 2016. Two presentations were provided: the CRC for Water Sensitive Cities by Anas Ghadouani and the SDGs by Dorothy Lucks.</p> <p>A SDGs Forum and the release of the Regional Environmental Strategy was held at the EMRC in May 2017.</p> <p>The Regional Environment Strategy was presented to the WA Sustainable Development Goal Network.</p> <p>The EMRC represented Perth's Eastern Region on the Department of Parks and Wildlife Rivers and Estuaries Division - Sub-Regional Groups Chairs and Coordinators Meeting.</p> <p>The EMRC received \$239,000 through the State NRM Office for the Community Capability grant to assist NRM volunteers in Perth's Eastern Region.</p>
		Seek opportunities to revegetate urban environments, strengthen natural resource management, reduce carbon emissions, improve water quality and build resilience in communities under the Federal Government Plan for a Cleaner Environment.	<p>The EMRC was successful in receiving \$100,000 of funding through the Federal Government's 20 Million Trees Programme to revegetate areas in the City of Bayswater, Shire of Mundaring, City of Swan, Town of Victoria Park and City of South Perth.</p> <p>A number of Green Army Teams were hosted, to assist with revegetation efforts across Perth's Eastern Region.</p> <p>A submission on the Federal Government Department of Environment and Energy's Climate Change Policies Review Discussion Paper was lodged.</p>
		Seek funding to undertake research and support member councils to implement stormwater harvesting, re-use of water and managed aquifer recharge projects to address water availability issues in a drying climate.	<p>The EMRC assisted the Cities of Belmont and Swan to retain their Waterwise status, the Town of Bassendean reached Waterwise status for the first time, and the Shire of Mundaring and Town of Victoria Park both reached Gold Waterwise status.</p> <p>A submission was lodged in April 2017 for the National Water Reform Productivity Commission Issues Paper March 2017.</p> <p>The EMRC represents Perth's Eastern Region on the Cooperative Research Centre for Water Sensitive Cities – Western Regional Advisory Panel.</p> <p>The EMRC represents Perth's Eastern Region on the Cooperative Research Centre for Water Sensitive Cities Integrated Research Project 2 which includes development of a Cost Benefit Analysis Tool for water sensitive urban design and application of the tool through a case study of a development in Bellevue within the Shire of Mundaring and City of Swan.</p> <p>The EMRC represented the Region on the WALGA Sediment Guidelines Review Working Group.</p> <p>A submission was lodged to the Department of Water on the Decision Process for Stormwater Management in WA (Draft for consultation)</p> <p>A Drainage Workshop is being held for member councils at the EMRC in June 2017.</p>

AREAS OF FOCUS		ADVOCACY ACTIONS FOR 2016/2017	REPORTING AGAINST ACTIONS ACHIEVED TO DATE
REGIONAL ENVIRONMENTAL PRIORITIES	Natural Resource Management	Promote sustainable and adaptive environmental initiatives to maintain and enhance the region's natural assets.	<p>The EMRC hosted an Innovative Weed Control Seminar and Bus Tour looking at sites across Perth's Eastern Region in May 2017.</p> <p>The EMRC represented Perth's Eastern Region on the Swan NRM Committee and the Department of Parks and Wildlife Rivers and Estuaries Division - Sub-Regional Groups Chairs and Coordinators Meeting.</p> <p>The Bush Skills 4 Youth program celebrated a two year milestone. The Program provides young people with the opportunity to develop an awareness and appreciation of their local natural environment, develop the skills needed to preserve the environment and encourage them to become environmental stewards into the future.</p> <p>A certificate of commendation was received in the Nature Play category in the 2016 Children's Environment and Health Local Government Report Card Project by the Public Health Advocacy Institute for the Bush Skill 4 Youth program.</p> <p>The launch of the Creating Capable Communities project and a seminar on Developing Volunteer Management Plans occurred in April 2017.</p> <p>An editorial was developed on the value of environmental volunteers in Perth's Eastern Region.</p>
		Advocate towards improved regional air, water and land quality and regional biodiversity conservation.	<p>The EMRC represent the Region on the Smart Cities and Suburbs - Urban Monitor Working Group which is working to develop an innovative urban canopy mapping system for Western Australia.</p> <p>The EMRC in partnership with Murdoch University launched the Healthy Wildlife project and website at Native Animal Rescue on 3 March 2017. The 'Healthy Wildlife Healthy Lives' project aims to educate the community about 'One Health' focusing on human and domestic animal's contact with wildlife in urban areas.</p>
	Climate Change	Undertake advocacy as identified in the Regional Environmental Strategy 2016-2020.	<p>Funding of \$20,000 was received through the All West Australians Reducing Emergencies (AWARE) Program to continue the implementation of the Understanding and Managing Flood Risk in Perth project which includes hydraulic modelling and floodplain management study of the Swan and Helena Rivers in Perth.</p> <p>The EMRC helped coordinate a working group on the Smart Cities and Suburbs - Urban Monitor which is working to develop an innovative urban canopy mapping system for Western Australia a key area identified in the Regional Environment Strategy.</p>
		Seek opportunities to strengthen the environment's resilience to the impacts of climate change under the Federal Government Plan for a Cleaner Environment.	<p>The EMRC is a Member of the WALGA Climate Change Collaborators.</p> <p>A submission was lodged on the Federal Government Department of Environment and Energy's Climate Change Policies Review Discussion Paper.</p>

AREAS OF FOCUS		ADVOCACY ACTIONS FOR 2016/2017	REPORTING AGAINST ACTIONS ACHIEVED TO DATE
REGIONAL ENVIRONMENTAL PRIORITIES	Climate Change	Identify, investigate and develop new environmental and sustainability opportunities.	<p>A Climate Change Forum was developed by the EMRC and an invitation extended to member councils and all key stakeholders with an interest in climate change for the Forum in October 2016.</p> <p>Data analysis for ACER was undertaken for participating member Councils on energy, gas and water consumption through the continued management of the Planet Footprint platform.</p> <p>A Planet Footprint Quarterly Performance Review was coordinated to identify top consuming assets of water and energy, any anomalies, and analyse current performance.</p> <p>Data analysis was undertaken of the participating member Councils energy, gas and water consumption for Planet Footprint. Relevant member Council Emissions Report Cards has commenced.</p>
		Promote opportunities to minimise impacts of carbon price mechanisms.	A submission was lodged on the Federal Government Department of Environment and Energy's Climate Change Policies Review Discussion Paper.
		Promote opportunities to deal with emerging environmental issues.	<p>A Climate Change seminar – <i>Transport and Alternative Energy for a Low Carbon Future hosted and held at the EMRC</i> in 28 October 2016 and included four guest speakers on the topics of: auto-dependent cities; battery storage; e-bikes; autonomous vehicles.</p> <p>The EMRC provided Briefing Notes to member Councils regarding:</p> <ul style="list-style-type: none"> • Solar energy and battery storage emerging issues and trends; • Urban Canopy Update: Summary of events and outcomes for urban forest management; and • A summary of the Cooperative Research Centre for Water Sensitive Cities research publication on the Impacts of water sensitive urban design solutions on human thermal comfort was prepared and disseminated.
REGIONAL ECONOMIC DEVELOPMENT	Business Growth, Investment and Innovation	Promote the region as an attractive investment destination.	<p>Correspondence was sent to Mr Ken Wyatt MP; Federal Member for Hasluck in May 2016 and again in July 2016 seeking a meeting regarding the Smart Cities Program.</p> <p>Mr Ken Wyatt MP; Federal Member for Hasluck invited EMRC CEO and Director Regional Services to a meeting at his office in August 2016, to discuss the Smart Cities Program.</p> <p>A draft City Deal proposal is being prepared for lodgement with the Federal Government by the end of June 2017. Letters have been sent to the state government in May 2017 seeking their in principle support for Perth's Eastern Region to become a City Deal recipient. Meetings have been held with member Councils and a meeting with Perth Airport scheduled.</p>
		Advocate for the priority areas identified in the Regional Economic Development Strategy (REDS) 2017-2021.	The REDS is in the final draft stage and expected to be finalised by the end of June 2017. Advocacy will occur in line with the new Strategy.

AREAS OF FOCUS		ADVOCACY ACTIONS FOR 2016/2017	REPORTING AGAINST ACTIONS ACHIEVED TO DATE
REGIONAL ECONOMIC DEVELOPMENT	Business Growth, Investment and Innovation	Foster and enhance relationships with key stakeholders including government agencies and business groups.	<p>A tour of the South West metropolitan region was organised to gain an understanding of best practice in another region in November 2016.</p> <p>The 2016/2017 business exemplar project was offered to 23 exemplary businesses, showcasing the winners of business awards from the Central Eastern Business Association, Belmont Environmental Achievers Program for Business, Belmont Small Business Awards. The project provided business award winners with a free professional public relations package, with the intention to also promote business associations and groups within Perth's Eastern Region. The program ran from November 2016 - May 2017.</p>
		Promote partnership opportunities with organisations for the development of initiatives and projects.	<p>The EMRC sent a letter of support to the Department of Sport and Recreation (DSR), September 2016, for the City of Swan's Youth Engagement Scheme Grant for the Community Champions Project.</p> <p>A media release was prepared and disseminated in December 2016 on the EMRC being recognised for youth activities (D2016/17999).</p>
	Infrastructure to Support Strategic Centres and Population Growth	<p>Advocate for increased investment and upgrades in regional infrastructure including:</p> <ul style="list-style-type: none"> • Mundaring Town Centre wastewater capacity • Helena Valley community recreational infrastructure • Morley heavy rail • Ellenbrook rail (rapid transport connection) • Belmont DA6 • Midland train station relocation 	<p>Correspondence was sent to relevant state government ministers on the Midland train station relocation and Ellenbrook rapid transport connections in September 2016. Both issues were raised in a face to face meeting with Department of Transport's Executive Director Transport Planning in February 2017.</p> <p>Helena Valley community recreational infrastructure (Boya Community Centre) was included in the advocacy tour of the Mundaring foothills in November 2016.</p>
		Facilitate and advocate for sustainable economic development of the region.	<p>Redevelopment of the previous Investment and Opportunities Booklet which was widely disseminated to key stakeholders in the region and to relevant state government politicians is underway.</p> <p>A media release was prepared and disseminated in November 2016 titled "EMRC Committed to Employment Opportunities" (D2016/16573).</p>

AREAS OF FOCUS		ADVOCACY ACTIONS FOR 2016/2017	REPORTING AGAINST ACTIONS ACHIEVED TO DATE
REGIONAL ECONOMIC DEVELOPMENT	Infrastructure to Support Strategic Centres and Population Growth	Promote social opportunities within the region that support member councils to achieve their social outputs.	<p>The 2017 Perth's Autumn Festival (PAF) series of events were promoted during the autumn months of March to May 2017 at various locations in Perth's Eastern Region. The 2017 festival was supported by Lotterywest and Perth Airport. This year's festival included promotion of three core events and 52 fringe events advertised on the perthtourism.com.au website. Promotions also featured individual council run events such as the Town of Bassendean's Australia Day Event and its NAIDOC celebration.</p> <p>The Hello Spring campaign continued the success of the Perth's Autumn Festival campaign in addition to aligning with the EMRC's active transport goals. Hello Spring promoted a diverse range of activities events and attractions across Perth's Eastern Region inclusive of arts and culture, active transport and fostering community spirit throughout spring.</p> <p>The Avon Descent Family Fun Day events were instrumental in supporting member councils achieve their social outputs by creating a community and family atmosphere. The events are supported by Lotterywest grants and provide a means for Councils to engage with their local community, businesses, other stakeholders and visitors. The regional grant funding of \$155,000 supported the Shires of Toodyay and Northam, City of Belmont and the Town of Bassendean with their event costs as well as the marketing campaign managed by the EMRC.</p> <p>Grant funding was successfully administered and acquitted by the EMRC on behalf of member councils for both PAF and the Avon Descent Family Fun Days.</p>
		Advocate for the Your Move program.	<p>Correspondence prepared by EMRC and sent to Minister for Sport and Recreation and Minister for Transport. The correspondence was also cc'd to Department of Sport and Recreation's, Director General; Director of Strategic Policy and Regional Services; Director of Industry Development and Participation; and the Department of Transport's Director General; Managing Director Policy, Planning and Investment; Executive Director Transport Strategy and Reform and Congestion Policy and Programs.</p> <p>Replies from correspondence received from the then Minister for Sport and Recreation Mia Davies and Minister for Transport's Chief of Staff, acknowledging the EMRC's correspondence and advising that their agencies were setting up a meeting with the EMRC to discuss the Your Move program in our region.</p> <p>A meeting was held with Department of Sport and Recreation (DSR), Department of Transport and EMRC in August 2016. Attendance included the: Department of Transport's Executive Director Transport Policy and Systems; Manager Congestion Programs; Director Congestion Policy and Programs; and the Department of Sport and Recreation's Director Industry Development and Participation; and Director Strategic Policy and Regional Services.</p>

AREAS OF FOCUS		ADVOCACY ACTIONS FOR 2016/2017	REPORTING AGAINST ACTIONS ACHIEVED TO DATE
REGIONAL ECONOMIC DEVELOPMENT	Maximise Infrastructure Benefits	Undertake a regional approach to research, advocacy and grant funding to create a stronger voice.	<p>A submission was prepared and submitted in September 2016 on the <i>Consultation Paper – Proposal for Regional Subsidiaries Legislation</i> and lodged with the Department for Local Government and Communities.</p> <p>Grant funding received in 2016/2017 included: Lotterywest Avon Descent grant of \$155,500; Lotterywest PAF grant of \$20,000; Perth Airport Pty Ltd sponsorship of \$6,000 for PAF; Keep Australia Beautiful grant of \$8,000 for portable water station to be used at regional events.</p> <p>A media release was prepared and disseminated on the Avon Descent Family Fun Days in August 2016 (D2016/10756).</p>
		Research the NBN readiness of businesses in the region and provide feedback to member Councils and other organisations on the required services.	<p>A presentation was held in August 2016 to the EDOG members from Rachel McIntyre, NBN Co on the status of NBN delivery, which included revised maps.</p> <p>The EMRC investigated opportunities for the NBN “Sky Muster Satellite” truck to be located at the Belmont Forum and also at the Gidgegannup Show in October and November 2016, however the timing did not coincide.</p> <p>The EMRC attended a NBN Update forum at The Rise, Maylands in April 2017.</p> <p>Further technology meetings have been held with Telstra Global Enterprise, Solutions Specialist and with the Australian Tourism Data Warehouse company, seeking innovation technology options in the region.</p>
		Promote opportunities to facilitate regional, cultural and recreation activities.	The EMRC’s perthtourism.com.au website promoted 52 local fringe events in Perth’s Eastern Region, as part of the PAF. This was supported by the three larger core events run by the City of Belmont, City of Bayswater and Town of Bassendean as part of the Perth Autumn Festival. Apart from promotion through the website, media releases were also provided to member councils for inclusion on their facebook pages, websites and newsletters. The EMRC also promoted PAF through its newsletter, through provision of stories to local community newspapers and via a media release in August 2016 (D2016/10756).

AREAS OF FOCUS		ADVOCACY ACTIONS FOR 2016/2017	REPORTING AGAINST ACTIONS ACHIEVED TO DATE
REGIONAL TRANSPORT PRIORITIES	Increase and Maximise Benefits of Infrastructure and Services	<p>Advocate for increased investment in regional transport infrastructure priorities including:</p> <ol style="list-style-type: none"> 1. Reid Highway between West Swan Road and Beechboro Road North. 2. Great Eastern Highway between Tonkin Highway and the Great Eastern Highway bypass. 3. Helena River bridge to complete connection of Lloyd Street through to Abernethy Road and the Great Eastern Highway bypass. 4. Tonkin Highway "Gap Project" between Gateway WA and Northlink WA. 5. Orange Route (Mundaring/Toodyay Rd) – Perth to Adelaide National Highway. 6. Freight rail realignment (Midland) and Midland train station relocation. 7. Bayswater train station upgrade. 8. Abernethy Road railway culvert bridge. <p>Grade separation of Roe/Kalamunda and Roe/Great Eastern Highway bypass.</p>	<p>All roads identified and included in the advocacy list have been included in correspondence to the newly elected Minister for Transport and Minister for Road Safety and the members of parliament who represent Perth's Eastern Region. Correspondence was dispatched to newly elected Minister and members of parliament in March 2017.</p> <p>A meeting and presentation on the latest update of the PANH (Orange Route) Meeting by Main Roads WA was held at EMRC Offices, with City of Swan, Shire of Mundaring was held in September 2016.</p> <p>A meeting was held at the EMRC with; Department of Transport Executive Director, Integrated Transport Planning, Steve Beyer; Main Roads WA Manager Road Planning, Lindsay Broadhurst and EMRC staff in February 2017 at the request of the Minister for Transport. An overview of transport priorities was provided and infrastructure, road safety and the relevance of the EMRC's transport advisory group were discussed.</p> <p>A recent meeting with Minister Saffioti's Chief of Staff and Policy Advisor was very productive with all key transport infrastructure priorities discussed as well as how best to keep the Ministers Office informed of transport matters. It was agreed that one of the Minister's Policy Advisors will join the Regional Integrated Transport Strategy Implementation Advisory Group (RITS IAG) and will attend the next meeting scheduled for June 2017.</p>
		Develop and implement the new Regional Integrated Transport Strategy 2017 -2021.	The Regional Integrated Transport Strategy 2017-2021 was developed in consultation with member councils and key stakeholders and completed in March 2017.
		Review and advocate for improved public transport options throughout the region.	<p>The EMRC hosted two consecutive Forums in October 2016 with Department of Transport on the topics of Travel Demand Management and the Perth Cycling Plan.</p> <p>The EMRC organised a visit to experience the RAC Driverless Bus in November 2016 for all RITS IAG members and other interested parties.</p>
	Behaviour Change	Advocate for improved social equity, connectivity and community health through greater active transport opportunities.	<p>The Swan River Ramble project was undertaken with relevant member councils and the City of Vincent for connectivity around sections of the Swan River. This project can be expanded over time.</p> <p>Road Safety video campaigns are being developed and will focus around community transport consultation on road safety issues identified including; Driver Distraction; Safe Passing/Merging; Speeding and Sharing the Road</p> <p>The other behaviour change area of focus is on the Your Move program which continues to be advocated for.</p>
		Advocate for the Your Move program.	Refer to previous comments outlined in the above section; <i>Infrastructure to support strategic centres and population growth.</i>

AREAS OF FOCUS		ADVOCACY ACTIONS FOR 2016/2017	REPORTING AGAINST ACTIONS ACHIEVED TO DATE
REGIONAL TRANSPORT PRIORITIES	Safety	Advocate for safe roads and roadsides, safe road use, safe vehicles, safe speeds and road safety planning and governance.	<p>A meeting was held in December 2016 with Road Safety Commission's (RSC) Chris Adams, Director Strategy and Operations.</p> <p>The EMRC attended a RSC Forum on Vulnerable Road Users in November 2016 at the invitation of the RSC.</p> <p>Advocacy to Main Roads WA and RSC occurred relating to road safety issues on Toodyay Road in the vicinity of the Red Hill quarry, near the EMRC's Landfill entrance, in January 2017.</p> <p>A new Road Safety Report Card was disseminated widely in March 2017 and promoted during Road Safety Week</p> <p>Correspondence was sent to the new Minister for Road Safety, Michelle Roberts in March 2017 regarding her new appointment and updating her on road safety matters in the region.</p> <p>A media release was prepared on road safety and disseminated in April 2017 (D2017/05164).</p>



1.2 REGIONAL SERVICES ACTIVITY REPORT 1 JANUARY 2017 TO 31 MARCH 2017

REFERENCE: D2017/07605 (CEOAC) – D2017/08851

PURPOSE OF REPORT

The purpose of this report is to provide a progress update on the activities undertaken by the Regional Services Directorate for the period 1 January 2017 to 31 March 2017.

KEY ISSUE(S)

Achievements highlighted for the period 1 January 2017 to 31 March 2017 include:

- All activities undertaken by the Environmental Services business unit for the ensuing period.
- All activities undertaken by the Regional Development business unit for the ensuing period.

SOURCE OF REPORT

Director Regional Services

BACKGROUND

The Environmental Services and Regional Development business units partner with member Councils and key stakeholders to facilitate strategies, projects and activities and provide services (where appropriate) for the benefit and sustainability of Perth's Eastern Region.

Three advisory groups meet regularly to consider regional economic, transport and environmental projects and initiatives and assist in guiding EMRC strategies. Representation from each participating member Council and the EMRC constitute each group's membership with an expanded membership of the Regional Integrated Transport Strategy Implementation Advisory Group including numerous key stakeholders with an interest in transport.

The three groups are:

- Economic Development Officers Group (EDOG);
- Regional Integrated Transport Strategy Implementation Advisory Group (RITS IAG); and
- Regional Environment Strategy Advisory Group (RESAG).

Regular progress reports are provided to advisory groups, committees and councils to ensure ongoing and effective communication.

REPORT

The progress report for individual member Councils, on Regional Services activity for the period 1 January 2017 to 31 March 2017, is provided below.

Town of Bassendean

The EMRC's Regional Services Directorate has delivered the following:

- Finalised the Town's Water Status Report and held quarterly water team meetings.
- Recognised water accounts with potential or identified leaks and recorded actions towards those anomalies.
- Provided a draft for updating the Town's Verge Treatment Policy and provided guidelines for waterwise verges in line with best practice.
- Liaised with Water Corporation on providing the Town with baseline water allocation guidelines for sporting facilities and fields.



Item 1.2 continued

- Checked the Bassendean Library Home Energy Audit Kits and updated the tariff price for electricity on the PowerMates.
- Provided an update on the Town's Emissions for Quarter 1 of 2016/2017 to the Renewable Energy Working Group, including progress towards new emissions target.
- Managed Planet Footprint data including updating the Town on anomalies in energy and water accounts and facilitated the Town's Planet Footprint Performance Review.
- Hired the steamwand to the Town for non-chemical weed control trials at Broadway Reserve.
- Planned Bush Skills 4 Youth workshops for schools within the Town, in partnership with the Department of Parks and Wildlife Nearer to Nature program.
- Progressed the Business Exemplar Project 2016/2017. Central Eastern Business Association award winners within the Town of Bassendean met with the consultant to have media releases prepared and disseminated for their businesses.
- The EMRC was successful in securing \$20,000 (ex GST) from Lotterywest and \$4,545.45 (ex GST) from Perth Airport in grant funding. The Town of Bassendean's Summer's Edge Outdoor Music Event was promoted as part of the Festival.
- Progressed Stages Two and Three of the Understanding and Managing Flood Risk in Perth project with the consultants undertaking development and calibration of the flood hydraulic model.
- Attended, and disseminated information from a number of meetings, workshops and seminars including:
 - WALGA's Climate Change Collaborators meeting;
 - WALGA's Sustainability Officers Networking Group;
 - World Renewable Energy Congress XVI; and
 - Bushfire Planning and Biodiversity Management.
- Launched the Healthy Wildlife website in March 2017, a key output of the 'Healthy Wildlife Healthy Lives' – A One Health Project.
- Provided a summary of a recent Cooperative Research Centre for Water Sensitive Cities research publication on the Impacts of water sensitive urban design solutions on human thermal comfort.
- Provided Briefing Notes regarding:
 - Solar energy and battery storage emerging issues and trends; and
 - Urban Canopy Update: Summary of events and outcomes for urban forest management.
- Held a stall at the 2017 WA Wetland Management Conference with information on alternative weed management and showcased the steamwand machine.
- Represented Perth's Eastern Region on the Department of Transport's TravelSmart Officer Network.
- Represented Perth's Eastern Region on WALGA's Local Government Cycling Reference Group.
- A Regional Integrated Transport Strategy Implementation Advisory Group was held in March 2017.
- An Economic Development Officer Group meeting was held in February 2017.
- Held a workshop in January 2017 to identify regional youth advocacy priorities.
- Launched the Swan River Ramble wayfinding project around the Swan River during Bike Week in March 2017. Hard copy brochures were distributed to the involved councils and the information was also made available on perthtourism.com.au.



Item 1.2 continued

City of Bayswater

The EMRC's Regional Services Directorate has delivered the following:

- Hired the steamwand to the City a number of times to trial non-chemical weed control at a number of reserves.
- Progressed the Business Exemplar Project 2016/2017. Central Eastern Business Association award and Small Business Award 2016 award winners within the City of Bayswater are meeting with the consultant to have media releases prepared and disseminated for their businesses.
- The EMRC was successful in securing \$20,000 (ex GST) from Lotterywest and \$4,545.45 (ex GST) from Perth Airport in grant funding. The City of Bayswater's event at Riverside Gardens, Milne Street, Bayswater was promoted as part of the Festival.
- Launched the Healthy Wildlife website in March 2017, a key output of the 'Healthy Wildlife Healthy Lives' – A One Health Project.
- Provided Briefing Notes regarding:
 - Solar energy and battery storage emerging issues and trends; and
 - Urban Canopy Update: Summary of events and outcomes for urban forest management.
- Attended, and disseminated information from a number of meetings, workshops and seminars including:
 - WALGA's Climate Change Collaborators meeting;
 - WALGA's Sustainability Officers Networking Group;
 - World Renewable Energy Congress XVI; and
 - Bushfire Planning and Biodiversity Management.
- Held a stall at the 2017 WA Wetland Management Conference with information on alternative weed management and showcased the steamwand machine.
- Conducted monitoring and reporting on the 20 Million Trees revegetation program.
- Planned Bush Skills 4 Youth workshops with two youth groups at Riverside Gardens and Eric Singleton Bird Sanctuary.
- Progressed Stages Two and Three of the Understanding and Managing Flood Risk in Perth project with the consultants undertaking development and calibration of the flood hydraulic model.
- Represented Perth's Eastern Region on the Department of Transport's TravelSmart Officer Network.
- Represented Perth's Eastern Region on WALGA's Local Government Cycling Reference Group.
- A Regional Integrated Transport Strategy Implementation Advisory Group was held in March 2017.
- An Economic Development Officer Group meeting was held in February 2017.
- Held a workshop in January 2017 to identify regional youth advocacy priorities.
- Launched the Swan River Ramble wayfinding project around the Swan River during Bike Week in March 2017. Hard copy brochures were distributed to the involved councils and the information was also made available on perthtourism.com.au.

City of Belmont

The EMRC's Regional Services Directorate has delivered the following:

- Undertook data analysis for the City's energy, gas and water consumption through the continued management of the Planet Footprint platform and updated abatement measures.
- Commenced a site investigation for Harman Park in relation to the impact the installation of the 10 kilowatt solar PV system has had on energy consumption.
- Checked the Home Energy Audit Kits at the Belmont library and updated the tariff price for electricity on the PowerMates.



Item 1.2 continued

- Progressed the Business Exemplar Project 2016/2017. Belmont Environmental Achievers Awards and the Small Business Awards 2016 award winners within the City of Belmont are meeting with the consultant to have media releases prepared and disseminated for their businesses.
- The EMRC was successful in securing \$20,000 (ex GST) from Lotterywest and \$4,545.45 (ex GST) from Perth Airport in grant funding. The City of Belmont's Autumn River Festival at Garvey Park, Ascot. was promoted as part of the Festival.
- Attended, and disseminated information from a number of meetings, workshops and seminars including:
 - WALGA's Climate Change Collaborators meeting;
 - WALGA's Sustainability Officers Networking Group;
 - World Renewable Energy Congress XVI; and
 - Bushfire Planning and Biodiversity Management.
- Held a stall at the 2017 WA Wetland Management Conference with information on alternative weed management and showcased the steamwand machine.
- Launched the Healthy Wildlife website on 3 March 2017, a key output of the 'Healthy Wildlife Healthy Lives' – A One Health Project.
- Provided a summary of a recent Cooperative Research Centre for Water Sensitive Cities research publication on the Impacts of water sensitive urban design solutions on human thermal comfort.
- Provided Briefing Notes regarding:
 - Solar energy and battery storage emerging issues and trends; and
 - Urban Canopy Update: Summary of events and outcomes for urban forest management.
- Progressed Stages Two and Three of the Understanding and Managing Flood Risk in Perth project with the consultants undertaking development and calibration of the flood hydraulic model.
- Represented Perth's Eastern Region on the Department of Transport's TravelSmart Officer Network.
- Represented Perth's Eastern Region on WALGA's Local Government Cycling Reference Group.
- A Regional Integrated Transport Strategy Implementation Advisory Group was held in March 2017.
- An Economic Development Officer Group meeting was held in February 2017.
- Held a workshop in January 2017 to identify regional youth advocacy priorities.
- Launched the Swan River Ramble wayfinding project around the Swan River during Bike Week in March 2017. Hard copy brochures were distributed to the involved councils and the information was also made available on perthtourism.com.au.

Shire of Kalamunda

The EMRC's Regional Services Directorate has delivered the following:

- Delivered Bush Skills for the Hills workshops including:
 - Green Card Training - Introduction to Environmental Volunteering; and
 - Quenda Quest - ecology and quenda habitat and health.
- Acquitted the Protecting Priority Tributaries and Preventing the Spread of Priority Weed Species - Swan Alcoa Landcare Program grant. This project included revegetation and weed control at Lower Lesmurdie Falls.



Item 1.2 continued

- A Bush Skills 4 Youth community workshop was held in March 2017 at the Kanyana Wildlife Rehabilitation Centre and planning is underway for nature play activities for families with young children with the Zig Zag Early Years Group.
- Provides an EMRC Environmental Project Officer to attend the Shire one day per week to address local landholder enquiries and assist with projects.
- Represented Perth's Eastern Region at the Department of Parks and Wildlife sub regional coordinators meetings.
- Attended, and disseminated information from a number of meetings, workshops and seminars including:
 - WALGA's Climate Change Collaborators meeting;
 - WALGA's Sustainability Officers Networking Group;
 - World Renewable Energy Congress XVI; and
 - Bushfire Planning and Biodiversity Management.
- Held a stall at the 2017 WA Wetland Management Conference with information on alternative weed management and showcased the steamwand machine.
- Launched the Healthy Wildlife website in March 2017, a key output of the 'Healthy Wildlife Healthy Lives' – A One Health Project.
- Provided Briefing Notes regarding:
 - Solar energy and battery storage emerging issues and trends; and
 - Urban Canopy Update: Summary of events and outcomes for urban forest management.
- Represented Perth's Eastern Region on the Department of Transport's TravelSmart Officer Network.
- Represented Perth's Eastern Region on WALGA's Local Government Cycling Reference Group.
- A Regional Integrated Transport Strategy Implementation Advisory Group was held in March 2017.
- Held a workshop in January 2017 to identify regional youth advocacy priorities.

Shire of Mundaring

The EMRC's Regional Services Directorate has delivered the following:

- A Bush Skills 4 Youth workshop for the Seen and Heard youth group was held at Lake Leschenaultia in January 2017. A partnership with the Shire and the Mundaring Arts Centre will result in the delivery of workshops as part of the Mundaring Environmental Art Project with a theme of leaf litter. Bush Skills 4 Youth was promoted at the Mundaring Principals' meeting in March 2017.
- Assisted with supply of two Home Energy Audit Kits for the Mundaring library.
- Provides an EMRC Environmental Project Officer to attend the Shire one day per week to address local landholder enquiries and assist with projects.
- Conducted a Shire water team meeting to progress implementation of the Shire's Water Efficiency Action Plan and demonstrated the Planet Footprint dashboard.
- Checked the PowerMates at the Mundaring library and updated the tariff price for electricity.
- Completed data analysis of the Shire's energy, gas and water consumption for Planet Footprint.
- Completed the Shire's Emissions Report Card.
- Conducted monitoring and reporting on the 20 Million Trees revegetation program, and engaged with Shire of Mundaring new landholders for further planting in winter 2017.
- Acquitted the Protecting Priority Tributaries and Preventing the Spread of Priority Weed Species - Swan Alcoa Landcare Program grant. This project included removing Gensita – a Weed of National Significance from Parkerville.
- Monitored the alternative weed management Spring trials on the Railway Heritage Trail as part of the Steaming to Success - Alternative Weed Management project.



Item 1.2 continued

- A project initiation meeting was held for the Cooperative Research Centre for Water Sensitive Cities economic case study of the Katharine Street living stream development in Bellevue with key stakeholders.
- Finalised energy efficiency, water efficiency and battery recycling student worksheets for distribution to primary schools in the Shire and as an online resource.
- Updated the Shire's Environmental Education Directory. Professional printed copies were distributed to all primary schools throughout the Shire.
- Delivered Bush Skills for the Hills workshops including:
 - Green Card Training - Introduction to Environmental Volunteering; and
 - Quenda Quest - ecology and quenda habitat and health.
- Represented Perth's Eastern Region at the Department of Parks and Wildlife sub regional coordinators meetings.
- Held a stall at the 2017 WA Wetland Management Conference with information on alternative weed management and showcased the steamwand machine.
- Attended, and disseminated information from a number of meetings, workshops and seminars including:
 - WALGA's Climate Change Collaborators meeting;
 - WALGA's Sustainability Officers Networking Group;
 - World Renewable Energy Congress XVI; and
 - Bushfire Planning and Biodiversity Management.
- Provided a summary of a recent Cooperative Research Centre for Water Sensitive Cities research publication on the Impacts of water sensitive urban design solutions on human thermal comfort.
- Provided Briefing Notes regarding:
 - Solar energy and battery storage emerging issues and trends; and
 - Urban Canopy Update: Summary of events and outcomes for urban forest management.
- Launched the Healthy Wildlife website on 3 March 2017, a key output of the 'Healthy Wildlife Healthy Lives' – A One Health Project.
- Represented Perth's Eastern Region on the Department of Transport's TravelSmart Officer Network.
- Represented Perth's Eastern Region on WALGA's Local Government Cycling Reference Group.
- A Regional Integrated Transport Strategy Implementation Advisory Group was held in March 2017.
- An Economic Development Officer Group meeting was held in February 2017.
- Held a workshop in January 2017 to identify regional youth advocacy priorities.

City of Swan

The EMRC's Regional Services Directorate delivered the following:

- Coordinated water team meetings to achieve implementation of the City's Water Efficiency Action Plan and analysed monthly water consumption data for the City's top facilities with largest increases and decreases in volumetric consumption.
- Completed data analysis of the City's corporate and community water data and provided a report card to outline current performance.
- Acquitted the Protecting Priority Tributaries and Preventing the Spread of Priority Weed Species - Swan Alcoa Landcare Program grant. This project included revegetation in Woodbridge with the Lower Helena Association.
- Conducted monitoring and reporting on 20 Million Trees revegetation program, and engaged new City of Swan landholders for further planting in winter 2017.



Item 1.2 continued

- Held a series of four after school “Bush in a Box” Workshops at Midland Library in March 2017 as part of Bush Skills 4 Youth. Held a workshop with Herne Hill Scouts workshop in March 2017 and planned community workshops at Emu Swamp with Ballajura Place staff. Undertook Youth consultation with the Swan Youth Council at Hyperfest in February 2017.
- Delivered Bush Skills for the Hills workshops including:
 - Green Card Training - Introduction to Environmental Volunteering; and
 - Quenda Quest - ecology and quenda habitat and health.
- Represented Perth’s Eastern Region at the Department of Parks and Wildlife sub regional coordinators meetings.
- Attended, and disseminated information from a number of meetings, workshops and seminars including:
 - WALGA’s Climate Change Collaborators meeting;
 - WALGA’s Sustainability Officers Networking Group;
 - World Renewable Energy Congress XVI;
 - CRC Water Sensitive Cities Toolkit workshop; and
 - Bushfire Planning and Biodiversity Management.
- Held a stall at the 2017 WA Wetland Management Conference with information on alternative weed management and showcased the steamwand machine.
- Launched the Healthy Wildlife website on 3 March 2017, a key output of the ‘Healthy Wildlife Healthy Lives’ – A One Health Project.
- Provided a summary of a recent Cooperative Research Centre for Water Sensitive Cities research publication on the Impacts of water sensitive urban design solutions on human thermal comfort.
- Provided Briefing Notes regarding:
 - Solar energy and battery storage emerging issues and trends; and
 - Urban Canopy Update: Summary of events and outcomes for urban forest management.
- Progressed Stages Two and Three of the Understanding and Managing Flood Risk in Perth project with the consultants undertaking development and calibration of the flood hydraulic model.
- Provides an EMRC Environmental Project Officer to attend the City one day per week to address local landholder enquiries and assist with projects.
- Represented Perth’s Eastern Region on the Department of Transport’s TravelSmart Officer Network.
- Represented Perth’s Eastern Region on WALGA’s Local Government Cycling Reference Group.

In addition to the specific deliverables identified above for each member Council, the EMRC also facilitated regional meetings, assisted with webinars, hosted a range of key stakeholder events, provided key regional advocacy at both a state and federal government level, engaged with high-level stakeholders and lodged submissions on key documents.

STRATEGIC/POLICY IMPLICATIONS

Key Result Area 1 – Environmental Sustainability

- 1.5 To contribute towards improved regional air, water and land quality and regional biodiversity conservation
- 1.6 To address climate change issues within the region

Key Result Area 2 – Social Opportunities

- 2.1 To facilitate regional cultural and recreational activities



Item 1.2 continued

Key Result Area 3 – Economic Development

- 3.1 To facilitate increased investment in regional infrastructure
- 3.2 To facilitate regional economic development activities

Key Result Area 4 – Good Governance

- 4.1 To provide advice and advocacy on issues affecting Perth's Eastern Region
- 4.2 To manage partnerships and relationships with stakeholders

FINANCIAL IMPLICATIONS

The funding to facilitate Regional Services projects and activities is developed and agreed with member Councils as part of the annual budget process.

SUSTAINABILITY IMPLICATIONS

Regional Services operates to pursue environmental, economic and social growth outcomes for Perth's Eastern Region, having regard for the relevant Sustainable Development Goals. Environmental management activities support sustainability principles and contribute towards the environmental, social, and economic benefits through water and energy savings, conservation and management of biodiversity and natural areas and community education and engagement.

MEMBER COUNCIL IMPLICATIONS

Member Council	Implication Details
Town of Bassendean	Ongoing participating member Council officer time on the three advisory groups: EDOG, RITS IAG and RESAG.
City of Bayswater	
City of Belmont	
Shire of Kalamunda	
Shire of Mundaring	
City of Swan	

ATTACHMENT(S)

Nil



15 REPORTS OF COMMITTEES

15.1 CHIEF EXECUTIVE OFFICERS ADVISORY COMMITTEE MEETING HELD 6 JUNE 2017 (REFER TO MINUTES OF COMMITTEE – MAUVE PAGES) REFERENCE: D2017/06622 (CEOAC) – D2017/08593

The minutes of the Chief Executive Officers Advisory Committee meeting held on **6 June 2017** accompany and form part of this agenda – (refer to mauve section of 'Minutes of Committees' for Council accompanying this Agenda).

QUESTIONS

The Chairman invited general questions from members on the minutes of the Chief Executive Officers Advisory Committee.

RECOMMENDATION(S)

That with the exception of items, which are to be withdrawn and dealt with separately, Council adopts the recommendations in the Chief Executive Officers Advisory Committee report (Section 15.1).

COUNCIL RESOLUTION(S)

MOVED CR SUTHERLAND SECONDED CR PERKS

THAT COUNCIL ADOPTS THE RECOMMENDATIONS IN THE CHIEF EXECUTIVE OFFICERS ADVISORY COMMITTEE REPORTS (SECTION 15.1).

CARRIED UNANIMOUSLY

CHIEF EXECUTIVE OFFICERS ADVISORY COMMITTEE

MINUTES

6 June 2017

(REF: D2017/06622 (CEOAC) – D2017/08593)

A meeting of the Chief Executive Officers Advisory Committee was held at the EMRC Administration Office, 1st Floor, 226 Great Eastern Highway, BELMONT WA 6104 on **Tuesday, 6 June 2017**. The meeting commenced at **12:35pm**.

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1 DECLARATION OF OPENING AND ANNOUNCEMENT OF VISITORS

The Chairman opened the meeting at 12:35pm. The Chairman welcomed Mr Brien to the meeting.

2 ATTENDANCE, APOLOGIES AND LEAVE OF ABSENCE (PREVIOUSLY APPROVED)

Committee Members

Mr Stuart Cole (Chairman)	Chief Executive Officer	City of Belmont
Ms Rhonda Hardy (Deputy Chairman)	Chief Executive Officer	Shire of Kalamunda
Mr Andrew Brien	Chief Executive Officer	City of Bayswater
Mr Jonathan Throssell	Chief Executive Officer	Shire of Mundaring
Mr Mike Foley	Chief Executive Officer	City of Swan
Mr Peter Schneider	Chief Executive Officer	EMRC

Apologies

Mr Bob Jarvis	Chief Executive Officer	Town of Bassendean
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EMRC Officers

Mrs Wendy Harris	Director Regional Services
Ms Theresa Eckstein	Executive Assistant to Chief Executive Officer (Minutes)

3 DISCLOSURE OF INTERESTS

Nil

4 ANNOUNCEMENTS BY THE CHAIRMAN OR PRESIDING MEMBER WITHOUT DISCUSSION

Nil

5 PETITIONS, DEPUTATIONS AND PRESENTATIONS

Nil

6 CONFIRMATION OF MINUTES OF PREVIOUS MEETINGS

6.1 MINUTES OF THE CHIEF EXECUTIVE OFFICERS ADVISORY COMMITTEE MEETING HELD ON 31 JANUARY 2017

That the minutes of the Chief Executive Officers Advisory Committee meeting held on 31 January 2017, which have been distributed, be confirmed.

CEOAC RESOLUTION(S)

MOVED MR THROSSELL SECONDED MR FOLEY

THAT THE MINUTES OF THE CHIEF EXECUTIVE OFFICERS ADVISORY COMMITTEE MEETING HELD ON 31 JANUARY 2017 WHICH HAVE BEEN DISTRIBUTED, BE CONFIRMED.

CARRIED UNANIMOUSLY



7 QUESTIONS BY MEMBERS OF WHICH DUE NOTICE HAS BEEN GIVEN

Nil

8 QUESTIONS BY MEMBERS WITHOUT NOTICE

Nil

9 ANNOUNCEMENT OF CONFIDENTIAL MATTERS FOR WHICH MEETINGS MAY BE CLOSED TO THE PUBLIC

Nil

10 BUSINESS NOT DEALT WITH FROM A PREVIOUS MEETING

Nil



11 REPORTS OF EMPLOYEES

11.1 EMRC REGIONAL ECONOMIC DEVELOPMENT STRATEGY 2017 – 2021

REFERENCE: D2017/07531 (CEOAC) - D2017/08981

PURPOSE OF REPORT

The purpose of the report is to seek Council approval of the EMRC's Regional Economic Development Strategy 2017 - 2021 that will assist in guiding regional economic development activities during that period.

KEY ISSUES AND RECOMMENDATION(S)

- A Regional Economic Development Research Advisory Paper was developed to inform the Regional Economic Development Strategy 2017 – 2021 and assist in identifying priorities and projects relevant to Perth's Eastern Region.
- The process for development of the Regional Economic Development Strategy involved consultation with member Councils through the Economic Development Officers Group, and two workshops with business and industry networks. This assisted to ensure that activities delivered by the EMRC at the regional level complement and support economic development delivered by member Councils, business and industry.
- Implementation of the Regional Economic Development Strategy will be facilitated by the EMRC, with support of member Council Officers and other key stakeholders through the Regional Economic Development Officers Group.

Recommendations

That Council adopt the EMRC's Regional Economic Development Strategy 2017 – 2021, forming the attachment to this report.

SOURCE OF REPORT

Director Regional Services

BACKGROUND

The Establishment Agreement of the EMRC enables regional economic and community development activities to be undertaken on behalf of member Councils.

Milestones in the evolution of regional development activities facilitated by the EMRC for Perth's Eastern Region include:

- 1998 - Regional Development became a Business Unit within the EMRC;
- 2003 - The EMRC developed an online Regional Opportunities Register to promote business, industrial, commercial, and residential investment opportunities;
- 2005 - The EMRC investigated the potential for industry clusters, secured funding and commenced its support for the formation in 2008 of what is now known as the Engineering and Manufacturing Industry Cooperative Limited (EMICoL);
- 2006 - The EMRC formed the Economic Development Officer Group (EDOG) which supports the EMRC to identify and progress regional economic development projects; and
- 2011 - The first Regional Economic Development Strategy (2010-2015) was released.



Item 11.1 continued

REPORT

This report outlines the process utilised in development of the Regional Economic Development Strategy (REDS) 2017-2021 and provides an overview of the priority areas and associated objectives.

The REDS sets the following vision: *“A region where people can exercise their full potential as a result of prosperous businesses, equitable and supported communities and a sustainable environment”* and includes the following priority areas:

- **Industry and Business Growth**
 That the region's businesses and industry are resilient, creative, innovative and supported to achieve high value economic output.
- **Education and Employment Opportunities**
 That the region's activity centres support long term local employment opportunities which are met by a skilled local workforce that is aligned with current and future job opportunities.
- **Community Wellbeing**
 That the region's residents have equitable access to quality services, facilities and infrastructure that support a high quality of life, health and wellbeing.
- **Integrated Planning**
 That the region's infrastructure and land use supports the growth of business and industry while also enhancing amenity, biodiversity and sustainability.

The REDS vision will be delivered with the following objectives:

1. To promote the region as an attractive investment destination;
2. To promote local purchasing within the region to maximise the economic benefits of business transactions and reduce economic leakages;
3. To advocate for and support initiatives that encourage regional visitation;
4. To support development of industry groups with the capacity to create greater business and industry productivity;
5. To advocate for and support a coordinated approach to economic development that aligns infrastructure development with future growth and supports efficiency and productivity;
6. To advocate for and nurture development and integration of new technology in the region;
7. To foster relationships with businesses in the region and promote the awareness of opportunities to maximise technology benefits;
8. To encourage a regulatory environment that is business friendly; and
9. To foster relationships with key stakeholders including government agencies and business groups to grow and develop the region.

The REDS has been developed in close association with representatives from participating member Councils and through the delivery of two workshops. The strategy does not seek to replace individual economic development strategies of member Councils, but rather to complement and support them by outlining a regional framework for the delivery of economic outcomes across the whole of Perth's Eastern Region.

The EMRC will play a lead role in the implementation of this strategy and will coordinate collaboration amongst participating member Councils to achieve the objectives of the strategy. The REDS will be monitored and reviewed on an annual basis.

The REDS is provided as an attachment for Council's adoption.



Item 11.1 continued

STRATEGIC/POLICY IMPLICATIONS

Key Result Area 3 – Economic Development

- 3.1 To facilitate increased investment in regional infrastructure
- 3.2 To facilitate regional economic development activities


FINANCIAL IMPLICATIONS

The cost of developing the Regional Economic Development Strategy 2017 – 2021 was included in the EMRC's 2016/2017 operating budget with the cost of implementation included in future budgets.

SUSTAINABILITY IMPLICATIONS

The Regional Development business unit operates to pursue economic growth and social outcomes for Perth's Eastern Region and integrates environmental considerations wherever possible across projects undertaken by the unit and have incorporated the relevant Sustainable Development Goals.

MEMBER COUNCIL IMPLICATIONS

Member Council	Implication Details
Town of Bassendean	 Participating member Council officers' time will be required in an advisory capacity on the Economic Development Officer Group.
City of Bayswater	
City of Belmont	
Shire of Kalamunda	
Shire of Mundaring	
City of Swan	

ATTACHMENT(S)

Draft Regional Economic Development Strategy 2017 – 2021 (Ref: D2017/07579)

VOTING REQUIREMENT

Simple Majority

RECOMMENDATION(S)

That Council adopt the EMRC's Regional Economic Development Strategy 2017 – 2021, forming the attachment to this report.

The Director Regional Services gave a brief overview of the EMRC's Regional Economic Development Strategy 2017 – 2021. It was agreed that the Director Regional Services will ask EDOG members to review the Strategy and to include representatives from the City of Swan and Shire of Kalamunda in the review. The strategy could also be made more succinct and include a separate Action Plan.

The Regional Economic Development Strategy 2017 – 2021 will be returned to a future CEOAC.



Item 11.1 continued

CEOAC RESOLUTION

MOVED MR COLE

SECONDED MR THROSSELL

THAT THE EMRC REGIONAL ECONOMIC DEVELOPMENT STRATEGY 2017 – 2021, FORMING THE ATTACHMENT TO THIS REPORT BE REFERRED BACK TO THE ECONOMIC DEVELOPMENT OFFICER GROUP FOR REVIEW BEFORE BEING CONSIDERED BY THE CEOAC.

CARRIED UNANIMOUSLY



REGIONAL ECONOMIC DEVELOPMENT STRATEGY 2017 - 2021



Advancing Perth's Eastern Region 



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Executive Summary

Perth's Eastern Region is an area of Perth defined by the boundaries of six local governments: Town of Bassendean, City of Bayswater, City of Belmont, Shire of Kalamunda, Shire of Mundaring and the City of Swan. The region constitutes around one third of Perth's metropolitan area encompassing a land area of about 2,100 square kilometres.

The Eastern Metropolitan Regional Council (EMRC) is a regional local government working on behalf of the six member councils located in Perth's Eastern Region. The EMRC aims 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. The EMRC has supported member councils and industry stakeholders to achieve economic development outcomes since 1998. Economic development is only one part of an interlinked and cross-dependant set of activities which sits between the environmental, social, governance and economic activities undertaken by the EMRC. It is important that economic development is considered, understood and integrated into other aspects of regional growth. In particular there is a greater need for economic development to be embraced within planning and land use frameworks.

Economic growth in the region over the last decade has outpaced Australian economic growth rates. The economy is underpinned by manufacturing, logistics and distribution centres and is also seeing notable growth in retail in recent years. Regional employment, which has historically been stronger than the Greater Perth Metropolitan Area, is supported by the manufacturing, logistics and distribution sectors which when combined, account for almost one third of jobs in the region. Health care and education are forecast to provide more than one third of new jobs in the next five years and are currently significant employers in the region.

Perth's Eastern Region is a diverse area with a multitude of economic centres that support a range of business scales and industries. Each of these centres, the businesses within and the community surrounding them require differing levels of support, intervention and regulation.

The aim of the *Regional Economic Development Strategy 2017 – 2021* is to guide the EMRC in its facilitation of regional economic development activities as agreed by member councils for the period 2017 – 2021.

The vision of the *Regional Economic Development Strategy 2017 – 2021* is:

"A region where people can exercise their full potential as a result of prosperous businesses, equitable and supported communities and a sustainable environment."

In order to achieve the vision of the strategy, four priority areas have been identified:

- **Priority Area 1:** Business and Industry Growth
- **Priority Area 2:** Education and Employment Opportunities
- **Priority Area 3:** Community Wellbeing
- **Priority Area 4:** Integrated Planning

Each of the four priority areas identifies goals and objectives that will guide the EMRC in the development of action plans for the next five years. The EMRC will undertake a lead role in the delivery of this strategy and will coordinate collaboration amongst the participating member councils and key stakeholders to achieve the objectives outlined in this strategy.

Economic development is identified as a key result area in *EMRC's 10 Year Strategic Plan 2017 to 2027* which includes the objective "to facilitate regional economic development activities". The EMRC will implement this strategy in accordance with *EMRC's 10 Year Strategic Plan 2017 to 2027* and through continued consultation with the Economic Development Officers Group and member councils.

The strategy has been informed by the: Regional Economic Development Research Advisory Paper; Regional Integrated Transport Advisory Paper; Youth Research Advisory Paper and the local economic development strategies of member councils.

Population **367,365**



Jobs



124,500

Employment
self-sufficiency

77.9%



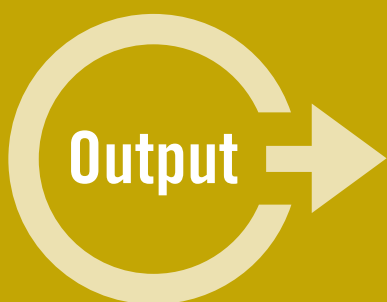
Gross Regional
Product

26,197

Businesses



**\$24.513
billion**



\$55.147 billion

Context

2.1 Perth's Eastern Region

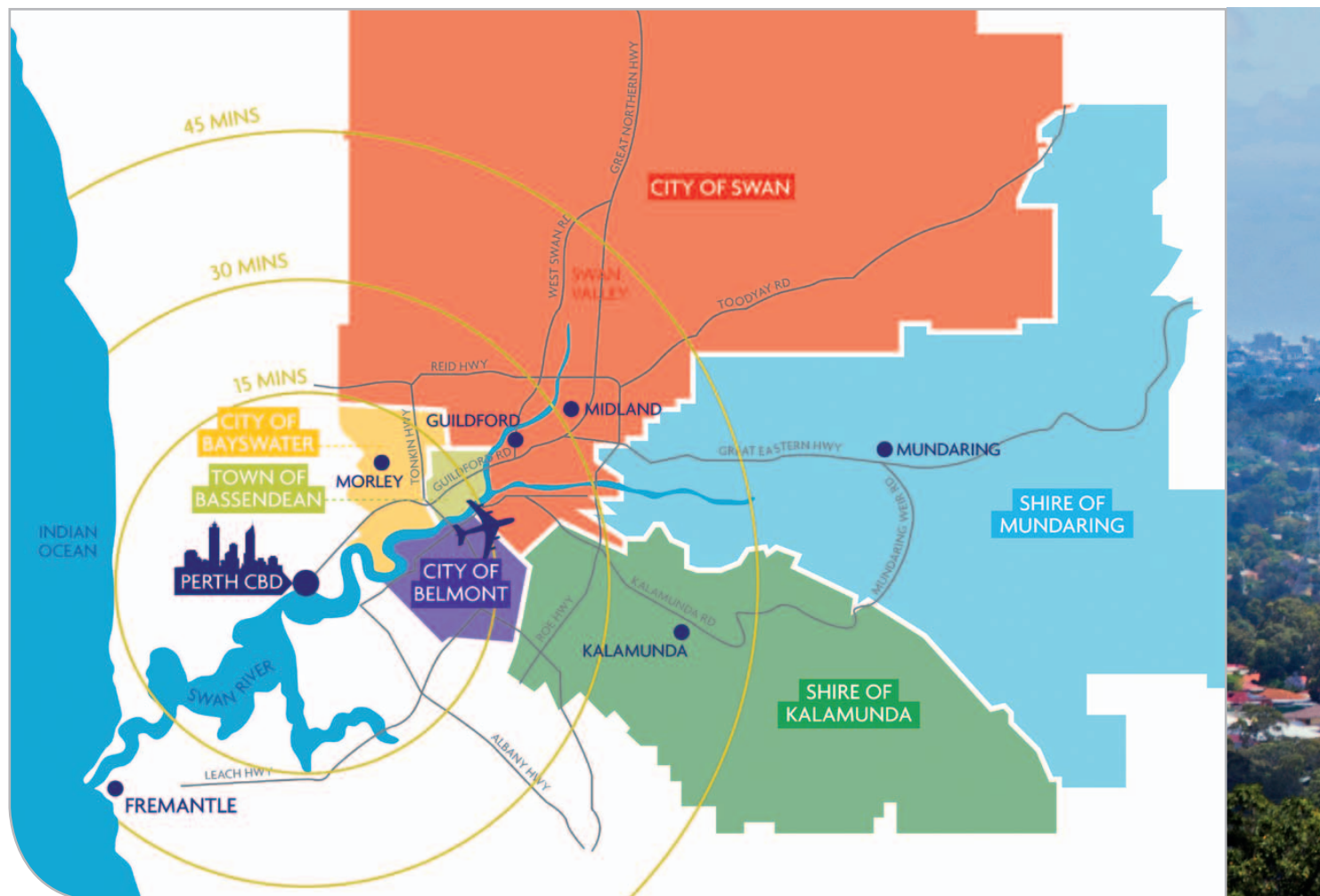
Perth's Eastern Region is an area of Perth defined by the boundaries of six local governments: Town of Bassendean, City of Bayswater, City of Belmont, Shire of Kalamunda, Shire of Mundaring and the City of Swan. The region constitutes around one-third of Perth's metropolitan area encompassing a land area of about 2,100 square kilometres and an estimated population of 365,500 people.

Perth's Eastern Region hosts Western Australia's major air, road and rail transport hubs for the movement of freight and passengers throughout Perth, intrastate, interstate and internationally. The region is considered the gateway to greater Perth, made possible by people entering the region from the domestic and international airports or from the highways to the north and east.

Perth's Eastern Region has undergone rapid expansion and growth with major capital investments including intermodal freight terminal development, major airport and road redevelopment and education and health services investment. Increasingly, the region is becoming home to large national and international companies seeking office and commercial accommodation within close proximity of the Perth CBD, key stakeholders and major transport routes. The major industrial areas of Malaga, Kewdale, Hazelmere, Forrestfield, Bayswater, Ashfield and Bassendean play key roles in transport, storage, manufacturing and logistics servicing the state's construction and resource sectors.

In addition to the specialist and industrial centres, a number of key activity centres in the region are identified for growth in the state's key planning framework *Directions 2031 and Beyond*. Morley and Midland are both identified as Strategic

Map of Perth's Eastern Region



Metropolitan Centres providing a mix of retail, office, community, entertainment, residential and employment activities. Morley represents the only Strategic Metropolitan Centre not connected by a rail network. Secondary centres identified are Belmont and Ellenbrook and Perth Airport is identified as a Strategic Specialised Centre. These centres perform key roles in delivering a range of services to nearby communities and play a vital role for the allocation of future infill populations. Forrestfield, Kalamunda, Mundaring, Ashfield, Bassendean and Maylands have been identified as district centres that provide key local services, facilities and employment opportunities. The Perth Airport redevelopment, Midland Health Campus and NorthLink WA will provide new infrastructure to support future growth. The region's boundaries border both the Perth CBD and rural areas. Spanning inner urban areas to outer metropolitan and urban fringe developments, this is a growing vibrant region.

Perth's Eastern Region represents an attractive destination for visitors and provides a high quality of life for residents. The region is home to a number of core tourism assets. These include: national parks; walking and cycling trails plus many parks and reserves on the banks of the Swan River. There is an extensive range of heritage, culture and arts attractions including Guildford, (which is one of the oldest settled areas in WA) and the popular Swan Valley and Perth Hills. A range of community events and recreation facilities provide for community activity. Both the Swan Valley and Perth Hills have been identified as key attractors for the Greater Perth Metropolitan Area.

With a diverse regional economy, access to a skilled workforce and a range of leisure, lifestyle and living opportunities, Perth's Eastern Region is well positioned for continued growth and represents an attractive investment destination.





2.2 Eastern Metropolitan Regional Council

The Eastern Metropolitan Regional Council (EMRC) is a progressive and innovative regional local government working on behalf of the six councils located in Perth's Eastern Region.

The EMRC is an incorporated body established under the *Western Australian Local Government Act 1995*. The EMRC's operations are governed by its Council under an Establishment Agreement. In brief, the Establishment Agreement states that the EMRC will:

- Work in consultation with member councils to facilitate local government to enhance its service delivery to the community;
- Be efficient and effective in delivering quality services and facilities;
- Promote and market the role of local government in the community;
- Implement a strategic plan that is regularly reviewed; and
- Avoid providing any service or facility that adversely impacts on the services or facilities of any member council.

In line with this brief, the EMRC provides a broad range of services across the region including waste management and education, resource recovery, environmental management and regional development. Working in partnership with our member council's and other stakeholders, the EMRC delivers local and regional scale projects across each of these areas for the benefit of the region.

Working with our member councils, industry, government agencies and other stakeholders, the EMRC is a model of successful collaboration that delivers tangible benefits to the region. All projects and activities undertaken by the EMRC reflect the objectives within the *EMRC's 10 Year Strategic Plan 2017 to 2027*. The plan includes the Key Result Areas of Environmental Sustainability, Economic Development and Good Governance.



OUR VISION

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



OUR VALUES

The values that govern the EMRC are:

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

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

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

RESPONSIVENESS – Dynamic and flexible service delivery.

INTEGRITY – Accountability and consistency in all that we do.



OUR MISSION

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



2.3 Western Australian Economic Context

Western Australia has entered a new economic phase, largely as a result of losing some of the economic conditions that created low unemployment and strong job creation over the last decade¹. While the state was once a destination of choice for job seekers aiming to maximise the high wage growth and low unemployment, the turnaround in these conditions has led to a recent slowing of population growth (largely as a result of interstate and international net migration shift). However, these conditions have been accompanied by a lower Australian dollar which supports competitive advantage in new sectors such as education, health, agriculture and tourism. This current economic phase comes with new and emerging opportunities which must be seized to take the state and the region forward.

Western Australia has a number of government policies and strategies which guide the development of land use planning and have a direct correlation to economic development. Integrated land use planning plays a key role in shaping the pattern of development and influencing the location, scale, density, design and mix of land uses. Appropriate planning facilitates greater outcomes and flexibility for the distribution of goods and services to local businesses and the community. The *State Planning Strategy 2050* is the overarching strategic document that informs other state, regional and local planning strategies, policies and approvals.



Key strategic documents associated with land use planning and economic development include:

- *State Planning Strategy 2050*
- *Metropolitan Regional Scheme*
- *Directions 2031 and Beyond*
- *State Planning Policy 4.2 – Activity Centres for Perth and Peel*
- Draft Perth and Peel @ 3.5 million
 - Draft Central sub-regional planning framework
 - Draft North-East sub-regional planning framework
- Draft Transport @ 3.5 million
 - Draft Freight Transport Network Plan
- *Perth Airport Master Plan 2014*

The state government has recognised the importance of Perth's Eastern Region in its urban development plan for Perth and Peel regions: *Directions 2031 and Beyond*. The plan provides a high-level spatial strategic plan, which sets a vision for future growth to guide the implementation of housing, infrastructure and services necessary for a range of growth scenarios². The draft Perth and Peel @ 3.5 million suite of strategic land use planning documents and the Central and North-East Sub-Regional Frameworks provide the framework for delivering the objectives of *Directions 2031 and Beyond* and further emphasises the region as an industry and transport hub.

A hierarchy of major retail and commercial centres is outlined in *State Planning Policy 4.2: Activity Centres for Perth and Peel*. These areas are intended to vary in scale, composition and character. However, all are commercial focal points which either presently or prospectively include a combination of activities such as offices, retail, higher-density housing, entertainment, civic / community, education and medical services³.

-
- 1 RPS Australia (2015) Regional Economic Development Research Advisory Paper (Internal document)
 - 2 Western Australian Planning Commission (2010) *Directions 2031 and Beyond*
 - 3 Western Australian Planning Commission (2010) *State Planning Policy 4.2 - Activity Centres for Perth and Peel*.

2.4 Regional Economic Context

Successful economic development requires a sound understanding of current regional context and a clear vision of the desired outcomes. The economic growth of Perth's Eastern Region is contingent upon expanding existing strengths, capitalising on emerging growth industries and maximising opportunities from the significant investment and infrastructure projects already completed, underway or planned for the region. Improving and promoting the liveability of Perth's Eastern Region will build community capacity to respond to, and take advantage of, social, environmental and economic opportunities. The *Australian Government's Smart Cities Plan* supports productive, accessible, liveable cities that attract talent, encourage innovation and create jobs and growth⁴. The region offers a range of investment opportunities for local business growth.

Perth's Eastern Region achieved a growth rate of 7.6% per annum between 2008 and 2014⁵. This growth was largely due to activity in the resources sector that has since slowed. The regional economy is underpinned by manufacturing, logistics and distribution centres and is also seeing notable growth in retail in recent years⁶. Regional employment has historically been stronger than in the Greater Perth Metropolitan Area and is supported by the manufacturing, logistics and distribution sectors which collectively account for 31% of jobs in the region. Health care and education are significant employers in the region and are forecast to provide a sizeable portion of new jobs in the future.

Perth's Eastern Region is home to Perth Airport, which has been identified as one of five strategic specialised centres in Western Australia; Kewdale / Welshpool, identified as one of four strategic industrial centres; and Midland and Morley which are recognised as strategic metropolitan centres within the activity centres network⁷ (See Table 1). The smaller secondary centres of Belmont and Ellenbrook perform an important role in the regional economy and provide an essential service to their catchment populations. Overall the development of the region's activity centres and transport networks rely on each other to work efficiently. Activity centres provide a high volume of passengers which create a focal point for increasing the number of transport routes connecting to the area. As the number of connections grow the activity centre is supported to develop further as the connections enable a wider catchment of potential workers and shoppers to access the area.

The region offers a range of investment opportunities for local business growth.

The region's competitive advantages include air services, freight and logistics expertise, diverse visitor and recreation experiences and development potential¹⁰. The region faces challenges related to restrictions on developing assets, agriculture sector decline, visitation coordination and capacity to attract investment. Analysis of the advantages and challenges has led to the identification of two core areas of opportunity that are likely to have region-wide impacts:

- Regional Visitation; and
- Strategic Employment and Enabling Infrastructure.

Given its positioning, its assets, existing industry clusters and expansion opportunities, Perth's Eastern Region is well poised to become the region of choice for economic expansion. This will increase the social, economic and environmental prosperity of the region. Over the past decade, the region's resident population has increased by an average of 2.5% per annum, slightly less than the average growth experienced across the Greater Perth Metropolitan Area of 2.9%¹¹. This growth has been largely accommodated within established areas with key transport links. Medium to high density residential development is becoming more prominent, encouraged by a combination of changing demographics, affordability and government policy. The region's current workforce, when compared to the Greater Perth Metropolitan Area, has a lower level of university qualifications (Bachelor, Graduate, Post Graduate), but a higher level of certificate qualifications¹². This is largely a reflection of the skills requirements of key local industries. However, it is important that steps are taken to identify and support the development of appropriate skill sets to match future employment demand.

4 Department of the Prime Minister and Cabinet (2016) Smart Cities Plan.

5 RPS Australia (2015) Regional Economic Development Research Advisory Paper (Internal document).

6 REMPLAN (2016) incorporating Australian Bureau of Statistics' (ABS) June 2016 Gross State Product, 2013 / 2014 National Input Output Tables and 2011 Census Place of Work Employment Data.

7 Western Australian Planning Commission (2010). State Planning Policy 4.2 - Activity Centres for Perth and Peel.

8 Western Australian Planning Commission (2010). State Planning Policy 4.2 - Activity Centres for Perth and Peel.

9 Western Australian Planning Commission (2010). Directions 2031 and Beyond.

10 RPS Australia (2015) Regional Economic Development Research Advisory Paper (Internal document).

11 RPS Australia (2015) Regional Economic Development Research Advisory Paper (Internal document).

12 RPS Australia (2015) Regional Economic Development Research Advisory Paper (Internal document).

Table 1. Activity Centre Hierarchy^{8, 9}**Strategic Metropolitan Centres**

Morley
Midland

**District Centres**

Ashfield
Bassendean
Maylands
Forrestfield
Kalamunda
Brabham (emerging centre)
Bullsbrook (emerging centre)

**Metropolitan Attractors**

Perth Hills
Swan Valley

**Secondary Centres**

Belmont
Ellenbrook

**Industrial Centres**

Kewdale / Welshpool
Bayswater / Bassendean
Hazelmere
Mundaring
Belmont
Malaga
Midvale
South Guildford
Viveash
Bullsbrook

**Specialised Centres**

Perth Airport

2.5 The importance of local government in economic development

Economic development comprises an interlinked and cross-dependent set of activities based on the environmental, social, governance and economic strategies that sustain the fabric of local government. Local governments provide leadership in economic development initiatives, lobbying state and federal government to help realise economic development opportunities. Local governments are adept at developing partnerships, building sustainable networks and collaborating to achieve best practice in economic development.

Local governments have the capacity to embrace economic development within planning and land use frameworks, to consider marginalised groups, to understand the infrastructure capacity and impacts on transport networks, as well as incorporate environmental considerations. The EMRC recognises that while intervention to achieve economic outcomes is supported and driven at a local government level, it is often the regulatory environment and decision making processes at a state level that support, or impede, the ability for the community to achieve its intended outcomes. The practices of macro and micro economics, planning, legislation, community values and commercial imperatives are critical to ensure long term sustainable growth. All levels of government are encouraged to work together to support and advocate for Perth's Eastern Region to become a vibrant and successful priority economic hub.

This *Regional Economic Development Strategy 2017 - 2021* is intended to complement member council economic development strategies, to acknowledge state and federal priorities and to advocate for investment in Perth's Eastern Region. Through this strategy, the EMRC will continue to support the role of local governments in delivering economic development. Delivery of the strategy will be guided by the EMRC in conjunction with the Economic Development Officers Group, comprising representatives from participating member councils.

2.6 Framework Approach

The EMRC's *10 Year Strategic Plan 2017 to 2027* sets the direction of the organisation. This *Regional Economic Development Strategy 2017 – 2021* sits under Key Result Area Two (Economic Development). This strategy will provide the overarching direction for regional economic development and will inform future updates of the EMRC's annual project funding summary and *Regional Advocacy Strategy 2016 – 2020* priorities.

This strategy will enable the EMRC to act in the interest of the region, collaborating across boundaries, and recognising and addressing priorities as a single entity. A targeted effort is required to ensure that the region capitalises on its strategic positioning and advantages, particularly with attracting investment and industry diversification and through emerging trends. This strategy will support the EMRC's collaborative effort to develop a City Deal for the region and to advocate for future Smart Cities and Suburbs funding applications.

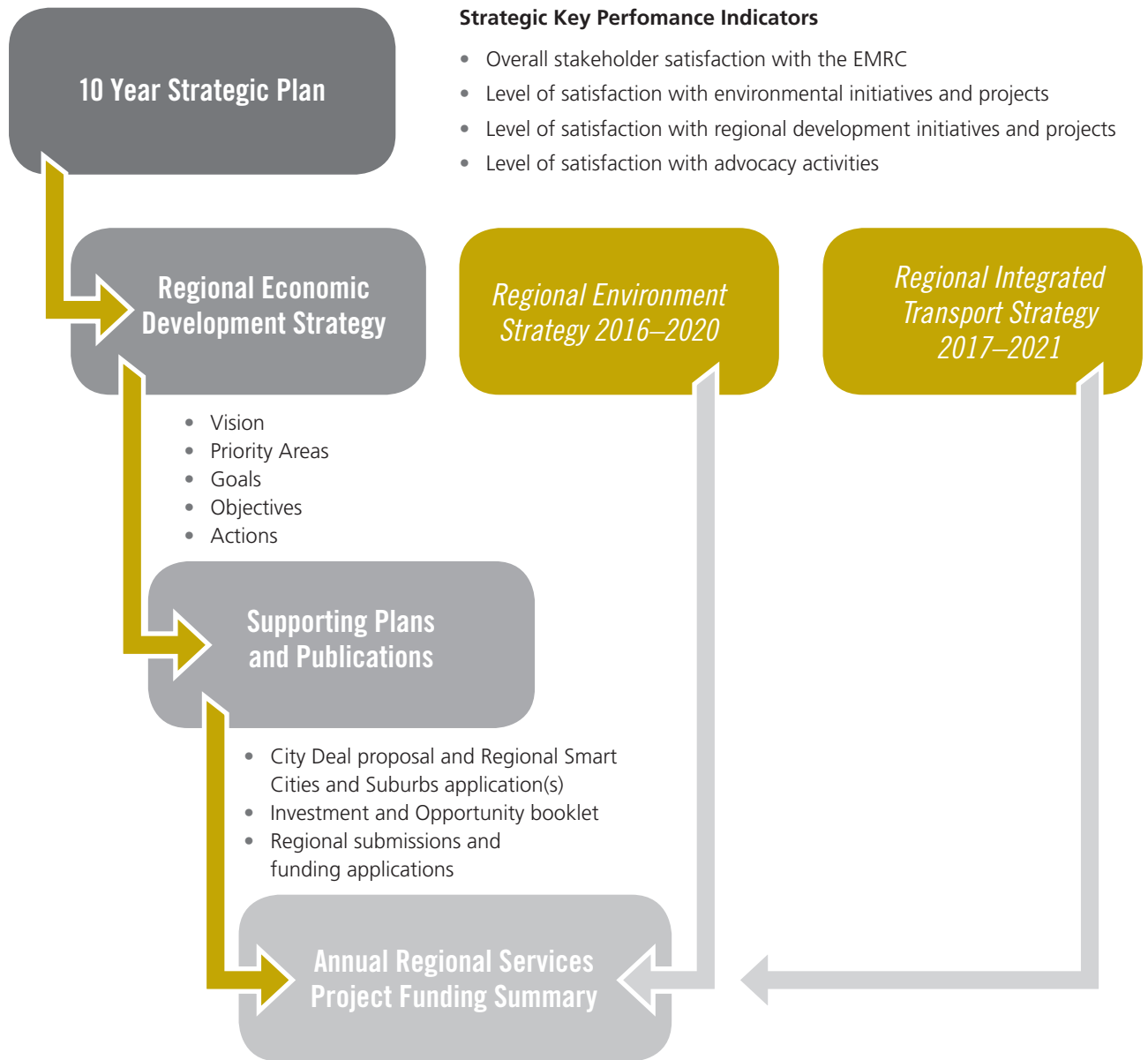
The development of the *Regional Economic Development Strategy 2017 – 2021* has been informed by a Regional Economic Development Advisory Forum facilitated by external consultants, RPS Group Australia. This forum was attended by member council representatives and key stakeholders and contributed to development of the Regional Economic Development Research Advisory Paper. The strategy has also been influenced by the data provided through the Regional Integrated Transport Research Advisory Paper, Regional Youth Advisory Paper and the *Regional Environment Strategy 2016-2020*.

With its *Regional Environment Strategy 2016 – 2020* the EMRC and its member councils became one of the first organisations in Australia to progress regional environmental management under the United Nations Sustainable Development Goals framework. The following Goals are of particular relevance to the *Regional Economic Development Strategy 2017 – 2021*:

- Goal Four: Quality Education
- Goal Seven: Affordable and Clean Energy
- Goal Eight: Decent Work and Economic Growth
- Goal Nine: Industry, Innovation and Infrastructure
- Goal Ten: Reduced Inequalities
- Goal Eleven: Sustainable Cities and Communities.



Framework Approach





3. Priority Areas

This strategy takes an outcomes-based approach to regional economic development, focusing on aspirations for the region as a whole and the range of potential pathways to achieve those aspirations. This approach recognises that individual priorities of the EMRC and member councils will continue to evolve as a result of changing external factors and new opportunities for achieving outcomes to realise the collective aspiration for a safe, healthy and prosperous region.

The *Regional Economic Development Strategy 2017 – 2021*, four priority areas are:

1. Industry & Business Growth

Goal: That the region's businesses and industry are supported to achieve a high value of economic output through a focus on promoting increased resilience, creativity and innovation.

2. Education & Employment Opportunities

Goal: That the region develops a skilled and confident workforce aligned with current and future job opportunities.

3. Community Wellbeing

Goal: That the region's residents have equitable access to quality services, facilities and infrastructure that support a high quality of life, health and wellbeing.

4. Integrated Planning

Goal: That the region's infrastructure and land use supports the growth of business and industry while also enhancing amenity, biodiversity and sustainability.



VISION

A region where people can exercise their full potential as a result of prosperous businesses, equitable and supported communities and a sustainable environment.

Priority Area 1.

Industry and Business Growth

Goal: That the region's businesses and industry are supported to achieve a high value of economic output through a focus on promoting increased resilience, creativity and innovation.

3.1.1 Industry and business attraction

Directions 2031 and Beyond outlines a plan for accommodating future populations and encouraging job growth outside of the Perth CBD through a network of activity centres¹³. Perth's Eastern Region is well placed to manage this growth as a result of previous investments in infrastructure and connectivity to greater Perth. Existing and planned investment projects are setting the stage for a positive cycle of growth as these infrastructure investments create 'points of difference' for the region, attract greater clustering of industries and lead to further investment. Perth Airport, the Kewdale Intermodal Freight Terminal, Gateway WA, Northlink WA, Forrestfield-Airport Link and new private and public investments are growing the region's portfolio of nationally significant infrastructure. Ongoing population growth in Perth's Eastern Region will lead to additional benefits to business investment outside of the Perth CBD. The employment opportunities provided in activity centres will be desirable as businesses and workers avoid peak congestion, parking and commute times and have greater access to amenity values (such as locating close to the river foreshore or the hills)¹⁴.

A key challenge for the region over the next five years is to leverage and maximise the benefits of this growth. The development of the region's economy can be maximised through greater horizontal and vertical supply chain integration and through promotion of infrastructure, amenities and services. Local businesses working together to fulfil product and service needs will reduce economic leakages, maximise the benefits of each transaction within the local economy and support opportunities for new business. Existing business networks and 'clusters' will provide a starting point to facilitate integration.

The retention and expansion of existing businesses and local industry will be achieved through improved communication of opportunities, services and business support as well as increased service delivery and networking opportunities. Promotion of infrastructure, the growth of a new industry base, investment projects, business support services and the liveability of the region (including health, leisure, education, recreation and transport) will maximise ongoing growth. Target markets for these promotional activities are likely to include the existing workforce, residents and new and existing industry. By aligning communication messages to the decision making factors of businesses (such as the location to customers, suppliers etc), businesses will be encouraged to invest locally.

Promotion of attractions and events will encourage regional visitation. Perth's Eastern Region has a rich and culturally diverse history encompassing both Aboriginal and European settlement. The abundant evidence of history in the built environment and the landscape of the region demonstrates the strong commitment by the community of preserving places of heritage value for future generations.



The development of the region's economy can be maximised through greater horizontal and vertical supply chain integration and through promotion of infrastructure, amenities and services.



The range of natural assets in the region, including the Swan River, Perth Hills and Swan Valley, along with numerous historic attractions, support opportunities to develop tourism experiences, recreation, leisure and corporate visitation. In particular, the Swan and Helena Rivers are not only spiritual places for Aboriginal people, but also played an important role during European settlement¹⁵ and are an underutilised resource supporting recreation and amenity values. Whilst member councils are encouraging visitation, tourism product and brand development, a role exists for the EMRC to complement these initiatives by focusing on attracting visitors from outside the region.

3.1.2 Productivity

Productivity is achieved through the alignment of industry, infrastructure and workforce to the broader macro-economic context. Many factors affecting productivity are outside the control of the business, such as congestion, zoning, economic policy, resourcing and infrastructure quality. The state government approach to planning integration, infill and mixed use planning requires local governments to carefully consider the current and future economic viability of activity centres¹⁶. To successfully facilitate economic development, it is critical for a coordinated and interlinked range of strategies to be delivered to ensure alignment of infrastructure, workforce and industry. This includes supporting the region's existing industry strengths as well as embracing new industry development opportunities.

The development of industry clusters is an important economic tool to help industry collaborate and compete. Perth's Eastern Region has a number of clusters which have emerged organically around mining, manufacturing, transport and logistics. Despite the mining sector slowdown in recent years, it still remains a dominant industry in terms of both employment and production¹⁷.

Creating new clusters takes time, resources and strong private sector support and participation. Freight logistics, distribution and manufacturing businesses in the region provide a solid economic foundation and support significant employment¹⁸. In particular, the cluster of these industries around the extensive supporting infrastructure, such as the domestic and international airports and major highway and rail lines, provides an opportunity for business development through filling supply chain gaps¹⁹. The Perth Airport precinct is a key employer in the region and a vital contributor to productivity and clustering. Growth is also occurring due to a change in the industrial landscape, which has become less diversified and more specialised over recent years. One of the high industry growth rates in 2014/2015 has been in the health care / social services areas and the EMRC will seek to advocate for opportunities in Perth's Eastern region in this and other sectors²⁰.

In 2003, the EMRC began examining ways to strengthen the region's industrial base by developing clusters in already competitive industries. Guided by several reports and in consultation with industry stakeholders, a cluster was formalised in 2008 as the legal entity: the Engineering and Manufacturing Industry Cooperative Limited (EMICoL). EMICoL focused on increasing the number of quality and sustainable jobs, training opportunities, market demand, production inputs technology and infrastructure within the Engineering Services, Metal Fabrication and Equipment Manufacturing industry sectors. By 2011, EMICoL had developed to the point of successful independent operation and its continued existence, increase in membership and attraction of industry sponsorship is testament to ongoing business commitment. EMICoL stands as a success story, particularly relevant to small business and the widening of market access²¹.

13 Western Australian Planning Commission (2010). Directions 2031 and Beyond.

14 Western Australian Planning Commission (2010) State Planning Policy 4.2 - Activity Centres for Perth and Peel.

15 EMRC (2009). Swan and Helena Rivers Management Framework - Heritage Audit and Statement of Significance.

16 Pracsys (2013) City of Bayswater Commercial, Retail and Industrial Analysis

17 Bankwest Curtin Economics Centre (October 2016) Back to the Future - Western Australia's economic future after the boom, Focus on Western Australia report Series, No.8

18 RPS Australia (2015) Regional Economic Development Research Advisory Paper (Internal document)

19 Pracsys (October 2015) Industry Cluster Analysis Research Paper – Cluster Analysis Findings, Pracsys, Perth

20 Bankwest Curtin Economics Centre (October 2016) Back to the Future - Western Australia's economic future after the boom, Focus on Western Australia report Series, No.8

21 Martinus Consulting (2011) Engineering and Manufacturing Industry Cooperative Limited: A review to date.



3.1.3 Technology and innovation

The new array of digital technologies is transforming the way we live and work²². The dramatic developments in technologies such as high-speed computing and data storage, mobile devices and digitisation of information will have a growing influence on everyday business activities. However, Australia's relative performance in adopting this technology is slow²³. The jurisdictions and communities who are most successful are those where their governments and regional bodies adopt strategic approaches, with projects and actions that match their unique local characteristics and opportunities. As technology improves it becomes cheaper, more efficient and indispensable to modern living.

Regions that fail to adapt to these changes are unlikely to prosper, while those that embrace and encourage new and emerging technology will achieve significant benefits in productivity and functionality of business and services, as well as providing for growth in new industries²⁴. During a recent study, the lack of sufficiently fast and reliable internet was the most consistent and widely recognised constraint to business growth and development in Perth's Eastern Region²⁵. Slower than anticipated roll-out of new technologies creates a barrier to small business growth and innovation. The EMRC continues to advocate and identify options for improved connectivity, reliable access, bandwidth and speeds. Communities throughout the region require access to affordable, reliable, high-speed internet services and prompt delivery of new digital tools and services.

Digital technologies are both disruptive and transformative and must be appropriately managed for maximum benefit. While businesses are changing the way they interact with

their customers, their suppliers and their staff, the uptake of digital technology is constrained in some areas due to a lack of knowledge about the innovations available and the efficiencies that they deliver²⁶. The EMRC is working with member councils to determine if opportunities exist, through the federal government's Smart Cities and Suburbs program and City Deals proposals, for funding for smart technology initiatives in the region²⁷. The Smart Cities and Suburbs program commenced in the second quarter of 2017 and is expected to remain until 2019. The program priority areas align with the EMRC's Digital Strategy which will help inform a Regional Smart Cities application and a City Deal proposal. The EMRC will advocate to ensure that residents, businesses and visitors have access to the digital infrastructure that forms the foundation of a digital future.

Renewable energy in Australia, and globally, is becoming increasingly affordable and the cost of solar and wind energy is predicted to fall further while the technology continues to improve. Affordable, reliable and sustainable energy for all is a goal under the United Nations Sustainable Development Goals framework (goal seven)²⁸. Although Australia is currently lagging in the adoption of commercial-scale renewable energies, Perth's Eastern Region has the potential to be a leader in adopting renewable energies such as solar and wind, building on previous projects and using new technology to increase efficiency and the quantum of power produced as well as introducing storage to enhance cost effectiveness. The EMRC member councils have contributed toward improving energy efficiency through the Cities for Climate Protection, Achieving Carbon Emissions Reduction, Perth Solar City and Community Energy Efficiency programs and through the Wood Waste to Energy plant at the Hazelmere Resource Recovery Park.

3.1.4 Reducing barriers

Business associations and chambers of commerce provide valuable services connecting local government and individual businesses with the wider business community. These organisations are particularly important resources for providing information on common barriers to business growth. Reducing barriers to local growth is particularly important where government regulation focuses on environmental, traffic and planning impacts over the economic flow on effects of development. Research commissioned by the EMRC identified that there are many more identified regulatory barriers to productivity than potential interventions²⁹. Long term business productivity within the region, will also assist with long term business resilience, by focusing on removing barriers to business-propelled growth.

The ability for the region to maximise the value from investments is reliant upon resolving capacity constraints and ensuring that enabling infrastructure is not impeded. The region acts as an economic generator, driving growth in the state, and requires state and federal investment to reduce barriers created by this growth and encourage affordable housing close to economic centres. Strategic investment in enabling infrastructure will facilitate Perth's Eastern Region to leverage its advantages to create more strategic employment which will result in significant increases to the Gross Regional Product. A City Deal and/or the Smart Cities and Suburbs program provides the opportunity to reinvest in the region's advantages, such as freight clusters and road and rail networks, which will support the growth of the region. The EMRC will seek opportunities to encourage and nurture high output-value strategic industries through enabling infrastructure, where increases in employment will impact on regional output.

A collaborative approach across the region's precincts to strengthen partnerships with government and industry stakeholders is required to progress shared priorities. When actions need to occur at state or federal government levels, persistent advocacy is required to keep these actions uppermost in the minds of decision makers. For example, issues of land use planning cannot be addressed without policy changes by the WA Planning Commission. Projects extending beyond the region's boundaries, require collaboration with surrounding local governments, state government and other stakeholders. For the EMRC to effectively seek opportunities for the region two way communication needs to be effected and barriers between local, state and federal government need to be reduced, in order to achieve greater collaboration between all three tiers of government towards significant projects. By member councils keeping the EMRC apprised of local projects and priorities and the EMRC supporting the flow of information to member councils and advocating to stakeholders, key projects can be elevated to 'regional priority' status.

Officers responsible for economic development initiatives within member councils are subject experts in one or more sectors and are a vital resource both for the EMRC and for each other as a collective. These officers are also a direct point of contact with business operators and many local stakeholders. The role of the EMRC is to support member councils to progress issues affecting industry that are of a regional scale and this delineation of roles avoids duplication. In practice, it reinforces the need to foster and maintain strong relationships between member councils, the EMRC and key stakeholders in the region.

Objectives

- 1.1 To promote the region as an attractive investment destination.
- 1.2 To promote local purchasing within the region to maximise the economic benefits of business transactions and reduce economic leakages.
- 1.3 To advocate for, and support, initiatives that encourage regional visitation.
- 1.4 To support development of industry clusters with the capacity to create greater business and industry productivity.
- 1.5 To advocate for, and support, a coordinated approach to economic development that aligns infrastructure development with future growth and supports efficiency and productivity.
- 1.6 To advocate for, and nurture, development and integration of new technology in the region.
- 1.7 To foster relationships with businesses in the region and promote the awareness of opportunities to maximise technology benefits.
- 1.8 To encourage a regulatory environment that is business friendly.
- 1.9 To foster relationships with key stakeholders including government agencies and business groups to grow and develop the region.

22 Committee for Economic Development of Australia (2016) Australia's economic future: an agenda for growth.

23 Committee for Economic Development of Australia (2016) Australia's economic future: an agenda for growth.

24 RPS Australia (2015) Regional Economic Development Research Advisory Paper (Internal document).

25 Pracsys (October 2015) Industry Cluster Analysis Research Paper – Stakeholder Consultation of Business Report, Pracsys, Perth.

26 Town of Bassendean (2012) Economic Development Plan 2012 - 2017.

27 Department of the Prime Minister and Cabinet (2016). Smart Cities Plan.

28 United Nations (2016) Sustainable Development Knowledge Platform <https://sustainabledevelopment.un.org>.

29 Pracsys (October 2015) Industry Cluster Analysis Research Paper – Stakeholder Consultation of Business Report, Pracsys, Perth.

Priority Area 2.

Education and Employment Opportunities

Goal: That the region develops a skilled and confident workforce aligned with current and future job opportunities.

3.2.1 Employment

The high employment self-sufficiency level in Perth's Eastern Region is supported by key infrastructure investments that have been made in the past; particularly transport linkages (road, rail, and air), the Kewdale Intermodal Freight Terminal and the supply of existing industrial land in areas such as Bayswater, Hazelmere, Kewdale, Forrestfield and Malaga. This will be further supported by the Forrestfield-Airport Link providing greater connectivity to key areas in Bayswater, Belmont and Forrestfield. However, with Western Australia's economy returning to a 'new normal' after a prolonged resources boom there has been a shift away from full time to part time employment and an increase in job security uncertainty³⁰. *Directions 2031 and Beyond* defines a hierarchy and spatial distribution of activity centres that recognises the region as a significant industry and transport hub.

The Forrestfield-Airport Link provides a new opportunity for the decentralisation of state government agencies to Perth's Eastern Region. City of Belmont's Development Area 6 is a key expansion point to transition the area into a commercial and medium density centre and the Perth Airport precinct is expected to encourage increased commercial property opportunities such as business parks. In Forrestfield, the new train station in close proximity to the Perth International Airport will provide a range of new opportunities. The Shire of Kalamunda has undertaken a structure planning process which explores the delivery of high density residential accommodation, a new activity centre and a commercially focused Transit Oriented Development precinct based around the new train station. As a strategic metropolitan centre, the City of Bayswater has undertaken a detailed planning exercise in Morley which aims to develop the centre into a mixed use precinct with commercial activities and high and medium density residential supporting expanded retail. The shopping centre owner is planning an expansion of the retail provision with a focus on encouraging restaurants and increased vibrancy.

Whilst heavy rail is often seen as a prerequisite in choosing locations for state government agency decentralisation the state government has previously indicated an interest in relocating agencies further afield. The Shire of Mundaring is rich in history, art and natural attractions with national park, state forest or other reserves covering 46% of the Shire. Mundaring is identified as a district centre under *Directions 2031 and Beyond* and under this delegation it is intended to maximise the intensity and diversity of the activity centre while also reflecting on and providing for the unique needs of their catchments. Mundaring could provide an opportunity for business and/or government agency relocations.



The high employment self-sufficiency level in Perth's Eastern Region is undoubtedly supported by key infrastructure investments that have been made in the past; particularly transport linkages.

Aligning local employment opportunities with the skills base of the region is important to ensure the health and prosperity of the regional economy. While the region has a relatively high employment self-sufficiency rate, many people who work in the region still travel great distances to work³¹. The cost of this travel impacts on the disposable income of households for those who have had to move further afield in order to access affordable housing.

The ultimate decision on place of residence and place of work are highly individualistic and depend on many factors. Some factors that can be influenced by economic development strategies to help align the place of residence and place of work and entice local residents to work locally. Vibrant, high quality, mixed use developments are strong themes for desired development in traditional main street areas, particularly those where infill and population growth increase the requirements for employment density and greater job opportunities^{32,33}. Occupancy of local businesses can lead to perceptions being drawn about the viability of the area and the likely success of a new business, either reinforcing success or further undermining business growth. For instance, low occupancy on some of the region's 'main streets' may impact future business growth because of the perception that the area is unsuccessful³⁴.

It will be important for Perth's Eastern Region to maximise the employment of local people by promoting job opportunities to residents. For instance, the employment potential for the region is high if population based industries, such as health care / social services and education, can be leveraged. The St John of God Midland Hospital and associated surrounding activity offer employment opportunities and the region also has the potential to build on the existing strong retail industry³⁵. In addition to this, the new Curtin Medical Campus in the region will facilitate higher education opportunities with the potential to translate into greater employment opportunities.

It is also important to consider the level of workforce participation as a key driver for the region's prosperity³⁶. Despite Australia's relatively high levels of workforce participation there are clear disparities in participation levels within different workforce groups. The United Nations Sustainable Development Goals framework highlights the importance of decent work for all people regardless of age, gender or disability with a particular focus on reducing the proportion of youth not in employment (target 8.5 and 8.6)³⁷. Youth employment has been recognised as being of particular importance in the region and is likely to be of growing significance due to the current population statistics. Young people represent one fifth of Perth's Eastern Region's population³⁸. Focussing on the development of young people supports the generation of an adequately skilled future workforce.

Re-engaging youth in the workforce, given a higher proportion of youth within the region are not employed or attending an educational institution, when compared to Greater Perth Metropolitan Area (9.5% compared to 8.5%) could reduce unemployment and alleviate social issues associated with disengaged youth³⁹. Despite the higher proportion of disengaged youth than for Greater Perth Metropolitan Area, the level of youth unemployment overall was lower (9.7% compared to 10.5%)⁴⁰. The key issue is the disparity in youth employment levels across the region, from low in the Shire of Kalamunda (6%) to higher in the City of Belmont (11.9%). Maximising the opportunities for youth, as well as reducing barriers to community and workforce engagement will support the development of our future leaders, community members and overall workforce. The key areas relating to youth and economic development include the need to focus on:

- Improving educational attainment;
- Developing youth entrepreneurship and innovation;
- Facilitating leadership and civic participation; and
- Facilitating information sharing and collaboration across member councils youth services and strategy development.

30 Bankwest Curtin Economics Centre (October 2016) Back to the Future - Western Australia's economic future after the boom, Focus on Western Australia report Series, No.8.

31 EMRC (2016). Travel Demand in Perth's Eastern Region - An Analysis of the 2011 Australian Census.

32 Town of Bassendean (2012) Economic Development Plan 2012 - 2017.

33 City of Bayswater (2009) Maylands Activity Centre Urban Design Framework.

34 Town of Bassendean (2012) Economic Development Plan 2012 - 2017.

35 RPS Australia (2015) Regional Economic Development Research Advisory Paper (Internal document).

36 Committee for Economic Development of Australia (2016) Australia's economic future: an agenda for growth.

37 United Nations (2016) Sustainable Development Knowledge Platform <https://sustainabledevelopment.un.org>.

38 Jane Forward Consulting (March 2016) Youth Research Advisory Paper, Jane Forward Consulting, Perth.

39 Jane Forward Consulting (March 2016) Youth Research Advisory Paper, Jane Forward Consulting, Perth.

40 Jane Forward Consulting (March 2016) Youth Research Advisory Paper, Jane Forward Consulting, Perth.

3.2.2 Quality education

Education and skills were identified in the former Department of Regional Australia, Local Government, Arts and Sport's (2013) Framework for Regional Economic Development as a key determinant of long term regional economic growth and are highlighted as a priority in the United Nations Sustainable Development Goals framework (goal four)^{41,42}. The current profile of employment in Perth's Eastern Region is biased towards lower value population driven employment rather than more valuable knowledge-based employment. The level of local workforce education is suggestive of the ability for a local workforce to fill particular jobs⁴³. An educated and highly skilled workforce can enhance the innovative and productive capacity of the workforce, developing resilience in the region. A wider skills base allows workers to seek a range of employment options, reducing their reliance on the success of a single industry⁴⁴. Future jobs are likely to be very different to those employing many people today given the rapid pace of technology change. It is vital that young people receive appropriate education to prepare them to meet the skills requirements of future jobs.

Within the OECD (Organisation for Economic Co-operation and Development), Australia has the sixth highest rating of higher educational attainment, largely driven by educational reforms dating back to the late 1980s⁴⁵. While educational attainment rates remain high there are growing concerns about the distribution of these qualifications across communities, their relevance to job requirements and whether the total population's skills development is sufficient and diverse enough, particularly in a new age of technology⁴⁶. Particular areas within the region demonstrate a high proportion of traditional industry, representing a more basic skill set, and a low proportion of emerging industry which relies on new skill sets⁴⁷ possibly meaning that these areas may encounter significant hardship in the future. Ongoing technology change and automation of low skills jobs will significantly change the skills requirements of the working population⁴⁸. The trend towards high skill industry and the decline in employment opportunities for low skilled workers is likely to continue, with one likely exception being aged and health care⁴⁹.

The region's workforce demonstrates a lower level of university educational attainment than the Greater Perth Metropolitan Area⁵⁰. An inadequate number of suitable tertiary-level education facilities in the region may have also contributed to the lower than expected number of tertiary qualification-holders within the region in comparison to the Greater Perth Metropolitan Area. Investment in post-secondary and tertiary education is required to support the development of skills and qualifications of a workforce⁵¹. However, it is also important to recognise that supply driven approaches, such as encouraging greater participation in educational activities related to science, technology, engineering and mathematics, without a corresponding supply of jobs will only result in unsuccessful careers for the students⁵². The EMRC will focus on encouraging educational attainment through alternative avenues available in the region such as traineeships, apprenticeships and workplace skills development that are appropriate for current and future industries. Education opportunities in the region will be enhanced with the Curtin University Midland Campus planned for completion by 2020.

An educated and highly skilled workforce can enhance the innovative and productive capacity of the workforce, developing resilience in the region.



3.2.3 Connectivity and access

Providing access, particularly through expanding public transport systems, to affordable and sustainable transport is a target under the United Nations Sustainable Development Goals framework (target 11.2)⁵³. Transportation costs represent a large proportion of household expenditure, especially in low income households. In 2011, there were 20,354 households in the region that earned less than \$600/week⁵⁴ and were considered low income households. The young, the elderly and the economically disadvantaged are less likely to own or afford a car and will require low-cost transportation to access their education services and employment.

Transport disadvantage, particularly in outer-urban areas, is the result of a range of intersecting factors including poor public transport infrastructure and services, a higher proportion of low-income households and the need to travel further distances in order to get to places of employment, education and social and recreational activities⁵⁵. Further, people employed in the warehousing, freight and logistics sectors experience poor access to good transport connections and are therefore more likely to be reliant on driving. The proposed new train stations in the region, located in Forrestfield and Belmont, will provide new access to relatively unconnected areas. These stations will play a significant role in connecting workers from across the metropolitan areas to these locations. To prevent social exclusion and financial stress, efforts are required to ensure that those with the greatest need have access to affordable and reliable forms of transport. This may be through monitoring public transport fares and routes, considering access and providing for age-friendly communities, ensuring that active forms of transport are readily available or ensuring that affordable housing is located near activity centres, employment centres and transport hubs.



Objectives

- 2.1 To support the development of vibrant centres of activity and growth in job opportunities through mixed use developments and infill housing.
- 2.2 To identify barriers and promote opportunities for greater job opportunities for local people.
- 2.3 To facilitate information sharing and collaboration across youth services in the region.
- 2.4 To encourage enhancement of employability skills.
- 2.5 To advocate for, and support, opportunities for improving education attainment in the region.

- 41 Department of Regional Australia, Local Government, Arts and Sport (2013) Framework for Regional Economic Development (former).
- 42 United Nations (2016) Sustainable Development Knowledge Platform <https://sustainabledevelopment.un.org>.
- 43 Pracsys (October 2015) Industry Cluster Analysis Research Paper – Cluster Analysis Findings, Pracsys, Perth.
- 44 Department of Regional Australia, Local Government, Arts and Sport (2013) Framework for Regional Economic Development (former).
- 45 Committee for Economic Development of Australia (2016) Australia's economic future: an agenda for growth.
- 46 Committee for Economic Development of Australia (2016) Australia's economic future: an agenda for growth.
- 47 Town of Bassendean (2012) Economic Development Plan 2012 - 2017.
- 48 Committee for Economic Development of Australia (2016) Australia's economic future: an agenda for growth.
- 49 Committee for Economic Development of Australia (2016) Australia's economic future: an agenda for growth.
- 50 RPS Australia (2015) Regional Economic Development Research Advisory Paper (Internal document).
- 51 Department of Regional Australia, Local Government, Arts and Sport (2013) Framework for Regional Economic Development (former).
- 52 Committee for Economic Development of Australia (2016) Australia's economic future: an agenda for growth.
- 53 United Nations (2016) Sustainable Development Knowledge Platform <https://sustainabledevelopment.un.org>.
- 54 Australian Bureau of Statistics, 2011 Census - Household Income and Expenditure, TableBuilder viewed 10 October 2016.
- 55 Communities and Families Clearinghouse Australia (2011). The Relationship Between Transport and Disadvantage in Australia.

Priority Area 3.

Community Wellbeing

Goal: That the region's residents have equitable and easy access to services, facilities and infrastructure that support a high quality of life, health and wellbeing.

3.3.1 Vulnerable populations

Social exclusion, where a resident feels excluded due to disability or experiences factors such as homelessness, poverty or social isolation, is one of a number of factors determining health of a community⁵⁶. The United Nations Sustainable Development Goals framework targets the promotion of social, economic and political inclusion for all (target 10.2)⁵⁷. Social exclusion can be related to direct harmful circumstances such as racism, discrimination or stigmatisation but may also arise from poor planning decisions or inappropriate social, health or welfare policies or a lack of appropriate infrastructure. Equally, the long term economic viability of a region is also dependent on regional infrastructure and services being available to support population change⁵⁸. Perth's Eastern Region has a number of vulnerable populations including those from cultural and linguistically diverse or indigenous backgrounds, seniors and youth. These groups require particular consideration to ensure that they become or remain active and engaged community members.

A historical unemployment rate of around 4% compared to the OECD average of 7.9% has driven international migration providing a key source of population growth in Western Australia over the last decade⁵⁹. While migration patterns are changing it is important to recognise the lasting diversity of our communities. The region has a marginally higher proportion of people who speak English "not well or not at all" than the Greater Perth Metropolitan Area (2.6% compared to 2.4%)⁶⁰ and around 16% of the region's population speak a non-English language at home⁶¹.

Ageing in the region is expected to increase both in numbers and as a proportion of the population. The economic and social challenges of aged residents such as health needs, retirement, reduced incomes, affordable and appropriate housing, transport, security and recreation are important considerations when planning or creating supportive and inclusive environments. In Perth's Eastern Region, there is a higher proportion of people needing assistance with core activities than for the Greater Perth Metropolitan Area and this is particularly evident in age groups over 75 years old⁶². Many local governments have embraced the need to develop a plan or strategy for their aging population.

A historical
unemployment
rate of around **4%**
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has driven international
migration.





The long term economic viability of a region is also dependent on the regional infrastructure and services available to support population change.

Local governments have also developed a renewed focus on youth following the withdrawal of state and federal funding for youth programs. At a regional scale, the EMRC has a role in advocating for services that ensure youth are able to participate in society. Young people are regular public transport users, with many relying on public transport to access education, training, employment, entertainment, events and services. The EMRC's *Regional Youth Futures Report*⁶³ identified transport issues that young people face in the region including the frequency, proximity, connectivity and security on services particularly in the Shire of Mundaring, Shire of Kalamunda and outlying areas of the City of Swan. The Kewdale industrial precinct also has poor public transport access creating a barrier to young people seeking work in the area if they aren't able to drive or if they don't have their own transport. The Western Australian Labor Party's Metronet election promise (2016) would provide a unique opportunity to address these issues particularly with the construction of the proposed Morley to Ellenbrook line.

56 RPS Australia (2015) Regional Economic Development Research Advisory Paper (Internal document).

57 United Nations (2016) Sustainable Development Knowledge Platform <https://sustainabledevelopment.un.org>.

58 Department of Regional Australia, Local Government, Arts and Sport (2013) Framework for Regional Economic Development.

59 RPS Australia (2015) Regional Economic Development Research Advisory Paper (Internal document).

60 Australian Bureau of Statistics, Census of Population and Housing 2006 and 2011. Compiled and presented by .id. Accessed 27 January 2017 from <http://profile.id.com.au/emrc/speaks-english>.

61 Australian Bureau of Statistics, Census of Population and Housing 2006 and 2011. Compiled and presented by .id. Accessed 27 January 2017 from <http://profile.id.com.au/emrc/language>.

62 Australian Bureau of Statistics, Census of Population and Housing 2006 and 2011. Compiled and presented by .id. Accessed 27 January 2017 from <http://profile.id.com.au/emrc/assistance>.

63 EMRC (2012). Regional Youth Futures Report.

3.3.2 Health, wellbeing and recreation

Health, wellbeing and social inclusion of residents in the region includes accessibility and capacity of residents to be involved in their community and to be socially included in their neighbourhoods. In Australia, only 55.5% of 18-64 year olds participate in sufficient levels of physical activity⁶⁴. Neighbourhoods characterised by low-density, poorly connected street networks and poor access to shops and services are associated with low levels of active transport rates and higher rates of obesity⁶⁵. In 2013, physical inactivity cost the nation nearly \$1 billion in hospital and healthcare costs and lost productivity⁶⁶. Improving our neighbourhoods to ensure sufficient and suitable access to active forms of transport such as walking, cycling and to a lesser extent, public transport, have the potential to reduce the impacts of physical inactivity and sedentary behaviours.

While a number of proposed public transport projects will deliver quicker, more predictable journey times, additional high-frequency, high-capacity public transport connections and feeder services to the region's activity centres, such as Morley, Midland, Ellenbrook, and other major employment centres and industrial areas are required^{67,68}. These areas have a working population highly dependent on commuting by private vehicle and many travel considerable distances, resulting in people who may be vulnerable to economic shifts such as changes in petrol price and whom are also less likely to achieve sufficient levels of physical activity^{69,70}. In addition to increasing public and active transport connections to activity centres there is a need to support active lifestyle choices through marketing and behaviour change programs such as 'Your Move'. 'Your Move', has seen success in recent years in the Cities of Cockburn and Wanneroo and would provide significant health, wellbeing and recreation benefits to the communities surrounding the recently delivered and planned transport infrastructure upgrades in Perth's Eastern Region.

Regional community hubs have begun to develop across the region, largely due to growing activity from community events such as markets. Supporting areas where community members can interact as well as develop healthier lifestyle and creative opportunities is important for creating a diverse and inclusive community. A Heritage, Creative and Performing Arts cluster has been identified in the City of Bayswater in particular⁷¹. Community activities, recreation infrastructure and facilities can become community focal points that support more active lifestyles. They also have the potential to act as key drawcards for attracting new investment, to encourage cross community integration and to support member council place making initiatives. The region is host to a number of well-developed park, heritage and natural assets that support recreation opportunities. However, many of the region's assets are underutilised such as the Swan River foreshore and Perth hills⁷². There is a desire to increase promotion of existing assets as a means of attracting new residents, visitors and businesses⁷³.

Opportunities also exist to build on these assets through development of new attractions such as trails infrastructure and promotion. The state government also has a role in attracting investment from across government portfolios, the federal government and the private sector, to provide infrastructure and ensure a sustainable approach is pursued. At a regional level, the EMRC needs to work with all spheres of government to support the development of regional recreational priorities.

Events are another important community focal point and are a vehicle for local governments to engage with residents, businesses and key stakeholders. Events provide an important foundation for converting potential visitors into actual visitors and become a catalyst for attracting new audiences and investment to the region by showcasing an area's advantages⁷⁴. Member councils in Perth's Eastern Region host and support a vibrant events program with events suited to both residents and visitors. The EMRC facilitates regional collaboration in event promotion amongst member council and stakeholders with the aim of leveraging regional funding, increasing efficiency, expanding market reach and cross-promotion. These events provide an opportunity for interaction with the community and, if well targeted, can foster a sense of place by communicating values of the destination and building civic pride which is in line with place making aims.

The Western Australian Seniors Strategic Planning Framework identifies the role of state and local government and the broader community in recognising and providing for an aging population in line with the World Health Organisation's Age Friendly Communities framework⁷⁵. The senior's population is diverse and appropriate planning is required to ensure that the ageing and retired are able to live independently and be actively engaged in their communities. As with other vulnerable populations, social exclusion of the elderly often occurs through poor planning decisions rather than by any intentional action. The development and review of local government age-friendly plans supports inclusive decision making⁷⁶. Where appropriate, the EMRC will provide a research, advocacy and collaboration role for regional health and wellbeing initiatives.

In 2013, physical inactivity
cost the nation nearly

\$1 billion

in hospital and healthcare
costs and lost productivity.



Objectives

- 3.1 To undertake a regional approach to research, advocacy and grant funding to create a stronger voice, develop social cohesion and reduce social disparity.
- 3.2 To promote the benefits of active lifestyles and advocate for greater public and active transport connections to activity centres.
- 3.3 To promote opportunities to facilitate regional, cultural and recreation activities and facilities.
- 3.4 To foster partnerships and gain access to funding for regional initiatives.

- 64 Australian Bureau of Statistics, National Health Survey: First Results, 2014-15
- 65 Department of the Environment and Heritage (2006). The Impact of Urban Form on Public Health.
- 66 Ding, D., Lawson, K.D., Kolbe-Alexander, T.L., Finkelstein, E.A., Katzmarzyk, P.T., van Mechelen, W., & Pratt, M. (2016). The Economic Burden of Physical Inactivity: A Global Analysis of Major non-Communicable Diseases.
- 67 EMRC (2015). Industry Cluster Analysis Research Paper.
- 68 RAC (2016). Transport Accessibility of Perth's Activity Centres.
- 69 EMRC (2016). Travel Demand in Perth's Eastern Region - An Analysis of the 2011 Australian Census.
- 70 Dodson, J. & Sipe, N. (2008). Unsettling Suburbia: The New Landscape of Oil and Mortgage Vulnerability in Australian Cities.
- 71 Pracsys (October 2015) Industry Cluster Analysis Research Paper – Cluster Analysis Findings, Pracsys, Perth.
- 72 RPS Australia (2015) Regional Economic Development Research Advisory Paper (Internal document).
- 73 Town of Bassendean (2012) Economic Development Plan 2012 - 2017.
- 74 Tourism WA (2012) State Government Strategy for Tourism Development in Western Australia 2020.
- 75 Department of Local Government and Communities (2016) Seniors Strategic Planning Framework.
- 76 Department of Local Government and Communities (2016) Age Friendly Communities.

Priority Area 4.

Integrated Planning

Goal: That the region's infrastructure and land use supports the growth of business and industry while also enhancing amenity, biodiversity and sustainability.

3.4.1 Infrastructure

Infrastructure is an enabler of productivity and workforce participation with benefits accruing to the wider community. Resilient infrastructure is a target under the United Nations Sustainable Development Goals Framework as it supports economic development and human wellbeing (target 9.1)⁷⁷. Holistic integrated planning and the funding of infrastructure as part of the overall planning process is a complex issue and one that relies on partnerships and collaboration from those who may gain from the planning and infrastructure outcomes. *Directions 2031 and Beyond*⁷⁸ sets in place a vision for Perth and Peel for the next 20 to 25 years that embraces continued growth with the preservation of local environments and valued quality of life.

The draft Perth Freight Network Plan⁷⁹ identifies an emerging need to facilitate further development of intermodal terminals in Perth's Eastern Region beyond the existing Kewdale intermodal terminal facility. Increased adoption of intermodal transport solutions, to minimise product handling and create greater transport service reliability, is in line with trends in logistic management, resulting in an accelerated flow of goods through distribution processes. Linking freight, logistics, warehousing and distribution centres will be one of the keys to the future prosperity of the region. A focus on freight infrastructure investments in Kewdale, Forrestfield, Welshpool, Hazelmere, South Bullsbrook and surrounding areas will be integral to ensure the robustness of the overall intermodal transport system as well as supporting some of the state's leading transport, logistics and manufacturing businesses. It is important to ensure that other industries are supported through infrastructure development to enable diversification of the region's economic base, in addition to supporting existing key inland logistics centres and agglomeration economies of the region.

The Forrestfield-Airport Link, which is expected to be completed by 2020, is the first major extension of the rail network in Perth since the opening of the Mandurah Line in 2007. The project consists of constructing a new, mainly tunnelled, 8.5km rail spur from Bayswater, under the Swan River and the airport, to Forrestfield. The rail spur will include a new station at Airport Central and also bus-rail interchanges at the new Belmont and Forrestfield train stations. Infrastructure Australia forecasts that this project will provide a net economic benefit of \$670 million⁸⁰. These new transport hubs will provide opportunities for transit oriented development and urban regeneration that could cater for affordable high density housing close to rail connections and employment nodes. The EMRC will provide a strong advocacy role to encourage connectivity between public transport and recreational facilities along the Forrestfield-Airport Link.



The Forrestfield-Airport Link will provide a net economic benefit of \$670 million and improve commuter times between the eastern suburbs and the Perth CBD.

3.4.2 Land use planning and development

Competing priorities for land use can cause conflict between the region's economic, environmental and social goals. Land use decisions focused on short term benefits often do not give appropriate consideration to long term consequences particularly with regards to the need for infrastructure and supporting services. The United Nations Sustainable Development Goals framework sets a target to decouple economic growth from environmental degradation (target 8.2)⁸¹. With appropriate planning and direction, assets that are valuable for multiple purposes can be managed to ensure maximum benefits in the long term. This is particularly evident around water catchment areas, transport nodes and transit oriented development where there are competing priorities. Competing needs for car parking, supporting economic activity potential and retaining natural areas to minimise stormwater run-off can be achieved if a marginally higher investment is committed in the first instance. A holistic approach to planning and development is required. Private-public partnerships are one type of strategy to fund infrastructure and development costs; another is the concept of value capture. However, in the case of value capture, identifying the best methods and the true beneficiaries can be complex. Sharing the costs of large infrastructure projects equitably will require a committed approach from government, industry and key project stakeholders.

Land use planning that takes into account potential climate change issues is important for ensuring the ongoing resilience of local communities. Climate change may cause infrastructure failure particularly if there is an increase in intensity and frequency of natural disaster events⁸². Future infrastructure planning will need to take any expected impacts of climate change into consideration and should also be utilised to protect communities and the environment from future damage.

Increasing urban infill has the potential to reduce urban sprawl and the associated infrastructure costs, as well as protecting peri-urban areas. It is important however to consider the retention of vegetation in infill planning to reduce urban heat effects and protect residents' quality of life and amenity values. *Delivering Directions 2031 Report Card 2014* estimated that only half of the local government areas were 'ahead' or 'tracking towards' the government's aspirational infill targets, likely due to a slower uptake than expected and due to the difficulties in managing competing land-use priorities. The Cities of Bayswater, Bassendean and Belmont were considered to be 'tracking towards' their targets. These three local government areas were ranked 5, 6 and 11 respectively of the 19 central sub-region areas⁸³. This corresponds with their percentage progress towards the net infill housing target at 38% (265 out of 700), 36% (1012 out of 2790) and 29% (542 out of 1860) respectively. In the outer-subregions, the local government areas of Swan, Kalamunda and Mundaring were ranked at 8, 12 and 13 out of 13 outer sub regions.

This corresponds with their percentage progress towards the net infill housing target at 9% (372 out of 4002), 5% (114 out of 2410) and 2% (11 out of 570) respectively and are in the 'early planning' stages of working towards their targets.

Integrated planning considers the appropriate mix of urban fringe growth, compact infill and avoidance of development on land set aside for other uses (such as agriculture). The City of Belmont's Development Area 6 is one example of a new higher density development that has the potential to maximise opportunities associated with rail and proximity to the Perth Airport estate, encouraging commercial and residential investment for long term economic benefit. The City of Belmont has also preserved large lot sizes of industrial zoned land to allow for broad and compatible industrial uses and encourage a high standard of built form⁸⁴.

Objectives

- 4.1 To maximise enabling infrastructure benefits.
- 4.2 To advocate for increased investment and upgrades in regional infrastructure.
- 4.3 To advocate for, and support, transit oriented development in the region.
- 4.4 To promote connectivity between affordable housing, transport and employment areas.
- 4.5 To advocate for, and support, infill housing development that preserves green space and emphasises quality of life.

77 United Nations (2016) Sustainable Development Knowledge Platform <https://sustainabledevelopment.un.org>.

78 Western Australian Planning Commission (2010), *Directions 2031 and Beyond – Metropolitan Planning Beyond the Horizon*.

79 Department of Transport (2016). *Perth Freight Transport Network Plan (draft)*.

80 Infrastructure Australia (2016). *Project Business Case Evaluation, Forrestfield-Airport Link*.

81 United Nations (2016) Sustainable Development Knowledge Platform <https://sustainabledevelopment.un.org>.

82 EMRC (2013). *Regional Climate Change Adaptation Action Plan, 2013-2016*.

83 Western Australian Planning Commission (2014) *Delivering Directions 2031 Report Card 2014*.

84 City of Belmont (no date) Key infrastructure <http://www.belmont.wa.gov.au/Business/WhyBelmont/Pages/KeyInfrastructure.aspx> accessed 16 January 2017.

Implementation

The EMRC will implement this strategy in accordance with the principles set out below. Projects, programs and initiatives undertaken as part of this strategy will be required to be consistent with the vision of this strategy, the role of the EMRC and be best suited to supporting prosperous businesses, equitable and supported communities and a sustainable environment.

4.1 EMRC's 10 Year Strategic Plan 2017 to 2027

All projects and activities undertaken by the EMRC must reflect the objectives within the EMRC's 10 Year Strategic Plan 2017 to 2027.

Key Result Area 1 - Environmental Sustainability

Our aim is to deliver a range of environmental services that enable the region and member councils to meet their responsibilities and community expectations for sustainable and adaptive environmental initiatives, and to maintain and enhance the natural assets of the region.

1.5 To contribute towards improved regional air, water and land quality and regional biodiversity conservation and address climate change

Key Result Area 2 - Economic Development

Our aim is to facilitate and advocate for the sustainable economic and social development of the region.

2.1 To facilitate and advocate for increased investment in regional infrastructure

2.2 To facilitate and advocate for regional economic development activities

2.3 To facilitate regional cultural and recreational activities.

Key Result Area 3 - Good Governance

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

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

3.2 To manage partnerships and relationships with stakeholders

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

4.2 EMRC's Service Delivery Model

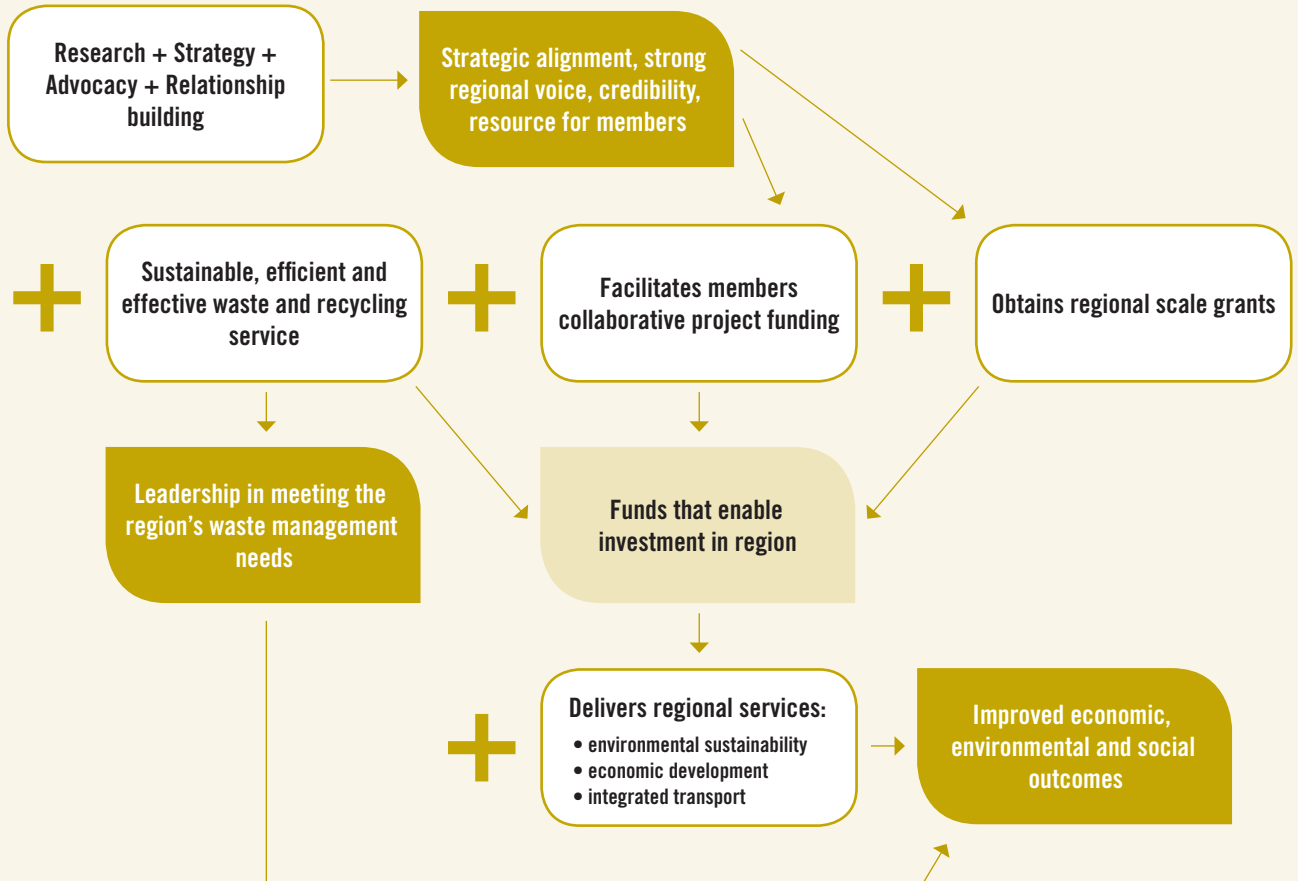
The EMRC's Establishment Agreement enables the EMRC to undertake a range of projects and services and provides a means for member councils to share resources and facilities. The cooperative, political and executive framework of the EMRC enables the member councils individually and collectively to promote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

The EMRC represents a model of successful collaboration, and for 30 plus years, has initiated and led projects for its member councils that deliver real benefits to the region in the areas of waste management and resource recovery, environmental sustainability and regional economic development. These services enable member councils to enhance outcomes for their communities and for Perth's Eastern Region as a whole.



The EMRC represents a model of successful collaboration and, for 30 plus years, has initiated and led projects for its member councils that deliver real benefits to the region in the areas of waste management and resource recovery, environmental, sustainability and regional economic development.

EMRC SERVICE DELIVERY MODEL



4.3 Priority Determinants

The EMRC will undertake a central role in the delivery of this strategy and will coordinate collaboration amongst member councils and key stakeholders to achieve the objectives outlined in this *Regional Economic Development Strategy 2017-2021*.

For an initiative to be progressed it is recommended that it should strongly display at least three of the following seven categories and not negatively affect any category.

4.3.1 Regional Significance: Relevance across local government boundaries or to unique cross boundary assets, projects with significant regional influence, or addressing regional, state or federal priorities.

4.3.2 Identified Priorities: Contributes towards an identified priority.

4.3.3 Economies of Scale: Likely to be significantly cheaper or more efficient on a regional scale. Likely to have enhanced collective benefits on a regional scale.

4.3.4 Emerging Issue / Opportunity: New, innovative or pilot activity that could be expanded to other member councils or take advantage of newly emerged opportunities, such as funding, or address newly emerged threats to mitigate further issues.

4.3.5 Investment Ready: Seed projects or those likely to attract significant income or investment through grants or sponsorship.

4.3.6 Profile: Raising awareness of the region, the EMRC and / or member councils as leaders and innovators.

4.3.7 Collaboration: Requires collaboration or partnership between member councils and/or other key stakeholders, such as researchers or industry.

4.4 Monitoring and Review

Effective implementation requires regular monitoring and reporting. Member councils and the EMRC Council are kept up to date with progress towards the *Regional Economic Development Strategy 2017-2021*. This occurs regularly through the Economic Development Officers Group and an annual review by the EMRC. It is important to note that the actions outlined in each priority initiative are not exhaustive. Given the rapid pace of change in the sector, these need to be reviewed annually and updated to reflect new advances or threats as well as new and emerging opportunities and trends.

The community will be informed of significant progress developments through the EMRC website, media releases, newsletters, annual reports and community consultation where relevant. An annual review of progress will allow the *Regional Economic Development Strategy 2017-2021* to act as a living document, evolving over time as issues confronting the region change and new and emerging opportunities and trends emerge.





Appendix 1: Regional Economic Development Strategy Framework

Priority Areas	Goal	Objectives
1. Industry and Business Growth	That the region's businesses and industry are supported to achieve a high value of economic output through a focus on promoting increased resilience, creativity and innovation.	<p>1.1 To promote the region as an attractive investment destination.</p> <p>1.2 To promote local purchasing within the region to maximise the economic benefits of business transactions and reduce economic leakages.</p> <p>1.3 To advocate for, and support, initiatives that encourage regional visitation.</p> <p>1.4 To support development of industry clusters with the capacity to create greater business and industry productivity.</p> <p>1.5 To advocate for, and support, a coordinated approach to economic development that aligns infrastructure development with future growth and supports efficiency and productivity.</p> <p>1.6 To advocate for, and nurture, development and integration of new technology in the region.</p> <p>1.7 To foster relationships with businesses in the region and promote the awareness of opportunities to maximise technology benefits.</p> <p>1.8 To encourage a regulatory environment that is business friendly.</p> <p>1.9 To foster relationships with key stakeholders including government agencies and business groups to grow and develop the region.</p>
2. Education and Employment Opportunities	That the region develops a skilled and confident workforce aligned with current and future job opportunities.	<p>2.1 To support the development of vibrant centres of activity and growth in job opportunities through mixed use developments and infill housing.</p> <p>2.2 To identify barriers and promote opportunities for greater job opportunities for local people.</p> <p>2.3 To facilitate information sharing and collaboration across youth services in the region.</p> <p>2.4 To encourage enhancement of employability skills.</p> <p>2.5 To advocate for, and support, opportunities for improving education attainment in the region.</p>
3. Community Wellbeing	That the region's residents have equitable access to services, facilities and infrastructure that supports a high quality of life, health and wellbeing.	<p>3.1 To undertake a regional approach to research, advocacy and grant funding to create a stronger voice, develop social cohesion and reduce social disparity.</p> <p>3.2 To promote the benefits of active lifestyles and advocate for greater public and active transport connections to activity centres.</p> <p>3.3 To promote opportunities to facilitate regional, cultural and recreation activities and facilities.</p> <p>3.4 To foster partnerships and gain access to funding for regional initiatives.</p>

Priority Areas	Goal	Objectives
4. Integrated Planning	That the region's infrastructure and land use supports the growth of business and industry while also enhancing amenity, biodiversity and sustainability.	4.1 To maximise enabling infrastructure benefits.
		4.2 To advocate for increased investment and upgrades in regional infrastructure.
		4.3 To advocate for, and support, transit oriented development in the region.
		4.4 To promote connectivity between affordable housing, transport and employment areas.
		4.5 To advocate for, and support, infill housing development that preserves green space and emphasises quality of life.



Appendix 2: Priority Actions 2017–2021

The vision of the *Regional Economic Development Strategy 2017 – 2021* is:

“A region where people can exercise their full potential as a result of prosperous businesses, equitable and supported communities and a sustainable environment.”

To achieve this vision, the following actions have been identified as being priorities to support the objectives. These actions have regard for the priority determinant categories, the EMRC service delivery model and have been developed in consultation with the Economic Development Officers Group. The initiatives listed below are to be used as a guide only and are not exhaustive of the activities that may arise from the identified strategic objectives in this strategy. The EMRC and its partners will treat the priority initiatives as a living document and be proactive and flexible as situations arise or are seen to be developing.

Coordinate collaborative stakeholder events and opportunities that advance Perth's Eastern Region.

Facilitate the Economic Development Officers Group.

Provide regional economic profiling tools.

Promote investment and opportunities in Perth's Eastern Region.

Undertake research to support the ongoing development of Perth's Eastern Region.

Support regional community and tourism events.

Develop a City Deal proposal and Smart Cities and Suburbs applications for agreed projects that have been identified and supported by member councils.

Prepare submissions supporting economic development initiatives.

Coordinate, facilitate and support regional forums and briefing sessions that encourage sharing of information.

Prepare regional plans that support local issues of regional significance.

Advocate to state agencies on behalf of member councils on economic development issues.

Undertake an activity centres needs assessment to advocate for infrastructure.

Identify and promote education and employment opportunities in Perth's Eastern Region.

Identify key trends, such as growing automation, that will impact on future skills requirements.

Support economic development Advocacy Actions identified in the *Regional Advocacy Strategy 2016-2020*.

Support economic development initiatives identified in the *Regional Environment Strategy 2016-2020*.

Support economic development initiatives identified in *Regional Integrated Transport Strategy 2017-2021*.

Appendix 3:

Issues, potential benefits & opportunities

Industry and Business Growth

Key Issues	Potential Benefits
• Weakening labour market.	• Attraction of global organisations.
• Reliance on limited sectors.	• Growth and investment.
• Lack of capacity to undertake investment attraction.	• Reduced economic volatility.
• Barriers to endogenous growth.	• Improved regional investment risk profile.
	• Increase business sophistication.
	• Cross industry development.
Regional Opportunities	
• Conducting research and analysis of business requirements to determine potential growth sectors and to determine enabling infrastructure requirements for key industries.	
• Leveraging promotion of supporting infrastructure, road networks and technology enhancements to assist in the further development of industry clusters.	
• Addressing existing supply chain gaps and the development of agglomeration economies.	
• Removing barriers to business growth and reduction of red tape, particularly with regards to government policy restrictions, to create a regulatory environment that is business friendly.	
• Fostering knowledge spillover and development of agglomeration economies.	
• Researching target markets for investment attraction and opportunities.	
• Improving online presence, reaching new markets and marketplaces locally and globally.	
• Researching other regional economies to identify competitive strengths and positioning for regional investment.	

Education and Employment Opportunities

Key Issues	Potential Benefits
• Limited growth potential in existing employment areas.	• Investment in jobs growth.
• Youth unemployment.	• Attraction of skilled workers.
	• Improved education and training transitions.
Regional Opportunities	
• Promotion of education opportunities, particularly those aligned with employment opportunities or workforce skills development.	

Community and Wellbeing

Key Issues	Potential Benefits
<ul style="list-style-type: none"> • Lack of awareness of social / health outcomes. • Pockets of disadvantage. • Increasing number of residents from non-English speaking countries resulting in potential language barriers. • Disengaged youth due to lack of employment options. 	<ul style="list-style-type: none"> • New proposed university campus. • Increased profile and reputation. • Increasing amenity. • Enhanced social and health outcomes. • Enhanced community cohesion. • Visitation.
Regional Opportunities	
<ul style="list-style-type: none"> • Advocacy for reliable transport that links recreational facilities and activity centres; • Coordination and support of regional events; • Regional collaboration and information sharing on addressing disadvantage; • Advocacy for recreation and well-being facilities and programs; • Greater connectivity between public transport, recreation and activity centres; • Collaboration on regional asset utilisation (Swan River foreshore, heritage, cultural and recreational assets); and • Promotion and support for community hubs (cross-regional visitation). 	

Integrated Planning

Key Issues	Potential Benefits
<ul style="list-style-type: none"> • Lack of rail / public transport. • Lack of broadband connectivity in the region negatively impacts existing businesses and potential for new business growth. • Infrastructure requirements to meet future development plans. • Deteriorating or declining natural resources (ground water, greenspace, biodiversity). • Increasing energy costs. • Urban growth pressure, urban sprawl and infill planning. • Lack of incorporation of environmental sustainability in planning processes, particularly for infill targets. • Lack of accounting of environmental impacts, infill planning, infrastructure requirements and economic benefits in cost-benefit analyses for new developments. 	<ul style="list-style-type: none"> • Recognition and value of environmental assets within the region. • Ability to implement planning initiatives that address competing priorities and account for economic and environmental benefits. • Improved energy efficiency and reduced energy costs. Increased integration of environmental sustainability in broader governance processes, policies and strategies. • Enhanced environmental protection through incorporation in planning. • Safeguarding cultural and natural heritage. • Safeguarding cultural and natural heritage development planning and management processes. • Maximising global connectivity. • Accessing new technologies. • Planning that accounts for a range of competing priorities and priorities economic and environmental benefits. • Capitalising on new and emerging trends.
Regional Opportunities	
<ul style="list-style-type: none"> • Advocacy for increased investment in regional infrastructure. • Advocacy for key transport infrastructure. • Advocacy for key broadband infrastructure. • Encourage consistency and coordination of planning controls and consideration of the economic and environmental outcomes. • Advocacy for protection of key natural resources. • Advocacy to attract investment in affordable energy efficiency, technology development and uptake of new and emerging trends. • Encouraging innovation in clean tech industries and sustainable business practices. • Encouraging the alignment of transport systems to achieve well connected networks that reduce car dependency and promote active travel. 	

Appendix 4:

Foundation for the Regional Economic Development Strategy

Regional Economic Development activities are guided by the EMRC's *10 Year Strategic Plan - 2017 to 2027* and through ongoing and regular consultation with the Economic Development Officers Group. The development of the *Regional Economic Development Strategy 2017 – 2021* has been influenced by the data provided through the Regional Economic Development Research Advisory Paper the Regional Integrated Transport Research Advisory Paper, Regional Youth Advisory Paper and the *Regional Environment Strategy 2016 – 2020*. The strategy has also been informed through a Regional Economic Development Advisory Forum facilitated by external consultants, RPS which was attended by member council and key stakeholders throughout the region.

Regional Economic Development Research Advisory Paper (2016)

In recognition of the need to develop an evidence base approach to inform the regional economic strategy to guide activities over the next five years, RPS Group was engaged by the EMRC to develop a research advisory paper.⁸⁴

The study was based upon four core aims:

- Integrate and coordinate strategies such as the aims and actions of state government and local plans;
- Identify challenges and advantages including the economic, social and environmental characteristics of the region and the capacity for opportunities to be realised;
- Identify and prioritise priority areas which address challenges and barriers affecting local economic and social development outcomes; and
- Support decision making and guide resources to priority areas in order to achieve coordinated and improved outcomes.

The study incorporated the input and local knowledge of key government authorities and agencies and the business community gathered through individual and workshop consultation.

The study was comprised of the following key sections:

- Current economic environment – a concise overview of economic conditions across Western Australia;
- Regional profiling – desktop research and analysis (including forecasts) of the region's economy, with the development of community, industry, workforce, property and infrastructure profiles;
- Regional influences – exploration of the relevant regional and global trends and associated opportunities and challenges these present for the region's industries and communities;
- Capacity for development – an assessment of the prospects for the region through the prism of its economic, social and physical attributes and performance within a regional and global context, identifying key strengths and challenges;
- Strategic context – a summary of relevant strategic priorities put in place by Commonwealth, state and local partners and the roles and responsibilities of member councils in regards to economic development; and
- Economic opportunities – a summary of identified opportunities to address economic and social development challenges.

The paper highlighted two core areas of focus reflecting where the efforts of the EMRC and regional stakeholders would likely result in the greatest transformational effect. Identified as 'Activity Boosters' they will be a focus for the implementation of this strategy, however are not exhaustive in terms of the areas likely to create change. It is also recognised that projects undertaken in the areas must also rely on a range of other factors to ensure success.

⁸⁴ RPS Australia (2015) Regional Economic Development Research Advisory Paper (Internal document)

Strategic employment and enabling infrastructure

Strategic employment and enabling infrastructure focuses on developing a diverse base of key employment generators. The region currently has a strong base in manufacturing, logistics and distribution which generates substantial employment however, reliance on a limited number of key sectors can lead to future instability (as with the current adverse effects linked to the mining sector).

While member councils distribute information about investment within the region, there is an opportunity for the EMRC to complement these initiatives by proactively engaging with potential investors and advocating for required investment. The Regional Economic Development Research Advisory Paper identifies issues, benefits and opportunities with regards to strategic employment and enabling infrastructure. These include:

Key Issues	Potential Benefits
• Lack of universities.	• Attraction of global organisations and investment.
• Limited growth potential in existing employment areas.	• Attraction of high skilled workers.
• Lack of heavy rail.	• Exports supporting local business revenue.
• Capacity to undertake investment attraction.	• Higher incomes.
• Capacity to advocate for regional infrastructure.	• Reduced economic volatility.
	• Improved regional investment risk profile.
	• Improved education and training transitions.
	• Increase business sophistication.
	• Cross industry development.
	• Increased profile and reputation.
Opportunities	
• Prospectus promotion.	
• Coordination of planning control consistency.	
• Advocacy for key transport infrastructure.	
• Research of target industry and business requirements.	

Regional visitation

Regional visitation focuses on attracting tourism and visitation to activity centres, attractions and events. The range of natural assets in the region, including the underutilised Swan River foreshore, Perth Hills and Swan Valley, along with numerous historic attractions, support opportunities to develop tourism experience, recreation, leisure and corporate visitation.

Whilst member councils are encouraging visitation, tourism product and brand development there is a role of EMRC to complement these initiatives by focusing on attracting visitors from outside the region. The Regional Economic Development Research Advisory Paper identifies issues, benefits and opportunities with regards to regional visitation. These include:

Key Issues	Potential Benefits
• Lack of public transport.	• Jobs growth and investment.
• Perception of distance from Perth.	• Service population increasing amenity.
• Provision of appropriate accommodation.	• Sustainability through diversification.
• Marketing and brand dilution.	• Counter-cyclical balance to main activities.
• Underutilisation of foreshore.	• Raising tourism profile.
	• Recognition and value of environmental assets.
Opportunities	
• Websites, signage, showcases.	
• Events / grants coordination.	
• Advocacy / coordination for policy controls / policy change.	
• Advocacy for key infrastructure.	
• Tourism product development.	
• Research (particularly transport).	
• Bulk marketing material (trip linking).	

Regional Integrated Transport Advisory Paper (2015)

Development of the region's activity centres must be considered in conjunction with the surrounding transport network as each relies on the other to work efficiently. Activity centres create a focal point for transport connections by ensuring a high volume of passenger movements. Equally, the transport connections to activity centres will influence its relative success in terms of ease of customer access and the environment created around the centres. For instance, poor transport connections often lead to an environment dominated by cars which require sufficient parking facilities and thereby reduce the usable land area.

Urban growth creates a challenge to providing efficient and sustainable transport services, particularly in areas that are developed away from existing employment centres and transport hubs. New housing developments that are not appropriately serviced by local activity centres (shops, employment, schools and basic services) and does not have a sufficient population to create a viable public transport connection will lead to a population with a heavy dependence on car use.

Regional Youth Advisory Paper (2016)

Young people represent one fifth of our population and their development will determine the types of adults in our future communities. A focus on young people can improve employment outcomes, reduce unemployment and can lead to an adequately skilled future workforce. Means capacity and innovation should be nurtured in young people as a driver for the development of technology.

Young people in the region, when compared to Greater Perth Metropolitan Area, are less likely to go to university and are more likely to be disengaged. While educational attainment is important for ensuring that our young people have bright futures it should be recognised that the region's workforce, when compared to Greater Perth Metropolitan Area, has a lower level of university qualifications (Bachelor, Graduate, Post Graduate), but a higher level of certificate qualifications, largely as a reflection of the key local industries.

The key areas of focus with regards to youth and economic development centre on:

- Improving educational attainment;
- Developing youth entrepreneurship and innovation;
- Facilitating leadership and civic participation; and
- Facilitating information sharing and collaboration across member councils youth services and strategy development.

Regional Environment Strategy 2016 – 2020

Recognition of the importance of environmental protection to achieve economic development outcomes has been increasing in Australia. In September 2015, the 193 member states of the United Nations, including Australia, adopted the 2030 Agenda for Sustainable Development and the seventeen Sustainable Development Goals. While some of the goals are focused on reducing poverty, increasing health and ensuring equitable access to education, water and energy, the importance of protecting environmental assets as resources to achieve these goals is emphasised, including taking action to combat climate change. In addition, there is an increasing recognition in Australia of the impact of environmental events on economic outcomes, such storm surge damage to infrastructure and business productivity.

The draft Perth and Peel Green Growth Plan for 3.5 million highlights the desire to consider environmental aspects as part of a holistic approach to urban development, particularly with regard to valuing existing environmental assets. Preservation of natural resources and a consideration of the effects of development on these resources, for instance through run off, basic raw material extraction and pines harvesting, as part of a planning framework will eventually filter through the system to produce a more sustainable urban environment. Preservation of these assets is being considered as the environmental, social and, increasingly, economic value of them is recognised.

The region's significant natural assets, the Swan and Helena Rivers, face increasing pressure from competing uses; from development of the foreshore for economic benefit, to environmental protection for habitat and clean water; to health and social welfare through public access. A focus on protecting water resources and addressing water quality issues is fundamental to the environmental, social and economic wellbeing of the area. These water resources are particularly important in the context of a drying climate, an increase in storm surge events and the potential for flooding through sea-level rise. In conjunction with an increasing recognition of the effects of development on the environment, there is growing concern about the effects of environmental change on assets and the urban landscape.

Environmental priorities have also driven the development of some industries that offer a platform for job creation, such as renewable energy, while also constraining some traditional industry through externality pricing and community concern. For instance, the transport sector has faced increasing pressure due to costs associated with oil, but has also sparked new expansion through development of new fuel-efficiency mode.



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11.2 ITEMS CONTAINED IN THE INFORMATION BULLETIN

REFERENCE: D2017/07526 (CEOAC) – D2017/08592

The following items are included in the Information Bulletin, which accompanies the Agenda.

1. REGIONAL SERVICES

- 1.1 REGIONAL ADVOCACY ACTIONS UPDATE 2016/2017 (Ref: D2017/07529)
- 1.2 REGIONAL SERVICES ACTIVITY REPORT 1 JANUARY 2017 – 31 MARCH 2017
(Ref: D2017/07605)

RECOMMENDATION

That the Chief Executive Officers Advisory Committee notes the items contained in the Information Bulletin accompanying the 6 June 2017 Chief Executive Officers Advisory Committee Agenda.

CEOAC RESOLUTION

MOVED MR FOLEY

SECONDED MR THROSSELL

THAT THE CHIEF EXECUTIVE OFFICERS ADVISORY COMMITTEE NOTES THE ITEMS CONTAINED IN THE INFORMATION BULLETIN ACCOMPANYING THE 6 JUNE 2017 CHIEF EXECUTIVE OFFICERS ADVISORY COMMITTEE AGENDA.

CARRIED UNANIMOUSLY



12 REPORTS OF DELEGATES

Nil

13 NEW BUSINESS OF AN URGENT NATURE APPROVED BY THE CHAIRMAN OR PRESIDING MEMBER OR BY DECISION OF MEETING

Nil

14 GENERAL BUSINESS

14.1 EVENTS IN THE REGION

15 June 2017	EMRC	2017 Biennial Cocktail Function
8 July 2017	Shire of Kalamunda	President's Dinner
7 October 2017	City of Belmont	Mayoral Dinner

14.2 OTHER GENERAL BUSINESS

The Director Regional Services briefed the CEOAC on the outcome of meetings held with all member Council officers in relation to City Deals and discussion ensued.

15 CONFIDENTIAL MATTERS FOR WHICH THE MEETING MAY BE CLOSED TO THE PUBLIC

Nil

16 FUTURE MEETINGS OF THE CHIEF EXECUTIVE OFFICERS ADVISORY COMMITTEE

The next meeting of the Chief Executive Officers Advisory Committee will be held on **4 July 2017 (informal)** at the City of Belmont, 215 Wright Street, Cloverdale WA 6105 commencing at 12:30pm with lunch at 12noon.

Future Meetings 2017

Tuesday	4	July (informal)	at	City of Belmont
Tuesday	8	August	at	EMRC Administration Office
Tuesday	5	September (informal)	at	Town of Bassendean
Tuesday	3	October (if required)	at	EMRC Administration Office
Tuesday	14	November	at	EMRC Administration Office

17 DECLARATION OF CLOSURE OF MEETING

There being no further business the meeting was closed at 1:35pm.



**15.2 RESOURCE RECOVERY COMMITTEE MEETING HELD 8 JUNE 2017
(REFER TO MINUTES OF COMMITTEE – SAND PAGES)
REFERENCE: D2017/07828 (RRC) – D2017/08591**

The minutes of the Resource Recovery Committee meeting held on **8 June 2017** accompany and form part of this agenda – (refer to sand section of 'Minutes of Committees' for Council accompanying this Agenda).

QUESTIONS

The Chairman invited general questions from members on the minutes of the Resource Recovery Committee.

Any questions relating to the confidential report were dealt with under Section 19.1 of the agenda "Confidential Items."

RECOMMENDATION(S)

That Council notes the unconfirmed Resource Recovery Committee Minutes (Section 15.2).

COUNCIL RESOLUTION(S)

MOVED CR DAW

SECONDED CR STALLARD

THAT COUNCIL NOTES THE UNCONFIRMED RESOURCE RECOVERY COMMITTEE MINUTES (SECTION 15.2).

CARRIED UNANIMOUSLY

RESOURCE RECOVERY COMMITTEE

MINUTES

8 June 2017

(REF: D2017/07828 (RRC) – D2017/08591)

A meeting of the Resource Recovery Committee was held at the EMRC Administration Office, 1st Floor, 226 Great Eastern Highway, BELMONT WA 6104 on **Thursday, 8 June 2017** The meeting commenced at **5:00pm**.

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1 DECLARATION OF OPENING AND ANNOUNCEMENT OF VISITORS

The Chairman opened the meeting at 5:00pm.

2 ATTENDANCE, APOLOGIES AND LEAVE OF ABSENCE (PREVIOUSLY APPROVED)

Committee Members

Cr David McDonnell (Chairman)	EMRC Member	City of Swan
Cr John Daw (Deputy Chairman) (from 5:02pm)	EMRC Member	Shire of Mundaring
Cr Michelle Sutherland	EMRC Member	City of Bayswater
Cr Janet Powell	EMRC Member	City of Belmont
Mr Simon Stewert-Dawkins	Director Operational Services	Town of Bassendean
Mr Doug Pearson	Director Technical Services	City of Bayswater
Mr Shane Purdy	Director Infrastructure Services	Shire of Mundaring
Mr Jim Coten	Executive Manager Operations	City of Swan
Mr Peter Schneider	Chief Executive Officer	EMRC

Apologies

Cr Michael Lewis	EMRC Member	Town of Bassendean
Cr Dylan O'Connor	EMRC Member	Shire of Kalamunda
Mr Ric Lutey	Director Technical Services	City of Belmont
Mr Dennis Blair	Director Asset Services	Shire of Kalamunda

Deputy Committee Members – Observers

Cr Steve Wolff	EMRC Member	City of Belmont
Cr David Färdig	EMRC Member	City of Swan

EMRC Officers

Mr Stephen Fitzpatrick	Director Waste Services
Mr Hua Jer Liew	Director Corporate Services
Mrs Wendy Harris	Director Regional Services
Mr Dave Beresford	Manager Resource Recovery
Ms Catherine Bhan	Manager Procurement
Ms Giulia Bono	Administration Support Officer (Minutes)

Visitor(s)

Mr John King	Talis Consulting
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3 DISCLOSURE OF INTERESTS

Nil

4 ANNOUNCEMENTS BY THE CHAIRMAN OR PRESIDING MEMBER WITHOUT DISCUSSION

Nil



5 PETITIONS, DEPUTATIONS AND PRESENTATIONS

Nil

6 CONFIRMATION OF MINUTES OF PREVIOUS MEETINGS

6.1 MINUTES OF THE RESOURCE RECOVERY COMMITTEE MEETING HELD ON 11 MAY 2017

That the Minutes of the Resource Recovery Committee meeting held on 11 May 2017, which have been distributed, be confirmed.

RRC RESOLUTION(S)

MOVED MR COTEN

SECONDED CR SUTHERLAND

THAT THE MINUTES OF THE RESOURCE RECOVERY COMMITTEE MEETING HELD ON 11 MAY 2017, WHICH HAVE BEEN DISTRIBUTED, BE CONFIRMED.

CARRIED UNANIMOUSLY

7 QUESTIONS BY MEMBERS OF WHICH DUE NOTICE HAS BEEN GIVEN

Nil

8 QUESTIONS BY MEMBERS WITHOUT NOTICE

Nil

9 ANNOUNCEMENT OF CONFIDENTIAL MATTERS FOR WHICH MEETINGS MAY BE CLOSED TO THE PUBLIC

NOTE: Section 5.23(2) of the *Local Government Act 1995*, details a number of matters upon which Council may discuss and make decisions without members of the public being present. These matters include: matters affecting employees; personal affairs of any person; contractual matters; legal advice; commercial-in-confidence matters; security matters; among others.

The following report item is covered in section 14 of this agenda.

- 9.1 RESOURCE RECOVERY FACILITY – FINALISATION OF THE REQUEST FOR TENDER 2016-005

10 BUSINESS NOT DEALT WITH FROM A PREVIOUS MEETING

Nil

11 REPORTS OF EMPLOYEES

Nil



12 REPORTS OF DELEGATES

Nil

13 NEW BUSINESS OF AN URGENT NATURE APPROVED BY THE CHAIRMAN OR PRESIDING MEMBER OR BY DECISION OF MEETING

Nil

Cr Daw entered the meeting at 5:02pm.

14 CONFIDENTIAL MATTERS FOR WHICH THE MEETING MAY BE CLOSED TO THE PUBLIC

RECOMMENDATION (Closing meeting to the public)

That the meeting be closed to members of the public in accordance with Section 5.23 (2)(c) of the *Local Government Act 1995* for the purpose of dealing with matters of a confidential nature.

RRC RESOLUTION

MOVED CR SUTHERLAND

SECONDED MR PEARSON

THAT THE MEETING BE CLOSED TO MEMBERS OF THE PUBLIC IN ACCORDANCE WITH SECTION 5.23 (2)(C) OF THE *LOCAL GOVERNMENT ACT 1995* FOR THE PURPOSE OF DEALING WITH MATTERS OF A CONFIDENTIAL NATURE.

CARRIED UNANIMOUSLY

The doors of the meeting were closed at 5:02pm.

14.1 RESOURCE RECOVERY FACILITY – FINALISATION OF THE REQUEST FOR TENDER 2016-005

REFERENCE: D2017/07829

This item is recommended to be confidential because it contains matters of a commercial-in-confidence nature.

The Committee considered the Confidential Item circulated with the Agenda under Separate Cover.

RECOMMENDATION [Meeting re-opened to the public]

That the meeting be re-opened, the members of the public be invited to return to the meeting and the recommendations passed behind closed doors be recorded.

RRC RESOLUTION

MOVED MR PEARSON

SECONDED MR STEWERT-DAWKINS

THAT THE MEETING BE RE-OPENED, THE MEMBERS OF THE PUBLIC BE INVITED TO RETURN TO THE MEETING AND THE RECOMMENDATIONS PASSED BEHIND CLOSED DOORS BE RECORDED.

CARRIED UNANIMOUSLY

The doors of the meeting were re-opened at 5:09pm



Item 14 continued

Recording of the recommendations passed behind closed doors, namely:

14.1 RESOURCE RECOVERY FACILITY – FINALISATION OF THE REQUEST FOR TENDER 2016-005

REFERENCE: D2017/07829

RRC RECOMMENDATION(S)

MOVED CR SUTHERLAND

SECONDED MR COTEN

THAT:

1. COUNCIL CONFIRMS TENDERER C AS THE PREFERRED TENDERER.
2. THE CHIEF EXECUTIVE OFFICER BE AUTHORISED TO FINALISE THE TERMS OF THE CONTRACT WITH TENDERER C TO TAKE INTO ACCOUNT ANY CHANGES TO THE CONTRACT DOCUMENTS REQUIRED BY TENDERER C OR THEIR FINANCIERS.
3. COUNCIL CONFIRMS TENDERER B AS THE ALTERNATIVE PREFERRED TENDERER IN THE EVENT THAT FINALISATION OF THE CONTRACT WITH TENDERER C CANNOT BE ACHIEVED.
4. THE CHIEF EXECUTIVE OFFICER BE AUTHORISED TO FINALISE THE TERMS OF THE CONTRACT WITH TENDERER B IN THE EVENT THAT A CONTRACT CANNOT BE FINALISED WITH TENDERER C AND TO TAKE INTO ACCOUNT ANY CHANGES TO THE CONTRACT DOCUMENTS REQUIRED BY THE FINANCIERS FOR TENDERER B.
5. THE REPORT AND ATTACHMENTS REMAIN CONFIDENTIAL AND BE CERTIFIED BY THE CHAIRMAN AND CEO.

CARRIED UNANIMOUSLY

15 FUTURE MEETINGS OF THE RESOURCE RECOVERY COMMITTEE

The next meeting of the Resource Recovery Committee will be held on **Thursday, 6 July 2017 (if required)** at the EMRC Administration Office, 1st Floor, Ascot Place, 226 Great Eastern Highway, Belmont WA 6104 commencing at 5:00pm.

Future Meetings 2017

Thursday	6	July (if required)	at	EMRC Administration Office
Thursday	10	August (if required)	at	EMRC Administration Office
Thursday	7	September (if required)	at	EMRC Administration Office
Thursday	5	October (if required)	at	EMRC Administration Office
Thursday	16	November (if required)	at	EMRC Administration Office

16 DECLARATION OF CLOSURE OF MEETING

There being no further business, the Chairman declared the meeting closed at 5:09pm.



**15.3 AUDIT COMMITTEE MEETING HELD 8 JUNE 2017
(REFER TO MINUTES OF COMMITTEE – PINK PAGES)
REFERENCE: D2017/07473 (AC) – D2017/08590**

The minutes of the Audit Committee meeting held on 8 June 2017 accompany and form part of this agenda – (refer to pink section of 'Minutes of Committees' for Council accompanying this Agenda).

QUESTIONS

The Chairman invited general questions from members on the minutes of the Audit Committee.

RECOMMENDATION(S)

That with the exception of items, which are to be withdrawn and dealt with separately, Council adopts the recommendations in the Audit Committee reports (Section 15.3).

COUNCIL RESOLUTION(S)

MOVED CR MCDONNELL SECONDED CR PERKS

THAT COUNCIL ADOPTS THE RECOMMENDATIONS IN THE AUDIT COMMITTEE REPORTS
(SECTION 15.3).

CARRIED UNANIMOUSLY

AUDIT COMMITTEE

MINUTES

8 June 2017

(REF: D2017/07473 (AC) – D2017/08590)

A meeting of the Audit Committee was held at the EMRC Administration Office, 1st Floor, 226 Great Eastern Highway, BELMONT WA 6104 on **Thursday, 8 June 2017**. The meeting commenced at **6:21pm**.

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1 DECLARATION OF OPENING AND ANNOUNCEMENT OF VISITORS

The Chairman opened the meeting at 6:21pm and welcomed Mr Tony Macri and Mr Suren Herathmudalige from Macri Partners.

2 ATTENDANCE, APOLOGIES AND LEAVE OF ABSENCE (PREVIOUSLY APPROVED)

Councillor Attendance

Cr Steve Wolff (Chairman)	EMRC Member	City of Belmont
Cr Bob Perks (Deputy Chairman)	EMRC Member	Shire of Mundaring
Cr Michelle Sutherland	EMRC Member	City of Bayswater
Cr David Färdig	EMRC Member	City of Swan

Apologies

Cr Paul Bridges	EMRC Member	Town of Bassendean
Cr Geoff Stallard	EMRC Member	Shire of Kalamunda

EMRC Officers

Mr Peter Schneider	Chief Executive Officer
Mr Hua Jer Liew	Director Corporate Services
Mr Steve Fitzpatrick	Director Waste Services
Mrs Wendy Harris	Director Regional Services
Mr David Ameduri	Manager Financial Services
Mrs Prapti Mehta	Manager Human Resources
Mrs Annie Hughes-d'Aeth	Personal Assistant to Director Corporate Services (Minutes)

Visitors

Mr Tony Macri (<i>departed 6:46pm</i>)	Macri Partners
Mr Suren Herathmudalige (<i>departed 6:46pm</i>)	Macri Partners

3 DISCLOSURE OF INTERESTS

Nil

4 ANNOUNCEMENTS BY THE CHAIRMAN OR PRESIDING MEMBER WITHOUT DISCUSSION

The Chairman announced that there would be a change to the order of business at Item 11 Reports of Employees. Item 11.3 Interim Audit Report For Year Ended 30 June 2017 would be considered before Item 11.1 Draft Corporate Business Plan 2017/2018 To 2021/2022 and Item 11.2 Eastern Metropolitan Regional Council (EMRC) 2017/2018 Draft Annual Budget.

5 PETITIONS, DEPUTATIONS AND PRESENTATIONS

Nil



6 CONFIRMATION OF MINUTES OF PREVIOUS MEETINGS

6.1 MINUTES OF AUDIT COMMITTEE MEETING HELD ON 9 MARCH 2017

That the Minutes of the Audit Committee meeting held on 9 March 2017, which have been distributed, be confirmed.

AC RESOLUTION(S)

MOVED CR PERKS

SECONDED CR SUTHERLAND

THAT THE MINUTES OF THE AUDIT COMMITTEE HELD ON 9 MARCH 2017 WHICH HAVE BEEN DISTRIBUTED, BE CONFIRMED.

CARRIED UNANIMOUSLY

7 QUESTIONS BY MEMBERS OF WHICH DUE NOTICE HAS BEEN GIVEN

Nil

8 QUESTIONS BY MEMBERS WITHOUT NOTICE

Nil

9 ANNOUNCEMENT OF CONFIDENTIAL MATTERS FOR WHICH MEETINGS MAY BE CLOSED TO THE PUBLIC

Nil

10 BUSINESS NOT DEALT WITH FROM A PREVIOUS MEETING

Nil



11 REPORTS OF EMPLOYEES

Item 11.3 Interim Audit Report For Year Ending 30 June 2017 was dealt with at this point in the meeting.

11.1 DRAFT CORPORATE BUSINESS PLAN 2017/2018 TO 2021/2022

REFERENCE: D2017/07474 (AC) – D2017/09004

PURPOSE OF REPORT

The purpose of this report is to present the draft Corporate Business Plan 2017/2018 to 2021/2022 to Council for adoption.

KEY ISSUES AND RECOMMENDATION(S)

- Sections 5.56(1) and (2) of the *Local Government Act 1995* (the Act) require that each local government is 'to plan for the future of the district', by developing plans in accordance with the regulations. The *Local Government (Administration) Regulations 1996* specify that a 'plan for the future' comprises the following:
 - A Strategic Community Plan – a minimum 10 year timeframe (r.19C).
 - A Corporate Business Plan – a four to five year plan, which translates the 10 year strategic plan into operations (r.19DA).
- Council adopted EMRC's Strategic Community Plan titled *10 Year Strategic Plan – 2017 to 2027* on 18 August 2016 for implementation from 1 July 2017 onwards.
- Regulation 19DA states that each local government must review its Corporate Business Plan annually.
- The previous Corporate Business Plan 2016/2017 to 2020/2021 has been reviewed and the *draft Corporate Business Plan 2017/2018 to 2021/2022* has been prepared (attached).
- The *draft Corporate Business Plan 2017/2018 to 2021/2022* sets out the actions that staff will undertake over the next five years to deliver on the 10 Year Strategic Plan 2017 to 2027.
- It is intended to report to Council against the Corporate Business Plan on a periodic basis.
- Section 5.53 of the Act requires that an overview of the 'plan for the future' must be made in the Annual Report, including major initiatives that are proposed to commence or to continue in the next financial year. Therefore a report will be provided within the 2017/2018 Annual Report.
- In accordance with Section 6.2(2) of the Act, Council is to give regard to the 'plan for the future' when adopting EMRC's Annual Budget.
- The 2017/2018 Annual Budget is tabled separately for adoption.
- In accordance with r.19DA, Council is to determine whether or not to adopt the Corporate Business Plan by absolute majority.

Recommendation(s)

That:

1. Council by absolute majority, in accordance with r.19DA(6) of the *Local Government (Administration) Regulations 1996*, adopt the Corporate Business Plan 2017/2018 to 2021/2022 forming an attachment to this report.
2. Local public notice of the adoption of the Corporate Business Plan 2017/2018 to 2021/2022 be given in accordance with r.19D of the *Local Government (Administration) Regulations 1996*.

SOURCE OF REPORT

Director Corporate Services



Item 11.1 continued

BACKGROUND

Section 5.56(1) and (2) of the *Local Government Act 1995* (the Act) require that each local government is 'to plan for the future of the district', by developing plans in accordance with the regulations. The *Local Government (Administration) Regulations 1996* (the Regulations) specify that a 'plan for the future' comprise the following:

- A Strategic Community Plan – a minimum 10 year timeframe (r.19C); and
- A Corporate Business Plan – a four to five year plan, which translates the 10 year strategic plan into operations (r.19DA).

Regulation 19DA states that the Corporate Business Plan (the Plan) is to:

- Be for a minimum of 4 years;
- Identify and prioritise the principal strategies and activities Council will undertake in response to the objectives stated in the Strategic Community Plan;
- State the services, operations and projects that a local government will deliver over the period of the plan, the method for delivering these and the associated cost;
- Reference resourcing considerations such as asset management plans, finances and workforce plans;
- Be adopted by absolute majority; and
- Be reviewed annually – this can be scheduled to align with the setting of the Annual Budget.

In addition to the above requirements local public notice must be given when the Plan is adopted or modified.

Council adopted EMRC's Strategic Community Plan titled *10 Year Strategic Plan – 2017 to 2027* (10 Year Strategic Plan) on 18 August 2016 (Ref: D2016/06163) for implementation from 1 July 2017 onwards and EMRC's Corporate Business Plan 2016/2017 to 2020/2021 on 23 June 2016 (Ref: D2016/08101).

REPORT

EMRC – draft Corporate Business Plan 2017/2018 to 2021/2022

EMRC has in place an integrated planning framework to ensure that strategic priorities drive operational activities.

The 10 Year Strategic Plan guides, at a strategic level, the direction that the EMRC will take over the next ten years towards achievement of its 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"*.

The draft *Corporate Business Plan 2017/2018 to 2021/2022* is an element of the integrated planning framework and has been developed to articulate the strategic direction into operational activities. Both documents form EMRC's 'plan for the future'.

Structure of the draft Corporate Business 2017/2018 to 2021/2022

The draft *Corporate Business Plan 2017/2018 to 2021/2022* sets out the actions that staff will undertake over the next five years to deliver on the 10 Year Strategic Plan. It provides high level information on capital and operating projects planned over the next five years.



Item 11.1 continued

Annual Budget

Section 6.2(2) of the Act states that “in the preparation of the annual budget the local government is to have regard to the contents of the plan for the future of the district made in accordance with section 5.56”.

Both the 10 Year Strategic Plan and the draft *Corporate Business Plan 2017/2018 to 2021/2022* constitute the ‘plan for the future’, and Council is to give regard to both these when adopting EMRC’s Annual Budget.

The 2017/2018 Annual Budget is tabled separately for adoption as part of this Council Agenda (Ref: D2017/07476).

Reporting

It is intended to report to Council against the Corporate Business Plan on a periodic basis.

Section 5.53 of the Act requires that an overview of the ‘plan for the future’ must be made in the Annual Report, including major initiatives that are proposed to commence or to continue in the next financial year. A report will be provided within the 2017/2018 Annual Report.

Review & Significant Modifications

Regulation 19CA requires that any significant modifications to the adopted *Corporate Business Plan 2017/2018 to 2021/2022* must be reported through the Annual Report. The Act does not define what constitutes a ‘significant’ modification. Therefore there will be a need to exercise judgement and apply a test of materiality in determining whether to report any changes.

Adoption requirements

In accordance with r.19DA(6) of *the Regulations*, Council is to determine whether or not to adopt the Corporate Business Plan by absolute majority.

The draft *Corporate Business Plan 2017/2018 to 2021/2022* (attached) is before Council for adoption.

STRATEGIC/POLICY IMPLICATIONS

Key Result Area 4 – Good Governance

- 4.3 To provide responsible and accountable governance and management of the EMRC
- 4.4 To continue to improve financial and asset management practices

FINANCIAL IMPLICATIONS

As reflected in the EMRC’s budget and long term financial plans.

SUSTAINABILITY IMPLICATIONS

Nil



Item 11.1 continued

MEMBER COUNCIL IMPLICATIONS

Member Council	Implication Details
Town of Bassendean	} Nil
City of Bayswater	
City of Belmont	
Shire of Kalamunda	
Shire of Mundaring	
City of Swan	

ATTACHMENT(S)

Draft Corporate Business Plan 2017/2018 to 2021/2022 (Ref: D2017/09001)

VOTING REQUIREMENT

Absolute Majority

RECOMMENDATION(S)

That:

1. Council by absolute majority, in accordance with r.19DA(6) of the *Local Government (Administration) Regulations 1996*, adopt the Corporate Business Plan 2017/2018 to 2021/2022 forming an attachment to this report.
2. Local public notice of the adoption of the Corporate Business Plan 2017/2018 to 2021/2022 be given in accordance with r.19D of the *Local Government (Administration) Regulations 1996*.

AC RECOMMENDATION(S)

MOVED CR FÄRDIG

SECONDED CR SUTHERLAND

That:

1. Council by absolute majority, in accordance with r.19DA(6) of the *Local Government (Administration) Regulations 1996*, adopt the Corporate Business Plan 2017/2018 to 2021/2022 forming an attachment to this report.
2. Local public notice of the adoption of the Corporate Business Plan 2017/2018 to 2021/2022 be given in accordance with r.19D of the *Local Government (Administration) Regulations 1996*.

CARRIED UNANIMOUSLY



Item 11.1 continued

COUNCIL RESOLUTION(S)

MOVED CR MCDONNELL

SECONDED CR PERKS

1. COUNCIL BY ABSOLUTE MAJORITY, IN ACCORDANCE WITH R.19DA(6) OF THE *LOCAL GOVERNMENT (ADMINISTRATION) REGULATIONS 1996*, ADOPT THE CORPORATE BUSINESS PLAN 2017/2018 TO 2021/2022 FORMING AN ATTACHMENT TO THIS REPORT.
2. LOCAL PUBLIC NOTICE OF THE ADOPTION OF THE CORPORATE BUSINESS PLAN 2017/2018 TO 2021/2022 BE GIVEN IN ACCORDANCE WITH R.19D OF THE *LOCAL GOVERNMENT (ADMINISTRATION) REGULATIONS 1996*.

CARRIED BY ABSOLUTE MAJORITY



5 YEAR CORPORATE BUSINESS PLAN 2017/2018 – 2021/2022



Advancing Perth's Eastern Region 

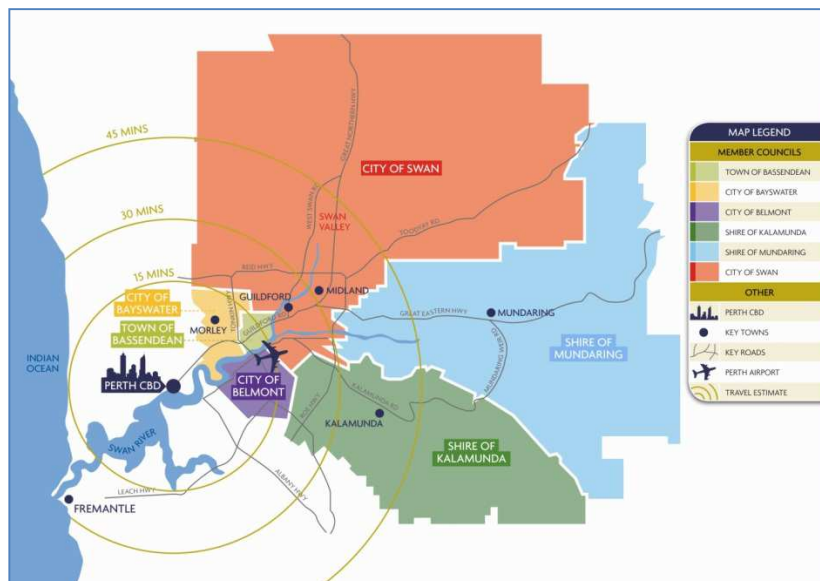


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Perth's Eastern Region – a snapshot



Perth's Eastern Region constitutes around one-third of Perth's metropolitan area encompassing a land area of about 2,100 square kilometres. Strategically located, Perth's Eastern Region hosts Western Australia's major air, road and rail transport hub for movement of freight and passengers throughout Perth, intrastate, interstate and overseas. The major industrial areas of Malaga, Welshpool, Kewdale, Hazelmere, Forrestfield, Bayswater, Ashfield and Bassendean play key roles in transport, storage, manufacturing and logistics servicing the state's construction and resource sectors.

Perth's Eastern Region also includes extensive natural areas, agricultural land and the Swan River foreshore areas, national parks, state forests and water catchments. With a diverse regional economy, access to a skilled workforce and a range of leisure, lifestyle and living opportunities, Perth's Eastern Region is well positioned for continued strong growth and represents an attractive investment destination. The region, which is home to approximately 362,065¹ is expected to grow to approximately 443,760 by 2026².

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

¹ Source: Australian Bureau of Statistics, Regional Population Growth, Cat. 3218.0 (2014-15 data was released on 30 March 2016. 2015-16 data is expected to be available in March 2017).

² Source: Western Australia Tomorrow, Population Report No. 10, Medium-term Forecasts for Western Australia 2014-2026 and Sub-regions 2016-2026



About the Eastern Metropolitan Regional Council

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



OUR VISION

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



OUR VALUES

The values that govern the EMRC are:

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

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

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

RESPONSIVENESS – Dynamic and flexible service delivery.

INTEGRITY – Accountability and consistency in all that we do.

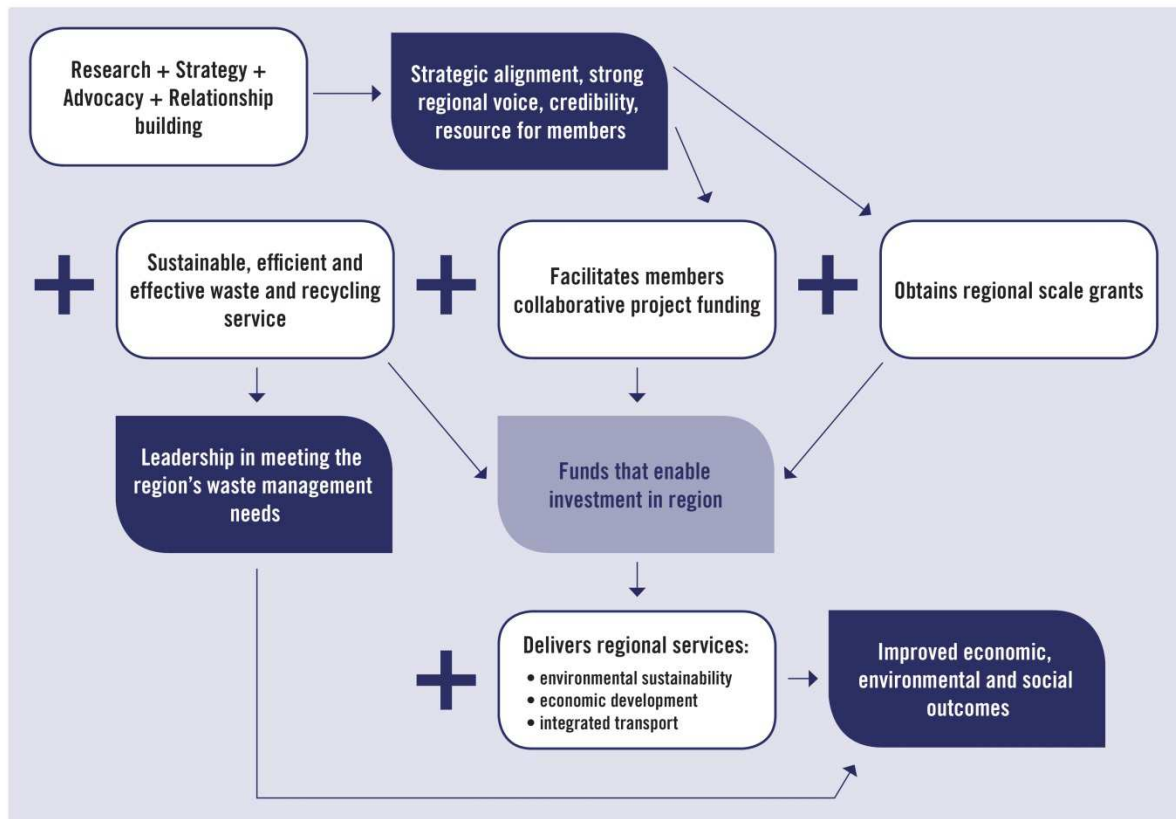


OUR MISSION

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



EMRC's Service Delivery Model



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

EMRC represents a model of successful collaboration, and for 30 plus years, has initiated and led projects for its member Councils that deliver real benefits to the region in the areas of waste management and resource recovery, environmental sustainability and regional economic development. These services enable member Councils to enhance outcomes for their communities and for Perth's Eastern Region as a whole.



Key Stakeholders

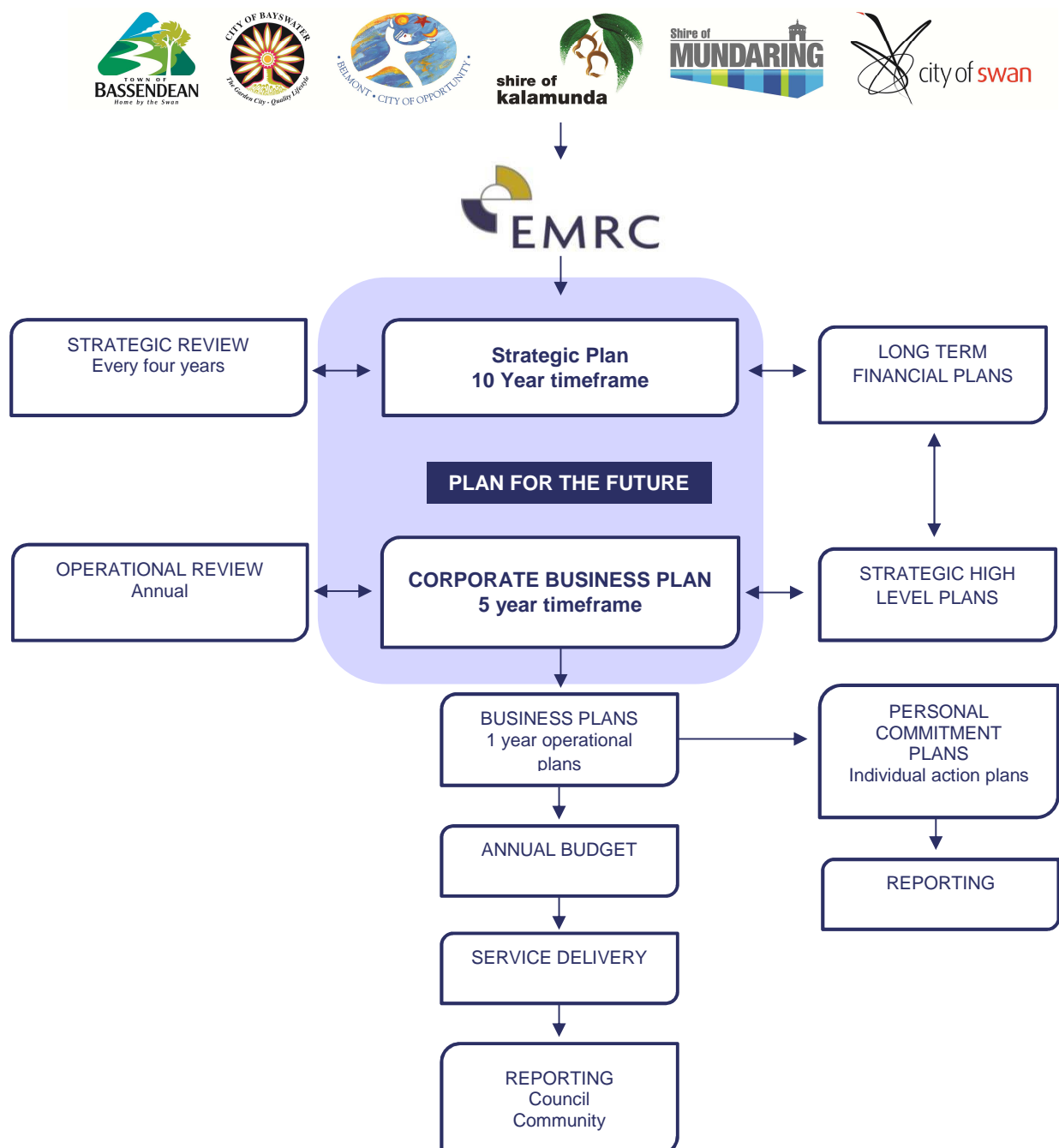
Whilst EMRC takes a lead role in implementing a range of initiatives, the partnership with stakeholders is critical in delivering sustainable outcomes for Perth's Eastern Region. EMRC's stakeholders are:

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



Integrated Planning Framework

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





Corporate Business Plan – Legislative Requirements

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

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

Both these documents comprise a local government's 'plan for the future' under the requirements of s56 of the Act.

With reference to the Corporate Business Plan the Regulations state:

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

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

*Absolute majority required.

- 7) If a corporate business plan is, or modifications of a corporate business plan are, adopted by the council, the plan or modified plan applies to the district for the period specified in the plan.



How to use the Corporate Business Plan

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

COMPONENT	DESCRIPTION	REVIEW
Corporate Business Plan	<p>The Corporate Business Plan is an essential management tool designed to ensure that the organisation as a whole is able to deliver on Council's high level priorities.</p> <p>It summarises the services, operations and projects EMRC will deliver over the next five years.</p>	Reviewed annually
Financial Plans	<p>The 10 year and 5 year financial plans enable delivery of projects and services.</p> <p>Both these plans:</p> <ul style="list-style-type: none"> • project EMRC's financial position over a period of time • provide EMRC reliable information to develop the capacity for maintaining financial sustainability • enable EMRC to fund and replace capital projects • enable EMRC to fund projects, programs and services • enable EMRC to manage investments 	Reviewed annually
Strategic High Level Plans	<p>Strategic high level plans have been developed for specific issues. Examples are:</p> <ul style="list-style-type: none"> • Red Hill Development Plan – to manage the future development of Red Hill Waste Management Facility • Regional Economic Development Strategy: supports sustainable economic growth, increased investment and industry attraction within Perth's Eastern Region. <p>A short description of each of the strategic high level plans can be found at Appendix One.</p>	As identified within each plan

Notes:

- The first year of the Corporate Business Plan establishes EMRC's annual Budget.
- This Corporate Business Plan provides high level information on capital and operating projects planned over the next five years.
- Planned capital projects in excess of \$100,000 and key projects, programmes and services (operating budget) have been included in this Corporate Business Plan.
- Detailed expenditure is provided in the 5 & 10 year financial plans.
- Detailed project information is found in Strategic High Level Plans and each business unit's annual Business Plans.



Delivering the Corporate Business Plan

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

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



Organisational Structure

Office of the Chief Executive Officer

BUSINESS UNIT	SERVICES
CEO's Office	<ul style="list-style-type: none"> ✓ Advocacy ✓ Public Relations ✓ Governance ✓ Strategic and Corporate Planning ✓ Organisational Development

Staff	2017/18
FTE*:	3

Waste Services

BUSINESS UNIT	SERVICES
Red Hill Waste Management Facility	<u>Red Hill Waste Management Facility</u> <ul style="list-style-type: none"> ✓ Classes I,II, III & IV waste ✓ Transfer station – Red Hill ✓ Greenwaste processing <u>Transfer Stations</u> (operated by EMRC on behalf of the Shire of Mundaring) <ul style="list-style-type: none"> ✓ Coppin Road ✓ Mathieson Road
Waste Engineering	<ul style="list-style-type: none"> ✓ Design & Construction ✓ Project Management
Waste Environmental Operations	<ul style="list-style-type: none"> ✓ Environmental Compliance ✓ Environmental Advice
Resource Recovery	<u>Hazelmere Resource Recovery Park</u> <ul style="list-style-type: none"> ✓ Timber Recycling ✓ Wood Waste to Energy Plant ✓ Commercial and Industrial Waste Sorting Plant ✓ Materials Recovery Facility ✓ Community Reuse Store <u>Waste Education</u> <ul style="list-style-type: none"> • Waste Education Centre • Waste Education projects

Staff	2017/18
FTE*:	52.57



Regional Services

BUSINESS UNIT	SERVICES
Regional Development	<ul style="list-style-type: none"> ✓ Economic Development ✓ Integrated Transport Planning ✓ Regional Events and Tourism Website ✓ Digital Projects
Environmental Services	<ul style="list-style-type: none"> ✓ Environmental Projects ✓ Natural Resource Management ✓ River Management ✓ Water Quality and conservation Program ✓ Climate Change ✓ ACER

Staff	2017/18
FTE*:	13.61

Corporate Services

BUSINESS UNIT	SERVICES
Administration and Compliance	<ul style="list-style-type: none"> ✓ Procurement, Fleet & Building (Ascot Place) ✓ Compliance ✓ Corporate Functions
Human Resources	<ul style="list-style-type: none"> ✓ Organisational Development ✓ Human Resource Management ✓ Occupational Safety and Health
Communications	<ul style="list-style-type: none"> ✓ Corporate Communications ✓ Corporate websites
Information Services	<ul style="list-style-type: none"> ✓ Help Desk ✓ Projects ✓ Computing Services ✓ Records Management
Finance Services	<ul style="list-style-type: none"> ✓ Financial Management and Reporting ✓ Asset Management ✓ Payroll
Risk Services	<ul style="list-style-type: none"> ✓ Strategic Risk Management

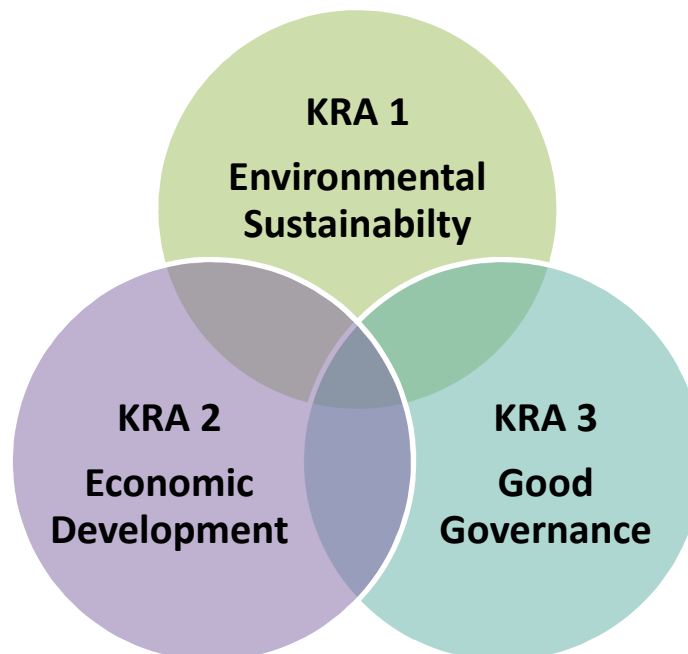
Staff	2017/18
FTE*:	22.10

*FTE count is as at 3 May 2017



Structure of the Corporate Business Plan

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



KRA 1: Environmental Sustainability

Our aim is to:

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

KRA 2: Economic Development

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

KRA 3: Good Governance

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



Key Result Area 1 Environmental Sustainability

OBJECTIVE

1.1 To provide sustainable waste disposal operations

Minimise the environmental impact of waste management operations

Key Actions	Budget	17/18	18/19	19/20	20/21	21/22
Leachate Project	Capex	✓				
Construct Class III leachate pond	Capex	✓				
Construct storm water and siltation ponds	Capex	✓				
Construct water storage dams	Capex	✓				
Coordinate the submission of EMRC's Annual Monitoring and Compliance Report to DER	Opex	✓	✓	✓	✓	✓
Rehabilitate former landfill cells	Opex	✓	✓	✓	✓	✓
Monitor environmental impacts from waste management operations and ensure all environmental legislative requirements are met	Opex	✓	✓	✓	✓	✓
Responsible:	Waste Engineering / Environmental Operations					

Provide a waste disposal service at Red Hill Waste Management Facility

Key Actions	Budget	17/18	18/19	19/20	20/21	21/22
Operate Red Hill Waste Management Facility	Opex	✓	✓	✓	✓	✓
Construct Roads / Carparks	Capex	✓	✓	✓	✓	✓
Construct access roads to Lots 8,9 &10	Capex	✓				
Responsible:	Waste Engineering & Operations					



Review and implement the Red Hill Development Plan

Key Actions	Budget	17/18	18/19	19/20	20/21	21/22
Review and update Red Hill Development Plan	Opex	✓	✓	✓	✓	✓
Construct Class III Landfill Cell (Farm Stage 3)	Capex	✓	✓			
Construct Class III Landfill Cell (Farm Stage 4)	Capex				✓	✓
Construct Class III Cell Stage 15B	Capex	✓				
Design and Construct Class IV Cell (Stage 2)	Capex	✓				
Construct drainage diversion and earthworks infrastructure	Capex	✓		✓		✓
Relocate Greenwaste Processing area	Capex				✓	
Responsible:	Waste Engineering & Operations					

Operate member Council's transfer Stations where applicable

Key Actions	Budget	17/18	18/19	19/20	20/21	21/22
Operate Shire of Mundaring Transfer Stations	Opex	✓	✓	✓	✓	✓
Responsible:	Waste Engineering & Operations					

1.2 To improve regional waste management

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

Key Actions	Budget	17/18	18/19	19/20	20/21	21/22
Implement the Household Hazardous Waste Program	Opex	✓	✓	✓	✓	✓
Implement the Battery Collection Program	Opex	✓	✓	✓	✓	✓
Responsible:	Waste Engineering & Operations / Resource Recovery					



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

Key Actions	Budget	17/18	18/19	19/20	20/21	21/22
Implement priority projects (refer the Waste Education Strategy)	Opex	✓	✓	✓	✓	✓
Review Waste Education Strategy	Opex	✓				
Promote and co-ordinate Red Hill Education Tours	Opex	✓	✓	✓	✓	✓
Responsible:	Waste Education					

Provide a Waste Management Advisory Service

Key Actions	Budget	17/18	18/19	19/20	20/21	21/22
Prepare National Pollutants Inventory (NPI) Report	Opex	✓	✓	✓	✓	✓
Implement Offset Program (Farm Stage 3, 4 & 5)	Opex	✓	✓	✓	✓	✓
Coordinate Feral Animal Control Program	Opex	✓	✓	✓	✓	✓
Undertake contaminated sites investigations (where required)	Opex	✓	✓	✓	✓	✓
Provide environmental consultancy service to member Councils and other clients (where required)	Opex	✓	✓	✓	✓	✓
Responsible:	Waste Environmental Operations					

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

Establish a Resource Recovery Facility (RRF)

Key Actions	Budget	17/18	18/19	19/20	20/21	21/22
Implement Council resolution relating to RRF tender	Opex	✓	✓	✓	✓	✓
Responsible:	Resource Recovery					



Develop the Hazelmere Resource Recovery Park

Key Actions	Budget	17/18	18/19	19/20	20/21	21/22
Review and update Hazelmere Development Plan	Opex	✓	✓	✓	✓	✓
Construct and Commission C&I Building	Capex				✓	
C & I Building – plant and equipment	Capex				✓	
Construct and commission Community Transfer Station	Capex	✓	✓			
Construct and commission Administration Building	Capex	✓				
Construct and commission Community Reuse Store	Capex	✓	✓			
Construct and commission Materials Recovery Facility (MRF) building	Capex		✓			
Purchase MRF plant and equipment	Capex		✓			
Construct and commission Commercial Transfer Station	Capex			✓		
Purchase commercial Transfer Station plant and equipment	Capex			✓		
Construct and commission Site Workshop	Capex	✓				
Construct and commission weighbridges (x2)	Capex	✓				
Construct and commission site infrastructure	Capex	✓	✓			
Construct Reuse Store infrastructure (car park)	Capex	✓	✓			
Wood Waste to Energy utilities / infrastructure	Capex	✓				
Wood Waste to Energy plant and equipment	Capex	✓				
Purchase Transfer Station – plant and equipment	Capex		✓			
Construct Storage Bunkers for wood fines (QA process)	Capex		✓			
Responsible:	Resource Recovery					

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

Key Actions	Budget	17/18	18/19	19/20	20/21	21/22
Develop and implement programs to increase sales of Red Hill by-products	Opex	✓	✓	✓	✓	✓
Develop and implement programs to increase sales of Hazelmere by-products	Opex	✓	✓	✓	✓	✓
Responsible:	Sales and Market Development					



1.4 To investigate leading edge waste management practices

Undertake research into Integrated Waste Management

Key Actions	Budget	17/18	18/19	19/20	20/21	21/22
Investigate feasibility of a MRF at the Hazelmere Resource Recovery Park	Opex	✓				
Responsible:	Resource Recovery					

Provide leadership in the development of waste policy and practices

Key Actions	Budget	17/18	18/19	19/20	20/21	21/22
Provide input to development of a Container deposit system in WA	Opex	✓				
Provide input to new DER policies and regulations affecting waste disposal, composting etc.	Opex	✓				
Resolve potential fire ban closure of Red Hill with the Minister or Environment	Opex	✓				
Responsible:	Resource Recovery / Waste Engineering					

Identify, investigate and develop new waste management practices and services

Key Actions	Budget	17/18	18/19	19/20	20/21	21/22
Obtain DER approval for disposal of PFOS/PFAS contaminated material at Red Hill	Opex	✓				
Responsible:	Waste Engineering / Operations					

1.5 To contribute towards improved regional air, water & land quality, regional biodiversity conservation and address climate change

Develop and implement the Environmental Strategy

Key Actions	Budget	17/18	18/19	19/20	20/21	21/22
Implement priority projects (refer Regional Environmental Strategy)	Opex	✓	✓	✓	✓	✓
Responsible:	Environmental Services					



Review and implement the Eastern Region Catchment Management Program

Key Actions	Budget	17/18	18/19	19/20	20/21	21/22
Implement priority initiatives (refer ERCMP)	Opex	✓	✓	✓	✓	✓
Responsible:	Environmental Services					

Review and implement the Water Quality and Conservation Program

Key Actions	Budget	17/18	18/19	19/20	20/21	21/22
Implement the Water Campaign for EMRC and participating member Councils	Opex	✓	✓	✓	✓	✓
Responsible:	Environmental Services					

Review and implement the Regional Climate Change Program

Key Actions	Budget	17/18	18/19	19/20	20/21	21/22
Implement priority actions (refer RCCAAP)	Opex	✓	✓	✓	✓	✓
Responsible:	Environmental Services					

Review and implement the ACER Program

Key Actions	Budget	17/18	18/19	19/20	20/21	21/22
Implement the ACER Program for EMRC and participating member Councils	Opex	✓	✓	✓	✓	✓
Responsible:	Environmental Services					

Review and implement the Swan and Helena Rivers Framework

Key Actions	Budget	17/18	18/19	19/20	20/21	21/22
Implement priority projects	Opex	✓	✓	✓	✓	✓
Responsible:	Environmental Services					



Key Result Area 2 Economic Development

OBJECTIVE

2.1 To facilitate and advocate for increased investment in regional infrastructure
Review and implement the Regional Integrated Transport Strategy (RITS)

Key Actions	Budget	17/18	18/19	19/20	20/21	21/22
Implement priority projects (refer RITS)	Opex	✓	✓	✓	✓	✓
Responsible:	Regional Development					

2.2 To facilitate and advocate for regional economic development activities
Review and implement the Regional Economic Development Strategy (REDS)

Key Actions	Budget	17/18	18/19	19/20	20/21	21/22
Implement priority projects (refer REDS)	Opex	✓	✓	✓	✓	✓
Responsible:	Regional Development					

Identify and investigate strategic regional development project and investment opportunities

Key Actions	Budget	17/18	18/19	19/20	20/21	21/22
Continue to promote the region as an attractive business and investment opportunity	Opex	✓	✓	✓	✓	✓
Responsible:	Regional Development					

2.3 To facilitate regional cultural and recreational activities
Review and implement the
Continue the coordination, marketing and promotion of regional events

Key Actions	Budget	17/18	18/19	19/20	20/21	21/22
Co-ordinate the Avon Descent Family Fun Days	Opex	✓	✓	✓	✓	✓
Co-ordinate the Perth's Autumn Festival	Opex	✓	✓	✓	✓	✓
Administer the Perth Tourism.com.au regional tourism website	Opex	✓	✓	✓	✓	✓
Responsible:	Regional Development					



Key Result Area 3 Good Governance

OBJECTIVE

3.1 To provide advice and advocacy on issues affecting Perth's Eastern Region
Review and implement the Regional Advocacy Strategy (RAS)

Key Actions	Budget	17/18	18/19	19/20	20/21	21/22
Implement priority projects (refer RAS)	Opex	✓	✓	✓	✓	✓
Responsible:	Office of the Chief Executive Officer / Regional Service					

3.2 To manage partnerships and relationships with stakeholders

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

Key Actions	Budget	17/18	18/19	19/20	20/21	21/22
Hold Stakeholders' Dinner / Cocktail Function	Opex	✓	✓	✓	✓	✓
Implement biennial Stakeholder Perception Survey	Opex		✓		✓	
Co-ordinate EMRC's Community Grants Program	Opex	✓	✓	✓	✓	✓
Produce EMRC's Annual Report	Opex	✓	✓	✓	✓	✓
Responsible:	Administration & Compliance / Communications					

Review and implement the Marketing and Communications Plan

Key Actions	Budget	17/18	18/19	19/20	20/21	21/22
Implement priority initiatives (refer Marketing and Communications Plan)	Opex	✓	✓	✓	✓	✓
Responsible:	Communications					



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

Continue to improve organisational governance

Key Actions	Budget	17/18	18/19	19/20	20/21	21/22
Review and update the Recordkeeping Plan	Opex	✓	✓	✓	✓	✓
Responsible:	Information Services					
Review and update Council Policies	Opex	✓		✓		✓
Co-ordinate Council and Committee elections	Opex		✓		✓	
Review and update Management Guidelines as required	Opex		✓		✓	
Responsible:	Administration and Compliance					

Review and implement EMRC's Integrated Planning Framework

Key Actions	Budget	17/18	18/19	19/20	20/21	21/22
Review the 10 Year Strategic Plan	Opex					✓
Review the Corporate Business Plan	Opex	✓	✓	✓	✓	✓
Responsible:	Human Resources					

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

Key Actions	Budget	17/18	18/19	19/20	20/21	21/22
Implement priority projects (refer DAIP)	Opex	✓	✓	✓	✓	✓
Review and develop a new DAIP	Opex		✓			
Responsible:	Human Resources					

3.4 To continue to improve financial and asset management practices

Review and implement long term financial plans

Key Actions	Budget	17/18	18/19	19/20	20/21	21/22
Review the 5 and 10 Financial Plans	Opex	✓	✓	✓	✓	✓
Monitor and review financial investment portfolio	Opex	✓	✓	✓	✓	✓
Responsible:	Finance Services					



Review and Implement the Asset Management Plan (AMP)

Key Actions	Budget	17/18	18/19	19/20	20/21	21/22
Purchase and replace plant and equipment (Red Hill)	Capex	✓	✓	✓	✓	✓
Purchase and replace other equipment (Red Hill)	Capex	✓		✓		✓
Purchase and replace minor plant and equipment (Red Hill)	Capex	✓	✓	✓	✓	✓
Purchase and replace minor plant for Leachate project (Red Hill)	Capex	✓				
Purchase and replace vehicles (Red Hill)	Capex			✓		✓
Responsible:	Waste Operations					
Purchase and replace plant and equipment (Hazelmore)	Capex	✓	✓	✓	✓	✓
Responsible:	Resource Recovery					
Purchase and replace corporate fleet	Capex	✓	✓	✓	✓	✓
Capital improvements to Ascot Place Building	Capex	✓				
Responsible:	Administration and Compliance					
Purchase IT equipment	Capex	✓	✓	✓	✓	✓
Responsible:	Information Services					

Review and implement the Strategic IT Plan

Key Actions	Budget	17/18	18/19	19/20	20/21	21/22
Implement priority projects (refer Strategic IT Plan)	Opex	✓	✓	✓	✓	✓
Responsible:	Information Services					

3.4 To improve organisational culture, health, welfare and safety

Review and implement the Workforce Plan

Key Actions	Budget	17/18	18/19	19/20	20/21	21/22
Review Workforce Plan	Opex	✓	✓	✓	✓	✓
Implement priority projects (refer Workforce Plan)	Opex	✓	✓	✓	✓	✓
Responsible:	Human Resources					



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

Key Actions	Budget	17/18	18/19	19/20	20/21	21/22
Co-ordinate OS&H Program	Opex	✓	✓	✓	✓	✓
Implement actions from the Safety Advisory Group	Opex	✓	✓	✓	✓	✓
Responsible:	Occupational Safety & Health					



Strategic Key Performance Indicators

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

Reporting & Review

Reporting

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

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

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

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

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

Reviewing

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

Any significant modifications will be reported through the Annual Report



Appendix One - Strategic High Level Plans

Document	Description
Asset Management Plan (AMP)	This plan defines current levels of service and the processes used to manage each of EMRC's asset classes.
Business Continuity Plan	This Plan outlines the key steps to be taken by the EMRC to respond to and recover from a disaster.
Corporate Business Plan	This plan sets out the projects and services EMRC will deliver to achieve the outcomes identified in the 10 Year Strategic Plan.
Code of Conduct	The Code of Conduct provides members and employees with consistent guidelines for an acceptable standard of professional conduct.
Council Policies	Council Policies are developed and adopted by the EMRC Council.
Establishment Agreement	This document was signed by all EMRC member Councils in 1998 and is the basis for the delivery of ongoing and new services to member Councils.
Long Term Financial Plans	The 10 year and 5 year financial plans enable delivery of projects and services.
Local Government Act 1995	The EMRC operates under the <i>Local Government Act 1995</i> and associated regulations.
Management Guidelines	Management Guidelines are developed and adopted by the Executive team in relation to internal operations
Communications Plan	This document outlines the marketing and communications activities to assist the organisation in achieving strategic objectives.
Red Hill Development Plan	This plan indicates infrastructure requirements for the ongoing development of the Red Hill Waste Management Facility.
Red Hill Emergency Response Plan	The Red Hill Emergency Response Plan has been produced to help protect staff, contractors, and customers who may be within the Red Hill Waste Management Facility at any given time.
Red Hill Environmental Management System	The Red Hill Environmental Management System provides a structured framework for implementing environmental protection programs which assist in managing potential environmental impacts of the Red Hill Waste Management Facility operations.
Regional Advocacy Strategy (RAS)	This strategy builds capacity within the EMRC and its member Councils to attract an increased share of benefits and services to Perth's Eastern Region through a framework that delivers effective regional advocacy campaigns.
Regional Climate Change Adaptation Plan (RCCAP)	This plan details actions for member councils and the EMRC to undertake, in order to maximise any opportunities and reduce or eliminate the risks to the community as a result of climate change.
Regional Economic Development Strategy (REDS)	This strategy supports sustainable economic growth, increased investment and industry attraction within Perth's Eastern Region.



Document	Description
Regional Environmental Strategy (RES)	The Regional Environmental Strategy seeks to ensure a sustainable approach for the future development, protection and management of Perth's Eastern Region.
Regional Integrated Transport Strategy (RITS)	This strategy guides the creation of a transport network in Perth's Eastern Region that is efficient, safe and integrates all modes of transport.
Occupational Safety and Health Plan (OS&H)	This plan provides a framework for protection of EMRC staff and property, and other people who may interface with EMRC operations.
Stakeholder Perception Survey Reports	The EMRC surveys stakeholders biennially to collect information on stakeholder perceptions.
Strategic Waste Management Plan	This plan provides a regional approach to waste management.
Strategic IT Plan	This plan outlines the IT infrastructure requirements for the EMRC.
Waste Education Strategy	This strategy provides a framework for EMRC's waste and resource recovery education activities, promoting behaviour change within the region to support sustainable waste management.
Workforce Plan	This plan enables the EMRC to ensure that it has a workforce capable of delivering organisational objectives now and in the future.



Appendix Two - Abbreviations

ABBREVIATION	EXPLANATION
ABR	Australian Business Register used for engaging with local businesses
OPEX	Operating Expenditure
CAPEX	Capital Expenditure
DAIP	Disability Access and Inclusion Plan
ERCMP	Eastern Region Catchment Management Program
EMRC	Eastern Metropolitan Regional Council
FTE	Full Time Equivalent (used to describe staffing levels)
IT	Information Technology
LCCAAP	Local Climate Change Adaption Action Plan
RCCAAP	Regional Climate Change Adaption Action Plan
REDS	Regional Economic Development Strategy
RITS	Regional Integrated Transport Strategy
RRF	Resource Recovery Facility
SHRMF	Swan and Helena Rivers Management Framework



For further information please contact:

The Eastern Metropolitan Regional Council
226 Great Eastern Highway, Belmont WA 6104
Phone: 9424 2222

THIS PLAN IS AVAILABLE IN ALTERNATIVE FORMATS



11.2 EASTERN METROPOLITAN REGIONAL COUNCIL (EMRC) 2017/2018 DRAFT ANNUAL BUDGET

REFERENCE: D2017/07476 (AC) – D2017/09005

PURPOSE OF REPORT

The purpose of this report is to present the 2017/2018 Draft Annual Budget for Council adoption.

KEY ISSUES AND RECOMMENDATION(S)

- The 2017/2018 Draft Annual Budget has been prepared using the Ten Year Financial Plan 2017/2018 - 2026/2027 that has been reviewed and adjusted to take into consideration forecast financial results for 2016/2017, budget provisions from 2016/2017 required to be carried forward into the 2017/2018 Budget, the draft 2017/2018 fees and charges relating to Waste Management Regional Services and Administration, along with other variations and adjustments as outlined within the report.

AC RESOLUTION(S)

That:

- The Audit Committee endorses the EMRC 2017/2018 Annual Budget.
- The EMRC 2017/2018 Annual Budget be referred to Council for adoption at its 22 June 2017 meeting.

AC RECOMMENDATION(S)

That:

- Council, by absolute majority, in accordance with section 6.2(1) of the *Local Government Act 1995* and *Local Government (Financial Management) Regulations 1996*, adopts the EMRC 2017/2018 Annual Budget and supporting schedules which have been prepared in compliance with the Australian Accounting Standards.
- For the 2017/2018 financial year a material variance percentage of 10% of the appropriate base, and a dollar value of \$20,000, whichever is the greater, be adopted for reporting variances in the statements of financial activity.
- In accordance with Regulation 33 of the *Local Government (Financial Management) Regulations 1996*, a copy of the 2017/2018 Annual Budget be submitted to the Departmental CEO, Department of Local Government and Communities, within 30 days of its adoption by Council.

SOURCE OF REPORT

Director Corporate Services

BACKGROUND

Section 6.2(2) of the *Local Government Act 1995* states "In the preparation of the annual budget the local government is to have regard to the contents of the plan for the future of the district made in accordance with section 5.56".



Item 11.2 continued

EMRC's Strategic Community Plan titled *EMRC 2022 - 10 Year Strategic Plan*, adopted by Council on 6 December 2012 (Ref: DMDOC/172950) and the Corporate Business Plan 2017/2018 to 2021/2022 (Ref: D2017/07474), considered as part of this Council Agenda, together constitutes the EMRC's 'Plan for the Future' in accordance with section 5.56 of the *Local Government Act 1995*. From 30 June 2013 onwards, both must be taken into account in budget preparations.

The 2017/2018 Annual Budget draws from the priorities as identified in the EMRC's 'Plan for the Future'.

As part of the budget preparation process, financial forecasts within the EMRC's Ten Year Financial Plan are regularly reviewed in order to provide an indicative forecast of the EMRC's ten year financial position.

The revised plan includes key assumptions which provide the framework for the 2017/2018 budget and includes fees and charges for Waste Management and Regional Services and project funding for Regional Services.

Annual budget review meetings were undertaken by the Executive Management Team initially during the period 10 - 12 April 2017 and again on the 12 May 2017.

The proposed Regional Services Consulting Rates 2017/2018 and Miscellaneous Administration Fees were presented to Council at its meeting dated 16 February 2017 (Ref: D2017/00272) where it was resolved as follows:

"THAT THE PROPOSED 2017/2018 REGIONAL SERVICES CONSULTING RATES, ADMINISTRATION FEES AND CHARGES AND STEAM WEEDER HIRE CHARGES, FORMING ATTACHMENT 1 AND 2 TO THIS REPORT, BE UTILISED IN DEVELOPING THE DRAFT BUDGET FOR 2017/2018."

The EMRC's Ten Year Financial Plan tonnage forecasts are reviewed regularly and have been used to derive forecast income and expenditure for the Red Hill Waste Management Facility and Hazelmere Recycling Facility. These tonnages are included within the budget document (refer attachment, page 39 of 83).

All business units have developed detailed financial estimates for 2017/2018 to 2026/2027. These estimates have been entered into the EMRC's financial management system to produce the ten year financial forecasts.

As the EMRC will not commence the process of preparing its Annual Financial Statements for 2016/2017 until July 2017, the forecast results for 2016/2017 have been used as a basis for the finalisation of the 2017/2018 Budget.

REPORT

In producing the 2017/2018 Budget, the EMRC's Ten Year Financial Plan has been reviewed and adjusted to take into consideration the following:

- Forecast financial results for 2016/2017; and
- Budget provisions from 2016/2017 required to be carried forward into the 2017/2018 Budget.

The budgeted 2017/2018 Net Result from operations of \$5,975,220 compares to a forecast surplus in 2016/2017 of \$9,997,802.



Item 11.2 continued

Major variances to the 2016/2017 forecast are attributable to an increase in user charges resulting from increased fees and charges together with an increase in budgeted tonnages of 224,137 for 2017/2018 compared to the 2016/2017 tonnage forecast of 207,725, an increase in depreciation expenses resulting from the proposed capital expenditure during 2017/2018, an increase in salary expenses for which full budget provisions have been allowed for unfilled positions and an increase in miscellaneous expenses relating to the landfill levy which will increase from \$60 per tonne to \$65 per tonne from 1 July 2017.

Key Budget Assumptions

The following key assumptions have been used in development of the Ten Year Financial Plan and the 2017/2018 Budget:

- An increase of \$1.95 per tonne (ex GST) for 2017/2018 in the member Council base waste disposal charge;
- The Comprehensive Waste Education Strategy (CWES) Levy of \$3.50 per tonne (ex GST) to remain unchanged for 2017/2018;
- An annual increase of \$2.00 per tonne (ex GST) for 2017/2018 for member Councils in the Secondary Waste charge as per Council resolution at its 2 June 1999 meeting;
- An increase in the State Government's Landfill Levy of \$5.00 per tonne (ex GST);
- The Commercial Waste Disposal charge of \$150.45 (ex GST) to remain unchanged for 2017/2018;
- The C & I Commercial Rate is reduced to \$135.00 per tonne (ex GST) for 2017/2018;
- The Regional Services consulting rates for 2017/2018 to remain unchanged;
- A 5% increase in Insurance Premiums for 2017/2018;
- A 10% increase in Fuel costs for 2017/2018;
- The interest rate for term deposit investments for the 2017/2018 financial year is budgeted at 2.54% per annum; and
- The funding for Regional Services projects is based on the schedules used in the Regional Services Funding Program presented to Council at its meeting held on 16 February 2017 (Ref:D2017/02358).

Tonnages - (page 39 of 83)

Budgeted total tonnages for 2017/2018 of 224,137 tonnes is above the 2016/2017 forecast of 207,725 tonnes and slightly above the 2016/2017 budget of 223,954 tonnes.

Class IV tonnages which have been budgeted at 275 tonnes for 2017/2018 is the same as the 2016/2017 forecast of 275 tonnes and lower than the 2016/2017 budget of 3,000 tonnes.

	Actual 2014/2015	Actual 2015/2016	Budget 2016/2017	Forecast 2016/2017	Budget 2017/2018
Class II & III	233,426	209,971	211,118	195,740	211,425
Class IV & V	347	1,316	3,000	275	275
Greenwaste	13,310	9,481	9,836	11,710	12,437
Total	247,083	220,768	223,954	207,725	224,137



Item 11.2 continued

Disposal Fees and Charges - (pages 31-35 of 83)

The member Council disposal charge for Class III waste has increased from \$157.05 per tonne (ex GST) to \$166.00 (ex GST). This increase of \$8.95 per tonne (ex GST) is attributable to a \$5.00 per tonne increase in the State Government's Landfill Levy, a \$2.00 per tonne increase in the Secondary Waste levy (Council resolution 2 June 1999), and \$1.95 per tonne increase in the general disposal charge.

EMRC Consulting Fees - (pages 36 of 83)

The proposed 2017/2018 Regional Services consulting fees were accepted by Council at its meeting held on 16 February 2017 (Ref: D2017/00272) for use in developing the draft budget for 2017/2018.

No increase in the Regional Services consulting rates has been proposed for 2017/2018.

Statement of Comprehensive Income - (pages 2-4 of 83)

The Statement of Comprehensive Income provides a "*normal operating result*" before "*other revenues and expenses*".

The "*Normal Operating Result*" has been calculated by removing the impact of the Secondary Waste levy, Resource Recovery expenditure and capital revenues and expenses and thus provides a better indication of underlying operating performance.

The proposed "*Normal Operating Result*" of \$934,309 surplus for 2017/2018 is below the budgeted surplus of \$2,215,306 for 2016/2017 and below the forecast surplus of \$3,308,484 for 2016/2017. As outlined earlier in this report, the variance in budgeted normal operating result year on year is attributable to an increase in depreciation expenses resulting from the proposed capital expenditure during 2017/2018, an increase in salary expenses for which full budget provisions have been allowed for unfilled positions, an increase in miscellaneous expenses relating to the landfill levy which will increase from \$60 per tonne to \$65 per tonne from 1 July 2017 offset by an increase in user charges resulting from increased fees and charges together with an increase in budgeted tonnages of 224,137 for 2017/2018 compared to the 2016/2017 tonnage forecast of 207,725.

The "*Net Result*" includes Secondary Waste Disposal Charge Income and is also dependent on the volumes of Commercial Class III and Class IV Waste accepted at the Red Hill Waste Management Facility.

The budgeted "*Net Result*" is a surplus of \$5,975,220 for 2017/2018 compared with a budgeted surplus of \$6,940,334 for 2016/2017 and a forecast surplus of \$9,997,802 for 2016/2017.

Also provided is a Statement of Comprehensive Income by Local Government Program.

Staffing Levels

As part of the budget development, no new positions have been identified in the 2017/2018 budget.



Item 11.2 continued

Capital Works - (pages 76-83 of 83)

The total proposed Capital Works expenditure for 2017/2018 is \$25,956,194 which includes carried forward capital expenditure of \$20,020,145. This compares with the 2016/2017 budgeted expenditure of \$33,620,638 and 2016/2017 forecast expenditure of \$8,579,223.

Major capital expenditure items for 2017/2018 include:

• Construction of Class III Cell (Farm Stage 3) - Red Hill Waste Management Facility (\$3,365,204 carried forward from 2016/2017).	\$3,765,204
• Purchase/Replace Plant - Red Hill Waste Management Facility (\$789,497 carried forward from 2016/2017).	\$3,589,497
• Construct and Commission Resource Recovery Park - Site Infrastructure (\$2,000,000 carried forward from 2016/2017).	\$3,000,000
• Leachate Project - Red Hill Waste Management Facility (\$2,423,169 carried forward from 2016/2017).	\$2,423,169
• Resource Recovery Park - Wood Waste to Energy Building, Infrastructure, Plant and Equipment (\$2,191,633 carried forward from 2016/2017).	\$2,191,633
• Purchase/Replace Plant - Hazelmere (\$1,530,000 carried forward from 2016/2017).	\$1,880,000
• Construction of Class III Cell (Stage 15B) - Red Hill Waste Management Facility (\$1,611,222 carried forward from 2016/2017).	\$1,611,222
• Construct and Commission Resource Recovery Park - Community Reuse Store and Infrastructure (\$750,000 carried forward from 2016/2017).	\$750,000
• Purchase Information Technology and Communications Equipment - Ascot Place (\$207,000 carried forward from 2016/2017).	\$681,030
• Purchase Plant & Minor Plant for Leachate Project - Red Hill Waste Management Facility (\$630,000 carried forward from 2016/2017).	\$630,000
• Construct Class III Leachate Pond - Red Hill Waste Management Facility (\$594,483 carried forward from 2016/2017).	\$600,000
• Design and Construct Class IV Cell Stage 2 - Red Hill Waste Management Facility (\$500,000 carried forward from 2016/2017).	\$500,000
• Construct Access Roads to Lots 8, 9, & 10 - Red Hill Waste Management Facility (\$475,000 carried forward from 2016/2017).	\$475,000

Statement of Cash Flows - (page 6 of 83)

The format of the Statement of Cash Flows separates "Normal Operating Activities" from Resource Recovery activities.

The budgeted net cash provided by normal operating activities is \$5,460,775. This represents a decrease of \$3,012,063 when compared with the 2016/2017 budget and a decrease of \$721,138 compared with the forecast position in 2016/2017.



Item 11.2 continued

Municipal Cash and Restricted Investments (Reserves) - (pages 7-10 of 83)

The cash and investments (Municipal and Restricted Investments) as at 30 June 2018 has been forecast to be \$77,736,317 compared with the forecast cash and investments for 2016/2017 of \$92,285,179.

The overall decrease in budgeted cash (Municipal and Restricted Investments) year on year is attributable to the capital expenditure exceeding the net budgeted cash flow from normal and other operating activities during the 2017/2018 financial year. Funds have been set aside in Reserve funds and will be utilised in accordance with the budgeted expenditure.

Approximately 60% of total cash and restricted investments budgeted for 30 June 2017 will be held in the Secondary Waste Reserve (\$46,356,096) to fund the development of a Resource Recovery Facility. Other restricted cash investments will be used to fund future capital works projects including:

- Major plant replacements at the Red Hill and Hazelmere Waste Management Facilities;
- Site rehabilitation at Red Hill Waste Management Facility; and
- Future Class III cell construction.

Reporting Requirements

It is a requirement of the *Local Government (Financial Management) Regulations 1996 - Regulation 34(5)* that a local government is to establish and adopt materiality levels either as a percentage and/or dollar value to be used in statements of financial activity for reporting variances.

The concept of materiality is defined in the accounting standard, AASB 108 as:

“Omissions or misstatements of items are material if they could, individually or collectively, influence the economic decisions that users make on the basis of the financial statements. Materiality depends on the size and nature of the omission or misstatement judged in the surrounding circumstances. The size or nature of the item, or a combination of both, could be the determining factor.”

In determining whether the variance amount of an item is material, the variance is to be compared with the corresponding budgeted revenue and expense amount to the end of the month to which the statement of financial activity relates.

Council adopted 10% as the percentage, and a dollar value of \$20,000, whichever is the greater to be used during the 2016/2017 financial year when reporting variances. It is recommended that for the 2017/2018 financial year the materiality percentage of 10% and a dollar value of \$20,000, whichever is the greater, be retained and adopted for reporting variances in the statements of financial activity.

STRATEGIC/POLICY IMPLICATIONS

Key Result Area 4 - Good Governance

- 4.3 To provide responsible and accountable governance and management of the EMRC
- 4.4 To continue to improve financial and asset management practices

FINANCIAL IMPLICATIONS

As detailed in the attachment to this report.




Item 11.2 continued

SUSTAINABILITY IMPLICATIONS

Nil

MEMBER COUNCIL IMPLICATIONS

Member Council	Implication Details
Town of Bassendean	 As per budget implications.
City of Bayswater	
City of Belmont	
Shire of Kalamunda	
Shire of Mundaring	
City of Swan	

ATTACHMENT(S)

Financial Statements - 2017/2018 Budget (Ref: D2017/09002)

VOTING REQUIREMENT

Absolute Majority

AC RESOLUTION(S)

That:

1. The Audit Committee endorses the EMRC 2017/2018 Annual Budget.
2. The EMRC 2017/2018 Annual Budget be referred to Council for adoption at its 22 June 2017 meeting.

AC RECOMMENDATION(S)

That:

1. Council, by absolute majority, in accordance with section 6.2(1) of the *Local Government Act 1995* and *Local Government (Financial Management) Regulations 1996*, adopts the EMRC 2017/2018 Annual Budget and supporting schedules which have been prepared in compliance with the Australian Accounting Standards.
2. For the 2017/2018 financial year a material variance percentage of 10% of the appropriate base, and a dollar value of \$20,000, whichever is the greater, be adopted for reporting variances in the statements of financial activity.
3. In accordance with Regulation 33 of the *Local Government (Financial Management) Regulations 1996*, a copy of the 2017/2018 Annual Budget be submitted to the Departmental CEO, Department of Local Government and Communities, within 30 days of its adoption by Council.

The CEO provided a brief overview of the EMRC 2017/2018 budget process and discussion ensued.

The CEO thanked the executive management team and the finance team for the rigorous review in developing the budget.



Item 11.2 continued

Cr Perks raised his concerns regarding the implication of the proposed budget and felt that this should be discussed by the full council. He highlighted that he has provided some questions to the officers albeit late and would like those responded to, to allow him to vote for the recommendation.

In response to a question from Cr Perks the CEO advised that the \$1.95/tonne increase in the member Council gate fee is reflective of the higher cost of cell construction due to increasing licensing requirements imposed by the regulatory authorities.

AC RESOLUTION(S)

MOVED CR FÄRDIG

SECONDED CR SUTHERLAND

THAT:

1. THE AUDIT COMMITTEE ENDORSES THE EMRC 2017/2018 ANNUAL BUDGET.
2. THE EMRC 2017/2018 ANNUAL BUDGET BE REFERRED TO COUNCIL FOR ADOPTION AT ITS 22 JUNE 2017 MEETING.

CARRIED 3/1

For Vote: Cr Färdig, Cr Sutherland, Cr Wolff

Against Vote: Cr Perks

AC RECOMMENDATION(S)

MOVED CR FÄRDIG

SECONDED CR SUTHERLAND

That:

1. Council, by absolute majority, in accordance with section 6.2(1) of the *Local Government Act 1995 and Local Government (Financial Management) Regulations 1996*, adopts the EMRC 2017/2018 Annual Budget and supporting schedules which have been prepared in compliance with the Australian Accounting Standards.
2. For the 2017/2018 financial year a material variance percentage of 10% of the appropriate base, and a dollar value of \$20,000, whichever is the greater, be adopted for reporting variances in the statements of financial activity.
3. In accordance with Regulation 33 of the *Local Government (Financial Management) Regulations 1996*, a copy of the 2017/2018 Annual Budget be submitted to the Departmental CEO, Department of Local Government and Communities, within 30 days of its adoption by Council.

CARRIED 3/1

For Vote: Cr Färdig, Cr Sutherland, Cr Wolff

Against Vote: Cr Perks



Item 11.2 continued

COUNCIL RESOLUTION(S)

MOVED CR MCDONNELL

SECONDED CR PERKS

THAT:

1. COUNCIL, BY ABSOLUTE MAJORITY, IN ACCORDANCE WITH SECTION 6.2(1) OF THE *LOCAL GOVERNMENT ACT 1995 AND LOCAL GOVERNMENT (FINANCIAL MANAGEMENT) REGULATIONS 1996*, ADOPTS THE EMRC 2017/2018 ANNUAL BUDGET AND SUPPORTING SCHEDULES WHICH HAVE BEEN PREPARED IN COMPLIANCE WITH THE AUSTRALIAN ACCOUNTING STANDARDS.
2. FOR THE 2017/2018 FINANCIAL YEAR A MATERIAL VARIANCE PERCENTAGE OF 10% OF THE APPROPRIATE BASE, AND A DOLLAR VALUE OF \$20,000, WHICHEVER IS THE GREATER, BE ADOPTED FOR REPORTING VARIANCES IN THE STATEMENTS OF FINANCIAL ACTIVITY.
3. IN ACCORDANCE WITH REGULATION 33 OF THE *LOCAL GOVERNMENT (FINANCIAL MANAGEMENT) REGULATIONS 1996*, A COPY OF THE 2017/2018 ANNUAL BUDGET BE SUBMITTED TO THE DEPARTMENTAL CEO, DEPARTMENT OF LOCAL GOVERNMENT AND COMMUNITIES, WITHIN 30 DAYS OF ITS ADOPTION BY COUNCIL.

CARRIED BY ABSOLUTE MAJORITY 12/0

FINANCIAL STATEMENTS

2017/2018 BUDGET

**STATEMENT OF COMPREHENSIVE INCOME
FOR THE YEAR ENDING 30 JUNE 2018**

	NOTE	BUDGET 2016/2017 \$	FORECAST 2016/2017 \$	BUDGET 2017/2018 \$
REVENUE FROM ORDINARY ACTIVITIES				
User Charges	5	30,959,709	26,858,024	29,714,288
Special Charges	5	460,601	457,678	467,651
Contributions		529,323	521,568	589,972
Operating Grants		650,662	554,110	560,175
Interest Municipal Cash Investments	9	210,000	524,500	400,000
Reimbursements		701,203	802,656	749,688
Other		2,381,452	2,010,750	2,484,662
TOTAL REVENUE FROM ORDINARY ACTIVITIES		35,892,950	31,729,285	34,966,436
OPERATING EXPENSES FROM ORDINARY ACTIVITIES				
Salary Expenses		8,997,886	8,012,360	8,911,576
Contract Expenses		6,154,360	4,548,968	6,129,201
Material Expenses		921,694	933,738	1,036,679
Fuel Expenses		634,241	589,313	615,656
Utility Expenses		299,728	321,178	310,517
Insurance Expenses		280,005	265,460	260,979
Provision Expenses		219,964	201,367	204,047
Miscellaneous Expenses		13,121,385	11,613,352	13,513,783
Depreciation Expenses		6,013,588	2,661,266	4,312,811
Costs Allocated		(2,965,207)	(726,201)	(1,263,122)
TOTAL OPERATING EXPENSES FROM ORDINARY ACTIVITIES		33,677,644	28,420,801	34,032,127
NORMAL OPERATING RESULT		2,215,306	3,308,484	934,309

**STATEMENT OF COMPREHENSIVE INCOME
FOR THE YEAR ENDING 30 JUNE 2018**

	NOTE	BUDGET 2016/2017 \$	FORECAST 2016/2017 \$	BUDGET 2017/2018 \$
REVENUE FROM OTHER ACTIVITIES				
User Charges	5	2,000,000	845,833	1,350,000
Secondary Waste Charge	5	5,248,491	5,037,260	4,810,120
Interest Restricted Cash Investments	9	1,391,758	2,166,081	1,759,626
Reimbursements		50	301,650	50
Other		1,756,572	409,145	1,216,891
Proceeds from Sale of Assets		280,707	586,594	605,924
TOTAL REVENUE FROM OTHER ACTIVITIES		10,677,578	9,346,563	9,742,611
OPERATING EXPENSES FROM OTHER ACTIVITIES				
Salary Expenses		879,747	443,244	578,888
Contract Expenses		1,115,345	590,415	1,280,297
Material Expenses		42,199	17,083	122,368
Fuel Expenses		139,002	1,000	10,000
Utility Expenses		61,936	11,100	92,584
Insurance Expenses		9,885	14,188	57,167
Miscellaneous Expenses		194,697	100,044	483,627
Depreciation Expenses		336,415	181,864	315,322
Costs Allocated		2,914,206	639,661	1,190,122
Carrying Amount of Assets Disposed Of		259,118	658,646	571,325
TOTAL OPERATING EXPENSES FROM OTHER ACTIVITIES		5,952,550	2,657,245	4,701,700
REALISED/ UNREALISED GAIN/(LOSS) FROM CHANGE IN FAIR VALUE OF INVESTMENTS				
Unrealised Gain/(Loss)		0	0	0
Realised Gain/(Loss)		0	0	0
TOTAL REALISED / UNREALISED GAIN/(LOSS)		0	0	0
NET RESULT		6,940,334	9,997,802	5,975,220

**STATEMENT OF COMPREHENSIVE INCOME BY PROGRAM
FOR THE YEAR ENDING 30 JUNE 2018**

	NOTE	BUDGET 2016/2017 \$	FORECAST 2016/2017 \$	BUDGET 2017/2018 \$
REVENUE FROM ORDINARY ACTIVITIES				
General Purpose Funding		1,601,759	2,690,581	2,159,626
Governance		158,383	156,422	135,105
Community Amenities		43,185,937	36,102,084	40,548,121
Other Property and Services		1,343,742	1,254,914	1,260,271
TOTAL REVENUE FROM ORDINARY ACTIVITIES		46,289,821	40,204,000	44,103,123
EXPENSES FROM ORDINARY ACTIVITIES				
Governance		1,149,271	984,705	1,100,954
Community Amenities		33,895,925	25,229,133	32,413,238
Other Property and Services		4,325,880	3,920,308	4,648,310
TOTAL EXPENSES FROM ORDINARY ACTIVITIES		39,371,076	30,134,146	38,162,502
INCREASE / (DECREASE)		6,918,745	10,069,854	5,940,621
DISPOSAL OF ASSETS				
Proceeds from Sale of Assets		280,707	586,594	605,924
Less Carrying Amount of Assets Disposed Of		(259,118)	(658,646)	(571,325)
PROFIT / (LOSS) ON DISPOSALS	10	21,589	(72,052)	34,599
REALISED / UNREALISED GAIN / (LOSS) FROM CHANGE IN FAIR VALUE OF INVESTMENTS				
General Purpose Funding		0	0	0
TOTAL REALISED / UNREALISED GAIN / (LOSS)		0	0	0
NET RESULT		6,940,334	9,997,802	5,975,220

**STATEMENT OF FINANCIAL POSITION
AS AT 30 JUNE 2018**

	NOTE	BUDGET 2016/2017 \$	FORECAST 2016/2017 \$	BUDGET 2011/2018 \$
CURRENT ASSETS				
Cash and Cash Equivalents	4(i)	51,097,706	92,285,179	77,736,317
Investments		0	0	0
Trade and Other Receivables		2,765,944	3,267,011	3,267,011
Inventories		67,598	27,842	27,842
Other Assets		41,930	85,059	85,059
TOTAL CURRENT ASSETS		53,973,178	95,665,091	81,116,229
CURRENT LIABILITIES				
Trade and Other Payables		4,021,539	5,889,919	5,889,919
Provisions		1,404,136	1,399,359	1,427,968
TOTAL CURRENT LIABILITIES		5,425,675	7,289,278	7,317,887
NET CURRENT ASSETS		48,547,503	88,375,813	73,798,342
NON CURRENT ASSETS				
Land		48,512,462	48,504,912	48,504,912
Buildings		12,078,705	5,823,395	7,224,987
Structures		29,748,561	17,552,871	30,616,054
Plant		20,582,265	12,066,171	17,390,630
Equipment		1,413,919	872,387	1,808,238
Furniture and Fittings		224,037	166,220	197,871
Work in Progress		7,484,639	7,860,423	7,860,423
TOTAL NON CURRENT ASSETS		120,044,588	92,846,379	113,603,115
NON CURRENT LIABILITIES				
Provisions		7,490,014	7,608,413	7,812,460
TOTAL NON CURRENT LIABILITIES		7,490,014	7,608,413	7,812,460
NET ASSETS		161,102,077	173,613,779	179,588,997
EQUITY				
Accumulated Surplus		112,963,319	108,218,123	107,046,422
Reserves		48,138,758	65,395,656	72,542,575
TOTAL EQUITY		161,102,077	173,613,779	179,588,997

**STATEMENT OF CASH FLOWS
FOR THE YEAR ENDING 30 JUNE 2018**

	NOTE	BUDGET 2016/2017 \$	FORECAST 2016/2017 \$	BUDGET 2017/2018 \$
CASH FLOWS FROM NORMAL OPERATING				
Cash receipts in the course of normal operations		38,324,032	31,883,673	35,400,985
Cash payments in the course of normal operations		(30,061,194)	(26,226,260)	(30,340,210)
Interest receipts - Municipal Cash		210,000	524,500	400,000
Net Cash Provided by Normal Operating Activities	4(ii)	8,472,838	6,181,913	5,460,775
CASH FLOWS FROM OTHER OPERATING				
<u>Resource Recovery</u>				
Cash receipts from secondary waste charge		5,248,491	5,037,260	4,810,120
Cash receipts from resource recovery project		3,756,622	1,556,628	2,566,941
Cash payments for resource recovery project		(5,353,017)	(1,799,550)	(3,796,054)
Interest receipts - secondary waste restricted		1,030,989	1,616,545	1,195,844
<u>Other Activities</u>				
Interest receipts - other restricted investments		360,769	549,536	563,782
Net Cash Provided by Other Operating Activities	4(ii)	5,043,854	6,960,419	5,340,633
CASH FLOWS FROM INVESTING ACTIVITIES				
Cash receipts from sale of property, plant and		280,707	586,594	605,924
Cash payments for property, plant and equipment		(33,620,638)	(8,579,223)	(25,956,194)
Net Cash Provided by Investing Activities		(33,339,931)	(7,992,629)	(25,350,270)
CASH FLOWS FROM FINANCE ACTIVITIES				
Cash receipts from sale of investments		0	0	0
Net Cash Used in Financing Activities		0	0	0
SUMMARY OF CASH FLOWS				
Cash at the beginning of the year		70,920,945	87,135,476	92,285,179
Net Increase (Decrease) in Cash Held		(19,823,239)	5,149,703	(14,548,862)
Cash at the end of the year	4(i)	51,097,706	92,285,179	77,736,317

**BUDGETED STATEMENT OF CASH MOVEMENTS
FOR THE YEAR ENDING 30 JUNE 2018**

	NOTE	BUDGET 2016/2017 \$	FORECAST 2016/2017 \$	BUDGET 2017/2018 \$
Municipal Fund (Cash and Investment)				
Opening Balance		8,032,094	24,309,136	26,017,980
Transfer to Restricted Investments		(19,805,876)	(8,422,417)	(26,922,808)
Transfer from Restricted Investments		35,082,944	7,147,638	21,491,410
Transfer to/from Municipal Investments		0	0	0
Interest on Municipal Funds		210,000	524,500	400,000
Payments and Receipts		(21,424,997)	2,459,123	(16,708,487)
Movement in Accrued Interest		0	0	0
Closing Balance		2,094,165	26,017,980	4,278,095
Plant and Equipment Reserve				
Opening Balance		487,372	510,804	1,526,891
Transfer to Restricted Investments		4,386,814	3,002,368	5,551,377
Transfer from Restricted Investments		(4,625,000)	(2,003,935)	(6,299,497)
Interest on Restricted Investments		21,013	17,654	29,543
Closing Balance		270,199	1,526,891	808,314
Site Rehabilitation Reserve				
Opening Balance		2,131,253	2,132,389	2,330,654
Transfer to Restricted Investments		136,072	124,568	126,226
Transfer from Restricted Investments		0	0	0
Interest on Restricted Investments		56,295	73,697	61,136
Closing Balance		2,323,620	2,330,654	2,518,016
Future Development Reserve				
Opening Balance		6,064,453	6,063,056	6,272,601
Transfer to Restricted Investments		0	0	13,945,000
Transfer from Restricted Investments		(6,100,000)	0	0
Interest on Restricted Investments		84,681	209,545	346,626
Closing Balance		49,134	6,272,601	20,564,227
Environmental Monitoring Reserve				
Opening Balance		787,247	788,213	892,253
Transfer to Restricted Investments		83,891	76,799	77,821
Transfer from Restricted Investments		0	0	0
Interest on Restricted Investments		21,194	27,241	23,800
Closing Balance		892,332	892,253	993,874

**BUDGETED STATEMENT OF CASH MOVEMENTS
FOR THE YEAR ENDING 30 JUNE 2018**

	NOTE	BUDGET 2016/2017 \$	FORECAST 2016/2017 \$	BUDGET 2017/2018 \$
Environmental Insurance Reserve				
Opening Balance		40,549	40,514	13,734
Transfer to Restricted Investments		0	0	40,000
Transfer from Restricted Investments		(40,000)	(28,180)	(42,000)
Interest on Restricted Investments		533	1,400	305
Closing Balance		1,082	13,734	12,039
Risk Management Reserve				
Opening Balance		13,977	13,973	14,456
Transfer to Restricted Investments		0	0	0
Transfer from Restricted Investments		0	0	0
Interest on Restricted Investments		359	483	369
Closing Balance		14,336	14,456	14,825
Class IV Cell Reserve				
Opening Balance		544,811	544,803	566,846
Transfer to Restricted Investments		35,057	3,214	3,214
Transfer from Restricted Investments		(500,000)	0	(500,000)
Interest on Restricted Investments		7,800	18,829	7,908
Closing Balance		87,668	566,846	77,968
Regional Development Reserve				
Opening Balance		359,139	359,102	197,255
Transfer to Restricted Investments		900,000	250,000	580,000
Transfer from Restricted Investments		(671,664)	(424,258)	(637,738)
Interest on Restricted Investments		11,315	12,411	4,292
Closing Balance		598,790	197,255	143,809
Secondary Waste Reserve				
Opening Balance		46,676,120	46,773,843	48,985,881
Transfer to Restricted Investments		5,248,491	4,944,510	4,810,120
Transfer from Restricted Investments		(15,507,028)	(4,349,017)	(8,635,749)
Interest on Restricted Investments		1,030,989	1,616,545	1,195,844
Closing Balance		37,448,572	48,985,881	46,356,096

**BUDGETED STATEMENT OF CASH MOVEMENTS
FOR THE YEAR ENDING 30 JUNE 2018**

	NOTE	BUDGET 2016/2017 \$	FORECAST 2016/2017 \$	BUDGET 2017/2018 \$
Class III Cells Reserve				
Opening Balance		4,555,998	4,554,958	4,370,133
Transfer to Restricted Investments		8,994,593	0	1,767,464
Transfer from Restricted Investments		(7,639,252)	(342,248)	(5,376,426)
Interest on Restricted Investments		134,405	157,423	65,423
Closing Balance		6,045,744	4,370,133	826,594
Long Service Leave - Restricted Asset				
Opening Balance		822,462	822,170	871,543
Transfer to Restricted Investments		20,958	20,958	21,586
Transfer from Restricted Investments		0	0	0
Interest on Restricted Investments		21,363	28,415	22,518
Closing Balance		864,783	871,543	915,647
Building Refurbishment Reserve				
Opening Balance		70,578	70,552	72,990
Transfer to Restricted Investments		0	0	0
Transfer from Restricted Investments		0	0	0
Interest on Restricted Investments		1,811	2,438	1,862
Closing Balance		72,389	72,990	74,852
Cash and Investments at the end of the Year		50,762,814	92,133,217	77,584,356
<u>Add</u> Accrued Interest - Restricted Assets		334,892	151,962	151,961
Cash and Investments as per Statement of Financial Position		51,097,706	92,285,179	77,736,317

**BUDGETED STATEMENT OF CASH MOVEMENTS
FOR THE YEAR ENDING 30 JUNE 2018**

	NOTE	BUDGET 2016/2017 \$	FORECAST 2016/2017 \$	BUDGET 2017/2018 \$
SUMMARY				
MUNICIPAL FUND (CASH AND INVESTMENTS)				
Opening Balance		8,032,094	24,309,136	26,017,980
Transfer to Restricted Investments		(19,805,876)	(8,422,417)	(26,922,808)
Transfer from Restricted Investments		35,082,944	7,147,638	21,491,410
Interest on Municipal Funds		210,000	524,500	400,000
Payments and Receipts		(21,424,997)	2,459,123	(16,708,487)
Movement in Accrued Interest		0	0	0
Closing Balance	4(i)	2,094,165	26,017,980	4,278,095
RESTRICTED INVESTMENTS				
Opening Balance		62,553,959	62,674,377	66,115,237
Transfer to Restricted Investments		19,805,876	8,422,417	26,922,808
Transfer from Restricted Investments		(35,082,944)	(7,147,638)	(21,491,410)
Interest on Restricted Investments		1,391,758	2,166,081	1,759,626
Closing Balance		48,668,649	66,115,237	73,306,261
Sub Total		50,762,814	92,133,217	77,584,356
<u>Less</u> Unrealised Losses from change in fair value of investments		0	0	0
<u>Add</u> Accrued Interest - Restricted Assets		334,892	151,962	151,961
Cash and Investments as per Statement of Financial Position		51,097,706	92,285,179	77,736,317

**NET CURRENT ASSETS CARRIED FORWARD
FOR THE YEAR ENDING 30 JUNE 2018**

	BUDGET 2016/2017 \$	FORECAST 2016/2017 \$	BUDGET 2017/2018 \$
NET CURRENT ASSETS REPRESENTED BY			
CURRENT ASSETS			
Cash at Bank - Unrestricted	2,094,165	26,017,980	4,278,095
Receivables	2,765,944	3,267,011	3,267,011
Inventory	67,598	27,842	27,842
Prepayments	41,930	85,059	85,059
	<u>4,969,637</u>	<u>29,397,892</u>	<u>7,658,007</u>
LESS: CURRENT LIABILITIES			
Creditors	4,021,538	5,889,919	5,889,919
Current Provisions	1,404,137	1,399,359	1,427,968
	<u>5,425,675</u>	<u>7,289,278</u>	<u>7,317,887</u>
(DEFICIT) SURPLUS - OTHER FUNDS	<u>(456,038)</u>	<u>22,108,614</u>	<u>340,120</u>
ADD BALANCE OF NET RESTRICTED INVESTMENTS *	49,003,541	66,267,199	73,458,222
ESTIMATED NET CURRENT ASSET POSITION	<u>48,547,503</u>	<u>88,375,813</u>	<u>73,798,342</u>

* Net of unrealised gains or losses from change in fair value of investments and accrued interest

BUDGET NOTES

2017/2018 BUDGET

**EASTERN METROPOLITAN REGIONAL COUNCIL
NOTES TO AND FORMING PART OF THE BUDGET
FOR THE YEAR ENDING 30 JUNE 2018**

1. SIGNIFICANT ACCOUNTING POLICIES

The significant accounting policies which have been adopted in the preparation of this financial report are presented below and have been consistently applied unless stated otherwise:

Basis of Preparation

The financial report is a general purpose financial report which has been prepared in accordance with Australian Accounting Standards (as they apply to local governments and not-for-profit entities), Australian Accounting Interpretations, other authoritative pronouncements of the Australian Accounting Standards Board, the *Local Government Act 1995* and accompanying regulations.

Except for cash flow information, the report has also been prepared on the accrual basis and is based on historical costs, modified, where applicable, by the measurement at fair value of selected non-current assets, financial assets and liabilities.

The Local Government Reporting Entity

All funds through which the Council controls resources to carry on its functions have been included in the financial statements forming part of this financial report.

In the process of reporting on the local government as a single unit, all transactions and balances between those funds (for example, loans and transfers between Funds) have been eliminated.

(a) Trust Funds

Monies held in the Trust Fund, which Council holds in a custodian role, are excluded from the Financial Report.

The EMRC currently does not hold any trust fund monies.

(b) Cash and Cash Equivalents

Cash and cash equivalents in the Statement of Financial Position comprise cash at bank and in hand and short-term deposits that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value.

For the purposes of the Statement of Cash Flows, cash and cash equivalents consist of cash and cash equivalents as defined above, net of outstanding bank overdrafts. Bank overdrafts, where applicable, are included as short-term borrowings in current liabilities on the Statement of Financial Position.

(c) Fixed Assets

Each class of fixed assets within either property, plant and equipment or infrastructure, is carried at cost or fair value as indicated less, where applicable, any accumulated depreciation and impairment losses.

Mandatory Requirements to Revalue Non-Current Assets

Effective from 1 July 2012, the *Local Government (Financial Management) Regulations 1996* were amended and the measurement of non-current assets at Fair Value became mandatory.

The amendments allow for the phasing in of fair value in relation to fixed assets over three years as follows:

- (a) For the financial year ending on 30 June 2013, the fair value of all assets of the local government that are plant and equipment; and
- (b) For the financial year ending on 30 June 2014, the fair value of all of the assets of the local government -
 - (i) that are plant and equipment; and
 - (ii) that are –
 - (I) land and buildings; or-
 - (II) Infrastructure;

**EASTERN METROPOLITAN REGIONAL COUNCIL
NOTES TO AND FORMING PART OF THE BUDGET
FOR THE YEAR ENDING 30 JUNE 2018**

1. SIGNIFICANT ACCOUNTING POLICIES (Continued)

(c) Fixed Assets (continued)

and

(c) For the financial year ending on or after 30 June 2015, the fair value of all the assets of the local government.

Thereafter, in accordance with the regulations, each asset class must be revalued every 3 years.

In 2013, Council commenced the process of adopting Fair Value in accordance with the Regulations.

Relevant disclosures, in accordance with the requirements of Australian Accounting Standards, have been made in the financial report as necessary.

Land Under Control

In accordance with *Local Government (Financial Management) Regulations 1996 r.16(a)*, the Council is required to include as an asset (by 30 June 2013), Crown Land operated by the local government as a golf course, showground, racecourse or other sporting or recreational facility of State or regional significance.

The Council does not have any crown land which comes under this regulation.

Land Under Roads

In Western Australia, all land under roads is Crown land, the responsibility for managing which, is vested in the local government.

Effective as at 1 July 2008, Council elected not to recognise any value for land under roads acquired on or before 30 June 2008. This accords with the treatment available in Australian Accounting Standard AASB 1051 *Land Under Roads* and the fact *Local Government (Financial Management) Regulations 1996 r.16 (a)(i)* prohibits local governments from recognising such land as an asset.

In respect of land under roads acquired on or after 1 July 2008, as detailed above, *Local Government (Financial Management) Regulations 1996 r.16(a)(i)* prohibits local governments from recognising such land as an asset.

Whilst such treatment is inconsistent with the requirements of AASB 1051, *Local Government (Financial Management) Regulations 1996 r.4(2)* provides, in the event of such an inconsistency, the *Local Government (Financial Management) Regulations* prevail.

Consequently, any land under roads acquired on or after 1 July 2008 is not included as an asset of the Council.

Initial Recognition and Measurement between Mandatory Revaluation Dates

All assets are initially recognised at cost and subsequently revalued in accordance with the mandatory measurement framework detailed above.

In relation to this initial measurement, cost is determined as the fair value of the assets given as consideration plus costs incidental to the acquisition. For assets acquired at no cost or for nominal consideration, cost is determined as fair value at the date of acquisition. The cost on non-current assets constructed by the Council includes the cost of all materials used in construction, direct labour on the project and an appropriate proportion of variable and fixed overheads.

Individual assets acquired between initial recognition and the next revaluation of the asset class in accordance with the mandatory measurement framework detailed above, are carried at cost less accumulated depreciation as management believed this approximates fair value. They will be subject to subsequent revaluation at the next anniversary date in accordance with the mandatory measurement framework detailed above.

**EASTERN METROPOLITAN REGIONAL COUNCIL
NOTES TO AND FORMING PART OF THE BUDGET
FOR THE YEAR ENDING 30 JUNE 2018**

1. SIGNIFICANT ACCOUNTING POLICIES (Continued)

(c) Fixed Assets (continued)

Revaluation

Increases in the carrying amount arising on revaluation of assets are credited to a revaluation surplus in equity. Decreases that offset previous increases of the same asset are recognised against revaluation surplus directly in equity. All other decreases are recognised in the Statement of Comprehensive Income.

Depreciation

The depreciable amount of all fixed assets including buildings but excluding freehold land, are depreciated on a straight-line basis over the individual asset's useful life from the time the asset is held ready for use. Leasehold improvements are depreciated over the shorter of either the unexpired period of the lease or the estimated useful life of the improvements.

When an item of property, plant and equipment is revalued, any accumulated depreciation at the date of the revaluation is treated in one of the following ways:

- a) Restated proportionately with the change in the gross carrying amount of the asset so that the carrying amount of the asset after revaluation equals its revalued amount; or
- b) Eliminated against the gross carrying amount of the asset and the net amount restated to the revalued amount of the asset.

Major depreciation rates used for each class of depreciable asset are:

• Buildings	0.48 - 6.67% (based on components)
• Structures	
General	1.10 - 18.10% (based on components)
Class III and IV Waste Cells	% of actual usage
• Plant	15.00 - 40.00%
• Furniture and fittings	10.00 - 40.00%
• Equipment	10.00 - 40.00%

The asset residual values and useful lives are reviewed, and adjusted if appropriate, at the end of each reporting period.

An asset's carrying amount is written down immediately to its recoverable amount if the asset's carrying amount is greater than its estimated recoverable amount.

Gains and losses on disposals are determined by comparing proceeds with the carrying amount. These gains and losses are included in the Statement of Comprehensive Income in the period in which they arise.

When revalued assets are disposed of, amounts included in the revaluation surplus relating to that asset are transferred to retained surplus.

Capitalisation Threshold

Expenditure on items of major equipment under \$5,000 and minor equipment under \$1,000 are not capitalised. Rather, they are recorded on an asset inventory listing.

(d) Fair Value of Assets and Liabilities

When performing a revaluation, the Council uses a mix of both independent and management valuations using the following as a guide:

Fair Value is the price that Council would receive to sell the asset or would have to pay to transfer the liability, in an orderly (i.e. unforced) transaction between independent, knowledgeable and willing market participants at the measurement date.

**EASTERN METROPOLITAN REGIONAL COUNCIL
NOTES TO AND FORMING PART OF THE BUDGET
FOR THE YEAR ENDING 30 JUNE 2018**

1. SIGNIFICANT ACCOUNTING POLICIES (Continued)

(d) Fair Value of Assets and Liabilities (continued)

As fair value is a market-based measure, the closest equivalent observable market pricing information is used to determine fair value. Adjustments to market values may be made having regard to the characteristics of the specific asset. The fair values of assets that are not traded in an active market are determined using one or more valuation techniques. These valuation techniques maximise, to the extent possible, the use of observable market data.

To the extent possible, market information is extracted from either the principal market for the asset (i.e. the market with the greatest volume and level of activity for the asset) or, in the absence of such a market, the most advantageous market available to the entity at the end of the reporting period (i.e. the market that maximises the receipts from the sale of the asset after taking into account transaction costs and transport costs).

For non-financial assets, the fair value measurement also takes into account a market participant's ability to use the asset in its highest and best use or to sell it to another market participant that would use the asset in its highest and best use.

Fair Value Hierarchy

AASB 13 requires the disclosure of fair value information by level of the fair value hierarchy, which categorises fair value measurement into one of three possible levels based on the lowest level that an input that is significant to the measurement can be categorised into as follows:

Level 1

Measurements based on quoted prices (unadjusted) in active markets for identical assets or liabilities that the entity can access at the measurement date.

Level 2

Measurements based on inputs other than quoted prices included in Level 1 that are observable for the asset or liability, either directly or indirectly.

Level 3

Measurements based on unobservable inputs for the asset or liability.

The fair value of assets and liabilities that are not traded in an active market are determined using one or more valuation techniques. These valuation techniques maximise, to the extent possible, the use of observable market data. If all significant inputs required to measure fair value are observable, the asset or liability is included in Level 2. If one or more significant inputs are not based on observable market data, the asset or liability is included in Level 3.

Valuation Techniques

The Council selects a valuation technique that is appropriate in the circumstances and for which sufficient data is available to measure fair value. The availability of sufficient and relevant data primarily depends on the specific characteristics of the asset or liability being measured. The valuation techniques selected by the Council are consistent with one or more of the following valuation approaches:

Market Approach

Valuation techniques that use prices and other relevant information generated by market transactions for identical or similar assets or liabilities.

Income Approach

Valuation techniques that convert estimated future cash flows or income and expenses into a single discounted present value.

**EASTERN METROPOLITAN REGIONAL COUNCIL
NOTES TO AND FORMING PART OF THE BUDGET
FOR THE YEAR ENDING 30 JUNE 2018**

1. SIGNIFICANT ACCOUNTING POLICIES (Continued)

(d) Fair Value of Assets and Liabilities (continued)

Cost Approach

Valuation techniques that reflect the current replacement cost of an asset at its current service capacity.

Each valuation technique requires inputs which reflect the assumptions that buyers and sellers would use when pricing the asset or liability, including assumptions about risks. When selecting a valuation technique, the Council gives priority to those techniques that maximise the use of observable inputs and minimise the use of unobservable inputs. Inputs that are developed using market data (such as publicly available information on actual transactions) and reflect the assumptions that buyers and sellers would generally use when pricing the asset or liability are considered observable, whereas inputs for which market data is not available and therefore are developed using the best information available about such assumptions are considered unobservable.

As detailed above, the mandatory measurement framework imposed by the *Local Government (Financial Management) Regulations 1996* requires, as a minimum, all assets carried at a revalued amount to be revalued at least every 3 years.

(e) Intangible Assets

Easements

Regulation 16 of the *Local Government (Financial Management) Regulations 1996* requires easements to be recognised as assets. The EMRC does not have any easements.

(f) Rates

The EMRC does not levy rates. Accordingly rating information as required under the *Local Government (Financial Management) Regulations 1996* has not been presented in this financial report.

(g) Grants, Donations and Other Contributions

Grants, donations and other contributions are recognised as revenues when the local government obtains control over the assets comprising the contributions.

Conditional grants and contributions income is recognised subject to conditions applicable to the use of such income. Expenditure of those monies has been made in the manner specified under the conditions upon which the Eastern Metropolitan Regional Council received those monies.

(h) Trade and Other Payables

Trade and other payables represent liabilities for goods and services provided to the local government prior to the end of the financial year that are unpaid and arise when the Local Government becomes obliged to make future payments in respect of the purchase of these goods and services. The amounts are unsecured and are usually paid within 30 days of recognition.

(i) Impairment

In accordance with Australian Accounting Standards the Council's assets, other than inventories, are assessed at each reporting date to determine whether there is any indication they may be impaired. Where such an indication exists, an estimate of the recoverable amount of the asset is made in accordance with AASB 136 'Impairment of Assets' and appropriate adjustments made.

**EASTERN METROPOLITAN REGIONAL COUNCIL
NOTES TO AND FORMING PART OF THE BUDGET
FOR THE YEAR ENDING 30 JUNE 2018**

1. SIGNIFICANT ACCOUNTING POLICIES (Continued)

(i) Impairment (continued)

An impairment loss is recognised whenever the carrying amount of an asset or its cash-generating unit exceeds its recoverable amount. Impairment losses are recognised immediately in profit or loss, unless the asset is carried at a revalued amount in accordance with another standard (e.g. AASB 116) whereby an impairment loss of a revalued asset is treated as a revaluation decrease in accordance with that other standard.

(j) Revenue Recognition

Waste Services

Revenue from waste services is recognised when the waste is received.

Generation of Gas Services

Revenue from the generation of gas services is recognised on an accrual basis. Proceeds from the sale of Renewable Energy Certificates are only recognised when the certificates are sold.

Interest Income

Interest income is recognised on an accrual basis.

Sale of Goods and Disposal of Assets

Revenue from the sale of goods and disposal of other assets is recognised when the Council has passed control of the goods or other assets to the buyer.

Rendering of Services

Revenue from the provision of services is recognised on an accrual basis.

Royalties

Royalty revenue is recognised on an accrual basis.

(k) Inventories

General

Inventories are valued at the lower of cost and net realisable value. Net realisable value is the estimated selling price in the ordinary course of business less the estimated costs of completion and the estimated costs necessary to make the sale.

Land Held for Resale

Land purchased for development and/or resale is valued at the lower of cost and net realisable value. Cost includes the cost of acquisition, development and interest incurred on the financing of that land during its development. Interest and holding charges incurred after development is complete are recognised as expenses.

(l) Goods and Services Tax

In accordance with recommended practice, revenues, expenses and assets capitalised are stated net of any GST recoverable. Receivables and payables in the Statement of Financial Position are stated inclusive of applicable GST. The net amount of GST recoverable from, or payable to the ATO is included with receivables or payables in the Statement of Financial Position.

Cash flows are included in the Statement of Cash Flows on a gross basis. The GST component of cash flows arising from investing and financing activities which is recoverable from, or payable to, the taxation authority is classified as operating cash flows.

**EASTERN METROPOLITAN REGIONAL COUNCIL
NOTES TO AND FORMING PART OF THE BUDGET
FOR THE YEAR ENDING 30 JUNE 2018**

1. SIGNIFICANT ACCOUNTING POLICIES (Continued)

(m) Provisions

Provisions are recognised when: The Council has a present legal or constructive obligation as a result of past events; it is more likely than not that an outflow of resources will be required to settle the obligation; and the amount has been reliably estimated.

Provisions are measured using the best estimate of the amounts required to settle the obligations at the end of the reporting period.

(n) Provision for Site Rehabilitation

A provision for the future costs associated with closing and restoring the landfill is recognised as liabilities within the financial accounts. The nature of work planned by Council includes cell capping, landform reconstruction, dismantling of site operating facilities and implementation of a revegetation plan to suit the final land use. The cost is based on estimated current costs, determined on a non-discounted basis.

The obligation for the EMRC to recognise the provision for site rehabilitation arises at the time the landfill cell is first put into use. Increments in the provision are calculated on the basis of the volumetric usage of the landfill cell air space during the year, present value of the costs for site rehabilitation and remaining capacity of the landfill site.

From June 2015, the present value for the rehabilitation of the site has been calculated to be \$6,920,000 and has been deemed sufficient for post closure management purposes.

The provision is measured using the best estimate of the amounts required and is reassessed internally on an annual basis with an independent review being undertaken on a three year cycle in line with the revaluation of infrastructure assets.

In addition, Council has also adopted an incremental charge based on volumetric usage of landfill airspace for ongoing site rehabilitation during the in-use operations of the landfill.

(o) Provision for Environmental Monitoring

A provision for the future costs associated with closing and restoring the landfill is recognised as liabilities within the financial accounts. The nature of work planned by Council includes monitoring of groundwater, surface water, leachate and landfill gas generation. The cost is based on estimated current costs, determined on a non-discounted basis.

The obligation for the EMRC to recognise the provision for environmental monitoring arises at the time the landfill cell is first put into use. Increments in the provision are calculated on the basis of the volumetric usage of the landfill cell air space during the year, present value of the costs for environmental monitoring and remaining capacity of the landfill site.

From June 2015, the present value for the environmental monitoring of the site has been calculated to be \$3,760,000 and has been deemed sufficient for post closure management purposes.

The provision is measured using the best estimate of the amounts required and is reassessed internally on an annual basis with an independent review being undertaken on a three year cycle in line with the revaluation of infrastructure assets.

(p) Borrowing Costs

Borrowing costs are recognised as an expense when incurred except where they are directly attributable to the acquisition, construction or production of a qualifying asset. Where this is the case, they are capitalised as part of the cost of the particular asset.

**EASTERN METROPOLITAN REGIONAL COUNCIL
NOTES TO AND FORMING PART OF THE BUDGET
FOR THE YEAR ENDING 30 JUNE 2018**

1. SIGNIFICANT ACCOUNTING POLICIES (Continued)

(q) Critical Accounting Estimates

The preparation of a financial report in conformity with Australian Accounting Standards requires management to make judgements, estimates and assumptions that effect the application of policies and reported amounts of assets and liabilities, income and expenses.

The estimates and associated assumptions are based on historical experience and various other factors that are believed to be reasonable under the circumstances. The results of this experience and other factors combine to form the basis of making judgements about carrying values of assets and liabilities not readily apparent from other sources. Actual results may differ from these estimates.

(r) Trade and Other Receivables

Trade and other receivables include amounts due from member Councils and non-members for unpaid fees and charges and other amounts due from third parties for goods sold and services performed in the ordinary course of business.

Receivables expected to be collected within 12 months of the end of the reporting period are classified as current assets. All other receivables are classified as non-current assets.

Collectability of trade receivables is reviewed on an ongoing basis. Debts that are known to be uncollectible are written off when identified. An allowance for doubtful debts is raised when there is objective evidence that they will not be collectible.

(s) Employee Entitlements

The provisions for employee benefits relate to amounts expected to be paid for long service leave, annual leave, wages and salaries and are calculated as follows:

(i) Wages, Salaries, Annual Leave and Long Service Leave (Short-term Benefits)

Provision is made for the Council's obligations for short-term employee benefits. Short-term employee benefits are benefits (other than termination benefits) that are expected to be settled wholly before 12 months after the end of the annual reporting period in which the employees render the related service, including wages, salaries and sick leave. Short-term employee benefits are measured at the (undiscounted) amounts expected to be paid when the obligation is settled.

The Council's obligations for short-term employee benefits such as wages, salaries and sick leave are recognised as a part of current trade and other payables in the statement of financial position. The Council's obligations for employees' annual leave and long service leave entitlements are recognised as provisions in the statement of financial position.

(ii) Long Service Leave (Long-term Benefits)

The liability for long service leave is recognised in the provision for employee benefits and measured as the present value of expected future payments to be made in respect of services provided by employees up to the reporting date. Consideration is given to expected future wage and salary levels, experience of employee departures and periods of service. Expected future payments are discounted using market yields at the reporting date on government bonds with terms to maturity and currency that match as closely as possible, the estimated future cash outflows. Where Council does not have the unconditional right to defer settlement beyond 12 months, the liability is recognised as a current liability.

(iii) Superannuation Fund

The Council contributes to the WA Local Government Superannuation Plan (LGSP) and other choice funds for qualifying employees as per statutory requirements (9.50% for 2017/18). It also co-contributes to the LGSP and other choice funds for full scheme members (5% for 2017/18). Contributions to defined contribution plans are recognised as an expense as they become payable.

**EASTERN METROPOLITAN REGIONAL COUNCIL
NOTES TO AND FORMING PART OF THE BUDGET
FOR THE YEAR ENDING 30 JUNE 2018**

1. SIGNIFICANT ACCOUNTING POLICIES (Continued)

(t) Rounding Of Amounts

All amounts shown in this annual financial report, other than the Schedule of Fees and Charges, are rounded to the nearest dollar. As a result of rounding, some minor reconciliation discrepancies may be present in the disclosures to the financial report.

(u) Comparative Figures

Where required, comparative figures have been adjusted to conform with changes in presentation for the current financial year.

(v) Budget Comparative Figures

Unless otherwise stated, the budget comparative figures shown in this annual financial budget relate to the original budget estimate for the relevant item of disclosure.

(w) Leases

Leases of property, plant and equipment, where substantially all the risks and benefits incidental to the ownership of the asset, but not legal ownership, are transferred to the Council, are classified as finance leases. Finance leases are capitalised recording an asset and a liability equal to the present value of the minimum lease payments, including any guaranteed residual value. Leased assets are amortised over their estimated useful lives. Lease payments are allocated between the reduction of the lease liability and the lease interest expense for the period.

The EMRC does not currently have any finance leases and operating leases.

(x) Financial Instruments

Initial recognition and measurement

Financial assets and financial liabilities are recognised when the entity becomes a party to the contractual provisions to the instrument. For financial assets, this is equivalent to the date that the Council commits itself to either the purchase or sale of the asset (i.e. trade date accounting is adopted).

Financial instruments are initially measured at fair value plus transactions costs, except where the instrument is classified 'at fair value through profit or loss', in which case transaction costs are expensed to profit or loss immediately.

Classification and subsequent measurement

Financial assets are subsequently measured at either fair value, amortised cost using the effective interest rate method or cost. Fair value represents the amount for which an asset could be exchanged or a liability settled, between knowledgeable, willing parties. Where available, quoted prices in an active market are used to determine fair value. In other circumstances, valuation techniques are adopted.

Amortised cost is calculated as:

- (i) the amount at which the financial asset or financial liability is measured at initial recognition;
- (ii) less principal repayments;
- (iii) plus or minus the cumulative amortisation of the differences, if any, between the amount initially recognised and the maturity amount calculated using the effective interest method; and
- (iv) less any reduction for impairment.

**EASTERN METROPOLITAN REGIONAL COUNCIL
NOTES TO AND FORMING PART OF THE BUDGET
FOR THE YEAR ENDING 30 JUNE 2018**

1. SIGNIFICANT ACCOUNTING POLICIES (Continued)

(x) Financial Instruments (continued)

The effective interest method is used to allocate interest income or interest expense over the related period and is equivalent to the rate that exactly discounts estimated future cash payments or receipts (including fees, transaction costs and other premiums or discounts) through the expected life (or when this cannot be reliably predicted, the contractual term) of the financial instrument to the net carrying amount of the financial asset or financial liability. Revisions to expected future net cash flows will necessitate an adjustment to the carrying value with a consequential recognition of an income or expense in profit or loss.

The Council does not designate any interest in subsidiaries, associates or joint venture entities as being subject to the requirements of accounting standards specifically applicable to financial instruments.

(i) Financial assets at fair value through profit or loss

Financial assets are classified at 'fair value through profit or loss' when they are either held for trading for the purpose of short term profit taking, derivatives not held for hedging purposes, or when they are designated as such to avoid an accounting mismatch or to enable performance evaluation where a group of financial assets is managed by key management personnel on a fair value basis in accordance with a documented risk management or investment strategy. Such assets are subsequently measured at fair value with changes in carrying value being included in profit or loss.

(ii) Loans and Receivables

Loans and receivables are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market are subsequently measured at amortised cost.

Loans and receivables are included in current assets, except for those which are not expected to mature within 12 months after the end of the reporting period. (All other loans and receivables are classified as non-current assets.)

(iii) Held-to-maturity investments

Held-to-maturity investments are non-derivative financial assets that have fixed maturities and fixed or determinable payments, and it is the Council's intention to hold these investments to maturity. They are subsequently measured at amortised cost.

Held-to-maturity investments are included in non-current assets, except for those which are expected to mature within 12 months after the end of the reporting period. (All other investments are classified as current assets.)

If during the period the Council sold or reclassified more than a significant amount of the held-to-maturity investments before maturity, the entire held-to-maturity investments category would be tainted and reclassified as available-for-sale.

(iv) Available for sale financial assets

Available-for-sale financial assets are non-derivative financial assets that are either not suitable to be classified into other categories of financial assets due to their nature, or they are designated as such by management. They comprise investments in the equity of other entities where there is neither a fixed maturity nor fixed or determinable payments.

Available-for-sale financial assets are included in non-current assets, except for those which are expected to mature within 12 months after the end of the reporting period. (All other financial assets are classified as current assets.)

**EASTERN METROPOLITAN REGIONAL COUNCIL
NOTES TO AND FORMING PART OF THE BUDGET
FOR THE YEAR ENDING 30 JUNE 2018**

1. SIGNIFICANT ACCOUNTING POLICIES (Continued)

(x) Financial Instruments (continued)

(v) Financial Liabilities

Non-derivative financial liabilities (excluding financial guarantees) are subsequently measured at amortised cost.

(vi) Fair Value

Fair value is determined based on current bid prices of all quoted investments. Valuation techniques are applied to determine the fair value of all unlisted securities, including arm's length transactions, reference to similar instruments and option pricing models.

Impairment

At each reporting date, the Council assesses whether there is objective evidence that a financial instrument has been impaired. In the case of available-for-sale financial instruments, a prolonged decline in the value of the instrument is considered to determine whether an impairment has arisen. Impairment losses are recognised in the statement of comprehensive income.

Derecognition

Financial assets are derecognised where the contractual rights to receipt of cash flows expires or the asset is transferred to another party whereby the entity no longer has any significant continuing involvement in the risks and benefits associated with the asset. Financial liabilities are derecognised where the related obligations are either discharged, cancelled or expired. The difference between the carrying value of the financial liability extinguished or transferred to another party and the fair value of consideration paid, including the transfer of non-cash assets or liabilities assumed is recognised in profit or loss.

(y) Current and Non-Current Classification

In the determination of whether an asset or liability is current or non-current, consideration is given to the time when each asset or liability is expected to be settled. The asset or liability is classified as current if it is expected to be settled within the next 12 months, being the Council's operational cycle. In the case of liabilities where the Council does not have the unconditional right to defer settlement beyond 12 months, such as vested long service leave, the liability is classified as current even if not expected to be settled within the next 12 months.

Inventories held for trading are classified as current even if not expected to be realised in the next 12 months except for land held for sale where it is held as non-current based on the Council's intentions to release for sale.

(z) Landfill Cells

There are three general components of cell construction:

- Cell excavation and development costs;
- Cell liner costs; and
- Cell capping costs.

All cell excavation and development costs and cell liner costs are capitalised and depreciated over the useful life of the cell based on the volumetric usage of the landfill cell air space during the year.

Cell capping costs are expensed as they occur as part of ongoing site rehabilitation.

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**EASTERN METROPOLITAN REGIONAL COUNCIL
NOTES TO AND FORMING PART OF THE BUDGET
FOR THE YEAR ENDING 30 JUNE 2018**

2. PROGRAMS

The activities relating to the Eastern Metropolitan Regional Council's programs reported on in the Operating Statement are as follows:

Governance

Records income and expenditure relating to the administration and operation of facilities and services to members of Council together with other administrative governance costs.

General Purpose Funding

Records interest revenue as well as other general purpose revenue.

Community Amenities

Records income and expenditure associated with the Class III cell, Class IV cell, weighbridge, and transfer station at the Red Hill Waste Management Facility, the Hazelmere Site and the Coppin Road and Mathieson Road transfer stations.

Other Property and Services

Records income and expenditure for public works overheads, plant operation, materials, salaries and wages. It also records income and expenditure for the Environmental Service departments (incorporating various Environmental Projects), the operations of the Ascot Place activity, Risk Management services, and income and expenditure relating to the Regional Development activity incorporating various projects.

**EASTERN METROPOLITAN REGIONAL COUNCIL
NOTES TO AND FORMING PART OF THE BUDGET
FOR THE YEAR ENDING 30 JUNE 2018**

3. RECONCILIATION OF RATES LEVIED

The Eastern Metropolitan Regional Council does not levy rates therefore a Rate Setting Statement [Local Government (Financial Management) Regulations 1996: 22(1)(d) and 30(1)(c)] has not been prepared.

4. NOTES TO THE STATEMENT OF CASH FLOWS

(i) Reconciliation of Cash

For the purpose of the statement of cash flows, The Eastern Metropolitan Regional Council considers cash to include cash on hand, cash at bank and bank term deposits. Cash at the end of the reporting period as shown in the statement of cash flows is as follows:

	BUDGET 2016/2017 \$	FORECAST 2016/2017 \$	BUDGET 2017/2018 \$
Cash - Unrestricted	2,094,165	26,017,980	4,278,095
Cash - Restricted	49,003,541	66,267,199	73,458,222
Total Cash	51,097,706	92,285,179	77,736,317

(ii) Reconciliation of net cash used in operating activities to change in net assets arising from operations

	BUDGET 2016/2017 \$	FORECAST 2016/2017 \$	BUDGET 2017/2018 \$
Net Change in assets from operations	6,940,334	9,997,802	5,975,220
Write back Depreciation	6,350,003	2,843,130	4,628,133
Write back Provisions	219,964	201,367	204,047
Write back Accruals - Staff Entitlements	27,980	27,981	28,607
Write back (Profit)/Loss on sale of assets	(21,589)	72,052	(34,599)
Write back Movement in Accrued Interest earnings	0	0	0
Net cash from operating activities	13,516,692	13,142,332	10,801,408

(iii) Depreciation of Assets

Details of depreciation expenditure budgets for each program are as follows

	BUDGET 2016/2017 \$	FORECAST 2016/2017 \$	BUDGET 2017/2018 \$
Administration	487,144	320,965	485,478
Community Amenities	3,774,417	761,534	1,969,154
Other Property and Services	2,088,442	1,760,631	2,173,501
Total Depreciation all Programs	6,350,003	2,843,130	4,628,133

**EASTERN METROPOLITAN REGIONAL COUNCIL
NOTES TO AND FORMING PART OF THE BUDGET
FOR THE YEAR ENDING 30 JUNE 2018**

5. FEES AND CHARGES SUMMARY BY PROGRAM

	BUDGET 2016/2017 \$	FORECAST 2016/2017 \$	BUDGET 2017/2018 \$
Administration	0	0	0
Community Amenities	38,658,801	33,188,795	36,336,059
Other Property and Services	10,000	10,000	6,000
Total Statutory Fees and Charges	38,668,801	33,198,795	36,342,059

	BUDGET 2016/2017 \$	FORECAST 2016/2017 \$	BUDGET 2017/2018 \$
<u>User Charges</u>			
Ordinary activities	30,959,709	26,858,024	29,714,288
Other activities	2,000,000	845,833	1,350,000
<u>Special Charges</u>			
Ordinary activities	460,601	457,678	467,651
<u>Secondary Waste Charge</u>			
Other activities	5,248,491	5,037,260	4,810,120
Total Statutory Fees and Charges	38,668,801	33,198,795	36,342,059

6. FEES AND CHARGES - REDUCTION OF REVENUE

Cumulative Commercial & Contaminated Soils tonnages disposed in excess of 15,000, 20,000, 25,000, 30,000 and 35,000 tonnes are subject to discounts as outlined on page 4 of the 2017/2018 Waste Management Schedule of Fees and Charges.

It is estimated that the total value of applicable discounts during 2016/2017 will be \$337,700 (inclusive of GST).

**EASTERN METROPOLITAN REGIONAL COUNCIL
NOTES TO AND FORMING PART OF THE BUDGET
FOR THE YEAR ENDING 30 JUNE 2018**

7. LOAN BORROWINGS

(a) Loan Repayments

No loans existed as at 30 June 2017 and no loans are anticipated during the 2017/2018 financial year.

(b) Unspent Loans

No unspent loan funds existed as at 30 June 2017 and no unspent loan funds are anticipated during the 2017/2018 financial year.

(c) New Borrowings

The Eastern Metropolitan Regional Council does not propose to undertake new borrowings during the 2017/2018 financial year.

(d) Overdraft

Council has not utilised an overdraft facility during the 2016/2017 financial year and it is not anticipated that any such facility will be utilised during the 2017/2018 financial year.

**EASTERN METROPOLITAN REGIONAL COUNCIL
NOTES TO AND FORMING PART OF THE BUDGET
FOR THE YEAR ENDING 30 JUNE 2018**

8. COUNCILLOR FEES AND ALLOWANCES

Each Councillor, other than the Chairman, is entitled to an annual meeting fee of \$10,455.

The Chairman is entitled to an annual meeting fee of \$15,682 as well as an annual Local Government fee of \$19,864.

The Deputy Chairman is entitled to an annual Local Government fee of \$4,966.

A provision of \$12,393 for meeting fees has been provided for deputy Councillors when deputising for a Councillor at a meeting. All fees paid to Councillors and the Chairman are paid quarterly in arrears.

The budget provided for Councilor(s) fee, allowances and expenses is as follows:

	BUDGET 2016/2017 \$	FORECAST 2016/2017 \$	BUDGET 2017/2018 \$
Councillor(s) meeting fees	115,005	115,005	115,005
Chairman's meeting fees	15,682	15,682	15,682
Chairman's Local Government fee	19,864	19,864	19,864
Deputy Chairman's Local Government fee	4,966	4,966	4,966
Deputy Councillors' meeting fees	9,912	9,912	12,393
Total Fees and Allowances	165,429	165,429	167,910

9. INVESTMENT INTEREST

The total estimated earnings from interest on investments is made up as follows:

	BUDGET 2016/2017 \$	FORECAST 2016/2017 \$	BUDGET 2017/2018 \$
Interest on Restricted Assets			
Interest on funds held in Reserve	1,370,395	2,137,666	1,737,108
Interest on other restricted investments (LSL)	21,363	28,415	22,518
Sub-Total Interest on Restricted Assets	1,391,758	2,166,081	1,759,626
Interest on Other Funds			
Interest on Municipal funds	210,000	524,500	400,000
Total Interest on Investments	1,601,758	2,690,581	2,159,626

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EASTERN METROPOLITAN REGIONAL COUNCIL
NOTES TO AND FORMING PART OF THE BUDGET
FOR THE YEAR ENDING 30 JUNE 2018

10. ASSET PROFIT OR LOSS ON DISPOSAL

	BUDGET 2016/2017 \$	FORECAST 2016/2017 \$	BUDGET 2017/2018 \$
Buildings			
Carrying Amount of Assets Disposed	0	(37,112)	0
(Profit) Loss on Disposal	0	(37,112)	0
Equipment			
Proceeds from Sale of Assets	0	0	0
Carrying Amount of Assets Disposed	0	(108)	0
(Profit) Loss on Disposal	0	(108)	0
Furniture and Fittings			
Carrying Amount of Assets Disposed	0	0	0
(Profit) Loss on Disposal	0	0	0
Land			
Proceeds from Sale of Assets	0	0	0
Carrying Amount of Assets Disposed	0	0	0
(Profit) Loss on Disposal	0	0	0
Plant			
Proceeds from Sale of Assets	280,707	586,594	605,924
Carrying Amount of Assets Disposed	(259,118)	(621,426)	(571,325)
(Profit) Loss on Disposal	21,589	(34,832)	34,599
Structures			
Carrying Amount of Assets Disposed	0	0	0
(Profit) Loss on Disposal	0	0	0
Net Profit / (Loss) on Disposal	21,589	(72,052)	34,599

11. PLAN FOR THE FUTURE

EMRC's Strategic Community Plan titled *EMRC 2022 - 10 Year Strategic Plan*, adopted by Council at its meeting held on 6 December 2012 and the Corporate Business Plan 2017/18 to 2021/22, which was adopted by Council at its meeting held on 22 June 2017 together constitute EMRC's 'Plan For The Future' in accordance with *section 5.56 of the Local Government Act 1995*.

The 2017/2018 Annual Budget draws from the priorities as identified in the EMRC's 'Plan For The Future'.

FEES AND CHARGES

**For the Year Ending
30 June 2018**

EASTERN METROPOLITAN REGIONAL COUNCIL
2017-2018 - WASTE MANAGEMENT SCHEDULE OF FEES AND CHARGES

Description	Unit	2016/2017 Charges		2016/2017 Charges		2017/2018 Charges		2017/2018 Charges	
		with no GST	Value of GST	inc GST		with no GST	Value of GST	inc GST	
		\$	\$	\$		\$	\$	\$	
Waste Management Charges									
Disposal Rates									
Member Councils									
Base Tipping Fee	1 tonne	59.55				61.50			
CWES Levy		3.50				3.50			
Secondary Waste Reserve		34.00				36.00			
Landfill Levy		60.00				65.00			
Total Member Council disposal rate		157.05	15.70	172.75		166.00	16.60	182.60	
Councils - Other									
Domestic Refuse Tip Pass (Giddegannup @ 3bags/wk)	n/a	5.64	0.56	6.20		5.91	0.59	6.50	21
Council Refuse Tip Passes - Trailers (up to 500kg)	n/a	51.82	5.18	57.00		54.55	5.45	60.00	1
Council Greenwaste Tip Passes (up to 500 kg)	n/a	30.00	3.00	33.00		30.00	3.00	33.00	
General Waste									
Cars / Station Wagons	n/a	30.00	3.00	33.00		30.00	3.00	33.00	
Trailers (6 x 4)	n/a	52.73	5.27	58.00		52.73	5.27	58.00	
Trailers (6 x 4) High Sides	n/a	66.37	6.64	73.00		66.37	6.64	73.00	
Tandem/ Horse Floats (< 1 tonne)	n/a	97.73	9.77	107.50		98.19	9.82	108.00	
Vans / Utes	n/a	51.37	5.13	56.50		51.82	5.17	57.00	
Commercial (General)	1 tonne	150.45	15.05	165.50		150.45	15.05	165.50	
Minimum Commercial Charges	0.50 tonnes	75.23	7.52	82.75		75.23	7.52	82.75	
Greenwaste									
Greenwaste - Member Councils (uncontaminated - Red Hill & Hazelmere)	1 tonne	45.00	4.50	49.50		46.36	4.64	51.00	
Greenwaste - MGB (Member Councils)	1 tonne	107.05	10.70	117.75		111.00	11.10	122.10	
Greenwaste - Commercial (uncontaminated - Red Hill)	1 tonne	60.00	6.00	66.00		60.00	6.00	66.00	
Greenwaste - shredded to EMRC specification (to Red Hill)	1 tonne	50.00	5.00	55.00		50.00	5.00	55.00	
(Minimum charge for greenwaste 0.5 tonne)									
(Cumulative Commercial tonnages & Contaminated Soils tonnages disposed of at the Red Hill Waste Management Facility in excess of 15,000, 20,000, 25,000, 30,000 & 35,000 tonnes are subject to discounts as outlined on page 4 of this schedule)									
Note:									
In the event that the weighbridges at Red Hill Waste Management Facility are not operational, vehicles will be charged according to their carrying capacity (in tonnes) multiplied by the appropriate rate from the schedule of fees and charges according to the type of waste being disposed.									

EASTERN METROPOLITAN REGIONAL COUNCIL
2017-2018 - WASTE MANAGEMENT SCHEDULE OF FEES AND CHARGES

Description	Unit	2016/2017 Charges		2016/2017 Charges		2017/2018 Charges		2017/2018 Charges	
		with no GST	Value of GST	inc GST		with no GST	Value of GST	inc GST	
		\$	\$	\$		\$	\$	\$	
<u>Waste Management Charges continued ..</u>									
<u>Disposal Rates continued..</u>									
<u>Special Wastes</u>									
Asbestos (Wrapped)	1 tonne	163.18	16.32	179.50		170.00	17.00	187.00	
Asbestos (Wrapped) - Member Council residents only	1 tonne	86.82	8.68	95.50		92.73	9.27	102.00	
Asbestos (Wrapped) - Minimum Charge		27.73	2.77	30.50		29.09	2.91	32.00	
Car Bodies - Commercial	each	50.91	5.09	56.00		50.91	5.09	56.00	
Car Bodies - Member Council residents only	each	25.45	2.55	28.00		25.45	2.55	28.00	
Quarantine Waste	1 tonne	180.45	18.05	198.50		184.55	18.45	203.00	
Burial Fee (for immediate burial requirements)	n/a	145.45	14.55	160.00		145.45	14.55	160.00	
Handling Fee (for special handling requirements)	n/a	145.45	14.55	160.00		145.45	14.55	160.00	
Tyre Disposal (off rim) *	each	5.00	0.50	5.50		5.00	0.50	5.50	
Tyre Disposal (with rim) *	each	6.82	0.68	7.50		6.82	0.68	7.50	
Tyre Recovery Charges (for tyres at the landfill face)	each	23.64	2.36	26.00		23.64	2.36	26.00	
Mattress disposal fee (Member Council Residents)	each	15.00	1.50	16.50		15.00	1.50	16.50	
Mattress disposal fee (Charitable Organisations)	each	15.00	1.50	16.50		15.00	1.50	16.50	
Mattress disposal fee (Commercial)	each	24.55	2.45	27.00		24.55	2.45	27.00	
E-Waste (Price applicable after quota has been reached under Infoactive agreement)	each	9.10	0.90	10.00		9.10	0.90	10.00	
Wash Facility Fee	n/a	36.36	3.64	40.00		36.36	3.64	40.00	
Class III Contaminated Waste	1 tonne	134.55	13.45	148.00		140.00	14.00	154.00	
Class III Contaminated Soil	1 tonne	134.55	13.45	148.00		140.00	14.00	154.00	
Class IV Contaminated Waste	1 tonne	212.27	21.23	233.50		217.27	21.73	239.00	
Class IV Contaminated Soil	1 tonne	182.73	18.27	201.00		189.73	18.97	208.70	
Class V Waste - Concrete encapsulated drums (L 900mm D 600mm)	each	618.18	61.82	680.00		623.18	62.32	685.50	
Class V Waste - Concrete encapsulated bulka bags (1.1m x 1.1m x 1.1m)	each	1460.00	146.00	1606.00		1465.00	146.50	1611.50	
Administration Charge - Class III (for waste acceptance approvals)	consignment	118.18	11.82	130.00		118.18	11.82	130.00	
Administration Charge - Class IV (for waste acceptance approvals)	consignment	145.45	14.55	160.00		145.45	14.55	160.00	
Administration Charge - Reprinting of Signed Weighbridge Dockets	per docket	20.00	2.00	22.00		20.00	2.00	22.00	
Administration Charge - Reprinting of Unsigned Weighbridge Dockets	per docket	4.55	0.45	5.00		4.55	0.45	5.00	

(Cumulative Commercial tonnages & Contaminated Soils tonnages disposed of at the Red Hill Waste Management Facility in excess of 15,000, 20,000, 25,000, 30,000 & 35,000 tonnes are subject to discounts as outlined on page 4 of this schedule)

* Only car and 4 wheel drive vehicle tyres accepted. Member Council residents only maximum 4 per person.

EASTERN METROPOLITAN REGIONAL COUNCIL
2017-2018 - WASTE MANAGEMENT SCHEDULE OF FEES AND CHARGES

Description	Unit	2016/2017 Charges with no GST \$	Value of GST \$	2016/2017 Charges inc GST \$	2017/2018 Charges with no GST \$	Value of GST \$	2017/2018 Charges inc GST \$
Waste Management Charges continued ..							
Hazelmere							
Wood Waste (per cubic metre)							
- Grade 1	1 m ³	8.00	0.80	8.80	8.00	0.80	8.80
- Grade 2	1 m ³	9.00	0.90	9.90	9.00	0.90	9.90
- Contaminated	1 m ³	55.95	5.60	61.55	55.95	5.60	61.55
Wood Waste (per tonne)							
- Grade 1	1 tonne	52.00	5.20	57.20	52.00	5.20	57.20
- Grade 2	1 tonne	58.50	5.85	64.35	58.50	5.85	64.35
- Contaminated	1 tonne	363.64	36.36	400.00	363.64	36.36	400.00
Hazelmere - Commercial & Industrial Waste Sorting Facility							
Dry Commercial and Industrial Waste *	1 tonne	145.00	14.50	159.50	135.00	13.50	148.50
Member Councils including bulk verge Collections and skip bins	1 tonne	135.00	13.50	148.50	135.00	13.50	148.50
Minimum Charge (Member Councils)	0.50 tonnes	67.50	6.75	74.25	67.50	6.75	74.25
Minimum Charges (Commercial)							
Skip Bins	0.50 tonnes	72.50	7.25	79.75	67.50	6.75	74.25
Flat Bed Trucks	0.50 tonnes	72.50	7.25	79.75	67.50	6.75	74.25
< 15m ³ Roll on Roll off (RORO / Hook Lift)	1.50 tonnes	217.50	21.75	239.25	202.50	20.25	222.75
≥ 15m ³ Roll on Roll off (RORO / Hook Lift)	2.00 tonnes	290.00	29.00	319.00	270.00	27.00	297.00
Additional Charges for Recovered Items							
Tyre - Passenger car (off rim)	each	5.00	0.50	5.50	5.00	0.50	5.50
Tyre - Passenger car (with rim)	each	6.82	0.68	7.50	6.82	0.68	7.50
Tyre - Light truck, Light Industrial (off rim)	each	10.00	1.00	11.00	10.00	1.00	11.00
Tyre - Light truck, Light Industrial (with rim)	each	20.00	2.00	22.00	20.00	2.00	22.00
Fridges & Freezers / White Goods / Air Conditioning Units	each	30.00	3.00	33.00	30.00	3.00	33.00
Car Batteries	each	10.00	1.00	11.00	10.00	1.00	11.00
Handling Fee (for special handling requirements)	per load	145.45	14.55	160.00	145.45	14.55	160.00
Note 1 : If a C&I waste load is contaminated by more than 50% (by visual inspection), a surcharge of 50% of the disposal charge per tonne will apply plus a handling fee of \$160 (inc. GST) will be applied to the consignment.							
Note 2 : Tyres other than mentioned above will be required to be removed from site by the customer.							
Note 3 : Contracts with attractive discounts available to major customers and local governments.							
Note 4 : In the event that the weighbridge at Hazelmere Resource Recovery Park is not operational, vehicles will be charged according to the estimated waste volumes in cubic metres converted to tonnes.							

EASTERN METROPOLITAN REGIONAL COUNCIL
2017-2018 - WASTE MANAGEMENT SCHEDULE OF FEES AND CHARGES

Description	Unit	2016/2017 Charges		2016/2017 Charges		2017/2018 Charges		2017/2018 Charges	
		with no GST	Value of GST	with no GST	inc GST	with no GST	Value of GST	with no GST	inc GST
		\$	\$	\$	\$	\$	\$	\$	\$
Waste Management Charges continued ..									
Sale of Materials (all ex stockpile, minimum 10 tonnes)									
Mixed clay/fill (purchaser to load) **	1 tonne	4.55	0.45	5.00		4.55	0.45		
Mixed clay/fill (loaded) **	1 tonne	7.27	0.73	8.00		7.27	0.73		
Ferricrete/Laterite Filter Rock **	1 tonne	11.82	1.18	13.00		11.82	1.18		
Ferricrete (20 - 40 mm) **	1 tonne	11.82	1.18	13.00		11.82	1.18		
Ferricrete (40 - 80 mm) **	1 tonne	11.82	1.18	13.00		11.82	1.18		
Ferricrete (Member Councils)	1 tonne	10.00	1.00	11.00		10.00	1.00		
Manufactured Products (per cubic metre)									
Mixed Mulch	1 m ³	19.91	1.99	21.90		19.91	1.99		
Soil Improver	1 m ³	23.64	2.36	26.00		23.64	2.36		
Premium Recycled Wood Chip (Coloured) - Hazelmere	1 m ³	54.55	5.45	60.00		54.55	5.45		
Standard Recycled Wood Chip (Coloured) - Hazelmere	1 m ³	38.18	3.82	42.00		38.18	3.82		
Premium Recycled Wood Chip - Hazelmere	1 m ³	9.09	0.91	10.00		9.09	0.91		
Standard Recycled Wood Chip - Hazelmere	1 m ³	7.73	0.77	8.50		7.73	0.77		
Grade 3 Recycled Woodchip	1 m ³	5.00	0.50	5.50		5.00	0.50		
Wood Chip (fines) - Hazelmere	1 m ³	13.73	1.37	15.10		13.73	1.37		
Manufactured Products (per tonne)									
Mixed Mulch **	1 tonne	34.87	3.48	38.35		34.87	3.48		
Mulch (Member Council)	1 tonne	21.41	2.14	23.55		21.41	2.14		
Soil Improver **	1 tonne	25.82	2.58	28.40		25.82	2.58		
Soil Improver (Member Councils)	1 tonne	20.00	2.00	22.00		20.00	2.00		
Premium Recycled Wood Chip (Coloured) - Hazelmere	1 tonne	272.73	27.27	300.00		272.73	27.27		
Standard Recycled Wood Chip (Coloured) - Hazelmere	1 tonne	190.91	19.09	210.00		190.91	19.09		
Premium Recycled Wood Chip - Hazelmere	1 tonne	44.55	4.45	49.00		44.55	4.45		
Standard Recycled Wood Chip - Hazelmere	1 tonne	35.45	3.55	39.00		35.45	3.55		
Grade 3 Recycled Woodchip	1 tonne	25.00	2.50	27.50		25.00	2.50		
Wood Chip (fines) - Hazelmere	1 tonne	62.41	6.24	68.65		62.41	6.24		
Shredded, Unprocessed Greenwaste	1 tonne	10.00	1.00	11.00		10.00	1.00		
Trailer Loaded Products (per scoop)									
Soil Improver	1 scoop	14.09	1.41	15.50		14.09	1.41		
Mixed Mulch	1 scoop	14.09	1.41	15.50		14.09	1.41		

** Material purchases in excess of 200 tonnes and 1,000 tonnes over the financial year are subject to a discount of 15% and 20% respectively.

EASTERN METROPOLITAN REGIONAL COUNCIL
2017-2018 - WASTE MANAGEMENT SCHEDULE OF FEES AND CHARGES

Description	Unit	2016/2017 Charges		2016/2017 Charges		2017/2018 Charges	
		with no GST	Value of GST	inc GST	Value of GST	with no GST	inc GST
		\$	\$	\$	\$	\$	\$
Waste Management Charges continued ..							
Member Councils Consulting Fees							
Consultant Director	1 hour	117.30	11.73	129.03	12.00	120.00	132.00
Consultant Manager	1 hour	103.00	10.30	113.30	10.55	105.50	116.05
Senior Consultant	1 hour	89.00	8.90	97.90	9.09	90.91	100.00
Consultant	1 hour	80.00	8.00	88.00	8.18	81.82	90.00
Project Officer	1 hour	62.00	6.20	68.20	6.36	63.64	70.00
Commercial Consulting Fees							
Consultant Director	1 hour	199.00	19.90	218.90	20.45	204.55	225.00
Consultant Manager	1 hour	176.00	17.60	193.60	18.09	180.91	199.00
Senior Consultant	1 hour	159.00	15.90	174.90	16.36	163.64	180.00
Consultant	1 hour	134.00	13.40	147.40	13.73	137.27	151.00
Project Officer	1 hour	106.00	10.60	116.60	10.91	109.09	120.00

Discount Applicable Once Threshold is reached

Threshold (per financial year	2017/2018	
	Discount	per tonne
	(Inc. GST)	
15,000 tonnes	\$5.00	
20,000 tonnes	\$20.00	
25,000 tonnes	\$22.00	
30,000 tonnes	\$24.00	
35,000 tonnes	\$27.00	

NOTE: Long Term Contracts (3 years) with attractive discounts available to major customers and Local Governments.

EASTERN METROPOLITAN REGIONAL COUNCIL
2017/2018 - REGIONAL SERVICES (ENVIRONMENTAL SERVICES & REGIONAL DEVELOPMENT) CONSULTING RATES

	Prior Year Rates					2017/2018 Rates	
	2012/2013 (exc. GST) \$	2013/2014 (exc. GST) \$	2014/2015 (exc. GST) \$	2015/2016 (exc. GST) \$	2016/2017 (exc. GST) \$	2017/2018 (exc. GST) \$	2017/2018 % Change (inc. GST) \$
<u>Member Council Consulting Fees</u>							
Consultant Director	\$102.00	\$105.00	\$108.00	\$111.00	\$111.00	\$111.00	0.00%
Consultant Manager	\$91.00	\$93.00	\$95.00	\$97.50	\$97.50	\$97.50	0.00%
Consultant Coordinator	\$78.00	\$80.00	\$82.00	\$84.00	\$84.00	\$84.00	0.00%
Consultant	\$70.00	\$72.00	\$74.00	\$76.00	\$76.00	\$76.00	0.00%
Project Officer	\$53.00	\$54.50	\$56.00	\$57.50	\$57.50	\$57.50	0.00%
<u>Other Organisations Consulting Fees</u>							
Consultant Director	\$187.50	\$187.50	\$187.50	\$187.50	\$187.50	\$187.50	0.00%
Consultant Manager	\$165.00	\$165.00	\$165.00	\$165.00	\$165.00	\$165.00	0.00%
Consultant Coordinator	\$150.00	\$150.00	\$150.00	\$150.00	\$150.00	\$150.00	0.00%
Consultant	\$125.00	\$125.00	\$125.00	\$125.00	\$125.00	\$125.00	0.00%
Project Officer	\$100.00	\$100.00	\$100.00	\$100.00	\$100.00	\$100.00	0.00%
<u>Hire Charges for Steam Weed Machine</u>							
- Hire without an EMRC operator							
Hourly Charge out rate (min 4 hrs applies)	N/A	N/A	N/A	N/A	N/A	\$18.87	N/A
Daily rate	N/A	N/A	N/A	N/A	N/A	\$150.00	N/A
- EMRC Hourly Operator Charge							
EMRC Operator (min 4 hrs applies)	N/A	N/A	N/A	N/A	N/A	\$57.50	N/A

**EASTERN METROPOLITAN REGIONAL COUNCIL
2017/2018 - ADMINISTRATION FEES & CHARGES**

Photocopy Fees	\$ Per Page (Inclusive of GST)
Black & White A4 print	\$0.35
Black & White A3 print	\$0.50
Colour A4 print	\$0.45
Colour A3 print	\$0.60

WASTE DISPOSAL TONNAGES

**For the Year Ending
30 June 2018**

TONNAGES ANALYSIS

COUNCIL	ACTUAL 2014/15 TONNES	ACTUAL 2016/17 TONNES	BUDGET 2016/17 TONNES	FORECAST 2017/18 TONNES	PROJECTED 2017/18 TONNES
Bayswater - MSW	18,844	20,284	20,757	20,470	20,879
Belmont	12,926	13,348	13,780	13,820	14,096
Bassendean	6,440	6,345	7,273	7,030	7,171
Swan - MSW	47,665	50,589	48,919	49,820	51,051
Mundaring	13,628	13,469	14,770	14,850	15,147
Kalamunda	25,685	25,429	26,102	24,775	25,271
Sub-total - Member Councils (MSW)	125,188	129,465	131,600	130,765	133,614
Bayswater - Greenwaste	4,935	4,941	5,239	6,020	6,140
Swan - Greenwaste	936	4	7	460	471
Bassendean - Greenwaste	568	570	0	0	0
Belmont - Greenwaste	0	0	0	100	102
Kalamunda - Greenwaste	4,365	1,537	1,632	1,970	2,500
Mundaring - Greenwaste	480	453	918	1,290	1,316
Transfer Station - Greenwaste	955	937	877	860	877
Commercial/Other - Greenwaste	1,071	1,040	1,163	1,010	1,030
Sub-total - Greenwaste	13,310	9,481	9,836	11,710	12,437
Hazelmere - C & I, WWTE, Wood & Mattress Waste	0	0	0	4,000	10,000
RRF Residual	0	0	0	0	0
Non-Member Local Governments	2,071	1,605	0	0	0
EMRC Transfer Stn (Trailers & Commercial etc)	7,279	6,690	6,701	6,260	6,385
Asbestos (Wrapped)	0	0	0	3,015	3,075
Commercial/Other Class III (inc. Asbestos)	78,389	66,924	70,706	49,850	56,500
Contaminated Class III	20,499	5,286	2,110	1,850	1,850
Class IV Waste	348	1,316	3,000	275	275
Class V - Concrete Encapsulation	0	0	0	0	0
Sub-total - Other Tonnages	108,585	81,822	82,518	65,250	78,086
TOTAL TONNAGES	247,083	220,768	223,954	207,725	224,137
Class III	233,426	209,971	211,118	195,740	211,425
Class IV & V	348	1,316	3,000	275	275
Greenwaste	13,310	9,481	9,836	11,710	12,437
TOTAL TONNAGES	247,083	220,768	223,954	207,725	224,137

BASE INCOME (INCLUDING LANDFILL LEVY) FROM TONAGES ANALYSIS

COUNCIL	A/C#	IE	ACTUAL 2012/13 \$	ACTUAL 2013/14 \$	ACTUAL 2014/15 \$	ACTUAL 2015/16 \$	BUDGET 2016/17 \$	FORECAST 2016/17 \$	PROJECTED 2017/18 \$
Bayswater	53310/00	BB	1,402,865	1,553,049	1,704,041	2,060,027	2,481,499	2,447,189	2,641,244
Belmont	53310/00	BC	1,028,565	1,196,098	1,232,785	1,482,206	1,647,423	1,652,181	1,783,195
Bassendean	53310/00	BA	487,188	675,202	603,766	704,331	869,439	840,437	907,081
Swan	53310/00	BD	3,518,167	3,843,782	4,562,354	5,617,734	5,848,288	5,955,981	6,457,895
Mundaring	53310/00	BF	1,162,308	1,260,578	1,290,054	1,495,598	1,765,706	1,775,318	1,916,096
Kalamunda	53310/00	BE	2,019,728	2,110,587	2,425,327	2,823,831	3,120,470	2,961,851	3,196,718
Sub-total - Member Councils			9,618,822	10,639,296	11,818,327	14,183,726	15,732,825	15,632,956	16,902,228
Bayswater - Greenwaste	58864/00	BB	345,529	437,578	567,049	501,687	560,805	644,441	681,584
Swan - Greenwaste	58864/00	BD	70,101	70,865	173,041	158	323	20,700	21,852
Bassendean - Greenwaste	58864/00	BA	21,081	24,457	0	25,645	0	0	0
Belmont - Greenwaste	58864/00	BC	8,226	5,930	14,421	0	0	4,500	4,729
Kalamunda - Greenwaste	58864/00	BE	164,943	116,179	127,683	69,184	73,440	88,650	115,900
Mundaring - Greenwaste	58864/00	BF	0	13,959	35,952	20,377	41,310	58,050	61,000
Commercial/Other - Greenwaste	58864/00	BK	154,781	164,875	147,502	153,109	119,340	109,395	114,955
Sub-total - Greenwaste			764,660	833,844	1,065,648	770,158	795,218	925,736	1,000,021
Non-Member Local Governments									
Hazelmere - C & I, WWTE, Wood & Mattress Waste	53310/00	BS	8,745,105	1,276,942	224,500	219,194	0	0	0
EMRC Transfer Stn (Trailers etc) + Asbestos	58857/00	BI	1,153,782	1,414,362	1,517,545	1,285,011	2,531,082	478,200	1,285,000
EMRC Transfer Stn (Commercial)	58857/00	BK	284,111	262,259	354,386	297,542	1,367,235	1,564,704	1,656,423
Contaminated Class III	53310/00	BJ	980,532	714,698	2,729,178	757,575	316,809	295,942	316,067
Class IV Waste	53330/00	BK	359,264	298	526,350	191,686	283,901	248,918	259,000
Commercial/Other Class III	53310/00	BK	11,913,220	12,155,481	8,798,172	8,066,773	548,190	50,251	52,176
Sub-total - Other			23,436,014	15,824,040	14,150,131	10,817,762	14,670,930	9,332,446	11,742,091
TOTAL BASE			33,819,496	27,297,180	27,034,106	25,771,647	31,198,973	25,891,138	29,644,341
Class III			32,695,572	26,463,038	25,442,108	24,809,822	29,855,565	24,915,151	28,592,144
Class IV			359,264	298	526,350	191,686	548,190	50,251	52,176
Greenwaste			764,660	833,844	1,065,648	770,158	795,218	925,735	1,000,021
TOTAL BASE			33,819,496	27,297,180	27,034,106	25,771,647	31,198,973	25,891,137	29,644,341

ANNUAL BUDGET SUMMARY

**For the Year Ending
30 June 2018**

Annual Budget Summary 2017/2018

	Budget 2016/2017	Forecast 2016/2017	Budget 2017/2018
Governance			
Operating Income	0	0	0
Less Operating Expenditure	837,597	732,038	851,495
Total for Governance - Net Income/(Expenditure)	(837,597)	(732,038)	(851,495)
Corporate Services			
Operating Income	129,818	67,027	152,176
Less Operating Expenditure	(135,502)	(217,634)	(177,949)
Add Other Income	133,565	113,895	107,929
Less Other Expenditure	118,307	129,486	88,402
Less Capital Expenditure	822,673	540,934	926,256
Total for Corporate Services - Net Income/(Expenditure)	(542,095)	(271,864)	(576,604)
Waste Management Services			
Operating Income	37,140,473	30,771,232	34,278,538
Less Operating Expenditure	31,665,094	25,223,394	30,505,059
Add Other Income	147,142	472,699	497,995
Less Other Expenditure	144,811	546,345	501,923
Less Capital Expenditure	18,966,747	4,021,308	17,809,305
Total for Waste Management Services - Net Income/(Expenditure)	(13,489,037)	1,452,884	(14,039,754)
Environmental Services			
Operating Income	806,117	732,289	726,486
Less Operating Expenditure	2,112,790	1,814,134	1,855,510
Less Capital Expenditure	0	0	0
Total for Environmental Services - Net Income/(Expenditure)	(1,306,673)	(1,081,845)	(1,129,024)
Regional Development			
Operating Income	352,625	337,625	368,785
Less Operating Expenditure	1,524,289	1,261,883	1,506,523
Less Capital Expenditure	0	0	0
Total for Regional Development - Net Income/(Expenditure)	(1,171,664)	(924,258)	(1,137,738)

Annual Budget Summary 2017/2018

	Budget 2016/2017	Forecast 2016/2017	Budget 2017/2018
Risk Management Services			
Operating Income	0	0	0
Less Operating Expenditure	(10,700)	(12,480)	(11,085)
Less Capital Expenditure	0	0	0
Total for Risk Management Services - Net Income/(Expenditure)	10,700	12,480	11,085

Resource Recovery

Other Income	9,005,113	6,593,888	7,377,061
<u>Less</u> Other Expenditure	5,689,432	1,981,414	4,111,376
<u>Less</u> Capital Expenditure	13,574,218	4,016,982	6,963,633
Total for Resource Recovery - Net Income/(Expenditure)	(10,258,537)	595,492	(3,697,948)

Ascot Place

Operating Income	0	0	0
Less Operating Expenditure	325,159	298,352	337,123
Less Capital Expenditure	257,000	0	257,000
Total for Ascot Place - Net Income/(Expenditure)	(582,159)	(298,352)	(594,123)

Investment

Operating Income	105,000	500,000	275,000
Add Other Income	1,391,758	2,166,081	1,759,626
Total for Investment - Net Income/(Expenditure)	1,496,758	2,666,081	2,034,626

Net Operating and Capital Expenditure	(26,680,304)	1,418,580	(19,980,975)
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FINANCIAL PERFORMANCE BY ACCOUNT

**For the Year Ending
30 June 2018**

Financial Performance by Account 2017/2018

Governance and Corporate Services

Budget
2016/2017

Forecast
2016/2017

Budget
2017/2018

Manage Governance and Corporate Services

Operating Income

54440/00	Income Vehicles - Ascot Place	100	4,159	100
59981/00	Income Governance and Corporate Services Business Unit	0	150	0
		100	4,309	100

Operating Expenditure

61440/00	Internal Revenue Vehicles - Ascot Place	(175,900)	(161,496)	(154,861)
65420/06	Operate and Maintain Power Supply Equipment - Ascot Place	8,865	10,785	13,136
65420/07	Operate and Maintain Office Furniture and Miscellaneous Plant and	13,806	13,860	15,605
65440/00	Operate and Maintain Vehicles - Ascot Place	187,953	172,720	203,135
66510/01	Operate and Maintain Office Equipment - Corporate Services	9,339	2,362	5,541
66520/10	Operate and Maintain Fire Fighting Equipment - Ascot Place	250	250	250
67610/01	Operate and Maintain Office Furniture and Fittings - Corporate	1,241	925	1,216
73918/01	Recruit Staff - Corporate Services	15,000	7,500	10,000
73918/08	Recruit Senior Staff	20,100	0	20,100
73981/00	Manage Governance and Corporate Services Business Unit	814,478	733,552	795,135
73987/00	Provide Corporate Environmental Advice and Monitor Business Risk	62,000	62,000	62,000
		957,132	842,458	971,257

Net Income/(Expenditure)

(957,032) **(838,149)** **(971,157)**

Provide Governance

Operating Expenditure

73993/00	Governance - Council Members	708,749	617,238	719,414
73994/00	Conduct Committee Meetings	7,700	4,000	7,931
73995/00	Conduct Council Meetings	31,750	26,000	32,650
73995/01	Catering Kitchen - Provisions	8,818	5,700	5,700
		757,017	652,938	765,695

Net Income/(Expenditure)

(757,017) **(652,938)** **(765,695)**

Allocate Corporate Services Costs

Operating Expenditure

71981/00	Internal Revenue Governance and Corporate Services Business	(4,562,017)	(3,744,133)	(4,585,828)
		(4,562,017)	(3,744,133)	(4,585,828)

Net Income/(Expenditure)

4,562,017 **3,744,133** **4,585,828**

Facilitate Continuous Organisational Improvement Programmes

Operating Expenditure

73988/02	Facilitate Continuous Improvement Programme	2,500	2,500	2,500
73988/03	Implement the Rewards and Recognition Programme	2,500	2,500	2,500
		5,000	5,000	5,000

Net Income/(Expenditure)

(5,000) **(5,000)** **(5,000)**

Financial Performance by Account 2017/2018

Governance and Corporate Services

Budget
2016/2017

Forecast
2016/2017

Budget
2017/2018

Identify and Coordinate Networking Opportunities

Operating Income

58996/00	Income Conduct Other Functions	23,568	23,568	25,926
		23,568	23,568	25,926

Operating Expenditure

73904/01	Attend Corporate and Award Functions and Events - Governance	1,300	1,300	1,300
73965/00	Conduct Promotions/Public Relations Events - Marketing	6,000	3,300	6,000
73992/00	Hold Biennial Dinner/ Cocktail Function	39,999	40,000	50,000
73996/00	Conduct Other Functions	28,280	27,300	23,500
73996/02	EMRC Staff Kitchen - Provisions	11,000	10,500	11,000
		86,579	82,400	91,800

Net Income/(Expenditure)

(63,011) **(58,832)** **(65,874)**

Implement Employee Assistance Programme (EAP)

Operating Expenditure

73911/00	Provide Staff Health Welfare - EAP	5,000	3,000	3,000
73911/01	Promote Staff Health and Welfare - Corporate	9,000	9,000	5,500
73911/02	Provide Staff Health Welfare - 1st Aid	900	900	500
		14,900	12,900	9,000

Net Income/(Expenditure)

(14,900) **(12,900)** **(9,000)**

Implement EMRC's Strategic Information Plan

Capital Expenditure

24550/00	Purchase Information Technology & Communication Equipment	507,550	259,400	681,050
		507,550	259,400	681,050

Net Income/(Expenditure)

(507,550) **(259,400)** **(681,050)**

Implement Governance and Corporate Services Staff Training and Development

Operating Expenditure

73919/00	Train and Develop Staff - Corporate General	12,000	10,000	5,200
73919/01	Train and Develop Staff - Governance and Corporate Services	45,200	47,293	38,600
		57,200	57,293	43,800

Net Income/(Expenditure)

(57,200) **(57,293)** **(43,800)**

Implement Governance and Corporate Services Study Assistance Programme

Operating Expenditure

73914/01	Implement Governance and Corporate Services Study Assistance	4,000	3,000	3,000
		4,000	3,000	3,000

Net Income/(Expenditure)

(4,000) **(3,000)** **(3,000)**

Financial Performance by Account 2017/2018

Governance and Corporate Services

Budget
2016/2017

Forecast
2016/2017

Budget
2017/2018

Integrate EMRC's Strategic Future Business Unit Plans and Budget Process

Operating Income

58999/00	Income Implement Disability Access & Inclusion Plan	0	9,500	0
		0	9,500	0

Operating Expenditure

73989/00	Undertake Strategic Planning Research and Special Projects	50,300	30,500	50,300
73999/00	Prepare Strategic Plan and Plan for the Future	24,500	2,113	12,500
73999/01	Facilitate Business Planning Workshops	500	500	0
73999/03	Implement Disability Access & Inclusion Plan	0	9,500	1,000
73999/04	Implement Workforce Plan Initiatives	2,000	2,000	5,000
		77,300	44,613	68,800

Net Income/(Expenditure)

(77,300) **(35,113)** **(68,800)**

Manage Corporate Administration Facilities (Ascot Place)

Operating Expenditure

63240/01	Operate and Maintain Administration Building - Ascot Place	294,834	269,498	306,266
63240/02	Clean Administration Building - Ascot Place	29,253	28,500	29,500
66530/01	Operate and Maintain Security System - Ascot Place	1,072	354	1,357
66590/00	Operate and Maintain Miscellaneous Equipment - Corporate	2,237	435	439
		327,396	298,787	337,562

Capital Expenditure

25240/01	Capital Improvement Administration Building - Ascot Place	257,000	0	257,000
		257,000	0	257,000

Net Income/(Expenditure)

(584,396) **(298,787)** **(594,562)**

Manage Portfolio of Assets

Other Income

82440/00	Income Disposal of Vehicles - Ascot Place	133,565	113,895	107,929
		133,565	113,895	107,929

Other Expenditure

83420/01	Disposal of Minor Plant - Ascot Place	0	0	0
83440/00	Disposal of Vehicles - Ascot Place	118,307	129,486	88,402
		118,307	129,486	88,402

Capital Expenditure

24440/00	Purchase Vehicles - Ascot Place	226,473	222,884	173,706
24510/01	Purchase Furniture Fittings & Equipment - Corporate Services	55,000	55,000	31,500
24620/00	Purchase Art Works	30,000	0	30,000
25530/01	Upgrade Security Equipment - Ascot Place	3,650	3,650	10,000
		315,123	281,534	245,206

Net Income/(Expenditure)

(299,865) **(297,125)** **(225,679)**

Financial Performance by Account 2017/2018

Governance and Corporate Services

Budget
2016/2017

Forecast
2016/2017

Budget
2017/2018

Monitor Stakeholder Satisfaction with Type and Quality of Services Provided

Operating Expenditure

73961/01	Conduct Biennial Stakeholder Perception Survey	29,000	22,500	0
		29,000	22,500	0

Net Income/(Expenditure)

(29,000) **(22,500)** **0**

Provide Administration Services

Operating Expenditure

73901/00	Provide Administrative Service	319,922	329,513	323,362
		319,922	329,513	323,362

Net Income/(Expenditure)

(319,922) **(329,513)** **(323,362)**

Provide Financial Services

Operating Income

59943/00	Income Financial Services	1,100	5,100	1,100
59945/00	Income Municipal Cash Investments	105,000	500,000	275,000
59945/02	Income Municipal Cash at Bank	105,000	24,500	125,000
		211,100	529,600	401,100

Operating Expenditure

73943/00	Provide Financial Services	882,370	638,782	811,262
73943/01	Provide Financial Services - Non GST Fees and Charges	900	800	930
93999/01	Clearing Account - Salaries Paid	0	7,094,249	0
93999/02	Clearing Account - Salaries Allocated	0	(7,094,249)	0
		883,270	639,582	812,192

Other Income

59945/01	Income Restricted Cash Investments	1,391,758	2,166,081	1,759,626
		1,391,758	2,166,081	1,759,626

Net Income/(Expenditure)

719,588 **2,056,099** **1,348,534**

Provide Human Resource Management Services

Operating Income

58912/00	Income Human Resource Services	0	0	0
		0	0	0

Operating Expenditure

73912/00	Provide Human Resource Management Service	515,466	430,240	507,884
73912/01	Conduct Staff Recognition Presentations	3,500	2,000	3,500
93999/99	Clearing Account - Payroll	0	(41,193)	0
		518,966	391,047	511,384

Net Income/(Expenditure)

(518,966) **(391,047)** **(511,384)**

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Provide Information and Technology Service

Operating Expenditure

66550/00	Operate and Maintain Information Technology & Communication	405,097	198,148	376,520
66560/00	Operate and Maintain Network Communications Equipment	1,385	1,100	1,454
66570/00	Operate and Maintain Information Technology Servers	1,385	1,308	1,454
73951/00	Manage Information Technology Services	477,004	419,368	478,947
73951/01	Provide Records Management Services	7,200	7,200	11,600
73952/00	Manage Application and Operating System Software	356,027	253,427	425,570
		1,248,098	880,551	1,295,545

Net Income/(Expenditure)

(1,248,098) **(880,551)** **(1,295,545)**

Provide Internal Audit and Compliance Services

Operating Expenditure

73906/00	Provide Compliance Services and Internal Audit	53,560	48,560	55,980
		53,560	48,560	55,980

Net Income/(Expenditure)

(53,560) **(48,560)** **(55,980)**

Provide Organisation Marketing and Communication Services

Operating Income

59961/00	Income Marketing and Communications	50	50	50
		50	50	50

Operating Expenditure

73961/00	Manage Marketing and Communications Services	113,950	98,627	119,808
73963/00	Prepare Annual Report	11,000	10,340	9,500
		124,950	108,967	129,308

Net Income/(Expenditure)

(124,900) **(108,917)** **(129,258)**

Update Maintain and Promote EMRC's Web Presence

Operating Expenditure

73953/00	Manage Telecommunications	99,980	89,980	117,812
73953/01	Update Style and Content of EMRC Web Sites	25,000	46,800	55,000
		124,980	136,780	172,812

Net Income/(Expenditure)

(124,980) **(136,780)** **(172,812)**

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Manage Engineering and Waste Management Services

Operating Income

59982/00	Income Engineering / Waste Management Business Unit	150	150	150
		150	150	150

Operating Expenditure

66510/02	Operate and Maintain Office Equipment - Waste Management	202	5	5
66590/02	Operate and Maintain Miscellaneous Equipment -Waste	3,710	1,270	1,883
67610/02	Operate and Maintain Office Furniture and Fittings - Waste	800	578	578
67610/09	Operate and Maintain Office Furniture and Fittings - Hazelmere	476	100	483
71915/02	Internal Revenue Staff Leave Entitlements - Engineering and Waste	(247,800)	(264,568)	(251,910)
73917/02	Provide Staff Annual Leave - Engineering Waste Management	171,572	159,520	160,251
73918/02	Recruit Staff - Engineering / Waste Management	5,000	5,000	5,000
73921/02	Provide Staff Sick Leave - Engineering Waste Management	36,551	29,834	34,661
73922/02	Provide Staff Long Service Leave - Engineering Waste Management	4,502	4,502	4,637
73923/02	Provide Staff RDO and TIL Leave - Engineering Waste Management	0	3,616	0
73924/02	Provide Staff Public Holiday Leave - Engineering Waste	73,101	50,226	69,322
73925/02	Provide Staff Workers' Compensation - Engineering Waste	0	10,477	0
73982/00	Manage Engineering / Waste Management Business Unit	2,251,778	1,996,358	2,146,360
		2,299,892	1,996,918	2,171,270

Capital Expenditure

24510/02	Purchase / Replace Office Equipment - Engineering / Waste	550	0	0
24590/03	Purchase/Replace Other Equipment - Engineering and Waste	2,000	2,000	2,000
24610/03	Purchase Office Furniture and Fittings-Engineering and Waste	500	0	0
24610/10	Purchase Office Furniture and Fittings-Hazelmere	2,000	0	4,000
		5,050	2,000	6,000

Net Income/(Expenditure)

(2,304,792) **(1,998,768)** **(2,177,120)**

By-Products - Hazelmere Site

Operating Income

58857/06	Income By-Products recovered - Hazelmere Facility	0	250	0
		0	250	0

Net Income/(Expenditure)

0 **250** **0**

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By-Products - Red Hill Waste Management Facility

Operating Income

58857/05	Income Tip Face Steel Recycling - Red Hill Waste Management	0	0	500
58861/00	Income Surplus Clay	1,000	1,000	1,000
58862/00	Income Laterite	417,365	525,134	316,496
58863/00	Income Methane	465,000	465,000	700,000
		883,365	991,134	1,017,996

Operating Expenditure

72857/04	Manage Tip Face Steel Recycling - Red Hill Waste Management	0	783	2,828
72860/00	Market Waste Facility Products	23,521	4,000	23,927
72861/00	Manage Surplus Clay Stock Pile	3,044	3,639	13,737
72862/00	Manage Laterite	94,451	92,057	117,034
72862/02	Crush and Screen Lateritic Caprock	770,000	450,000	400,000
72863/00	Manage Methane	13,470	3,807	10,161
		904,486	554,286	567,687

Net Income/(Expenditure)

(21,121) 436,848 450,309

Collect Problematic Waste in the Region

Operating Expenditure

72866/00	Manage Household Hazardous Waste	13,451	13,461	21,488
72866/02	Dispose of Household Hazardous Waste	9,887	7,467	9,415
72866/03	Market Household Hazardous Waste Collections	2,000	0	2,000
		25,338	20,928	32,903

Net Income/(Expenditure)

(25,338) (20,928) (32,903)

Coppin Road Transfer Station

Operating Income

58857/03	Income Coppin Road Transfer Station Operations	486,448	499,518	505,954
		486,448	499,518	505,954

Operating Expenditure

72857/03	Manage Coppin Road Transfer Station Operations	442,225	454,107	459,958
		442,225	454,107	459,958

Net Income/(Expenditure)

44,223 45,411 45,996

Develop an Education Programme to Address Problematic Waste in the Region

Operating Expenditure

72866/01	Conduct School Battery Collection Programme	44,587	35,992	49,907
		44,587	35,992	49,907

Net Income/(Expenditure)

(44,587) (35,992) (49,907)

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Develop and implement an Education Programme for the Red Hill Education Centre

Operating Expenditure

68690/02	Operate and maintain miscellaneous Furniture and fittings - Edu	0	800	1,130
72873/00	Conduct Waste Education Programmes	66,082	66,641	63,150
		66,082	67,441	64,280

Capital Expenditure

24690/01	Purchase Miscellaneous Furniture and Fittings - Red Hill Education	3,000	5,543	1,000
		3,000	5,543	1,000

Net Income/(Expenditure)

(69,082) (72,984) (65,280)

Develop Environmental Management System for Red Hill Waste Management Facility

Operating Expenditure

72856/00	Develop Environmental Management System - Red Hill Landfill	36,500	19,200	21,500
		36,500	19,200	21,500

Net Income/(Expenditure)

(36,500) (19,200) (21,500)

Greenwaste Operations - Red Hill Waste Management Facility

Operating Income

58864/00	Income Greenwaste Operations - General	1,050,837	1,017,736	1,265,422
58884/01	Income Greenwaste Waste Stream Audits	0	0	25,000
		1,050,837	1,017,736	1,290,422

Operating Expenditure

64395/00	Operate and Maintain Greenwaste Processing Area (Unsealed	36,603	51,362	54,526
72864/01	Manage Greenwaste Composting	199,058	124,569	155,723
72864/02	Manage Greenwaste Mulching	434,694	338,660	412,530
72884/03	Undertake Greenwaste Waste Stream Audits	0	0	50,000
		670,355	514,591	672,779

Net Income/(Expenditure)

380,482 503,145 617,643

Identify and Coordinate Networking Opportunities

Operating Expenditure

73904/02	Attend Corporate and Award Functions and Events - Engineering	200	200	200
		200	200	200

Net Income/(Expenditure)

(200) (200) (200)

Implement Red Hill Master Plan Land Acquisition Recommendations

Other Expenditure

83259/01	Disposal of Other Waste Management Buildings - Hazelmere	0	37,112	0
		0	37,112	0

Net Income/(Expenditure)

0 (37,112) 0

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Implement Red Hill Master Plan Planning Recommendations

Capital Expenditure

24320/01	Construct Class III Leachate Pond - Red Hill Landfill Facility	600,000	5,517	600,000
24320/02	Leachate Project - Red Hill Landfill Facility	3,385,000	114,534	2,423,169
24350/01	Construct Stormwater and Siltation Ponds - Red Hill Landfill Facility	175,804	600,000	200,000
24370/00	Construct Roads / Carparks - Red Hill Landfill Facility	271,000	63,799	329,201
24370/02	Construct Access Road to Lots 8 9 10 - Red Hill Landfill Facility	475,000	0	475,000
24393/00	Construct Water Storage Dams - Red Hill Landfill Facility	0	0	150,000
24394/00	Construct Perimeter Fencing - Red Hill Landfill Facility	0	94,600	0
24394/04	Construct Litter Fence - Red Hill Farm	0	0	0
24394/05	Construct Litter Fence - Redhill Landfill Facility	0	0	50,000
24396/00	Construct Monitoring Bores - Red Hill Landfill Facility	60,000	40,000	60,000
24399/10	Air Supply lines - Waste Management Structures - Red Hill Landfill	0	0	50,000
24410/08	Purchase Plant for Leachate Project - Red Hill Landfill Facility	0	150,000	530,000
24420/06	Purchase Minor Plant for Leachate Project - Red Hill Landfill Facility	0	67,297	100,000
		4,966,804	1,135,747	4,967,370
Net Income/(Expenditure)		(4,966,804)	(1,135,747)	(4,967,370)

Implement Red Hill Master Plan Recommendations (Other)

Operating Expenditure

73939/02	Update Red Hill Development Plan	500	40,000	500
		500	40,000	500
Net Income/(Expenditure)		(500)	(40,000)	(500)

Implement Regional Waste Education Plan

Operating Income

58873/01	Income Stakeholder Waste Education	460,602	458,478	467,651
		460,602	458,478	467,651

Operating Expenditure

72873/01	Provide Stakeholder Waste Education Service	67,091	61,651	67,126
72873/02	Conduct Waste Education Research / Surveys	20,000	0	20,000
72873/04	Produce Regional Waste Education Marketing Materials	80,000	82,500	87,500
72873/06	Conduct Earth Carers Volunteer Program	17,271	12,796	15,157
		184,362	156,947	189,783
Net Income/(Expenditure)		276,240	301,531	277,868

Implement Waste Management Services Study Assistance Programme

Operating Expenditure

73914/02	Implement Engineering/Waste Management Services Study	1,000	0	1,000
73914/03	Implement Red Hill Landfill Facility Administration Staff Study	750	0	750
73914/08	Implement Red Hill Landfill Facility Operations Staff Study	500	1,100	500
		2,250	1,100	2,250
Net Income/(Expenditure)		(2,250)	(1,100)	(2,250)

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Implement Waste Management Staff Training and Development

Operating Expenditure

73919/02	Train and Develop Staff - Engineering / Waste Management	47,072	38,262	46,623
73919/03	Train and Develop Staff - Red Hill Landfill Facility	21,016	24,855	18,094
73919/08	Train and Develop Staff - Waste Management Landfill Operations	10,729	6,754	10,542
73919/09	Train and Develop Staff - Hazelmere Operations Staff	10,079	8,688	8,090
		88,896	78,559	83,349
Net Income/(Expenditure)		(88,896)	(78,559)	(83,349)

Manage Major & Minor Plant - Hazelmere

Operating Expenditure

65410/02	Operate and Maintain Plant - Hazelmere	526,542	300,000	375,328
65420/08	Operate and Maintain Miscellaneous Plant - Hazelmere	113,252	61,861	42,797
		639,794	361,861	418,125

Capital Expenditure

24410/01	Purchase / Replace Plant - Hazelmere	1,830,000	275,000	1,880,000
24420/02	Purchase / Replace Minor Plant and Equipment - Hazelmere	10,000	35,000	10,000
25410/01	Refurbish Plant - Hazelmere	40,000	20,000	70,000
		1,880,000	330,000	1,960,000
Net Income/(Expenditure)		(2,519,794)	(691,861)	(2,378,125)

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Manage Major and Minor Plant (Red Hill Waste Disposal Facility)

Operating Income

58410/00	Income Plant	185,000	185,000	165,000
		185,000	185,000	165,000

Operating Expenditure

61410/00	Internal Revenue Plant	(2,586,679)	(1,906,925)	(2,209,219)
61430/00	Internal Revenue Vehicles - Red Hill Landfill Facility	(120,000)	(100,000)	(103,000)
65410/00	Operate and Maintain Plant - Waste Management Facilities	2,972,452	2,759,368	3,323,929
65410/01	Operate and Maintain Plant - Arrange for servicing repairs and	59,144	35,023	32,170
65410/07	Operate and Maintain Major Plant - Red Hill Leachate Project	16,056	13,250	13,341
65420/01	Operate and Maintain Minor Plant - Water Pumps	134,932	82,225	160,029
65420/02	Operate and Maintain Minor Plant - Generators	30,476	55,914	45,235
65420/03	Operate and Maintain Minor Plant - Water Tanker	221	3,154	3,454
65420/04	Operate and Maintain Minor Plant-Trailers-Red Hill	10,802	6,096	6,154
65420/11	Operate and Maintain Minor Plant - Red Hill Leachate Project	393	8,019	34,844
65420/99	Operate and Maintain Minor Plant - Misc Attachments - Red Hill	21,181	63,850	64,873
65430/00	Operate and Maintain Vehicles - Red Hill Landfill Facility	103,458	87,374	113,660
		642,436	1,107,348	1,485,470

Other Income

82410/00	Income Disposal of Plant - Red Hill Landfill Facility	100,000	414,100	456,000
82430/00	Income Disposal of Vehicles - Red Hill Landfill Facility	47,142	58,599	41,995
		147,142	472,699	497,995

Other Expenditure

83410/00	Disposal of Plant - Red Hill Landfill Facility	101,000	459,635	472,000
83420/00	Disposal of Minor Plant - Red Hill Landfill Facility	0	1,853	0
83430/00	Disposal of Vehicles - Red Hill Landfill Facility	43,811	47,637	29,923
		144,811	509,125	501,923

Capital Expenditure

24410/00	Purchase / Replace Plant - Red Hill Landfill Facility	2,635,000	1,380,627	3,589,497
24430/00	Purchase / Replace Vehicles - Red Hill Landfill Facility	70,141	104,223	69,276
25410/00	Refurbish Plant - Red Hill Landfill Facility	10,000	10,000	20,000
		2,715,141	1,494,850	3,678,773

Net Income/(Expenditure)

(3,170,246) **(2,453,624)** **(5,003,171)**

Mathieson Road Transfer Station

Operating Income

58857/02	Income Mathieson Road Transfer Station Operations	348,101	388,372	383,546
		348,101	388,372	383,546

Operating Expenditure

72857/02	Manage Mathieson Road Transfer Station Operations	316,455	353,065	348,678
		316,455	353,065	348,678

Net Income/(Expenditure)

31,646 **35,307** **34,868**

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Mattress Project - Red Hill Waste Management Facility

Operating Income

58888/04	Income Mattress Project - Red Hill	15,334	334	794
		15,334	334	794

Net Income/(Expenditure)

15,334 **334** **794**

Mattress Project - Resource Recovery Park Hazelmere

Operating Income

58888/02	Income Mattress Project - Hazelmere	328,648	52,860	128,556
		328,648	52,860	128,556

Operating Expenditure

72888/02	Manage Mattress Project - Hazelmere	247,785	84,870	125,691
		247,785	84,870	125,691

Net Income/(Expenditure)

80,863 **(32,010)** **2,865**

Operate & Maintain Site - Hazelmere

Operating Income

53221/00	Income - Hazelmere Site General Income	36,100	36,881	36,100
		36,100	36,881	36,100

Operating Expenditure

62120/00	Operate and Maintain Hazelmere Site	212,304	218,337	226,517
63221/00	Operate and Maintain Hazelmere Buildings	46,765	57,715	54,564
63259/02	Operate and Maintain Other Waste Management Buildings	6,390	2,118	4,991
64392/01	Operate and Maintain Weighbridge Structure - Hazelmere	7,475	2,900	7,913
64393/01	Operate and Maintain Water Storage Dams/Tanks - Hazelmere	76	3,826	2,839
64394/01	Operate and Maintain Perimeter Fencing - Hazelmere	3,205	3,458	4,014
64395/02	Operate and Maintain Hardstand & Road - Hazelmere	33,197	47,474	50,709
64396/03	Operate and Maintain Monitoring Bores - Hazelmere	205	640	649
66520/09	Operate and Maintain Fire Fighting Equipment - Hazelmere	73,270	19,880	20,212
66530/09	Operate and Maintain Security System - Hazelmere	36,927	21,977	39,558
66590/09	Operate and Maintain Other Equipment - Hazelmere	12,478	10,658	10,840
		432,292	388,983	422,806

Net Income/(Expenditure)

(396,192) **(352,102)** **(386,706)**

Other Facilities - Hazelmere

Capital Expenditure

24250/05	Construct Storage Shed - Hazelmere	63,000	0	0
24395/01	Construct Hardstand and Road - Hazelmere	114,000	60,294	53,706
24530/10	Purchase / Replace Security System - Hazelmere	60,000	10,870	49,130
		237,000	71,164	102,836

Net Income/(Expenditure)

(237,000) **(71,164)** **(102,836)**

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Promote Red Hill Landfill Facility Operations

Operating Income

58253/00	Income Battery Collection - Hazelmere Facility	10,000	10,000	10,000
		10,000	10,000	10,000

Operating Expenditure

63252/00	Operate and Maintain Training Centre Buildings (House) - Red Hill	10,232	8,974	10,714
63253/00	Operate and Maintain Environ. Education Centre Blds - Red Hill	14,511	19,424	24,370
63253/01	Education Centre Displays - Hazelmere Facility	0	0	8,500
63253/03	Establish Battery Collection Facility - Hazelmere Facility	10,000	0	0
66530/10	Operate and Maintain Security System Education / Training Centre	500	0	500
68690/01	Operate and Maintain Misc Furn and Fittings - Educ / Trng Centre	392	10	107
72851/03	Support EMRC Community Grants Program	15,775	8,707	15,783
72871/00	Provide Site Tours - Red Hill Landfill Facility	27,914	26,551	15,964
		79,324	63,666	75,938

Capital Expenditure

25253/00	Refurbish Environmental Education Centre - Redhill Landfill Facility	5,000	0	2,000
		5,000	0	2,000

Net Income/(Expenditure)

(74,324) **(53,666)** **(67,938)**

Provide Environmental Consulting Services to External Organisations

Operating Income

58712/03	Income Waste Mngmt Environ. Cons. - Other Clients	30,000	5,000	5,000
58712/04	Income Waste Management Environmental Consulting - Member	154,500	58,384	20,000
		184,500	63,384	25,000

Operating Expenditure

72712/03	Provide Waste Management Consulting Services - Contaminated	86,891	56,956	143,218
		86,891	56,956	143,218

Net Income/(Expenditure)

97,609 **6,428** **(118,218)**

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Provide Waste Disposal Service (Class IV) - Red Hill Waste Management

Operating Income

53330/00	Income Class IV Cells - Red Hill Landfill Facility	548,190	50,251	52,176
		548,190	50,251	52,176

Operating Expenditure

64330/01	Operate and Maintain Class IV Cells - Receive and Compact Waste	2,180	1,115	775
64330/02	Operate and Maintain Class IV Cells - Suppress Dust	500	826	1,518
64330/03	Operate and Maintain Class IV Cells - Maintain Liner / Sand Filter	651	57	500
64330/04	Operate and Maintain Class IV Cells - Manage Traffic and Maintain	2,165	1,270	1,393
64330/05	Operate and Maintain Class IV Cells - Supply and Maintain	4,773	2,016	1,351
64330/06	Operate and Maintain Class IV Cells - Sample / Test Materials /	5,000	0	20,000
64330/07	Operate and Maintain Class IV Cell Drainage System - Red Hill	43,255	39,644	61,159
64330/08	Operate and Maintain Class IV Cells - Cell Usage (Airspace	203,739	18,677	19,942
64330/09	Operate and Maintain Class IV Cell - Encapsulate Material in	146	56	0
64330/10	Rehabilitate Class IV Cells - Red Hill Landfill Facility	39,040	27,261	20,300
64330/11	Operate and Maintain Class IV Cell - Leachate Removal - Red Hill	750,000	0	750,000
		1,051,449	90,922	876,938

Capital Expenditure

24330/04	Design and Construct Class IV Cell Stage 2 - Red Hill Landfill	500,000	0	500,000
		500,000	0	500,000

Net Income/(Expenditure)

(1,003,259)	(40,671)	(1,324,762)
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Waste Management		Budget 2016/2017	Forecast 2016/2017	Budget 2017/2018
Provide Waste Disposal Service (Red Hill Waste Disposal Facility)				
Operating Income				
58581/01	Income Workers Compensation Reimbursement - Red Hill Landfill	0	15,000	0
58851/00	Income Red Hill Landfill Administration	2,000	2,180	4,500
58857/00	Income Waste Transfer Station Operations - Red Hill Landfill	1,735,044	1,871,645	2,023,491
		1,737,044	1,888,825	2,027,991
Operating Expenditure				
62150/00	Operate and Maintain Waste Management Land - Redhill Landfill	84,087	55,082	44,057
62150/03	Operate and Maintain Waste Management Land - Lot 501 (Lot 81 Hills Spine Road Realignment	2,500	2,000	2,500
62150/05		15,000	0	15,000
62150/06	Operate and Maintain Waste Management Land - Lots 8 9 and 10	5,600	4,600	5,600
62151/00	Operate and Maintain Waste Management Land - Red Hill Farm	13,581	13,679	18,347
63251/00	Operate and Maintain Administration Buildings - Red Hill Landfill	41,500	40,668	43,214
63259/00	Operate and Maintain Other Waste Management Buildings Red Hill	63,354	45,540	42,562
64320/01	Operate and Maintain Class III Leachate Ponds - Red Hill Landfill	224,824	298,346	174,162
64320/02	Operate and Maintain Leachate Project - Red Hill Landfill Facility	0	0	307,323
64340/01	Operate and Maintain Class IV Leachate Ponds - Red Hill Landfill	12,791	10,848	10,950
64350/00	Operate and Maintain Siltation Ponds - Red Hill Landfill Facility	40,551	48,537	110,327
64360/00	Operate and Maintain Nutrient Stripping Ponds - Red Hill Landfill	6,250	5,250	10,900
64370/00	Operate and Maintain Roads / Car Parks - Red Hill Landfill Facility	78,727	81,139	110,138
64380/00	Operate and Maintain Stormwater System - Red Hill Landfill Facility	59,262	46,297	80,642
64391/00	Operate and Maintain Waste Transfer Station Buildings - Red Hill	3,563	3,328	3,675
64392/00	Operate and Maintain Weighbridge Structure - Red Hill	28,129	30,887	30,817
64393/00	Operate and Maintain Water Storage Dams - Red Hill Landfill	1,600	0	3,100
64394/00	Operate and Maintain Perimeter Fencing - Red Hill Landfill Facility	41,162	33,081	45,992
64394/03	Operate and Maintain Perimeter Fencing - Lot 501 (81North)	916	1,000	1,273
64394/04	Operate and Maintain Perimeter Fencing - Red Hill Farm	8,077	8,250	8,835
64394/05	Operate and Maintain Perimeter Fencing - Lots 8 9 and 10 - Red	1,000	1,000	1,500
64396/00	Operate and Maintain Monitoring Bores - Red Hill Landfill Facility	17,774	17,442	21,002
64396/01	Operate and Maintain Monitoring Bores - Red Hill Farm	1,500	0	3,500
64398/00	Operate and Maintain Miscellaneous Waste Management Structures	36,695	30,928	47,049
66510/08	Operate and Maintain Office Equipment - Redhill Landfill Facility	3,787	1,575	3,374
66520/08	Operate and Maintain Fire Fighting Equipment - Red Hill Landfill	9,800	9,600	10,100
66530/08	Operate and Maintain Security System - Red Hill Waste	71,981	60,153	72,682
66590/08	Operate and Maintain Other Equipment - Red Hill Landfill Facility	35,139	20,707	62,276
67610/08	Operate and Maintain Office Furniture and Fittings - Red Hill Landfill	2,108	638	1,555
71915/03	Internal Revenue Staff Leave Entitlements - Red Hill Landfill	(91,443)	(72,694)	(82,040)
71916/00	Internal Revenue Red Hill Operations Staff On Costs	(1,004,878)	(782,936)	(789,992)
72851/00	Manage and Administer Red Hill Landfill Facility	2,127,984	1,834,578	2,074,586
72851/01	Market Waste Facilities	0	1,500	1,659
72851/02	Manage Red Hill Landfill Facility Safety Requirements	3,100	3,100	3,100
72857/00	Manage Waste Transfer Station Operations - Red Hill Landfill	935,542	813,297	998,015
72858/00	Manage Weighbridge Operations - Red Hill Landfill Facility	281,153	230,704	283,177
73916/00	Manage Red Hill Landfill Operations Staff On Costs	230,953	191,708	199,953
73917/03	Provide Staff Annual Leave - Red Hill Landfill Facility Administration	37,114	30,501	29,453
73917/08	Provide Staff Annual Leave - Waste Management Landfill	123,026	113,939	121,200
73918/03	Recruit Staff - Red Hill Landfill	4,000	4,000	4,000
73921/03	Provide Staff Sick Leave - Red Hill Landfill Facility Administration	8,012	12,968	6,267
73921/08	Provide Staff Sick Leave - Waste Management Landfill Operations	25,482	31,973	25,038
73922/08	Provide Staff Long Service Leave - Waste Management Landfill	7,649	7,649	7,878
73923/03	Provide Staff RDO and TIL Leave - Red Hill Landfill Facility	0	1,667	0
73923/08	Provide Staff RDO and TIL Leave - Waste Management Landfill	0	4,997	0
73924/03	Provide Staff Public Holiday Leave - Red Hill Landfill Facility	16,024	8,414	12,533
73924/08	Provide Staff Public Holiday Leave - Waste Management Landfill	50,965	32,691	50,075
73925/08	Provide Staff Workers' Compensation - Waste Management Landfill	0	512	0
73936/00	Manage Workshop Operations	11,450	10,950	11,605
73939/01	Undertake Geotechnical and Materials Investigations	0	0	2,000
		3,677,391	3,350,093	4,250,959

Financial Performance by Account 2017/2018

Waste Management

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Provide Waste Disposal Service (Red Hill Waste Disposal Facility)

Other Expenditure

83390/00	Disposal of Infrastructure - Red Hill Landfill Facility	0	0	0
83590/00	Disposal of Miscellaneous Equipment - Red Hill Landfill Facility	0	108	0
		0	108	0

Capital Expenditure

24250/01	Construct Waste Management Facility Buildings - Red Hill Landfill	25,000	0	25,000
24380/00	Construct Drainage Diversion and Earthworks Infrastructures - Red	0	448,858	420,000
24399/04	Washdown bay Upgrade - Red Hill Landfill Facility	0	53,345	20,000
24399/05	Truck Washdown Bay for Member Councils - Red Hill Landfill	30,000	0	30,000
24399/13	Workshop No 2 Washdown Bay - Red Hill Landfill Facility	40,000	0	0
24420/00	Purchase / Replace Minor Plant and Equipment-Red Hill Landfill	150,000	96,011	190,000
24510/08	Purchase / Replace Office Equipment - Red Hill Landfill Facility	4,000	2,000	4,000
24520/07	Purchase Fire Fighting System/Equipment - Hazelmere	10,000	6,600	13,400
24520/08	Purchase / Replace Fire Fighting Equipment - Red Hill Landfill	1,000	0	0
24530/08	Purchase / Replace Security System - Red Hill Waste Management	37,500	0	83,000
24590/00	Purchase / Replace Other Equipment - Red Hill Landfill Facility	69,000	23,889	424,000
24590/02	Purchase / Replace Miscellaneous Equipment - Hazelmere	6,000	6,053	2,500
24610/08	Purchase / Replace Office Furniture and Fittings - Red Hill Landfill	3,000	3,000	3,000
25259/01	Refurbish Waste Transfer Station Building - Red Hill Landfill Facility	140,000	0	0
		515,500	639,756	1,214,900

Net Income/(Expenditure)

(2,455,847) **(2,101,132)** **(3,437,868)**

Provide Waste Disposal Services (Class III) - Red Hill Waste Management

Operating Income

53310/00	Income Class III Cells - Red Hill Landfill Facility	28,172,051	23,090,060	26,190,703
53310/01	Income Tyre Recovery Charge Class III Cells - Red Hill Landfill	7,500	7,500	7,500
		28,179,551	23,097,560	26,198,203

Operating Expenditure

64310/01	Operate and Maintain Class III Cells - Receive and Compact Waste	1,469,962	930,891	1,021,306
64310/02	Operate and Maintain Class III Cells - Suppress Dust	106,201	106,266	125,415
64310/03	Operate and Maintain Class III Cells - Manage Litter	144,567	113,357	143,784
64310/04	Operate and Maintain Class III Cells - Manage Traffic and Maintain	184,500	158,335	82,459
64310/05	Operate and Maintain Class III Cells - Supply and Maintain	625,235	538,213	638,945
64310/06	Operate and Maintain Class III Cells - Sample/Test Materials/Waste	4,408	3,159	790
64310/07	Operate and Maintain Class III Cell Drainage System - Red Hill	122,852	94,727	123,737
64310/08	Operate and Maintain Class III Cells - Cell Usage (Airspace)	14,155,281	10,538,952	13,058,702
64310/09	Operate and Maintain Class III Cells - Maintain Liner	83,642	40,148	80,942
64310/10	Rehabilitate Class III Cells - Red Hill Landfill Facility	541,761	513,011	471,800
		17,438,409	13,037,059	15,747,880

Capital Expenditure

24310/13	Construct Class III Landfill Cell Farm Stage 3 - Red Hill Landfill	5,969,252	259,797	3,765,204
24310/16	Construct Class III Cell Stage 15 - Red Hill Landfill Facility	0	61,795	0
24310/18	Construct Class III Cell Stage 15B - Red Hill Landfill Facility	1,670,000	20,656	1,611,222
		7,639,252	342,248	5,376,426

Net Income/(Expenditure)

3,101,890 **9,718,253** **5,073,897**

Financial Performance by Account 2017/2018

Waste Management

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Satisfy Red Hill Legislative Environmental Requirements

Operating Expenditure

72853/00	Monitor Environmental Impacts - Red Hill Water Monitoring	247,314	247,314	237,797
72854/00	Monitor Environmental Impacts - Red Hill Groundwater Remediation	133,666	133,666	134,321
72859/00	Monitor Environmental Impacts - Red Hill Landfill Other	82,083	102,083	82,518
72859/02	Monitor Environmental Impacts - Red Hill & Hazelmere	10,500	10,500	5,500
72859/06	Monitor Environmental Impacts - Red Hill Odour Monitoring	30,000	10,000	20,000
72859/07	Monitor Environmental Impacts - Hazelmere Occupational Dust	5,100	5,100	5,000
72859/08	Monitor Environmental Impacts - Hazelmere Water Monitoring	10,700	13,650	11,050
72859/09	Monitor Environmental Impacts - Hazelmere Ambient Dust	15,000	15,000	10,000
72859/11	Monitor Environmental Impacts - Environmental Offsets	100,000	100,000	10,000
		634,363	637,313	516,187

Net Income/(Expenditure)

(634,363) **(637,313)** **(516,187)**

Undertake Waste Management Research and Development

Operating Expenditure

73918/10	Recruit Staff - Hazelmere	150	690	150
73932/00	Undertake Engineering / Waste Management Research and	10,000	5,000	10,000
		10,150	5,690	10,150

Net Income/(Expenditure)

(10,150) **(5,690)** **(10,150)**

Woodwaste Project - Resource Recovery Park Hazelmere

Operating Income

58888/01	Income Woodwaste Project	2,656,603	2,000,500	1,939,000
58888/05	Income Woodwaste Project (broiler growers guarantee fee) -	30,000	30,000	30,000
		2,686,603	2,030,500	1,969,000

Operating Expenditure

72888/01	Manage Woodwaste Project - Hazelmere	1,612,682	1,715,301	1,736,654
72888/05	Woodwaste Project - Hazelmere (broiler growers guarantee fee)	30,000	30,000	30,000
		1,642,682	1,745,301	1,766,654

Capital Expenditure

24399/09	Construct Storage Bunkers for Wood Fines (QA process) -	500,000	0	0
		500,000	0	0

Net Income/(Expenditure)

543,921 **285,199** **202,346**

Financial Performance by Account 2017/2018

Environmental Services		Budget 2016/2017	Forecast 2016/2017	Budget 2017/2018
20 Million Trees Program				
Operating Income				
58721/12	Income 20 Million Trees Program	41,950	41,950	5,300
		41,950	41,950	5,300
Operating Expenditure				
72721/30	Implement 20 Million Trees Program (EMRC)	52,610	55,785	22,240
		52,610	55,785	22,240
Net Income/(Expenditure)		(10,660)	(13,835)	(16,940)
Bush Skills for Youth				
Operating Income				
58721/14	Income Community Bushskills for Youth	28,155	25,000	0
		28,155	25,000	0
Operating Expenditure				
73984/09	Environmental Services - Bushskills for our Youth	48,878	60,717	0
		48,878	60,717	0
Net Income/(Expenditure)		(20,723)	(35,717)	0
Community Capability Project				
Operating Income				
58721/13	Income Community Capability Project	142,057	80,000	100,000
		142,057	80,000	100,000
Operating Expenditure				
72721/34	Community Capability Project (EHCM)	126,955	61,568	94,530
		126,955	61,568	94,530
Net Income/(Expenditure)		15,102	18,432	5,470
Healthy Wildlife Project				
Operating Income				
58721/11	Income Healthy Wildlife Project	107,500	105,000	101,875
		107,500	105,000	101,875
Operating Expenditure				
72721/27	Implement Healthy Wildlife Project	157,264	161,972	106,976
		157,264	161,972	106,976
Net Income/(Expenditure)		(49,764)	(56,972)	(5,101)

Financial Performance by Account 2017/2018

Environmental Services

Budget
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Forecast
2016/2017

Budget
2017/2018

Implement Cities For Climate Protection (CCP) Programme

Operating Income

58725/00	Income Achieving Carbon Emissions Reduction (ACEr)	34,613	45,358	35,651
		34,613	45,358	35,651

Operating Expenditure

72725/00	Achieving Carbon Emissions Reduction (ACEr)	54,759	49,247	56,393
72725/01	EMRC - Achieving Carbon Emissions Reduction EMRC (ACEr)	3,000	13,245	2,500
		57,759	62,492	58,893

Net Income/(Expenditure)

(23,146) **(17,134)** **(23,242)**

Implement Eastern Hills Catchment Management Action Project

Operating Income

58721/00	Income Eastern Hills Catchment Management (EHCM)	107,990	107,990	106,080
		107,990	107,990	106,080

Operating Expenditure

72721/00	Implement Eastern Hills Catchment Management Project - EHCM	41,198	30,348	41,338
72721/06	Implement Eastern Hills Catchment Management Project - NRM	71,432	69,822	68,777
72721/10	Implement Eastern Hills Catchment Management Project - NRM	69,850	68,070	61,716
72721/28	Water Quality Monitoring - Lower Industrial Catchments lower	19,365	11,608	0
72721/33	Implement 20 Million Trees (City of South Perth)	0	455	0
		201,845	180,303	171,831

Net Income/(Expenditure)

(93,855) **(72,313)** **(65,751)**

Implement Eastern Hills Catchment Management Project - NRM Coordinator

Operating Income

58721/10	Income Implement Eastern Region Catchment Management Project	105,000	105,000	105,000
		105,000	105,000	105,000

Operating Expenditure

72721/07	Implement Eastern Region Catchment Management Project - NRM	101,601	93,053	98,368
		101,601	93,053	98,368

Net Income/(Expenditure)

3,399 **11,947** **6,632**

Implement Environmental Services Staff Training and Development

Operating Expenditure

73919/05	Train and Develop Staff - Environmental Services	27,496	12,156	26,204
		27,496	12,156	26,204

Net Income/(Expenditure)

(27,496) **(12,156)** **(26,204)**

Financial Performance by Account 2017/2018

Environmental Services		Budget 2016/2017	Forecast 2016/2017	Budget 2017/2018
Implement Future Proofing Climate Change Adaptation Project				
Operating Income				
58725/02	Income Future Proofing Climate Change Adaptation Project	30,900	30,900	31,828
		30,900	30,900	31,828
Operating Expenditure				
72725/07	Implement Future Proofing Climate Change Adaptation Project	55,887	44,708	38,815
		55,887	44,708	38,815
Net Income/(Expenditure)		(24,987)	(13,808)	(6,987)
Implement Steaming to Success				
Operating Income				
58721/09	Implement Steaming to Success	16,000	16,000	6,000
		16,000	16,000	6,000
Operating Expenditure				
72721/29	Implement Steaming to Success	21,155	28,132	9,404
		21,155	28,132	9,404
Net Income/(Expenditure)		(5,155)	(12,132)	(3,404)
Implement Swan and Helena River Management Framework				
Operating Income				
58799/02	Income Flood Risk Project	90,000	80,000	130,000
		90,000	80,000	130,000
Operating Expenditure				
72799/03	Implement Swan and Helena River Management Framework	253,764	172,268	258,687
		253,764	172,268	258,687
Net Income/(Expenditure)		(163,764)	(92,268)	(128,687)
Implement Water Campaign Programme				
Operating Income				
58739/05	Income Regional Water Quality & Conservation Program	73,763	73,763	75,977
		73,763	73,763	75,977
Operating Expenditure				
72739/05	Undertake Regional Water Quality & Conservation Program	97,747	91,684	97,553
		97,747	91,684	97,553
Net Income/(Expenditure)		(23,984)	(17,921)	(21,576)

Financial Performance by Account 2017/2018

Environmental Services

Budget
2016/2017

Forecast
2016/2017

Budget
2017/2018

Manage and Deliver Environmental Services

Operating Income

58984/00	Income Environmental Services Business Unit	0	0	0
58984/01	Income Environmental Services - Vehicle Costs Reimbursement	2,275	414	0
		2,275	414	0

Operating Expenditure

66510/05	Operate and Maintain Office Equipment - Environmental Services	239	46	47
66590/06	Operate and Maintain Miscellaneous Equipment - Environmental	3,426	404	1,484
67610/05	Operate and Maintain Office Furniture and Fittings - Environmental	550	0	600
71915/05	Internal Revenue Staff Leave Entitlements - Environmental Services	(101,043)	(102,869)	(98,610)
73917/05	Provide Staff Annual Leave - Environmental Services	58,425	60,047	61,165
73918/05	Recruit Staff - Environmental Services	1,000	1,000	1,000
73921/05	Provide Staff Sick Leave - Environmental Services	12,080	15,125	12,663
73922/05	Provide Staff Long Service Leave - Environmental Services	6,556	6,556	6,753
73923/05	Provide Staff RDO and TIL Leave - Environmental Services	0	2,622	0
73924/05	Provide Staff Public Holiday Leave - Environmental Services	24,160	17,106	25,325
73984/00	Manage Environmental Services Business Unit	825,632	688,545	799,235
73984/10	Environmental Services Research & Development	21,500	21,500	21,500
		852,525	710,082	831,162

Capital Expenditure

24590/05	Purchase Other Equipment - Environmental Services	0	0	0
		0	0	0

Net Income/(Expenditure)

(850,250) (709,668) (831,162)

Priority Tributary Restoration Project

Operating Expenditure

72721/26	Priority Tributary Restoration in Perth's Eastern Region	7,890	7,890	0
		7,890	7,890	0

Net Income/(Expenditure)

(7,890) (7,890) 0

Provide Environmental Consulting Service to member Councils

Operating Income

58711/01	Income Environmental Services Future Projects	25,914	20,914	28,775
		25,914	20,914	28,775

Operating Expenditure

73984/01	Undertake Environmental Services Future Projects	49,414	71,324	40,847
		49,414	71,324	40,847

Net Income/(Expenditure)

(23,500) (50,410) (12,072)

Financial Performance by Account 2017/2018

Regional Development		Budget 2016/2017	Forecast 2016/2017	Budget 2017/2018
Develop Advocacy and Lobbying Protocol				
Operating Expenditure				
73966/02	Implement Regional Advocacy Strategy	184,290	178,432	180,350
		184,290	178,432	180,350
Net Income/(Expenditure)		(184,290)	(178,432)	(180,350)
Facilitate Regional Youth Strategies				
Operating Expenditure				
72762/00	Develop Youth Education Projects	10,800	10,800	10,800
		10,800	10,800	10,800
Net Income/(Expenditure)		(10,800)	(10,800)	(10,800)
Identify and Investigate New Regional Development Project Opportunities				
Operating Income				
58769/02	Income Keep Australia Beautiful Community Litter Programme	0	8,000	0
		0	8,000	0
Operating Expenditure				
72769/02	Undertake Keep Australia Beautiful Community Litter Programme	0	8,000	0
		0	8,000	0
Net Income/(Expenditure)		0	0	0
Implement Perth's Eastern Autumn Festival Regional Publicity Campaign				
Operating Income				
58802/01	Income Perth's Autumn Festival	26,000	25,000	25,000
		26,000	25,000	25,000
Operating Expenditure				
72802/01	Perth's Autumn Festival	50,100	49,841	51,953
		50,100	49,841	51,953
Net Income/(Expenditure)		(24,100)	(24,841)	(26,953)
Implement Regional Development Services Study Assistance Programme				
Operating Expenditure				
73914/04	Implement Regional Development Staff Study Assistance	1,000	0	1,000
		1,000	0	1,000
Net Income/(Expenditure)		(1,000)	0	(1,000)

Financial Performance by Account 2017/2018

Regional Development

Budget
2016/2017

Forecast
2016/2017

Budget
2017/2018

Implement Regional Development Staff Training and Development

Operating Expenditure

73919/04	Train and Develop Staff - Regional Development	10,718	4,953	10,219
		10,718	4,953	10,219

Net Income/(Expenditure)

(10,718) **(4,953)** **(10,219)**

Implement Regional Integrated Transport Strategy

Operating Income

58787/05	Income Regional Integrated Transport Strategy	88,949	66,949	68,958
		88,949	66,949	68,958

Operating Expenditure

72787/01	Implement Regional Integrated Transport Strategy	167,204	117,321	142,093
72787/03	Co-ordinate Regional Recreation Cycling Guide	20,000	15,000	10,000
		187,204	132,321	152,093

Net Income/(Expenditure)

(98,255) **(65,372)** **(83,135)**

Investigate and Develop Industry Capability and Clustering Project

Operating Income

58983/00	Income Regional Development Business Unit	47,380	47,380	48,801
58983/02	Income Smart Cities Program	0	0	35,000
		47,380	47,380	83,801

Operating Expenditure

72782/01	Implement Regional Economic Development Projects	141,171	86,144	127,400
72782/02	Implement Smart Cities Program	0	0	40,000
		141,171	86,144	167,400

Net Income/(Expenditure)

(93,791) **(38,764)** **(83,599)**

Manage and Deliver Regional Development Service

Operating Expenditure

67610/04	Operate and Maintain Furniture and Fittings - Regional	313	85	83
71915/04	Internal Revenue Staff Leave Entitlements - Regional Development	(45,005)	(42,083)	(41,458)
72799/02	Provide Regional Economic Profile Information	30,000	26,800	30,000
73917/04	Provide Staff Annual Leave - Regional Development	23,504	23,029	23,508
73918/04	Recruit Staff - Regional Development	2,000	1,000	1,000
73921/04	Provide Staff Sick Leave - Regional Development	5,384	4,265	5,385
73922/04	Provide Staff Long Service Leave - Regional Development	1,705	1,705	1,756
73923/04	Provide Staff RDO and TIL Leave - Regional Development	0	1,058	0
73924/04	Provide Staff Public Holiday Leave - Regional Development	10,769	7,766	10,770
73983/00	Manage Regional Development Business Unit	670,436	539,620	660,205
73983/03	Support Regional Development Grant/Sponsorship Opportunities	30,000	20,000	20,000
73983/05	Regional Development Research and Development -	30,000	27,500	32,500
		759,106	610,745	743,749

Net Income/(Expenditure)

(759,106) **(610,745)** **(743,749)**

Financial Performance by Account 2017/2018

Regional Development

Budget
2016/2017

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2016/2017

Budget
2017/2018

Support Avon Descent Community Days

Operating Income

58829/01	Income Avon Descent	165,500	165,500	165,500
		165,500	165,500	165,500

Operating Expenditure

72829/01	Support Avon Descent	174,900	179,947	183,959
		174,900	179,947	183,959

Net Income/(Expenditure)

(9,400) **(14,447)** **(18,459)**

Tourism Events

Operating Income

58983/01	Income Regional Events	24,796	24,796	25,526
		24,796	24,796	25,526

Operating Expenditure

72818/02	Manage Perth Tourism Website	5,000	700	5,000
		5,000	700	5,000

Net Income/(Expenditure)

19,796 **24,096** **20,526**

Financial Performance by Account 2017/2018

Risk Management		Budget 2016/2017	Forecast 2016/2017	Budget 2017/2018
Manage and Deliver Regional Risk Management Service				
Operating Expenditure				
66510/06	Operate and Maintain Office Equipment - Risk Management	276	96	93
71985/00	Internal Revenue Risk Management Service Business Unit	(76,050)	(76,050)	(76,050)
73917/06	Provide Staff Annual Leave - Risk Management	0	8,739	0
73922/06	Provide Staff Long Service Leave - Risk Management Services	0	0	0
73923/06	Provide Staff RDO and TIL Leave - Risk Management Services	0	88	0
73985/00	Manage Risk Management Services Business Unit	65,074	54,647	64,872
		(10,700)	(12,480)	(11,085)
Net Income/(Expenditure)		10,700	12,480	11,085

Financial Performance by Account 2017/2018

Resource Recovery	Budget 2016/2017	Forecast 2016/2017	Budget 2017/2018
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C & I Project - Resource Recovery Park Hazelmere

Other Income

58986/05	Income Hazelmere C & I Project	3,205,000	1,247,162	1,692,414
		3,205,000	1,247,162	1,692,414

Other Expenditure

63259/05	Operate and Maintain C & I Building	30,306	26,309	44,611
65410/05	Operate and Maintain C & I Building - Plant and Equipment	85,625	76,610	88,339
72986/03	Manage C & I Plant	3,657,306	753,614	1,532,595
		3,773,237	856,533	1,665,545

Capital Expenditure

24259/04	Construct and Commission Resource Recovery Park - C & I	2,050,000	512,500	0
24410/04	Purchase Resource Recovery Park C & I Building - Plant &	2,993,585	960,481	0
		5,043,585	1,472,981	0

Net Income/(Expenditure)

(5,611,822)	(1,082,352)	26,869
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Develop Resource Recovery Products

Other Expenditure

72888/00	Market Resource Recovery Products	22,000	7,000	15,000
		22,000	7,000	15,000

Net Income/(Expenditure)

(22,000)	(7,000)	(15,000)
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Identify and Coordinate Networking Opportunities

Other Expenditure

73904/07	Attend Corporate and Award Functions and Events - Resource	250	250	250
		250	250	250

Net Income/(Expenditure)

(250)	(250)	(250)
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Financial Performance by Account 2017/2018

Resource Recovery	Budget 2016/2017	Forecast 2016/2017	Budget 2017/2018
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Implement Resource Recovery Project Plan

Other Expenditure

72882/03	Conduct Resource Recovery Community Consultation	47,000	21,500	26,000
72889/00	Develop Resource Recovery Park	0	12,000	0
72889/01	Prepare Project Management Plan and Schedule (Task 1)	18,300	9,000	5,000
72889/03	Undertake Community Consultation (Task 3)	0	5,000	0
72889/04	Undertake EMRC Participant Consultation (Task 4)	2,000	2,000	2,000
72889/07	Develop Financial Models (Task 7)	7,500	9,000	7,500
72889/08	Determine Project Staging (Task 8)	4,000	0	0
72889/09	Prepare Business Plan and Participating Members Agreement (Task 9)	15,000	13,500	27,500
72889/10	Review Waste Collection Systems (Task 10)	0	0	5,000
72889/15	Seek Environmental Approvals (Task 15)	10,000	0	10,000
72889/17	Prepare Tender Documents (Task 17)	2,000	137,512	0
72889/18	Seek Tenders (Task 18)	104,000	20,618	0
72889/19	Evaluate Tenders (Task 19)	180,000	179,041	35,000
72889/20	Prepare and Negotiate Contract (Task 20)	89,000	0	89,000
72889/22	Prepare Project Progress Reports (Task 22)	8,000	1,000	2,500
72889/23	Conduct Project Advisory Group Meetings (Task 23)	16,300	3,000	3,500

503,100	413,171	213,000
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Net Income/(Expenditure)

(503,100)	(413,171)	(213,000)
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Implement Resource Recovery Project Study Assistance Programme

Other Expenditure

73914/07	Implement Resource Recovery Staff Study Assistance Programme	500	500	500
		500	500	500

Net Income/(Expenditure)

(500)	(500)	(500)
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Implement Resource Recovery Staff Training and Development

Other Expenditure

73919/07	Train and Develop Staff - Resource Recovery	17,725	10,062	13,773
		17,725	10,062	13,773

Net Income/(Expenditure)

(17,725)	(10,062)	(13,773)
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Financial Performance by Account 2017/2018

Resource Recovery	Budget 2016/2017	Forecast 2016/2017	Budget 2017/2018
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Manage Resource Recovery Project

Other Income

58986/00	Income Resource Recovery Project	5,248,540	5,346,726	4,810,170
		5,248,540	5,346,726	4,810,170

Other Expenditure

64399/00	Operate and Maintain Resource Recovery Park - Hazelmere	18,316	6,105	0
65420/09	Operate and Maintain Minor Plant/Equipment - Resource Recovery	1,160	50	22
66510/07	Operate and Maintain Office Equipment - Resource Recovery	200	200	600
66590/07	Operate and Maintain Miscellaneous Equipment - Resource	700	1,081	1,086
67610/07	Operate and Maintain Office Furniture and Fittings - Resource	386	142	143
71915/07	Internal Revenue Staff Leave Entitlements - Resource Recovery	(133,858)	(71,057)	(77,911)
72884/00	Evaluate Resource Recovery Park Options	54,000	60,000	24,000
72884/01	Undertake Waste Stream Audits	54,000	0	24,000
72986/00	Manage Resource Recovery Project	543,156	513,087	521,401
73917/07	Provide Staff Annual Leave - Resource Recovery	74,874	19,574	34,010
73918/07	Recruit Staff - Resource Recovery	20,000	2,000	2,000
73921/07	Provide Staff Sick Leave - Resource Recovery	15,878	5,981	7,104
73922/07	Provide Staff Long Service Leave - Resource Recovery	546	546	562
73923/07	Provide Staff RDO and TIL Leave - Resource Recovery	0	247	0
73924/07	Provide Staff Public Holiday Leave - Resource Recovery	31,756	7,651	14,208
		681,114	545,607	551,225

Capital Expenditure

24590/07	Purchase Other Equipment - Resource Recovery	2,000	2,000	2,000
		2,000	2,000	2,000

Net Income/(Expenditure)

4,565,426	4,799,119	4,256,945
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MRF - Resource Recovery Park Hazelmere

Other Expenditure

63259/06	Operate and Maintain MRF Building	550	0	750
		550	0	750

Capital Expenditure

24259/09	Construct and Commission Resource Recovery Park - MRF	55,000	20,000	35,000
		55,000	20,000	35,000

Net Income/(Expenditure)

(55,550)	(20,000)	(35,750)
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Financial Performance by Account 2017/2018

Resource Recovery	Budget 2016/2017	Forecast 2016/2017	Budget 2017/2018
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Other Facilities - Resource Recovery Park Hazelmere

Other Expenditure

64398/01	Operate and Maintain Infrastructure - Resource Recovery Park	117,156	59,000	137,592
		117,156	59,000	137,592

Capital Expenditure

24259/06	Construct and Commission Resource Recovery Park - Community	0	0	110,000
24259/07	Construct and Commission Resource Recovery Park -	165,000	0	330,000
24259/08	Construct and Commission Resource Recovery Park - Community	500,000	0	500,000
24259/12	Construct and Commission Resource Recovery Park - Weighbridge	70,000	0	70,000
24259/13	Construct and Commission Resource Recovery Park - Site	250,000	0	250,000
24392/02	Construct and Commission Resource Recovery Park -	225,000	0	225,000
24394/06	Resource Recovery Park - Fencing	10,000	10,000	0
24399/01	Construct and Commission Resource Recovery Park - Site	2,560,000	560,000	3,000,000
24399/07	Construct Resource Recovery Park - Reuse Store Infrastructure	250,000	0	250,000
24410/05	Purchase Resource Recovery Park Transfer Station - Plant &	300,000	0	0
		4,330,000	570,000	4,735,000

Net Income/(Expenditure)

(4,447,156) (629,000) (4,872,592)

Promote Awareness of Resource Recovery Project

Other Expenditure

72882/01	Implement Resource Recovery Education Programme	0	0	2,200
72882/02	Market Resource Recovery Education Programme	0	0	9,500
		0	0	11,700

Net Income/(Expenditure)

0 0 (11,700)

Resource Recovery Facility - Red Hill Waste Management Facility

Other Expenditure

63259/04	Operate and Maintain Resource Recovery Facility - Building	6,650	0	8,300
72884/02	Undertake Resource Recovery Project Study Tour	64,000	64,000	14,000
		70,650	64,000	22,300

Net Income/(Expenditure)

(70,650) (64,000) (22,300)

Support Waste Management Community Reference Group (WMCRG)

Other Expenditure

72883/01	Support Waste Management Community Reference Group	7,600	4,764	7,600
		7,600	4,764	7,600

Net Income/(Expenditure)

(7,600) (4,764) (7,600)

Financial Performance by Account 2017/2018

Resource Recovery		Budget 2016/2017	Forecast 2016/2017	Budget 2017/2018
Woodwaste to Energy Project - Resource Recovery Park Hazelmere				
Other Income				
58986/02	Income Hazelmere Wood Waste to Energy Project	551,572	0	874,477
		551,572	0	874,477
Other Expenditure				
63259/03	Operate and Maintain Hazelmere Wood Waste to Energy - Building	6,241	3,121	0
65410/03	Operate and Maintain Hazelmere Wood Waste to Energy - Plant	69,625	17,406	46,889
72859/10	Monitor Environmental Impacts - Hazelmere Wood Waste to Energy	22,400	0	23,100
72986/01	Manage Hazelmere Wood Waste to Energy Project	397,284	0	1,402,152
		495,550	20,527	1,472,141
Capital Expenditure				
24399/11	Wood Waste to Energy Utilities/Infrastructure - Resource Recovery	1,400,000	1,200,000	200,000
24410/03	Purchase Resource Recovery Park - Wood Waste to Energy Plant &	2,743,633	752,000	1,991,633
		4,143,633	1,952,000	2,191,633
Net Income/(Expenditure)		(4,087,611)	(1,972,527)	(2,789,297)

Financial Performance by Account 2017/2018

	Budget 2016/2017	Forecast 2016/2017	Budget 2017/2018
Net Operating and Capital Expenditure	(26,680,304)	1,418,580	(19,980,975)

CAPITAL WORKS SUMMARY

**For the Year Ending
30 June 2018**

Capital Works Summary 2017/2018

Governance and Corporate Services	Budget 2016/2017	Forecast 2016/2017	Budget 2017/2018
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Implement EMRC's Strategic Information Plan

Capital Expenditure

24550/00	Purchase Information Technology & Communication Equipment	507,550	259,400	681,050
Net Expenditure		507,550	259,400	681,050

Manage Corporate Administration Facilities (Ascot Place)

Capital Expenditure

25240/01	Capital Improvement Administration Building - Ascot Place	257,000	0	257,000
Net Expenditure		257,000	0	257,000

Manage Portfolio of Assets

Capital Expenditure

24440/00	Purchase Vehicles - Ascot Place	226,473	222,884	173,706
24510/01	Purchase Furniture Fittings & Equipment - Corporate Services	55,000	55,000	31,500
24620/00	Purchase Art Works	30,000	0	30,000
25530/01	Upgrade Security Equipment - Ascot Place	3,650	3,650	10,000
Net Expenditure		315,123	281,534	245,206

Capital Works Summary 2017/2018

Waste Management	Budget 2016/2017	Forecast 2016/2017	Budget 2017/2018
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Manage Engineering and Waste Management Services

Capital Expenditure

24510/02	Purchase / Replace Office Equipment - Engineering / Waste	550	0	0
24590/03	Purchase/Replace Other Equipment - Engineering and Waste	2,000	2,000	2,000
24610/03	Purchase Office Furniture and Fittings-Engineering and Waste	500	0	0
24610/10	Purchase Office Furniture and Fittings-Hazelmere	2,000	0	4,000
Net Expenditure		5,050	2,000	6,000

Develop and implement an Education Programme for the Red Hill Education Centre

Capital Expenditure

24690/01	Purchase Miscellaneous Furniture and Fittings - Red Hill Education	3,000	5,543	1,000
Net Expenditure		3,000	5,543	1,000

Implement Red Hill Master Plan Planning Recommendations

Capital Expenditure

24320/01	Construct Class III Leachate Pond - Red Hill Landfill Facility	600,000	5,517	600,000
24320/02	Leachate Project - Red Hill Landfill Facility	3,385,000	114,534	2,423,169
24350/01	Construct Stormwater and Siltation Ponds - Red Hill Landfill Facility	175,804	600,000	200,000
24370/00	Construct Roads / Carparks - Red Hill Landfill Facility	271,000	63,799	329,201
24370/02	Construct Access Road to Lots 8 9 10 - Red Hill Landfill Facility	475,000	0	475,000
24393/00	Construct Water Storage Dams - Red Hill Landfill Facility	0	0	150,000
24394/00	Construct Perimeter Fencing - Red Hill Landfill Facility	0	94,600	0
24394/04	Construct Litter Fence - Red Hill Farm	0	0	0
24394/05	Construct Litter Fence - Redhill Landfill Facility	0	0	50,000
24396/00	Construct Monitoring Bores - Red Hill Landfill Facility	60,000	40,000	60,000
24399/10	Air Supply lines - Waste Management Structures - Red Hill Landfill	0	0	50,000
24410/08	Purchase Plant for Leachate Project - Red Hill Landfill Facility	0	150,000	530,000
24420/06	Purchase Minor Plant for Leachate Project - Red Hill Landfill Facility	0	67,297	100,000
Net Expenditure		4,966,804	1,135,747	4,967,370

Manage Major & Minor Plant - Hazelmere

Capital Expenditure

24410/01	Purchase / Replace Plant - Hazelmere	1,830,000	275,000	1,880,000
24420/02	Purchase / Replace Minor Plant and Equipment - Hazelmere	10,000	35,000	10,000
25410/01	Refurbish Plant - Hazelmere	40,000	20,000	70,000
Net Expenditure		1,880,000	330,000	1,960,000

Capital Works Summary 2017/2018

Waste Management	Budget 2016/2017	Forecast 2016/2017	Budget 2017/2018
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Manage Major and Minor Plant (Red Hill Waste Disposal Facility)

Capital Expenditure

24410/00	Purchase / Replace Plant - Red Hill Landfill Facility	2,635,000	1,380,627	3,589,497
24430/00	Purchase / Replace Vehicles - Red Hill Landfill Facility	70,141	104,223	69,276
25410/00	Refurbish Plant - Red Hill Landfill Facility	10,000	10,000	20,000
Net Expenditure		2,715,141	1,494,850	3,678,773

Other Facilities - Hazelmere

Capital Expenditure

24250/05	Construct Storage Shed - Hazelmere	63,000	0	0
24395/01	Construct Hardstand and Road - Hazelmere	114,000	60,294	53,706
24530/10	Purchase / Replace Security System - Hazelmere	60,000	10,870	49,130
Net Expenditure		237,000	71,164	102,836

Promote Red Hill Landfill Facility Operations

Capital Expenditure

25253/00	Refurbish Environmental Education Centre - Redhill Landfill Facility	5,000	0	2,000
Net Expenditure		5,000	0	2,000

Provide Waste Disposal Service (Class IV) - Red Hill Waste Management

Capital Expenditure

24330/04	Design and Construct Class IV Cell Stage 2 - Red Hill Landfill Facility	500,000	0	500,000
Net Expenditure		500,000	0	500,000

Capital Works Summary 2017/2018

Waste Management	Budget 2016/2017	Forecast 2016/2017	Budget 2017/2018
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Provide Waste Disposal Service (Red Hill Waste Disposal Facility)

Capital Expenditure

24250/01	Construct Waste Management Facility Buildings - Red Hill Landfill	25,000	0	25,000
24380/00	Construct Drainage Diversion and Earthworks Infrastructures - Red Hill	0	448,858	420,000
24399/04	Washdown bay Upgrade - Red Hill Landfill Facility	0	53,345	20,000
24399/05	Truck Washdown Bay for Member Councils - Red Hill Landfill Facility	30,000	0	30,000
24399/13	Workshop No 2 Washdown Bay - Red Hill Landfill Facility	40,000	0	0
24420/00	Purchase / Replace Minor Plant and Equipment-Red Hill Landfill Facility	150,000	96,011	190,000
24510/08	Purchase / Replace Office Equipment - Red Hill Landfill Facility	4,000	2,000	4,000
24520/07	Purchase Fire Fighting System/Equipment - Hazelmere	10,000	6,600	13,400
24520/08	Purchase / Replace Fire Fighting Equipment - Red Hill Landfill Facility	1,000	0	0
24530/08	Purchase / Replace Security System - Red Hill Waste Management	37,500	0	83,000
24590/00	Purchase / Replace Other Equipment - Red Hill Landfill Facility	69,000	23,889	424,000
24590/02	Purchase / Replace Miscellaneous Equipment - Hazelmere	6,000	6,053	2,500
24610/08	Purchase / Replace Office Furniture and Fittings - Red Hill Landfill	3,000	3,000	3,000
25259/01	Refurbish Waste Transfer Station Building - Red Hill Landfill Facility	140,000	0	0

Net Expenditure

515,500	639,756	1,214,900
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Provide Waste Disposal Services (Class III) - Red Hill Waste Management

Capital Expenditure

24310/13	Construct Class III Landfill Cell Farm Stage 3 - Red Hill Landfill Facility	5,969,252	259,797	3,765,204
24310/16	Construct Class III Cell Stage 15 - Red Hill Landfill Facility	0	61,795	0
24310/18	Construct Class III Cell Stage 15B - Red Hill Landfill Facility	1,670,000	20,656	1,611,222

Net Expenditure

7,639,252	342,248	5,376,426
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Woodwaste Project - Resource Recovery Park Hazelmere

Capital Expenditure

24399/09	Construct Storage Bunkers for Wood Fines (QA process) - Hazelmere	500,000	0	0
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Net Expenditure

500,000	0	0
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Capital Works Summary 2017/2018

Environmental Services		Budget 2016/2017	Forecast 2016/2017	Budget 2017/2018
Manage and Deliver Environmental Services				
Capital Expenditure				
24590/05	Purchase Other Equipment - Environmental Services	0	0	0
Net Expenditure		0	0	0

Capital Works Summary 2017/2018

Resource Recovery		Budget 2016/2017	Forecast 2016/2017	Budget 2017/2018
C & I Project - Resource Recovery Park Hazelmere				
Capital Expenditure				
24259/04	Construct and Commission Resource Recovery Park - C & I Building	2,050,000	512,500	0
24410/04	Purchase Resource Recovery Park C & I Building - Plant & Equipment	2,993,585	960,481	0
Net Expenditure		5,043,585	1,472,981	0
Manage Resource Recovery Project				
Capital Expenditure				
24590/07	Purchase Other Equipment - Resource Recovery	2,000	2,000	2,000
Net Expenditure		2,000	2,000	2,000
MRF - Resource Recovery Park Hazelmere				
Capital Expenditure				
24259/09	Construct and Commission Resource Recovery Park - MRF Building -	55,000	20,000	35,000
Net Expenditure		55,000	20,000	35,000
Other Facilities - Resource Recovery Park Hazelmere				
Capital Expenditure				
24259/06	Construct and Commission Resource Recovery Park - Community	0	0	110,000
24259/07	Construct and Commission Resource Recovery Park -	165,000	0	330,000
24259/08	Construct and Commission Resource Recovery Park - Community	500,000	0	500,000
24259/12	Construct and Commission Resource Recovery Park - Weighbridge	70,000	0	70,000
24259/13	Construct and Commission Resource Recovery Park - Site Workshop	250,000	0	250,000
24392/02	Construct and Commission Resource Recovery Park - Weighbridges	225,000	0	225,000
24394/06	Resource Recovery Park - Fencing	10,000	10,000	0
24399/01	Construct and Commission Resource Recovery Park - Site Infrastructure	2,560,000	560,000	3,000,000
24399/07	Construct Resource Recovery Park - Reuse Store Infrastructure (Car	250,000	0	250,000
24410/05	Purchase Resource Recovery Park Transfer Station - Plant & Equipment	300,000	0	0
Net Expenditure		4,330,000	570,000	4,735,000
Woodwaste to Energy Project - Resource Recovery Park Hazelmere				
Capital Expenditure				
24399/11	Wood Waste to Energy Utilities/Infrastructure - Resource Recovery Park	1,400,000	1,200,000	200,000
24410/03	Purchase Resource Recovery Park - Wood Waste to Energy Plant &	2,743,633	752,000	1,991,633
Net Expenditure		4,143,633	1,952,000	2,191,633

Capital Works Summary 2017/2018

	Budget 2016/2017	Forecast 2016/2017	Budget 2017/2018
Total Capital Expenditure	33,620,638	8,579,223	25,956,194



11.3 INTERIM AUDIT REPORT FOR YEAR ENDING 30 JUNE 2017

REFERENCE: D2017/07477 (AC) – D2017/09006

Item 11.3 Interim Audit Report For Year Ending 30 June 2017 was considered prior to Item 11.1 Draft Corporate Business Plan 2017/2018 To 2021/2022 and Item 11.2 Eastern Metropolitan Regional Council (EMRC) 2017/2018 Draft Annual Budget.

PURPOSE OF REPORT

The purpose of this report is for Council to note the contents of the Interim Audit Report for the year ending 30 June 2017 and the management comments provided in response.

KEY ISSUES AND RECOMMENDATION(S)

- Council's auditor, Macri Partners, has completed the interim audit for the year ending 30 June 2017.
- The Interim Audit Report, inclusive of management comments provided in response, has been received from the auditors.

Recommendation

That Council notes the contents of the Interim Audit Report and the management comments provided in response forming the attachment to this report.

SOURCE OF REPORT

Director Corporate Services

BACKGROUND

An interim audit is undertaken by Council's external auditor annually prior to the end of the financial year.

The interim audit covers a review of the accounting and internal control procedures in operation as well as the testing of transactions and an examination of some compliance matters which are required under the *Local Government Act 1995* and *Local Government (Financial Management) Regulations 1996*.

The interim audit involves a test of controls (compliance tests), analytical procedures and some limited substantive tests. This will assist to ensure the design of the audit plan will contribute to the audit being done efficiently and effectively. The interim audit will identify high risk areas (if any) and provide the auditor with greater assurances.

The Interim Audit report is submitted to Council, via the Audit Committee, and forms part of the report scheduled to be tabled in September each year relating to the adoption of the audited Financial Report and the Independent Auditor's Report on that Annual Financial Report.



Item 11.3 continued

REPORT

The Interim Audit for the year ending 30 June 2017 was undertaken by Council's external auditors, Macri Partners, between 8 and 10 March 2017. The interim audit covered a review of accounting and internal control procedures in place at the EMRC, as well as testing of transactions in the following areas:

- Bank Reconciliations;
- Investments;
- Purchases;
- Payments and Creditors;
- Receipts and Sundry Creditors;
- Payroll;
- General Accounting (including journals);
- IT Controls;
- Registers (including Tenders Register); and
- Minutes Review.

The interim audit also covered an examination of some compliance matters, which are required under the *Local Government Act 1995* and *Local Government (Financial Management) Regulations 1996*.

The findings of the Interim Audit are detailed in the attached report. Management's comments in response to the matters raised are also included in the Interim Audit Report.

The auditor will be in attendance to provide an overview of the audit plan and respond to queries relating to the audit.

STRATEGIC/POLICY IMPLICATIONS

Key Result Area 4 – Good Governance

- 4.3 To provide responsible and accountable governance and management of the EMRC
- 4.4 To continue to improve financial and asset management practices

FINANCIAL IMPLICATIONS

Nil


SUSTAINABILITY IMPLICATIONS

Nil



Item 11.3 continued

MEMBER COUNCIL IMPLICATIONS

Member Council	Implication Details
Town of Bassendean	 Nil
City of Bayswater	
City of Belmont	
Shire of Kalamunda	
Shire of Mundaring	
City of Swan	

ATTACHMENT(S)

Interim Audit Report for Year Ended 30 June 2017 (Ref: D2017/09003)

VOTING REQUIREMENT

Simple Majority

RECOMMENDATION(S)

That Council notes the contents of the Interim Audit Report and the management comments provided in response forming the attachment to this report.

Mr Macri, provided an outline of the annual audit process and a brief overview of the results of the Interim Audit Report for year ended 30 June 2017.

Mr Tony Macri and Mr Suren Herathmudalige of Macri Partners responded to AC member queries.

Mr Macri brought to AC members attention the new accounting standard AASB-124 "Related Party Disclosures," which came into effect from 1 July 2016, and:

"aims to assist Council in complying with disclosure requirements concerning key management personnel, their close family members and entities controlled or jointly controlled by any of them."

Discussions ensued.

AC RECOMMENDATION(S)

MOVED CR FÄRDIG

SECONDED CR PERKS

That Council notes the contents of the Interim Audit Report and the management comments provided in response forming the attachment to this report.

CARRIED UNANIMOUSLY

COUNCIL RESOLUTION(S)

MOVED CR MCDONNELL

SECONDED CR PERKS

THAT COUNCIL NOTES THE CONTENTS OF THE INTERIM AUDIT REPORT AND THE MANAGEMENT COMMENTS PROVIDED IN RESPONSE FORMING THE ATTACHMENT TO THIS REPORT.

CARRIED UNANIMOUSLY



Certified Practising Accountants

25 May 2017

Chief Executive Officer
Eastern Metropolitan Regional Council
PO Box 234
BELMONT WA 6984

Dear Sir

RE: INTERIM AUDIT VISIT FOR THE YEAR ENDING 30 JUNE 2017

We carried out an interim audit of the Eastern Metropolitan Regional Council (EMRC) for the year ending 30 June 2017.

Our interim audit covered a review of the accounting and internal control procedures in operation, as well as testing of transactions, in the following areas:

- ☐ Bank Reconciliations
- ☐ Investments
- ☐ Purchases
- ☐ Payments and Creditors
- ☐ Receipts and Sundry Debtors
- ☐ Payroll
- ☐ General Accounting (Journals, etc.)
- ☐ IT Controls
- ☐ Registers (Tenders Register, etc.)
- ☐ Minutes Review

Our review also covered an examination of some compliance matters, which are required under the Local Government Act 1995 (as amended) and Financial Management Regulations 1996.

Please note that our examination of internal controls was carried out for audit purposes designed primarily for the purpose of expressing an opinion on the financial report of the EMRC.

Because of the inherent limitations of any internal control structure, it is possible that fraud, error, or non-compliance with laws and regulations may occur and not be detected. Any projection of the evaluation of control procedures to future periods is subject to the risk that the procedures may become inadequate because of changes in conditions, or that the degree of compliance with them may deteriorate.



It should be appreciated that the matters noted came to our attention during the course of our normal audit examination and as a result do not necessarily include all those matters which a more extensive or special examination might identify.

Accordingly, our comments in this management letter are not intended to cover all aspects of the EMRC's internal controls and accounting systems and are limited to those matters that arose from our normal audit procedures.

CREDITORS, PURCHASING AND PAYMENTS

As part of our audit, we carried out a review of the purchasing and payments system. Our audit procedures have been designed to determine appropriate means for selecting items for testing so as to gather sufficient appropriate audit evidence to meet the objectives of the audit procedures. Professional judgement is used to assess the risk of material misstatement and to design and perform further audit procedures where necessary to reduce the risk to an acceptable low level. Our audit procedures have been designed to determine whether purchases of goods/services were in accordance with Council's policies.

Generally the controls surrounding purchases, creditors and payments are appropriate to meet the Council's requirements.

The following matter was noted and is brought to your attention:

Our review of the outstanding purchase orders listing revealed a number of purchase orders outstanding for more than six months totalling \$1,558,821.76. As per our discussions with the Accounts Officer, it appears that some of the outstanding purchase orders may have been completed and may require to be cancelled out from the system.

We request that management review the outstanding purchase orders periodically and purge unwanted and fulfilled purchase orders from the system. This will ensure that only valid outstanding purchase orders remain on the system.

Management Comment:

The Finance section distributes an Outstanding Purchase Orders listing approximately 3 times per annum to Responsible Officers for their review with advice to mark the outstanding purchase orders as necessary. i.e. cancel or complete orders that are no longer required.

On an annual basis prior to the end of each financial year the Manager, Financial Services and the Accounts Payable Officer review all outstanding purchase orders in an effort to "clean up" outstanding orders where it is obvious that they can be cancelled or completed.

Of the 247 purchase orders totalling \$1,558,821.76 that were outstanding for more than 6 months, from the sample provided by the auditors, 63 purchases orders totalling \$76,077 were identified that could be completed or cancelled. The remaining open purchase orders totalling \$1,482,745 related to a number of on-going projects longer than 6 months.

Major projects relating to these open purchase orders include:

- | | |
|---|-------------|
| • Resource Recovery Park - Wood Waste to Energy Project | \$1,084,087 |
| • Crush and Screen Laterite Caprock (2016/2017) | |
| \$89,281 | |
| • Provision of Internal Audit Contract | \$64,152 |



- **Provision of Financial Services – Legal Fees/Valuations contract(yrs 2 & 3)**
\$51,204

The 63 purchase orders that were identified that could be cancelled or completed will, together with further purchase orders if required, be cancelled or completed prior to the end of the financial year.

Future requests to the Responsible Officers to review purchase orders within their responsibility will be undertaken on a quarterly basis and will emphasise the requirement to cancel or complete orders should they no longer be required. The Manager, Financial Services and the Accounts Payable Officer will also review the purchase orders quarterly in order to cancel or complete any obvious open purchase orders that can be cancelled or completed.

SUNDRY DEBTORS

We examined the policies and procedures in relation to debtors invoicing, receipting, banking and debt collection. The debtors system was reviewed with limited testing.

The following matter was noted and is brought to your attention:

Our audit picked up an instance, as indicated below, where Council places complete reliance on information received from customers Recipient Created Tax Invoice (RCTI).

Landfill Gas & Power Pty Ltd (customer)

Nature of Revenue

For sale of methane gas and large scale generation certificate royalties.

Management Comment:

The Director, Waste Services, has contacted Landfill Gas & Power who have advised that the units of electricity sent out from Red Hill Power Station are verified from the Western Power portal where the data is downloaded into spreadsheets and RCTI's are created based on the information downloaded. Copies of the spreadsheets accompanied by a screenshot of the Western Power portal will be provided as supporting documentation to future RCTI's .

Copies of the certificate sales records have been requested as supporting documentation in order to verify the RCTI's that are received relating to the sale of LGC's (large generation certificates).

Future RCTI's together with the supporting documentation will be reviewed, verified and authorised by an appropriate authorising officer from the Waste Services section prior to being processed by the Finance section.



PAYROLL

Our audit examined the EMRC's payroll system which consists of controls assessment around the following areas:

- Reviewing the policies and procedures at the EMRC in relation to the Payroll system
- Staff additions and terminations
- Changes to employees pay, including variations to pay
- Authorisation and monitoring of leave taken by employees
- Processing of payroll
- Segregation of duties

The following matter was noted and is brought to your attention:

As part of our audit process, we noted that amendments to the payroll master file made by the payroll officer are not reviewed by an independent senior officer. Lack of such control may provide opportunities for inappropriate amendments to remain undetected.

We recommend that a report containing amendments to the payroll master file be produced and reviewed by an independent senior officer regularly in order to reduce the risk of inappropriate amendments.

Management Comment:

Currently the Payroll Officer runs an audit report entitled "AWARD-CLASSIFICATION" only. This report extracts any changes made to employee pay rates and position classifications between the nominated periods. The report is converted to a PDF and filed on a restricted EMRC file drive.

We agree with the audit's recommendation and new practices were implemented when this was raised, effective from March 2017.

We thank your staff for the assistance provided during the audit. Should you have any queries with respect to the above or any other matters please do not hesitate to contact our office.

Yours faithfully



ANTHONY MACRI
AUDIT PARTNER





12 REPORTS OF DELEGATES

Nil

13 NEW BUSINESS OF AN URGENT NATURE APPROVED BY THE CHAIRMAN OR PRESIDING MEMBER OR BY DECISION OF MEETING

Nil

14 CONFIDENTIAL MATTERS FOR WHICH THE MEETING MAY BE CLOSED TO THE PUBLIC

Nil

15 FUTURE MEETINGS OF THE AUDIT COMMITTEE

Meetings of the Audit Committee are covered under the Audit Committee Terms of Reference as follows.

"2.3 Meetings

The Committee meet as required at the discretion of the Chairman of the Committee at least three (3) times per year to coincide with approval of strategic and annual plans, the annual budget and the auditor's report on the annual financial report.

Additional meetings shall be convened at the discretion of the Chairman or at the written request of any member of the Committee or external auditor."

Future Meetings 2017

Thursday	6	July (if required)	at	EMRC Administration Office
Thursday	10	August (if required)	at	EMRC Administration Office
Thursday	7	September	at	EMRC Administration Office
Thursday	5	October (if required)	at	EMRC Administration Office
Thursday	16	November (if required)	at	EMRC Administration Office

16 DECLARATION OF CLOSURE OF MEETING

There being no further business the meeting was closed at 7:18pm.



16 REPORTS OF DELEGATES

Nil

17 MEMBERS' MOTIONS OF WHICH PREVIOUS NOTICE HAS BEEN GIVEN

Nil

18 NEW BUSINESS OF AN URGENT NATURE APPROVED BY THE CHAIRMAN OR PRESIDING MEMBER OR BY DECISION OF MEETING

Nil

19 CONFIDENTIAL MATTERS FOR WHICH THE MEETING MAY BE CLOSED TO THE PUBLIC

RECOMMENDATION (Closing meeting to the public)

That with the exception of, the meeting be closed to members of the public in accordance with Section 5.23 (2) of the *Local Government Act 1995* for the purpose of dealing with matters of a confidential nature.

COUNCIL RESOLUTION

MOVED CR MCDONNELL

SECONDED CR MCNAMARA

THAT WITH THE EXCEPTION OF THE DIRECTOR CORPORATE SERVICES; DIRECTOR WASTE SERVICES; DIRECTOR REGIONAL SERVICES; MANAGER RESOURCE RECOVERY; MANAGER FINANCIAL SERVICES; CEO, CITY OF BELMONT; DIRECTOR TECHNICAL SERVICES, CITY OF BAYSWATER; MR KING, TALIS CONSULTING; EXECUTIVE ASSISTANT TO THE CEO AND PERSONAL ASSISTANT TO THE DIRECTOR CORPORATE SERVICES, THE MEETING BE CLOSED TO MEMBERS OF THE PUBLIC IN ACCORDANCE WITH SECTION 5.23 (2) OF THE *LOCAL GOVERNMENT ACT 1995* FOR THE PURPOSE OF DEALING WITH MATTERS OF A CONFIDENTIAL NATURE.

CARRIED UNANIMOUSLY

The doors of the meeting were closed at 6:19pm and members of the public departed the Council Chambers.

19.1 ITEM 14.1 OF THE RESOURCE RECOVERY COMMITTEE MINUTES – RESOURCE RECOVERY FACILITY - FINALISATION OF THE REQUEST FOR TENDER 2016-005

REFERENCE: D2017/08604

This item is recommended to be confidential because it contains matters of a commercial-in-confidence nature.

The Council considered the Confidential Item circulated with the Agenda under Separate Cover.



Item 19 continued

19.2 SUNDRY DEBTOR WRITE-OFF

REFERENCE: D2017/07905

This item is recommended to be confidential because it contains matters of legal professional privilege.

The Council considered the Confidential Item circulated with the Agenda under Separate Cover.

RECOMMENDATION [Meeting re-opened to the public]

That the meeting be re-opened, the members of the public be invited to return to the meeting and the recommendations passed behind closed doors be recorded.

COUNCIL RESOLUTION

MOVED CR MCDONNELL

SECONDED CR EHRHARDT

THAT THE MEETING BE RE-OPENED, THE MEMBERS OF THE PUBLIC BE INVITED TO RETURN TO THE MEETING AND THE RECOMMENDATIONS PASSED BEHIND CLOSED DOORS BE RECORDED.

CARRIED UNANIMOUSLY

The doors of the meeting were re-opened at 7:20pm and members of the public returned to the Council Chambers.



Item 19 continued

Recording of the resolutions passed behind closed doors, namely:

19.1 ITEM 14.1 OF THE RESOURCE RECOVERY COMMITTEE MINUTES – RESOURCE RECOVERY FACILITY - FINALISATION OF THE REQUEST FOR TENDER 2016-005

REFERENCE: D2017/08604

COUNCIL RESOLUTION(S)

MOVED CR MCDONNELL

SECONDED CR SUTHERLAND

THAT:

1. COUNCIL CONFIRMS TENDERER C AS THE PREFERRED TENDERER.
2. THE CHIEF EXECUTIVE OFFICER BE AUTHORISED TO FINALISE THE TERMS OF THE CONTRACT WITH TENDERER C TO TAKE INTO ACCOUNT ANY CHANGES TO THE CONTRACT DOCUMENTS REQUIRED BY TENDERER C OR THEIR FINANCIERS.
3. COUNCIL CONFIRMS TENDERER B AS THE ALTERNATIVE PREFERRED TENDERER IN THE EVENT THAT FINALISATION OF THE CONTRACT WITH TENDERER C CANNOT BE ACHIEVED.
4. THE CHIEF EXECUTIVE OFFICER BE AUTHORISED TO FINALISE THE TERMS OF THE CONTRACT WITH TENDERER B IN THE EVENT THAT A CONTRACT CANNOT BE FINALISED WITH TENDERER C AND TO TAKE INTO ACCOUNT ANY CHANGES TO THE CONTRACT DOCUMENTS REQUIRED BY THE FINANCIERS FOR TENDERER B OR THEIR FINANCIERS.
5. THE REPORT AND ATTACHMENTS REMAIN CONFIDENTIAL AND BE CERTIFIED BY THE CHAIRMAN AND CEO.

CARRIED 11/1

For Vote: Cr Daw, Cr Ehrhardt, Cr Lewis, Cr McDonnell, Cr McNamara, Cr O'Connor, Cr Perks, Cr Powell, Cr Stallard, Cr Sutherland, Cr Wolff

Against Vote: Cr Bridges



19.2 SUNDRY DEBTOR WRITE-OFF

REFERENCE: D2017/07905

COUNCIL RESOLUTION(S)

MOVED CR LEWIS

SECONDED CR STALLARD

THAT COUNCIL, BY AN ABSOLUTE MAJORITY IN ACCORDANCE WITH SECTION 6.12(1)(C) OF THE *LOCAL GOVERNMENT ACT 1995*, AUTHORISES THE WRITE-OFF OF \$9,111.54 (INC. GST) OWING BY REMOTE CIVILS AUSTRALIA PTY LTD.

CARRIED 11/1

For Vote: Cr Bridges, Cr Daw, Cr Ehrhardt, Cr Lewis, Cr McDonnell, Cr McNamara, Cr O'Connor, , Cr Powell, Cr Stallard, Cr Sutherland, Cr Wolff

Against Vote: Cr Perks

Item 14 Reports of Employees and the remainder of the Agenda were dealt with at this point in the meeting.

20 FUTURE MEETINGS OF COUNCIL

The next meeting of Council will be held on **Thursday 20 July 2017 (if required)** at the EMRC Administration Office, 1st Floor, Ascot Place, 226 Great Eastern Highway, Belmont WA 6104 commencing at 6:00pm.

Future Meetings 2017

Thursday	20 July (if required)	at	EMRC Administration Office
Thursday	24 August (if required)	at	EMRC Administration Office
Thursday	21 September	at	EMRC Administration Office
Thursday	7 December	at	EMRC Administration Office
January 2018 (recess)			

21 DECLARATION OF CLOSURE OF MEETING

There being no further business, the meeting was closed at 7:35pm.