

AGENDA

D2022/07043

Agenda Briefing Forum 12 May 2022

Notice of Meeting

Dear Councillors

The next Agenda Briefing Forum will be held on Thursday, 12 May 2022 at the EMRC Administration Office, 1st Floor, 226 Great Eastern Highway, Ascot WA 6104 commencing at 6:00pm.


Marcus Geisler | Chief Executive Officer

6 May 2022

Please Note

If any Councillor has a query regarding a report item or requires additional information in relation to a report item, please contact the responsible officer (SOURCE OF REPORT) prior to the meeting.

The meeting will be recorded for administrative purposes only.

Per the meeting structure as adopted by the EMRC Council, there will be no public questions at Agenda Briefing Forums.

Public question time will continue as usual at Ordinary Meetings of Council and questions may be submitted electronically prior to the meeting, no later than 4.00pm on the day of the meeting to CouncilEnquiry@emrc.org.au.



EMRC Council Members

Cr Mel Congerton	EMRC Chairman	City of Swan
Cr Dylan O'Connor	EMRC Deputy Chairman	City of Kalamunda
Cr Kathryn Hamilton	EMRC Member	Town of Bassendean
Cr Hilary MacWilliam	EMRC Member	Town of Bassendean
Cr Steven Ostaszewskyj	EMRC Member	City of Bayswater
Cr Michelle Sutherland	EMRC Member	City of Bayswater
Cr Margaret Thomas	EMRC Member	City of Kalamunda
Cr John Daw	EMRC Member	Shire of Mundaring
Cr Doug Jeans	EMRC Member	Shire of Mundaring
Cr Charlie Zannino	EMRC Member	City of Swan

EMRC Council Deputies

Cr Emily Wilding	EMRC Deputy Member	Town of Bassendean
Cr Giorgia Johnson	EMRC Deputy Member	City of Bayswater
Cr Janelle Sewell	EMRC Deputy Member	City of Kalamunda
Cr Jo Cicchini	EMRC Deputy Member	Shire of Mundaring
Cr Andrew Kiely	EMRC Deputy Member	City of Swan

Agenda Briefing Forum

12 May 2022

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1 DECLARATION OF OPENING AND ANNOUNCEMENT OF VISITORS

1.1 ACKNOWLEDGEMENT OF COUNTRY

We wish to acknowledge the traditional custodians of the land on which we meet today and to pay our respects to elders past, present and future.

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

3 DISCLOSURE OF INTERESTS

4 ANNOUNCEMENTS BY THE CHAIRMAN OR PRESIDING MEMBER WITHOUT DISCUSSION

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 confidential report is covered in Section 6 of this agenda:

- HAZELMERE WOOD WASTE TO ENERGY PLANT UPDATE (D2022/07551)

5 REPORTS OF EMPLOYEES

- 5.1 THE EMRC FINAL DRAFT SUSTAINABILITY STRATEGY 2022/2023 – 2026/2027 (D2022/06591)
- 5.2 INFORMATION BULLETIN – SUSTAINABILITY TEAM UPDATE – JANUARY TO MARCH 2022 (D2022/07230)
- 5.3 INFORMATION BULLETIN – CORPORATE BUSINESS PLAN 2021/2022 – 2025/2026 – THIRD QUARTER REPORTING FROM JANUARY TO MARCH 2022 (D2022/07231)

5.1 THE EASTERN METROPOLITAN REGIONAL COUNCIL FINAL DRAFT SUSTAINABILITY STRATEGY 2022/2023 – 2026/2027

D2022/06591

PURPOSE OF REPORT

The purpose of this report is to present to Council the final of the EMRC's draft Sustainability Strategy for the five-year period being 2022/23 – 2026/2027 (as attached), for endorsement.

KEY POINT(S)

- An initial draft Sustainability Strategy was prepared as the final step (8) of the overall Strategic Review of the EMRC undertaken by GHD.
- The draft Strategy aligned with the Strategic Review which was endorsed by Council in August 2021.
- The initial draft Sustainability Strategy was presented to Council, for noting, at its November 2021 Council meeting.
- The initial draft Strategy has now undergone a further iteration, which outlines changes in the actions which align with the Corporate Business Plan actions. The actions are outlined in the Supporting Documentation (refer to Attachment 2)
- This final version of the draft Sustainability Strategy will also help inform the mid-term review of the EMRC's 10-year Strategic Plan which will be presented to Council in the coming months.

RECOMMENDATION(S)

That Council endorses the EMRC Sustainability Strategy 2022/2023 – 2026/2027, forming the attachments to this report.

SOURCE OF REPORT

Chief Executive Officer

BACKGROUND

- 1 The EMRC undertook a Strategic Review of the organisation in 2020/2021 including workshops, presentations and reports that considered the EMRC's markets and capabilities, vision and implementation, complete with recommended activities. As a result of the Review, and to complete the final step in the process, a draft EMRC Sustainability Strategy was prepared and presented to Council for noting.
- 2 In previous years the EMRC developed individual strategies for various areas of the EMRC including, Environment, Economic Development, Transport, Advocacy but not a holistic strategy for the entire operations of the EMRC. With the Strategic Review now completed it was considered timely to embark on a whole of organisation Sustainability Strategy.

REPORT

- 3 The EMRC's approach to sustainability practices and circular economy-based initiatives were motivating factors for the Strategic Review and it is the Strategic Review which has precipitated the development of a Sustainability Strategy for the EMRC. The EMRC is also utilising the Sustainability Strategy to help inform the mid-term review of its 10 year '2017-2027 Strategic Plan which was initially developed in accordance with section 5.56(1) and (2) of the Local Government Act 1995 (the Act). The new Sustainability Strategy will greater align with the direction of the EMRC in accordance with the Strategic Review.
- 4 The Sustainability Strategy includes a set of actions to report against and these will include alignment to the United Nations Sustainable Development Goals (SDGs) ensuring not just local and national but also global alignment. These actions have also assisted in guiding the revision of the EMRC's draft Corporate Business Plan 2022/2023-2026/2027 and the mid-term review of the EMRC's Strategic Plan 2017-2027 (both of these documents are also being presented to Council for adoption during 2022).

STRATEGIC/POLICY IMPLICATIONS

- 5 Key Result Area 1 - Environmental Sustainability
 - 1.1 To provide sustainable waste disposal operations
 - 1.2 To improve regional waste management
- 6 Key Result Area 3 - Good Governance
 - 3.2 To manage partnerships and relationships with stakeholders
 - 3.3 To provide responsible and accountable governance and management of the EMRC
 - 3.4 To continue to improve financial and asset management practices

FINANCIAL IMPLICATIONS

- 7 The actions included in the draft Sustainability Strategy are accounted for in the EMRC's annual operating budget.

SUSTAINABILITY IMPLICATIONS

- 8 The EMRC final draft Sustainability Strategy 2022/2023 – 2026/2027 identified the EMRC's vision, mission and high level direction that aligns with the sustainability of Perth's Eastern Region.

RISK MANAGEMENT

Risk The Council agreed Key Actions are not delivered in accordance with the Corporate Business Plan		
Consequence	Likelihood	Rating
Moderate	Unlikely	Moderate
Action/Strategy		
➤ Regular and ongoing reviews and quarterly updates ensure staff continue to be apprised of the deliverables and agreed actions within the draft Sustainability Strategy.		

MEMBER COUNCIL IMPLICATIONS

Member Council	Implication Details
Town of Bassendean	As outlined in the attachment
City of Bayswater	
City of Kalamunda	
Shire of Mundaring	
City of Swan	

ATTACHMENT(S)

1. The EMRC Draft Sustainability Strategy 2022/2023 – 2026/2027 (D2022/06592)
2. The EMRC Draft Sustainability Strategy 2022/2023 – 2026/2027 – Supporting Material (D2022/06593)

VOTING REQUIREMENT

Simple Majority

RECOMMENDATION(S)

That Council endorses the EMRC's draft Sustainability Strategy 2022/2023 – 2026/2027, forming the attachments to this report.

COUNCIL RESOLUTION(S)

MOVED

SECONDED



Sustainability Strategy

Eastern Metropolitan Regional Council



A message from the EMRC's CEO



The Eastern Metropolitan Regional Council's (EMRC) Sustainability Strategy has been developed to ensure that programs and services are being delivered in alignment with the strategic priorities of EMRC's key stakeholders.

The newly adopted Sustainability Strategy is used to drive operational activities and is aligned to our priorities throughout the EMRC.

Council endorsed the EMRC Strategic Review in June 2021. This review was built on multi-stage stakeholder engagement and an understanding of the evolving waste management market in Western Australia. The Strategic Review undertaken in 2020/2021 identifies the overarching vision and goals that the EMRC Council aspires to achieve.

Sustainability is a core pillar in the EMRC's operation and through this strategy, we will continue to move forward as a leader in community change and action.

Marcus Geisler
Chief Executive Officer





Introduction

The Eastern Metropolitan Regional Council (EMRC) is a forward thinking regional local government representing the interests of five-member Councils in Perth’s Eastern Region.

Incorporated under the Local Government Act 1995, we provide strength in our partnerships with the Town of Bassendean, City of Bayswater, City of Kalamunda, City of Swan, and Shire of Mundaring to build a sustainable community for current and future generations.

- We are committed to being a leader in sustainability by:
- Defining a Sustainability Strategy, which drives forward thinking throughout Perth’s Eastern Region
 - Incorporating our sustainability vision and goals into our foundations
 - Establishing realistic targets to meet local, state, national and international sustainability objectives

This Sustainability Strategy will allow us to meet the needs of our Member Councils while providing sustainable solutions for future generations.

Strategic alignment

Our Sustainability strategy has been drafted in alignment with our strategic review, local, state, national and international drivers.

The EMRC Strategic Review

We conducted a strategic review which was endorsed by council, August 2021. The strategy identified that it should “focus on delivering waste, resource recovery and sustainability services, capitalising on its existing capabilities and infrastructure to act as an industry leader in resource recovery”.

- The objective of the strategic review is to leverage off our current operational capacity to deliver valuable services to member councils, their communities, and the Eastern Metropolitan region by:
- Delivering industry leadership focusing on resource recovery aspects of a circular economy through physical infrastructure and support services
 - Participation in industrial programs to create a symbiosis between waste and material streams regionally and optimise resource recovery
 - Providing shared services for member councils in urban environmental management, and waste education
 - Achieving net zero carbon by 2040 (e.g., renewable alternatives at waste processing facilities)

National and state drivers

Historically, cheap fossil fuels, low-cost landfill, a perceived abundance of space, and a commercial sector that has often lobbied against sustainability focussed legislation, has influenced the development of the waste management landscape. This has led to unsustainable waste management, both locally and nationally, with significant tonnages of waste landfilled and limited resource recovery initiatives when compared with other regions.

With a shift in national and state policy, we have created this Sustainability Strategy to respond to this shift. The key national and state drivers integrated into the strategy are:

- **Western Australian Climate Policy** – Our Sustainability Strategy embraces the state objective of enhancing climate resilience and transitioning to low carbon emissions. We are contributing to these overall objectives through initiatives in building a resilient Eastern Metropolitan region, reducing our carbon emissions and providing circular solutions for government leadership initiatives.
- **Waste Avoidance and Resource Recovery Strategy 2030** – Through our waste management and resource recovery services, we are well positioned to drive the change required to support the achievement of each strategic target outlined in the strategy. Our detailed action plan will provide the mechanisms to avoid, recover and protect through environmentally focused waste management solutions and circular economy leadership
- **2018 National Waste Policy** – Similar to Western Australia’s Waste strategy, this policy focuses on circular economy initiatives such as supporting investment in infrastructure, circular economy-related innovation, market development, behavioral change programs and physical waste recovery/recycling facilities. Our Sustainability Strategy has circular economy initiatives at the core of future decision making to drive change from the ground up. Each of our objectives have integrated circular economy-based principles and are supported by our detailed action plan.

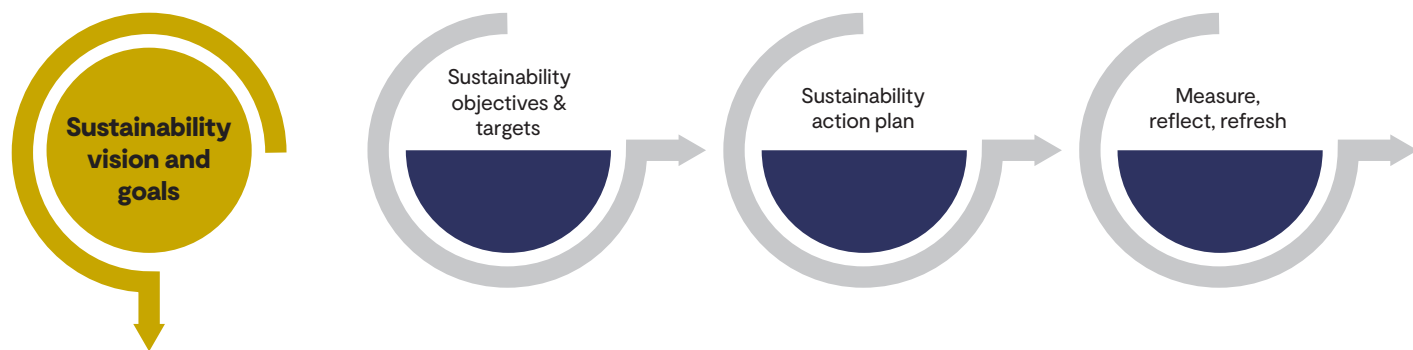
Other national and state policies considered during the formation of this Sustainability Strategy include:

- Waste Avoidance and Resource Recovery Strategy Action Plan 2030 (WA)
- National Waste Policy Action Plan (2019)
- Action Plan for Sustainable Procurement (2020)
- Australian Government Waste and Recycling Reduction Bill (2020)
- COAG Waste Export Ban (2020)
- CSIRO National Circular Economy Roadmap for plastics, glass, paper and tyres (2021)
- National Plastics Plan (2021)
- National Soil Strategy Australia (2021)
- CSIRO – Circular Economy: a CSIRO roadmap to unlock future growth opportunities

United Nations Sustainable Development Goals

The United Nations Sustainable Development Goals (SDGs) provide an international framework for consideration of sustainability matters. This international standard is agreed to and endorsed by the Australian Government, with numerous examples of the SDGs being applied to national and state strategies. Accordingly, we have aligned aspects of our Sustainability Strategy with the SDGs where possible.

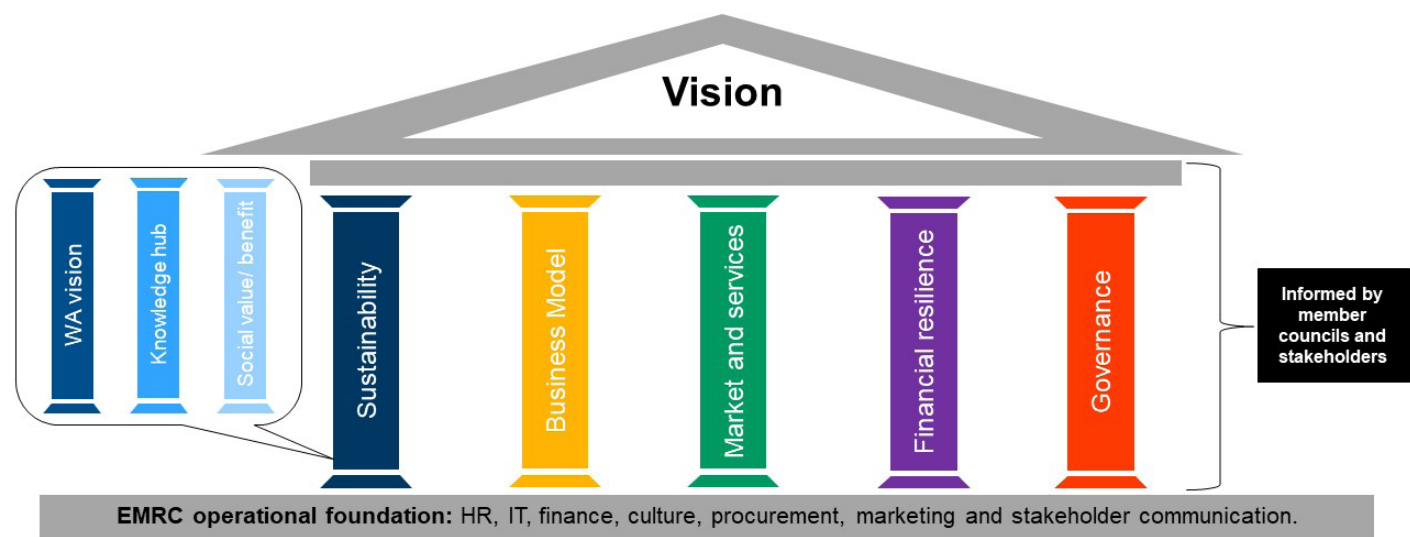




In 2020/2021 we undertook an organisational strategic review, which addressed forecasted significant changes in the waste management market and sought to realign our core business operations. This review identified five strategic pillars that are intertwined with our operational foundations. Our Sustainability Strategy directly links with the outcomes of this strategic review, focusing on the first pillar, sustainability:

Our Strategic Vision

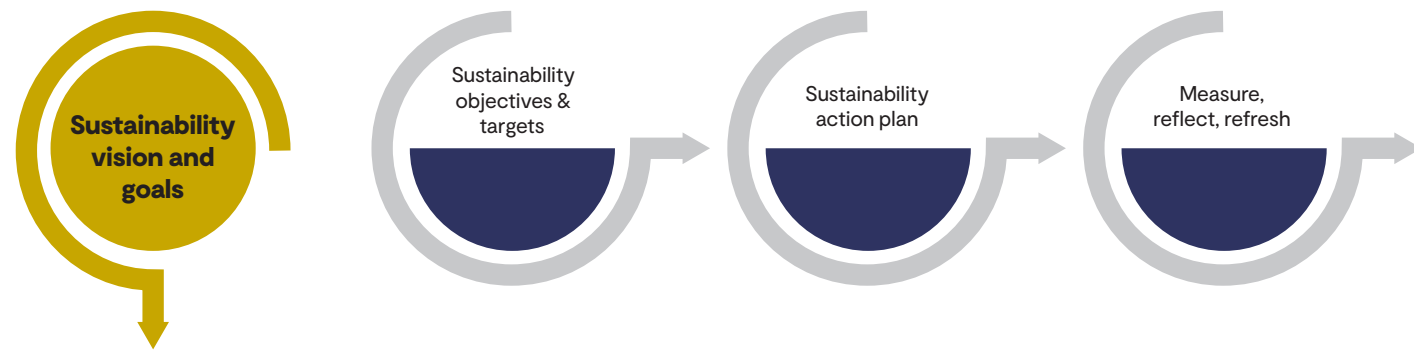
The EMRC focuses on delivering waste, resource recovery and sustainability services, capitalising on its existing capabilities and infrastructure to act as an industry leader.



Our Sustainability Vision

“Promoting sustainable waste management and a transition to a circular economy”





To support our sustainability vision, four goals have been identified by reviewing previous organisational sustainability activities and to align with the goals set out in the Strategic Review. These goals will be used to develop specific objectives and targets for measurement of performance moving forward.

Demonstrate circular economy leadership:

We will use our experience to provide circular based resource recovery solutions for Perth's Eastern Region and act as a knowledge hub for waste avoidance strategies.

Respond to a climate emergency:

We will reduce our carbon impacts to achieve net zero and understand the risks associated with climate change to Perth's Eastern Region.

Reduce our environmental impact:

We will lead by example by reducing our environmental impacts through efficient operations, forward thinking, and supporting circular and sustainability initiatives in the region.

Create value in the community:

We will establish and support projects in the community that create social value from a residential level through to commercial levels.



Our objectives and targets



Through a workshop with key internal leaders and stakeholders, five areas of influence were identified as being in alignment with the United Nations Sustainable Development Goals (SDGs). These areas of influence were chosen with representation from each of the four business groups and all five members of the executive leadership team.

1 NO POVERTY

2 ZERO HUNGER

3 GOOD HEALTH AND WELL-BEING

4 QUALITY EDUCATION

5 GENDER EQUALITY

6 CLEAN WATER AND SANITATION

7 AFFORDABLE AND CLEAN ENERGY

8 DECENT WORK AND ECONOMIC GROWTH

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

10 REDUCED INEQUALITIES

11 SUSTAINABLE CITIES AND COMMUNITIES

12 RESPONSIBLE CONSUMPTION AND PRODUCTION

13 CLIMATE ACTION

14 LIFE BELOW WATER

15 LIFE ON LAND

16 PEACE, JUSTICE AND STRONG INSTITUTIONS

17 PARTNERSHIPS FOR THE GOALS

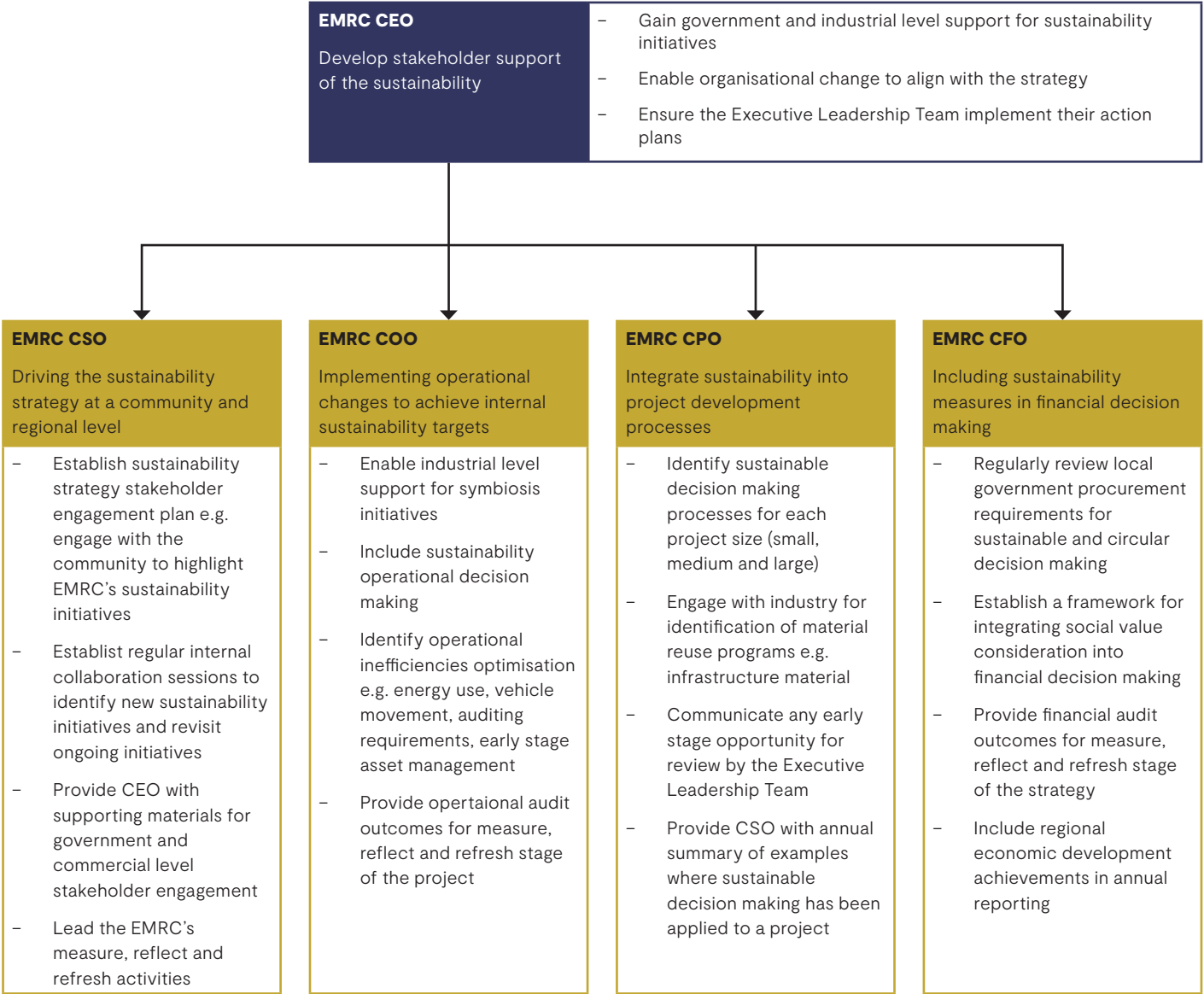
To support our four goals and leverage off these areas of influence, twelve sustainability targets have been identified as shown by our circular sustainability model:

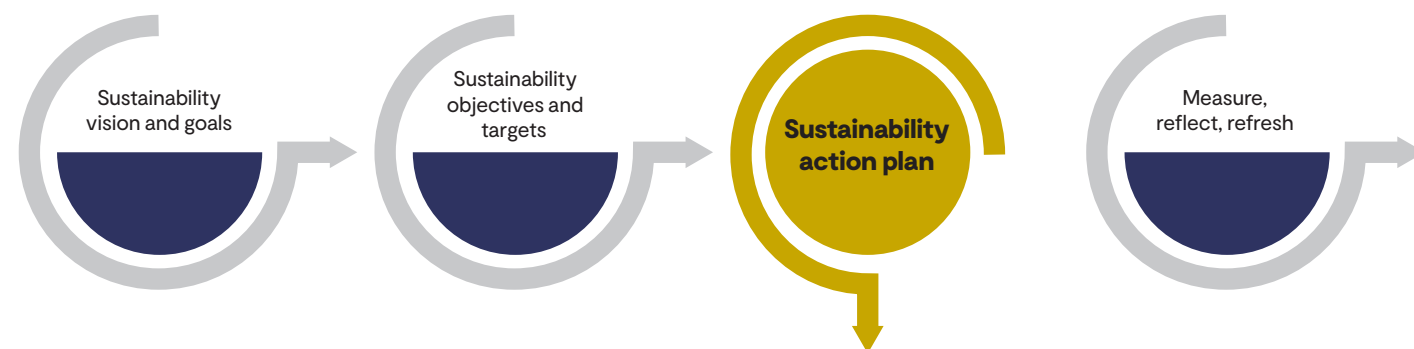
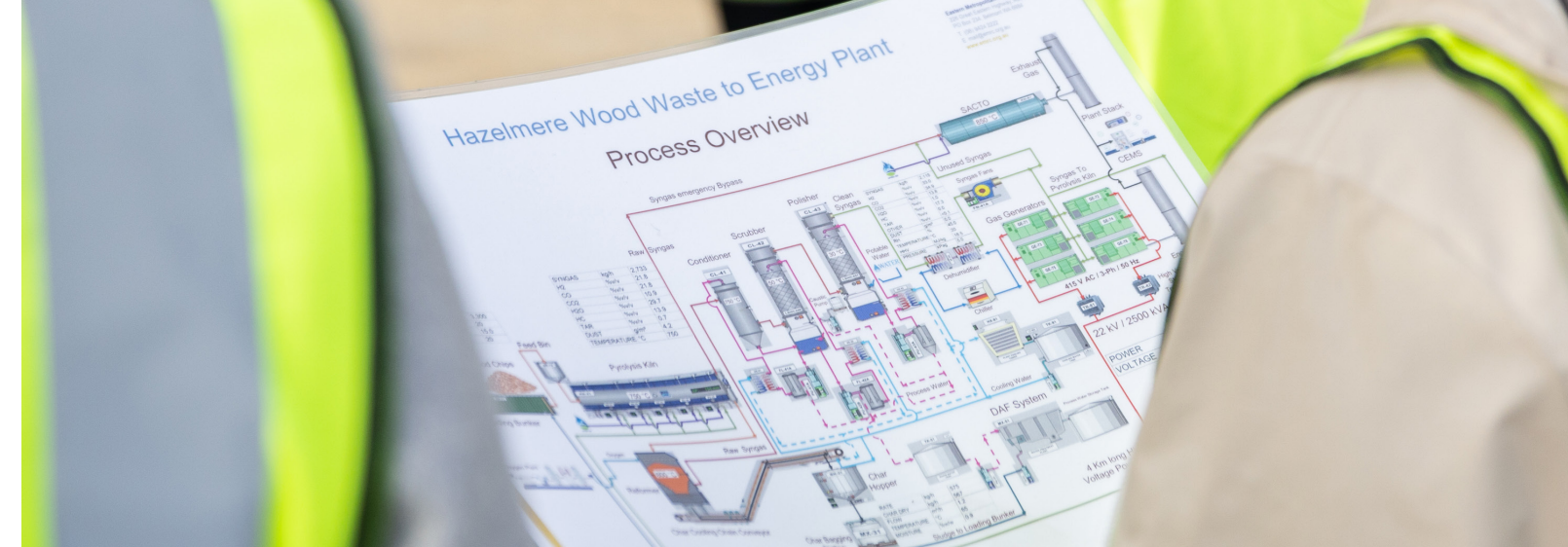


Demonstrate circular economy leadership: We will use our experience to provide circular based resource recovery solutions for Perth's Eastern Region and act as a knowledge hub for waste avoidance strategies.	Respond to a climate emergency: We will reduce our carbon impact to achieve below net zero and understand the risks associated with climate change to Perth's Eastern Region.	Create value in the community: We will establish and support projects in the community that create social value from a residential level through to a commercial level.	Reduce our environmental impact We will lead by example by reducing our environmental impact through efficient operations, forward thinking and supporting circular based initiatives.
Enabling circular economy initiatives through advocacy networks by 2025 	Infrastructure adaptation and education by 2030 	Community based source separation initiatives by 2027 	Regional urban programs implemented
80% recovery of waste generated in the region by 2030 	Below zero carbon emissions by 2040 	Use of recovered material in the region by 2040 	Contribute to a decrease in illegal waste disposal by 2040
Recover 80% of material generated at all EMRC operated sites by 2040 	Sustainability integrated into management processes 	Increased participation in behavior change programs 	Revise EMRC wide environmental management system

Executive Leadership Team Sustainability Key Objectives

Sustainability initiatives will be integrated across the each of our five teams: CEO; operations; projects; business; and sustainability. The Executive Leadership Team have our own objectives dependant on our operational function and delivery services. Each of these objectives will be achieved through a business group specific action plan dependant on our operational function and delivery projects:





For our team to achieve each of the objectives and targets listed, a detailed action plan has been established with responsibilities being allocated to each of the Executive Leadership Team members for delegation where appropriate. This detailed action plan was aligned with our strategic risk register and prioritised as follows:

- Low – will assist in progressing towards the Sustainability Strategy goals and objectives but is not a core requirement
- Medium – important action to achieve high priority actions or will provide direct support in achieving sustainability goals
- High – required to achieve sustainability goals and objectives or interdependent to achieve other actions listed

Each of the high priority actions have been summarised below



- Map the our stakeholders and areas of influence and impact to develop a targeted engagement plan
- Create an industry engagement plan to establish support for symbiosis initiatives including regional transport and economic development plans
- Map an alignment strategy between each of our advocacy program and partnership for identification of future circular economy initiatives



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- Create an industry engagement plan to establish support for symbiosis initiatives including regional transport and economic development plans
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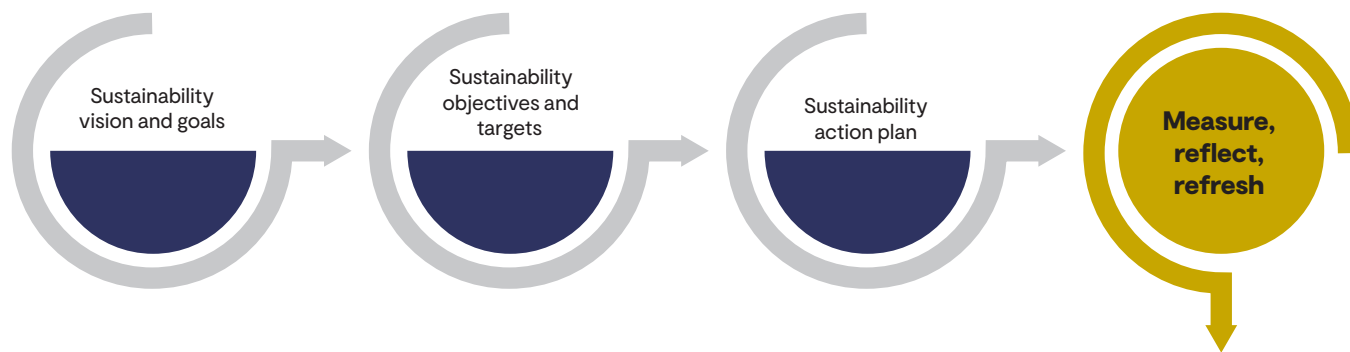
- Define what “illegal waste disposal” means to the us i.e. on privately or publicly owned land, types of dumped materials
- Update compliance monitoring, reporting and review process integration with operations and project development



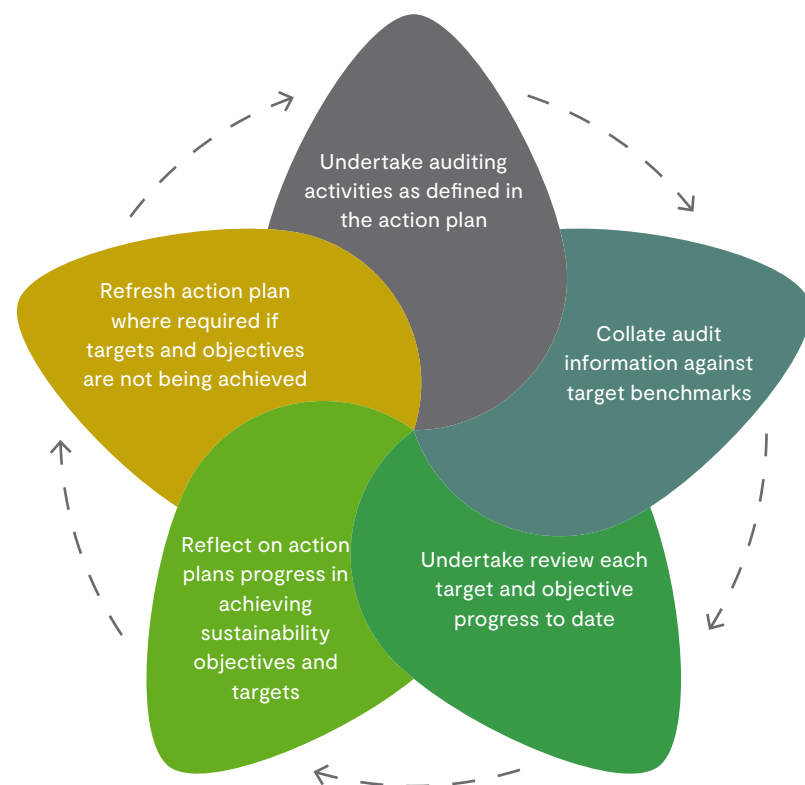
- Establish a Sustainability Strategy stakeholder engagement plan e.g. engage with the community to highlight in our sustainability initiatives
- Map a framework for integrating social value consideration into financial decision making
- Establish a community recycling and reuse network for exchange of products, reuse initiatives, repair cafes and identification of regional synergies



Closing remarks



Our Sustainability Strategy requires regular review to establish if the objectives and targets are being met. To achieve this, each target requires a baseline to measure against such that we can reflect and refresh accordingly. The first stage of implementation will be to establish a baseline of measurement for each sustainability objective and target. This baseline should be reviewed quarterly in alignment with the Corporate Business Plan and the our Strategic Plan 2017–2027 alignment with the following process:



We are striving to *transform Perth's Eastern Region through sustainable waste management, behaviour change and circular economy leadership* with a detailed sustainability action plan and continual self-improvement process. At the EMRC, we value the importance of sustainable decision making and benefits of creating a Sustainability Strategy that is ambitious, yet achievable.

Our Sustainability Strategy can provide benefits such as:

- Reducing environmental impact and carbon footprint to address declarations of a climate emergency
- Increase competitiveness in the waste management market to drive circular economy-based initiatives
- Reducing risk and liabilities through future proofing the business for changes in the market
- Improving value to Member Councils and Perth's Eastern Region
- Improving company culture and work environment

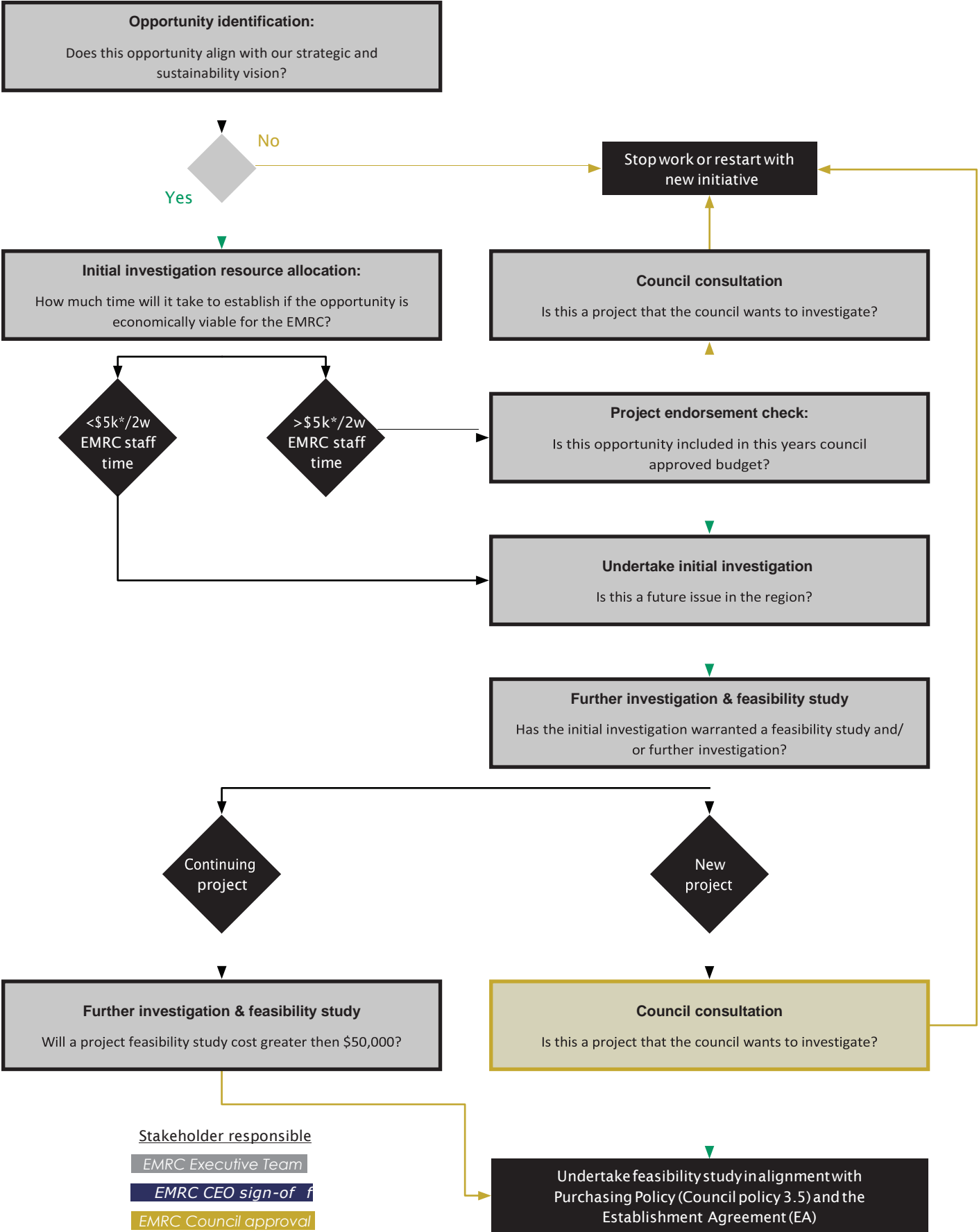
This sustainability strategy will allow the EMRC to meet the needs of region and sustainable solutions for future generations. So together let's,

Think forward, Act now!

Other supporting information



Sustainability project decision making flowchart



*monetary values can be contracted out to consultants or spent internally as approved by the CSO and CFO

Detailed action plan

The detailed action plan has been established to support each of the Executive Leadership Team in achieving our objectives presented in Section 3. The detailed action plan has been modelled to assist in reducing the following strategic risks to within our risk appetite:

- SR – 3 Ineffective Operational Reporting (timely and relevant)
 - Addressed through auditing and review actions
- SR – 5 Legacy issues restricting innovation and performance
 - Decision making framework and approvals process
- SR – 6 Under/poor performance
 - Cultural alignment with sustainability objectives and motivating factors
- SR – 7 Reduced Grant Funding
 - Innovative circular economy initiatives better aligned with state and national strategies
- SR – 12 By-passing established Tender or Procurement procedures
 - Decision making framework and approvals process
- SR – 14 Poor Stakeholder Engagement
 - Detailed stakeholder engagement plan for each of the four objectives
- SR – 15 By-passing established administrative (non-financial) procedures
 - Decision making framework and approvals process
- SR – 20 Lack of interest from Member Councils regarding Sustainability Programs
 - Council alignment and endorsement with sustainability objectives and motivating factors

Each of the actions listed are to be allocated to an individual employee for monitoring and reviewed annually by the Executive Team lead to ensure it is adequately being addressed.

The actions have been linked to each of our twelve targets and prioritised as low, medium or high depending on there impact on each sustainability goal.

- Low – Will assist in progressing towards the Sustainability Strategy goals and objectives but is not a core requirement
- Medium – important action to achieve high priority actions or will provide direct support in achieving sustainability goals
- High – required to achieve sustainability goals and objectives or interdependent to achieve other actions listed



We will use our experience to provide circular based resource recovery solutions for Perth’s Eastern Region and act as a knowledge hub for waste avoidance strategies.

Target	Action	Responsible Team	Priority
Enabling circular economy initiatives through advocacy networks by 2025	Map stakeholders and areas of influence and impact to develop a targeted engagement plan (e.g. member councils, commercial waste stream, government policy drivers).	CEO	High
	Facilitate regular industry-based and community-based advocacy meetings to discuss and identify new circular economy and net zero ventures and opportunities	Sustainability	High
	Create strategic partnerships and alliances to achieve positive outcomes for the region and beyond, create resilience and secure funding (where relevant)	CEO	High
	Map alignment and circularity gaps between advocacy programs and partnerships for identification of future circular economy initiatives including sustainable transport	CEO	Medium
80% resource recovery of waste generated in the region by 2030	Develop a resource flow model for the EMRC and its member councils. The model could focus only on waste or expand into other materials such as; water, energy, and carbon	CEO	Medium
	Enable sales model for use of recovered material in each member council areas	Operations	Medium
	Establish and provide member councils with waste and recycling guidelines. This should include the integration of FOGO waste guidelines	Sustainability	Medium
	Determine a high-value use for the existing C&I processing building at Hazelmere RRP	Operations	Medium
80% reuse of material at all EMRC operated sites by 2040	Map current our waste production profile for benchmarking (as an organisation) and align with the EMRC's FOGO Strategy where applicable.	CEO	High
	Regularly review and implement initiatives in line with the Red Hill and Hazelmere Development Plans	Projects	High
	Develop, facilitate and participate in, regional waste education and resource reuse steering groups	Sustainability	Medium
	Regularly review local government procurement guidelines and processes for sustainable decision making	Business	Medium
	Regularly review local government sales requirements for sustainable decision making	Operations	Medium
	Identify and facilitate supply chain awareness for product production e.g. FOGO products, woodchips, construction materials	Operations	Medium



Respond to a climate emergency

We will reduce their carbon impacts to achieve net zero and understand the risks associated with climate change to Perth's Eastern Region.

Target	Action	Responsible team	Priority
Infrastructure adaptation and education by 2030	Undertake asset management assessment and long term financial planning for all EMRC owned infrastructure	Business	Medium
	Identify and evaluate land-use options at EMRC owned sites to maximise future resource recovery programs.	Projects	Medium
Below zero carbon emissions by 2040	Map and benchmark energy usage and consumption rates on all sites e.g. energy use, vehicle fuel consumption, auditing requirements, early stage asset management	Operations	Medium
	Establish a decarbonisation plan to achieve "Below zero emissions by 2040" target. This should include consideration of decarbonisation project ideas presented in the strategic review e.g. opportunities for onsite use or export of heat energy for value- adding processes or sale to surrounding industrial businesses, electric fleet procurement	CEO	High
	Complete Annual Energy and Emission Data Analysis Report and Snapshot for goal tracking. This is to be included in the SDG annual report card	Sustainability	Medium
Sustainability integrated into management processes	Establish a decision-making framework to include sustainability for operational and capital expenditure	Operations	High
	Map a sustainable decision-making framework for each project size (small, medium and large) <u>Include sustainable decision-making frameworks in procurement templates, evaluation and processes of all projects</u>	Business	Medium
	Review projects quarterly to identify examples where sustainable decision making has been applied to a project. This should include the identification of design engineering for front-end material reuse programs	Projects	Medium
	Create a sustainability performance review for each team <u>and identify sustainability criteria for environmental, social, governance (ESG) decision making</u>	CEO	High
	Establish regular internal collaboration sessions to identify new sustainability initiatives and revisit ongoing initiatives. This should be included in the sustainability performance review schedule	Sustainability	Medium

Reduce our environmental impact

We will lead by example by reducing our environmental impacts through efficient operations, forward thinking, and supporting circular and sustainability initiatives in the region.

Target	Action	Responsible team	Priority
Regional Urban programs implemented	<u>Maintain programs related to sustainability goals and review in participating Councils' annual programs reports</u>	Sustainability	Medium
	Review and complete annual water plans in alignment with Waterwise Council Accreditations	Sustainability	Medium
	<u>Facilitate and/or participate in industry-based and community-based advocacy meetings to discuss, identify and prioritise new</u> , or ongoing, circular economy, net zero and sustainability regional programs	Sustainability	Medium
Contribute to a decrease in illegal waste disposal by 2040	Establish campaigns to create a recover, reuse, recycle, return, repair and drop-off culture to increase recovery rates and combat illegal dumping	Sustainability	Medium
	Establish programs for acceptance of construction and demolition waste <u>e.g. bricks, timber, sand, soil, concrete and other resource recovery initiatives</u>	Projects	Medium
EMRC wide environmental management system	<u>Review and develop a framework wethe EMRC will use going forward in terms of ourits Environmental Management System Framework</u> i.e. in alignment or accredited with ISO14001 or equivalent	Projects	High
	Establish compliance monitoring, reporting and review processes in alignment with the EMRC's Environmental Management System (e.g. NGRS, NPI)	Projects	High

Create value in the community

We will establish and support projects in the community that create social value from a residential level through to commercial levels.

Target	Action	Responsible team	Priority
Community based source separation initiatives by 2027	Establish community engagement programs <u>initiatives</u> for source separation opportunities <u>initiatives</u> <u>including</u> education hubs, school programs, community group support <u>and</u> , bin tagging programs	Sustainability	Medium
	Utilise current community programs to provide education on material re-use and issues regarding poor source separation e.g. Avon Descent Family Fun Days	Sustainability	Medium
	Use the proposed collection fleet <u>and other EMRC owned assets</u> as a educational billboard for source separation education and requirements	Operations	Medium
	Establish a verge collection and shared valet service programs. This includes a waste classification program for different materials and costings.	Operations	High
Use of recovered material in the region by 2040			
	<u>Establish reward and incentive systems</u> dependent on company sustainability rating to encourage better waste management in the region	CEO	Medium
	Continue to establish community recycling and reuse networks for exchange of products, reuse and repair initiatives and identification of regional synergies	Operations	High
	Identify member council uses for recovered materials <u>e.g. woodchip mulching, FOGO fertiliser products, construction materials, road surfacing, energy reuse</u>	Operations	Medium
Increased participation in behaviour change programs	Provide <u>education for waste solutions that are in line with WA Waste Strategy and waste hierarchy.</u>	Sustainability	High
	Benchmark and monitor participation rates in EMRC sustainability programs	Sustainability	Medium
	<u>Establish a Sustainability Strategy stakeholder engagement plan</u>	Sustainability	Medium



Materiality Assessment

At a local and regional government level, action planning to contribute to achieve each of the -SDGs- is restricted by their areas of influence and context. These areas of influence were identified through a sustainability framing workshop followed by a desktop materiality assessment of ~~the~~ our current programs and services.

A materiality assessment is an important stage in the development of a Sustainability Strategy as it assists in identifying priority areas and actionable activities.

The sustainability framing workshop was undertaken- on- Wednesday- 22 -September -2021- in our administration building in Belmont. The workshop was facilitated by an external consultant all members of the Executive Leadership Team and selected supporting staff in attendance. This allowed for representation of each of our business groups to identify the sustainability themes deemed most important to us.

The workshop was designed to create alignment between the business groups and work through any misconceptions associated with the role of sustainability in an organisation. This was achieved through the following process:

- **Introduction:** The workshop commenced with a discussion about sustainability drivers, national and international initiatives, and the importance of establishing a robust Sustainability Strategy to achieve the our strategic vision.
- **Divergent thinking exercise:** Each of the workshop participants then spent some time identifying personal and our specific sustainability themes before aligning them with each of the 17 SDGs. This process helped to highlight the range of motivating themes across the organisation and challenge the outcomes captured during the Strategic Review. It also created a visual representation of which of the UNSDG's are most important to the us as an organisation. The weighting and range of themes were then discussed at length to gain alignment between the workshop participants as to which areas we have the most influence.
- **Workshop relevance and industry alignment:** The facilitator then initiated a discussion around the our sustainability drivers, global goals and targets and best practice guidance for a local government association. Case studies such as the City of Melbourne were used to demonstrate what best practice alignment to the UNSDG's can look like and illustrated incorporation of the goals into our strategic planning.
- **Sustainable problem solving:** Workshop participants were split into three groups to explore WA's rapidly growing end of life solar panel disposal issue. Working separately, each group discussed the sustainability issue with respect to the opportunity the panels provides, how they could tap into the market, identifying any existing infrastructure they can utilise or adapt and establishing the best approach to minimising this issue in the future. The responses of each group fed into a group discussion to determine the viability of the proposed solutions. Following the discussion, case studies were presented to the group to illustrate technologies and processes adopted by organisations who are leaders in this area such as the ELSi Project in Europe and Lotus Energy in Melbourne.
- **Drivers and vision mapping:** A group discussion was facilitated to begin developing new sustainability goals and objectives. With our key areas of influence as reference, input from all workshop participants was used to reach a consensus regarding what key areas the we should focus on going forward. This included high level idea generation regarding operational barriers and risks associated with the implementation of each goal.

Following the workshop, each of the SDG's to identify goals that could be influenced by our operations and assess which areas are of material concern. The outcomes of the workshop themes identified and desktop materiality assessment Table 1 which identified the key priority areas for us going forward.



Table 1 Desktop materiality assessment and areas of influence identification

UNSDG and relevant targets	Workshop themes and discussion areas	Materiality assessment (by external consultant)
<p>Goal 1: End poverty in all its forms everywhere</p> <p>By 2030, reduce at least by half the proportion of men, women and children of all ages living in poverty in all its dimensions according to national definitions.</p> <p>By 2030, ensure that all men and women, in particular the poor and the vulnerable, have equal rights to economic resources, as well as access to basic services, ownership and control over land and other forms of 13 property, inheritance, natural resources, appropriate new technology and financial services, including micro-finance.</p>	No Notes	<p>Tertiary priority as there is no current ability for the EMRC to support or influence this SDG directly.</p> <p>The EMRC currently does not have any programs or initiatives that contribute directly to ending poverty, and as recognised in the workshop there were no driving factors or identification of this goal as an area of interest.</p>
<p>Goal 2: End hunger, achieve food security and improved nutrition and promote sustainable agriculture</p> <p>By 2030, double the agricultural productivity and incomes of small-scale food producers, in particular women, indigenous peoples, family farmers, pastoralists and fishers, including through secure and equal access to land, other productive resources and inputs, knowledge, financial services, markets and opportunities for value addition and non-farm employment</p> <p>By 2030, ensure sustainable food production systems and implement resilient agricultural practices that increase productivity and production, that help maintain ecosystems, that strengthen capacity for adaptation to climate change, extreme weather, drought, flooding and other disasters and that progressively improve land and soil quality</p>	<ul style="list-style-type: none"> No food waste Food for all 	<p>Tertiary priority as the EMRC currently does not have any programs or initiatives that contribute directly to Goal 2, and as recognised in the workshop there were limited driving factors or identification of this goal as an area of interest.</p> <p>However, the EMRC does indirectly contribute to Goal 2 through initiatives such as the FOGO program. FOGO provides a solution to food waste as and produces a natural fertiliser which reduces the use of organic fertilisers and therefore contributing to sustainable agriculture by promoting resilient agricultural practices and helping to maintain ecosystems.</p> <p>Additionally, the EMRC's wood chipping and mulching services also contribute to sustainable agriculture by improving land and soil quality to strengthen capacity for adaption to climate change.</p>
<p>Goal 3: Ensure healthy lives and promote well-being for all at all ages</p> <p>By 2030, reduce by one third premature mortality from non-communicable diseases through prevention and treatment and promote mental health and well-being</p> <p>By 2030, substantially reduce the number of deaths and illnesses from hazardous chemicals and air, water and soil pollution and contamination</p>	<ul style="list-style-type: none"> Community engagement 	<p>Tertiary consideration with no direct actions associated with this goal.</p> <p>The EMRC currently does not have any programs or initiatives that contribute directly to Goal 3, and as recognised in the workshop there were very limited driving factors or identification of this goal as an area of interest.</p> <p>However, through their landfill and waste processing services where the EMRC disposes and contains this waste and therefore reducing its presence in the environment and ultimately human interaction, the EMRC is indirectly contributing to Goal 4 by aligning with the target that states to reduce the number of deaths and illnesses from hazardous chemicals in the air, water and soil pollution and contamination.</p>

UNSDG and relevant targets	Workshop themes and discussion areas	Materiality assessment (by external consultant)
<p>Goal 4: Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all</p> <p>By 2030, substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship</p> <p>By 2030, ensure that all learners acquire the knowledge and skills needed to promote sustainable development, including, among others, through education for sustainable development and sustainable lifestyles, human rights, gender equality, promotion of a culture of peace and non-violence, global citizenship and appreciation of cultural diversity and of culture's contribution to sustainable development</p>	<ul style="list-style-type: none"> • Circular economy school programs • Sustainability communications programs 	<p>Secondary consideration with no direct actions associated with this goal.</p> <p>The EMRC currently does not have any programs or initiatives that contribute directly to Goal 4, and as recognised in the workshop there were limited driving factors or identification of this goal as a key area of interest. However, with a transition to a circular economy, EMRC will introduce new education and training initiatives to promote overall sustainable development.</p> <p>The EMRC will however contribute indirectly to this goal through the upskilling of their workforce required to implement new sustainability initiatives, and through the support of community behaviour change programs which will improve knowledge and skills pertaining to living a more sustainable lifestyle.</p>
<p>Goal 5: Achieve gender equality and empower all women and girls</p> <p>Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision making in political, economic and public life</p>	No Notes	<p>This is a tertiary priority as there is no current ability for the EMRC to influence this UNSDG at a community level but there is potential to integrate this at an organisational level.</p> <p>The EMRC currently does not have any programs or initiatives that contribute directly to Goal 5, and as recognised in the workshop there were no driving factors or identification of this goal as an area of interest.</p>
<p>Goal 6: Ensure availability and sustainable management of water and sanitation for all</p> <p>By 2030, improve water quality by reducing pollution, eliminating dumping and minimizing release of hazardous chemicals and materials, halving the proportion of untreated wastewater and substantially increasing recycling and safe reuse globally</p> <p>Support and strengthen the participation of local communities in improving water and sanitation management</p>	<ul style="list-style-type: none"> • Providing safe and continuous drinking water • Preserve our waterways • Water conservation • Contaminated waste remediation & management 	<p>This is a secondary priority that will be supported through the 5 areas of influence.</p> <p>As recognised in the workshop, Goal 6 had multiple driving factors and was identified as a potential key area of interest. However, due to the more direct relationship between current EMRC programs and initiatives to other SDG's, Goal 6 has been identified as a secondary consideration that will be supported and contributed to through the 5 key areas of influence.</p> <p>Current programs and initiatives implemented by the EMRC that directly contribute to Goal 6 include: Water Sensitive Futures program (including Waterwise Council Accreditation)</p>

UNSDG and relevant targets	Workshop themes and discussion areas	Materiality assessment (by external consultant)
<p>Goal 7: Ensure access to affordable, reliable, sustainable and modern energy for all</p> <p>By 2030, enhance international cooperation to facilitate access to clean energy research and technology, including renewable energy, energy efficiency and advanced and cleaner fossil-fuel technology, and promote investment in energy infrastructure and clean energy technology</p>	<ul style="list-style-type: none"> Renewable energy e.g. solar Water recycling Energy efficiency Electrification (EV's, building, etc) 	<p>This is a secondary priority that will be supported through the 5 areas of influence.</p> <p>As recognised in the workshop, Goal 7 had multiple driving factors and was identified as a potential key area of interest. However, due to the more direct relationship between current EMRC programs and initiatives to other UNSDG's, Goal 7 has been deemed a secondary consideration that will be supported and contributed to through the 5 key areas of influence.</p> <p>Current programs and initiatives implemented by the EMRC that directly contribute to Goal 7 include their landfill gas capture system, wood waste to energy facility and regional energy benchmarking studies.</p>
<p>Goal 8: Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all</p> <p>Achieve higher levels of economic productivity through diversification, technological upgrading and innovation, including through a focus on high-value added and labour-intensive sectors</p> <p>Improve progressively, through 2030, global resource efficiency in consumption and production and endeavour to decouple economic growth from environmental degradation, in accordance with the 10-year framework of programmes on sustainable consumption and production, with developed countries taking the lead</p> <p>By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value</p>	<ul style="list-style-type: none"> Financial stability 	<p>Secondary priority that will be supported through the 5 areas of influence.</p> <p>As recognised in the workshop, Goal 8 had very limited driving factors and identification as an area of interest. However, Goal 8 has been deemed a secondary consideration that will be supported and contributed to through the 5 key areas of influence.</p> <p>The EMRC does directly contribute to Goal 8 through their employment of at risk or with a pre-established physical or mental disability at their operational facilities.</p>
<p>Goal 9: Build resilient infrastructure, promote inclusive and sustainable industrialisation and foster innovation</p> <p>Develop quality, reliable, sustainable and resilient infrastructure, including regional and transborder infrastructure, to support economic development and human well-being, with a focus on affordable and equitable access for all</p> <p>By 2030, upgrade infrastructure and retrofit industries to make them sustainable, with increased resource-use efficiency and greater adoption of clean and environmentally sound technologies and industrial processes, with all countries taking action in accordance with their respective capabilities</p>	<ul style="list-style-type: none"> Best practice operations Economic financial sustainability Lead by example in terms of sustainability regardless of cost Continue to provide environmentally sustainable waste management solutions Transforming transport: healthy streets, hydrogen vehicles, walking or cycling 	<p>Primary: Area of influence</p> <p>As recognised in the workshop, there were several driving factors identified as contributory to Goal 9 and thus highlighting it as a key area of influence for the EMRC.</p> <p>Current programs and initiatives implemented by the EMRC that directly contribute to Goal 9 include: Urban Integrated Development</p>
<p>Goal 10: Reduce inequality within and among countries</p>	<p>No notes</p>	<p>The EMRC currently does not have any and hence this is considered a tertiary priority.</p> <p>Their current programs and initiatives that contribute directly to Goal 10, and as recognised in the workshop there were no driving factors or identification of this goal as a key area of interest.</p>

UNSDG and relevant targets	Workshop themes and discussion areas	Materiality assessment (by external consultant)
<p>Goal 11: Make cities and human settlements inclusive, safe, resilient and sustainable</p> <p>By 2030, provide access to safe, affordable, accessible and sustainable transport systems for all, improving road safety, notably by expanding public transport, with special attention to the needs of those in vulnerable situations, women, children, persons with disabilities and older persons</p> <p>By 2030, reduce the adverse per capita environmental impact of cities, including by paying special attention to air quality and municipal and other waste management</p> <p>By 2030, provide universal access to safe, inclusive and accessible, green and public spaces, in particular for women and children, older persons and persons with disabilities</p>	<ul style="list-style-type: none"> • FOGO • Environment and urban development • Green spaces • Energy (Solar & self-sustainable properties) • No plastics • Green buildings – green walls • Active transport • Zero waste by: trading textiles, reusing equipment or household goods “buy nothing” • Move away from landfill 	<p>Primary: Area of influence</p> <p>As recognised in the workshop, there were several driving factors identified as contributory to Goal 11 and thus highlighting it as a key area of influence for the EMRC.</p> <p>Current programs and initiatives implemented by the EMRC that directly contribute to Goal 11 include: Achieving Carbon Emission Reduction (ACER) Program, Benchmarking Building Efficiency (BBE), Urban Integrated Development and Waste Education Services</p>
<p>Goal 12: Ensure sustainable consumption and production patterns</p> <p>By 2030, halve per capita global food waste at the retail and consumer levels and reduce food losses along production and supply chains, including post-harvest losses</p> <p>By 2020, achieve the environmentally sound management of chemicals and all wastes throughout their life cycle, in accordance with agreed international frameworks, and significantly reduce their release to air, water and soil in order to minimize their adverse impacts on human health and the environment</p> <p>By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse</p> <p>Encourage companies, especially large and transnational companies, to adopt sustainable practices and to integrate sustainability information into their reporting cycle</p> <p>Promote public procurement practices that are sustainable, in accordance with national policies and priorities</p>	<ul style="list-style-type: none"> • Investigate more re-use in our waste management practices • Circular economy • Illegal dumping and litter • Minimize waste • Mandatory recycled content in all products • Regenerative farming • Leaving a legacy for generation – a world they can live in • Eliminate use of single use plastics and other materials • Re-use what we produce • Green travel • FOGO low contamination through resident engagement 	<p>Primary: Area of influence</p> <p>As recognised in the workshop, there were several driving factors identified as contributory to Goal 12 and thus highlighting it as a key area of influence for the EMRC.</p> <p>Current programs and initiatives implemented by the EMRC that directly contribute to Goal 12 include: Circular and Economic Development and Waste Education Services</p>

UNSDG and relevant targets	Workshop themes and discussion areas	Materiality assessment (by external consultant)
<p>Goal 13: Take urgent action to combat climate change and its impacts</p> <p>Improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning</p>	<ul style="list-style-type: none"> Increased fires impacting RHWMF operations Waste recovery Zero waste Openness to change leading to sustainable outcomes Materials recovery FOGO Policy and action planning Clean environment Reducing community waste Urban heat generation – impact on people and the environment 	<p>Primary: Area of influence</p> <p>As recognised in the workshop, there were several driving factors identified as contributory to Goal 13 and thus highlighting it as a key area of influence for the EMRC.</p> <p>Current programs and initiatives implemented by the EMRC that directly contribute to Goal 13 include: Achieving Carbon Emission Reduction (ACER) Program and Waste Education Services</p>
<p>Goal 14: Conserve and sustainably use the oceans, seas and marine resources for sustainable development</p> <p>By 2025, prevent and significantly reduce marine pollution of all kinds, in particular from land-based activities, including marine debris and nutrient pollution</p>	<ul style="list-style-type: none"> Waterways and river conservation in the eastern region 	<p>This is a tertiary priority as there is no current ability for the EMRC to influence this UNSDG. As recognised in the workshop, Goal 14 had very limited driving factors and identification as an area of interest. However, Goal 14 will be indirectly supported and contributed to through the 5 key areas of influence.</p> <p>Programs and initiatives implemented by the EMRC that directly contribute to Goal 14 include: Water Sensitive Futures program (including Waterwise Council Accreditation)</p>
<p>Goal 15: Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss</p> <p>By 2030, combat desertification, restore degraded land and soil, including land affected by desertification, drought and floods, and strive to achieve a land degradation-neutral world</p> <p>Promote fair and equitable sharing of the benefits arising from the utilization of genetic resources and promote appropriate access to such resources, as internationally agreed</p> <p>By 2020, integrate ecosystem and biodiversity values into national and local planning, development processes, poverty reduction strategies and accounts</p>	<ul style="list-style-type: none"> Biodiversity Conservation Rehabilitation Regreening agriculture – tree planting Leave a good environment for future generations Parks and recreation – community gardens Fire management in bushfire areas Family Climate change – fire & water People management and workplace sustainability 	<p>Secondary consideration that will be supported through the 5 areas of influence.</p> <p>As recognised in the workshop, Goal 15 had several driving factors and was identified as a potential key area of interest. However, due to the more direct relationship between current EMRC programs and initiatives to other SDG's, Goal 15 has been identified as a secondary consideration that will be supported and contributed to through the 5 key areas of influence.</p> <p>Current programs and initiatives implemented by the EMRC that directly contribute to Goal 15 include: Waste Education Services focusing on Waste Plans</p>

UNSDG and relevant targets	Workshop themes and discussion areas	Materiality assessment (by external consultant)
<p>Goal 16: Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels</p> <p>Develop effective, accountable and transparent institutions at all levels.</p> <p>Ensure responsive, inclusive, participatory and representative decision-making at all levels.</p> <p>Promote and enforce non-discriminatory laws and policies for sustainable development.</p>	<ul style="list-style-type: none"> Shift thinking and culture away from short-term profit to long term sustainability and material reuse initiatives 	<p>Secondary consideration that will be supported through the 5 areas of influence.</p> <p>As recognised in the workshop, Goal 16 had very limited driving factors and identification as an area of interest. However, Goal 16 has been identified as a secondary consideration and will be supported and contributed to through the 5 key areas of influence.</p>
<p>Goal 17: Strengthen the means of implementation and revitalize the global partnership for sustainable development</p> <p>Mobilize additional financial resources for developing countries from multiple sources</p> <p>Enhance global macroeconomic stability, including through policy coordination and policy coherence</p> <p>Enhance policy coherence for sustainable development</p> <p>Encourage and promote effective public, public-private and civil society partnerships, building on the experience and resourcing strategies of partnerships Data, monitoring and accountability</p>	<ul style="list-style-type: none"> Leadership Waste education Other 'green' energy alternatives e.g. Solar + wind farms Community involvement Partnerships and better ways of working Knowledge hub to inform and connect Innovative solutions that are accountable 	<p>Area of influence</p> <p>As recognised in the workshop, there were several driving factors identified as contributory to Goal 17 and thus highlighting it as a key area of influence for the EMRC.</p> <p>Current programs and initiatives implemented by the EMRC that directly contribute to Goal 13 include: Urban Sustainability Assessment Programs (USAP), Urban Integrated Development, Waste Education Services (including advisory groups)</p>

5.2 INFORMATION BULLETIN - SUSTAINABILITY TEAM UPDATE – JANUARY TO MARCH 2022

D2022/07230

PURPOSE OF REPORT

The purpose of this combined report is to provide a progress update on the activities undertaken by the Sustainability Team for the period January to March 2022.

KEY POINT(S)

Achievements of the Sustainability Team are highlighted in the report for the period January to March 2022 and include:

- All activities undertaken by the Urban Environment Team for the ensuing period; and
- All activities undertaken by the Waste Education Team for the ensuing period.

SOURCE OF REPORT

Chief Sustainability Officer

BACKGROUND

- 1 The Urban Environment Team partners with member Councils and other local governments and key stakeholders to facilitate projects and activities and provide services (where appropriate) for the benefit and sustainability of Perth's Eastern Region.
- 2 The Waste Education Team partners with member Councils and other local governments and key stakeholders to deliver waste education and other waste services for the benefit and sustainability of Perth's Eastern Region.
- 3 Advocacy also occurs at a regional, state and federal level to ensure key agencies are fully apprised of matters of significance to the Region.

REPORT

- 4 The progress report comprises of two parts; Urban Environment and Waste Education. The 2021/2022 focus of the Sustainability Team is to drive all projects, activities and services in accordance with the United Nations Sustainable Development Goals, Circular Economy and transitioning towards Net Zero by 2040.
- 5 **Urban Environment - Key Regional Actions (Relevant to all Councils)**
 - Launched Circular Economy Webinars Roadmap 2022 – educational program for the Region.
 - Developed and held the first two online webinars of the CE Webinars Roadmap series – ‘What is a Circular Economy? Case Study - Oranje Tractor’ and ‘How to Accelerate Circularity in Local Governments’. Approximately 50 attendees.
 - Development of the Tree Quest for the WA Tree Festival, with a focus on significant, heritage and cultural trees in our Region.
 - Researching Sustainable Development Goals (SDGs) international reporting frameworks.
 - Review of Home Energy Assessment Toolkit's.
 - Investigation into carbon accounting and offsets.
 - Social Media promotion of storm water projects for all Member councils.

- Promotion of World Water Day with educational social media posts.
- Attended Water Sensitive Urban Design training.
- Completed the Business Case for electric vehicle charging station at the EMRC.
- Participated in the Kep Track forum for Perth Adelaide National Highway with representation from various stakeholders.
- Received the outcome for the EOI for Hydrogen Fuelled Transport grant in partnership with WATCH2 and TAFE Northern Metropolitan – which was unsuccessful.
- Held combined Regional Integrated Transport and Economic Development meeting including presentations with EMRC's role in WA's sustainable transport infrastructure by Marcus Geisler and Fisherman's Bend – Project Case Study by Joan Ko.
- Attended first ever WALGA LG Transport and Roads Research and Innovation Program.
- Investigation and collation of available transport emission data for the region.

6 **Urban Environment - Town of Bassendean**

- Re-endorsed as Waterwise Council with new 5-year Action Plan.
- Held Water Team and Energy Team meetings.
- Provided assistance with carbon accounting and data collection for Town of Bassendean's draft Corporate Emissions Reduction Strategy.
- Creation of factsheets: Utility Submetering, Carbon Credits, and Green Urban Infill and Development.
- Grant acquittal submitted to SEMC NDRP for 'Flood Aware Be Prepared' campaign.

7 **Urban Environment - City of Bayswater**

- Creation of Utility Submetering factsheet.
- Grant acquittal submitted to SEMC NDRP for 'Flood Aware Be Prepared' campaign.
- Planning for Avon Descent 2022 (budgets, marketing plan, stakeholder management) in anticipation of Lotterywest grant.

8 **Urban Environment - Shire of Mundaring**

- Re-endorsed as Waterwise Council with new 5-year Action Plan.
- Held Energy Team meeting.
- Review of draft business case for accelerating emission reduction.
- Attended and provided a brief presentation at the March Energy and Emissions Working Group meeting.
- Investigation of contestable sites.
- Creation of factsheets: Utility Submetering, Carbon Credits, and Green Urban Infill and Development.
- Desktop review completed of the Shire's Local Climate Change Adaptation Plan.
- Awaiting outcome of Preparing Australian Communities Local Stream funding for a community bushfire awareness campaign (Shire of Mundaring, City of Swan and City of Kalamunda).

9 Urban Environment - City of Swan

- Re-endorsed as Waterwise Council with new 5-year Action Plan.
- Formulation of new Waterwise Plan reporting strategy.
- Creation of factsheets: Utility Submetering, and Green Urban Infill and Development.
- Grant acquittal submitted to SEMC NDRP for 'Flood Aware Be Prepared' campaign.
- Awaiting outcome of Preparing Australian Communities Local Stream funding for a community bushfire awareness campaign (Shire of Mundaring, City of Swan and City of Kalamunda).
- Planning for Avon Descent 2022 (budgets, marketing plan, stakeholder management) in anticipation of Lotterywest grant.

10 Urban Environment – City of Kalamunda

- Awaiting outcome of Preparing Australian Communities Local Stream funding for a community bushfire awareness campaign (Shire of Mundaring, City of Swan and City of Kalamunda).

11 FOGO Update - FOGO in Schools

- Managed changes to Covid restrictions in schools and completed weight waste audits for all 14 schools onsite at EMRC administration.
- Completed visual volume audits for all 14 schools. A minimum of 4 audits per school.

12 Aerosol/Polystyrene Recycling

- Aerosol bin deployed at Ascot place.
- Bassendean Residents utilising Baywaste to drop of aerosols.

13 Bin Tagging

- The bin tagging program ran between February and Marcy 2022 in the Town of Bassendean, with tagging conducted over six weeks with 1,601 households participating in the program.
- The EMRC is assisting The City of Bayswater and Tallis by tagging a MUD unit for a pilot study.

14 Earth Carers

- The next Earth Carers Course will be later in the year in October.

15 Recycle Right Membership

- An issue is currently being experienced on the Recycle Right website for FOGO and the 2-bin A-Z listing. Information is being drawn from the GO database and the developers are working on the discrepancy. There is a note on the Recycle Right web pages advising of the error. The A-Z listing on the app is not affected, only the web page.
- Recycle Right has a new member – the Southern Consortium, which consists of Busselton, Capel and Augusta-Margaret River.
- New social media tiles and videos have been created for promotion and forwarded to all member councils.
- A new social media tile for City of Swan was created combining information on how to dispose of masks and RATs correctly.

- Member Councils advised that their council pages on Recycle Right can be customised to suit their specific requirements.
- City of Bayswater are still working on forwarding their KML files to enable Bayswater residents to view their bin days on the Recycle Right website.
- EMRC Waste Education Officer, Trish Kursar, is now the EMRC's representative for the Recycle Right Reference Group meetings.

16 **Waste Sorted Grant - Circular Economy in the Community**

- COVID required in person workshops scheduled in March to be transitioned to webinars, this rescheduling meant that the first workshops as part of the grant are to be delivered as a webinar.
- Two successful clothes swaps run in partnership with the City of Swan have been held, using equipment purchased from the grant money.

17 **Waste Plans**

- Received and actioned feedback from DWER on EMRC's Waste Plan actions and targets.
- Relevant EMRC officers have been assigned to Waste Plan actions in the implementation plan tracker, and have commenced collating updates on actions and milestones.

18 **Public Recycling Updates (Public place collection data for the period January to March 2021)**

a. **Public Place Battery Collection Program**

Battery Recycling - Public Places	March 2022	March 2021	Year to Date 2021/2022	Year to Date 2020/2021
Bassendean	70.5	58.9	693.9	1084.5
Bayswater	170.5	284.1	2861.8	3335.8
Kalamunda	354.2	368.5	3194.5	3567.6
Mundaring	144.4	122	1246.6	1418.0
Swan	264.5	442.5	2399.3	3197.8
TOTAL (kg)	1004.1	1276	10396.1	12603.7

b. Schools Battery Collection Program

Battery Recycling - Schools	March 2021/2022	March 2020/2021	Year to Date 2021/2022	Year to Date 2020/2021
Bassendean	0.0	0.0	252.7	328.5
Bayswater	100.6	0.0	632.8	693.3
Kalamunda	109.0	125.2	845.1	1474.0
Mundaring	154.2	354.2	1085.2	1623.6
Swan	153.4	238.9	1079.8	1772.5
TOTAL (kg)	517.2	718.3	3895.6	5891.9

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CFL COLLECTION AND RECYCLING PROGRAM

CFL Recycling - Public Places	March 2021/2022	March 2020/2021	Year to Date 2021/2022	Year to Date 2020/2021
Bassendean	0.0	10.3	55.6	46.8
Bayswater	36.0	77.7	396.3	369.9
Kalamunda	31.7	20.3	193.2	108.1
Mundaring	73.0	37.4	363.9	292.3
Swan	155.6	94.6	453.7	175.2
TOTAL (kg)	296.3	240.3	1462.7	992.3

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Tours of Red Hill Waste Management Facility and Education Centre

Name of Group	Council Region	Number of Participants	Program
Jan – March 2022			
March 19	All	76	Red Hill Virtual tour

21

School and Community Engagement/Events

School Events

No School events during this period due to COVID

Community Events

- City of Bayswater Summer Market – 15 January 2022.
- City of Bayswater Australia Day Community BBQ - 26 January 2022.
- City of Bayswater Music in the Park – 19 February 2022.
- City of Swan Sustainable Style Workshop and Clothes Swap – 12 February 2022.
- City of Swan Sustainable Style Workshop and Clothes Swap – 19 February 2022.

22 Waste Education Networking/Promotion/Collaboration Activities

- Presentation to WasteSorted Schools – 1 March 2022.

23 Waste Education Loan Resources Utilisation

- Book Box – Mercycare Early Learning Centre (Bayswater) – 28 March to 18 April 2022.
- Early Years Resource Box – Mercycare Early Learning Centre (Bayswater) – 28 March to 18 April 2022.
- Mini Bin Waste Sort – Mercycare Early Learning Centre (Bayswater) – 28 March to 18 April 2022.

FINANCIAL IMPLICATIONS

- 24 The activities undertaken within the Sustainability Team are funded as part of the 2021/2022 approved operating budget.

STRATEGIC POLICY IMPLICATIONS

25 Key Result Area 1 – Environmental Sustainability

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

- 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

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

FINANCIAL IMPLICATIONS

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

SUSTAINABILITY IMPLICATIONS

- 27 The Sustainability Team operates to pursue environmental, economic and social growth outcomes for Perth's Eastern Region.

Risk – The Sustainability Team deliver on agreed projects so there is minimal risk

Consequence	Likelihood	Rating
Possible	Insignificant	Low
Action/Strategy		
➤ The Sustainability Team considers risk pertaining to all projects or programs and continues to deliver on agreed actions		

MEMBER COUNCIL IMPLICATIONS

Member Council

Town of Bassendean
City of Bayswater
City of Kalamunda
Shire of Mundaring
City of Swan

Implication Details

Participating member Council officer time on advisory group

ATTACHMENT(S)

Nil

5.3 INFORMATION BULLETIN - CORPORATE BUSINESS PLAN 2021/2022 – 2025/2026 – THIRD QUARTER REPORTING FROM JANUARY TO MARCH 2022

D2022/07231

PURPOSE OF REPORT

The purpose of this report is to provide Council with a progress update against key actions identified within EMRC's Corporate Business Plan 2021/2022 – 2025/2026 for the reporting period January to March 2022.

KEY POINT(S)

- Section 5.56(1) and (2) of the *Local Government Act 1995* 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* specify that a 'plan for the future' comprises of the following:
 - ⇒ A Strategic Community Plan – a minimum 10 year timeframe; and
 - ⇒ A Corporate Business Plan – a four to five year plan, which translates the 10 year strategic plan into actions.
- Council adopted the EMRC's Strategic Community Plan titled 10 Year Strategic Plan 2017 – 2027 on 18 August 2016 for implementation from 1 July 2017 onwards (D2016/10763).
- Council adopted the revised EMRC's Corporate Business Plan 2021/2022 – 2025/2026 on 26 August 2021 (D2021/14764).
- The attachment to this report provides the third quarter reporting, against the key actions identified within the Corporate Business Plan 2021/2022 – 2025/2026, for the period January to March 2022.

SOURCE OF REPORT

Chief Sustainability Officer

BACKGROUND

- 1 Section 5.56(1) and (2) of the *Local Government Act 1995* 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 of the following:
 - A Strategic Community Plan – a minimum 10 year timeframe; and
 - A Corporate Business Plan – a four to five year plan, which translates the 10 year strategic plan into actions.
- 2 Council adopted the EMRC's Strategic Community Plan titled 10 Year Strategic Plan 2017 – 2027 on 18 August 2016 for implementation from 1 July 2017 onwards (D2016/10193).
- 3 Council adopted the EMRC's new Corporate Business Plan 2021/2022 – 2025/2026 on 26 August 2021 (D2020/14764) for activities progressed from 1 July 2021 onwards.

REPORT

- 4 The 10 Year Strategic Plan 2017 – 2027 guides, at a strategic level, the direction that the EMRC will take over the next ten years towards achieving 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.*"

- 5 The Corporate Business Plan 2021/2022 – 2025/2026 was developed to articulate the strategic direction into operational activities. It is designed to ensure that the organisation as a whole is able to deliver on Council's high level priorities, and summarises the services, operations and projects EMRC will deliver over the next five years, commencing as of 1 July 2021.
- 6 The attachment to this report relates to the Corporate Business Plan actions for the third quarter reporting period of January to March 2022.

STRATEGIC/POLICY IMPLICATIONS

- 7 Key Result Area 3 – Good Governance
 - 3.3 To provide responsible and accountable governance and management of the EMRC
 - 3.4 To continue to improve financial and asset management practices Financial Implications

FINANCIAL IMPLICATIONS

- 8 The financial implications are reflected in the annual operating budget and the long-term financial plans.

SUSTAINABILITY IMPLICATIONS

- 9 The Corporate Business Plan 2021/2022 – 2025/2026 identified projects, programs and services for the benefit and sustainability of Perth's Eastern Region.

RISK MANAGEMENT

Risk The Council agreed Key Actions are not delivered in accordance with the Corporate Business Plan		
Consequence	Likelihood	Rating
Moderate	Unlikely	Moderate
Action/Strategy		
Regular and ongoing reviews and quarterly updates ensure staff continue to be apprised of the deliverables and agreed timeframes.		

MEMBER COUNCIL IMPLICATIONS

Member Council	Implication Details
Town of Bassendean	As outlined in the attachment
City of Bayswater	
City of Kalamunda	
Shire of Mundaring	
City of Swan	

ATTACHMENT(S)

Corporate Business Plan 2021/2022 – 2025/2026 Third Quarter Progress Report for the period, January to March 2022 (D2022/06588)



Corporate Business Plan 2021/2022 – 2025/2026

Progress Report – Third Quarter 2021/2022

Introduction

The Eastern Metropolitan Regional Council's (EMRC) 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 2017 to 2027 identifies the overarching outcomes that the EMRC Council aspires to achieve.

The newly adopted Corporate Business Plan 2021/2022 – 2025/20265 (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 the EMRC's Plan for the Future. Strategic high-level plans guide development of actions which are prioritised during annual business planning workshops, and resourced through the annual budget.

Council adopted the latest EMRC's Corporate Business Plan in June 2021. 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 Business Plan sets out the actions that staff will undertake to deliver on Council's strategic priorities.

Reports against the Corporate Business Plan provide Council with information on progress in relation to the achievement of projects and programs developed to achieve Council's vision "To be a responsive and innovative leader in assisting Perth's Eastern Region to be a great place to live, work, play and do business".

Updates against the Corporate Business Plan for the period July 2021 to June 2022 are provided quarterly within this document and are against the current adopted Plan.

It should be noted that a draft revised Strategic Plan and a draft revised Corporate Business Plan are being developed and will be presented to Council for its consideration, to take effect from 1 July 2022.

Marcus Geisler
Chief Executive Officer

- Behind Schedule; Over Budget; Significant impacts experienced; Project stalled; High likelihood of risk
- Minor impediments regarding Budgets/Schedules; Medium likelihood of risk; Project deferred/postponed
- Ahead or on schedule; Under/On Budget; Risks dealt with or low likelihood

Key Result Area 1 Environmental Sustainability

Objective

1.1 To Provide Sustainable Waste Disposal Operations

1.1.1 Minimise the Environment Impact of Waste Management Operations

Key Actions		Status	Quarter	Comments
1.1.1.1	Prepare and submit annual Monitoring and Compliance Reports: <ul style="list-style-type: none"> ➤ Hazelmere ➤ Offset Compliance ➤ Red Hill 	●	July - September 2021	Reporting is ongoing and on programme.
			October - December 2021	Reporting is ongoing and on programme; Hazelmere and Red Hill reports are due to be submitted 90 days after 31 st December.
			January - March 2022	A two week extension of time was requested to allow for reformatting of the report and collation of information into a more user and reader friendly. The report is to be submitting on Wednesday 20 th April.
			April - June 2022	
1.1.1.2	Develop and implement programs to ensure compliance with environmental legislative requirements: <ul style="list-style-type: none"> ➤ Water monitoring ➤ Revegetation ➤ Native Fauna ➤ Feral Animal Control 	●	July - September 2021	Ongoing programme of monitoring is taking place as set out in in various detailed processes set out as part of ISO14001 accreditation.
			October - December 2021	Surface and ground water monitoring sampling has been completed. Offsets revegetation onsite assessment completed. Nest box monitoring and report completed. Feral animal control undertaken and awaiting report.
			January - March 2022	Quarterly monitoring undertaken at Red Hill; water monitoring continued as per EMS requirements; dust monitoring recommenced; weed control management is up to date; offset monitoring continues on track; repairs to nest boxes took place; Hazelmere – water and dust monitoring is up to date; wood fines sampling programme ongoing;
			April - June 2022	
1.1.1.3	Rehabilitate former landfill cells	●	July - September 2021	Work commenced on planning for tree planting in May 2022.
			October - December 2021	Trees / shrubs have been ordered for rehabilitation in May 2022.
			January - March 2022	Tree planting is being arranged for late May / early June – date to be confirmed, tentatively 3 rd June.
			April - June 2022	


Key Actions		Status	Quarter	Comments
1.1.1.4	Prepare National Greenhouse and Energy (NGERS) Report	●	July - September 2021	Collation of information has commenced, submission is due by end of October.
			October - December 2021	Information was provided on time. Subsequently, EMRC has been working with NGER's to correct data which had been (historically) submitted incorrectly.
			January - March 2022	No reporting required.
			April - June 2022	

Key Actions		Status	Quarter	Comments
1.1.1.5	Prepare National Pollutants Inventory (NPI) Report	●	July - September 2021	Submission was made on 30 th September
			October - December 2021	Reporting complete.
			January - March 2022	No reporting required.
			April - June 2022	
1.1.1.6	Implement Offset Program (Lots 501 and 82)	●	July - September 2021	Ongoing programme of monitoring is in place.
			October - December 2021	Ongoing programme of monitoring is in place.
			January - March 2022	Up to date – on-going monitoring taking place.
			April - June 2022	
1.1.1.7	Audit Environmental Management System ISO14001:2015 and implement improvements (where required)	●	July - September 2021	Ongoing programme of monitoring is in place.
			October - December 2021	Ongoing programme of monitoring is in place.
			January - March 2022	Ongoing programme of monitoring is in place; no internal audit took place
			April - June 2022	

Responsible Chief Projects Officer

1.1.2 Provide a Waste Disposal Service at Red Hill Waste Management Facility






Key Actions		Status	Quarter	Comments
1.1.2.1	Construct infrastructure, as required (roads and car parks)	●	July - September 2021	No work has taken place due to weather however surfacing works are planning for the next quarter.
			October - December 2021	Surfacing of access road across to the Resource Recovery Pad is complete.
			January - March 2022	No works have taken place
			April - June 2022	
1.1.2.2	Construct Waste Management Facility Buildings	●	July - September 2021	Tender documentation for Workshop#3 has been prepared and tender issued. Tenders will be returned in mid-October.
			October - December 2021	Report went to November Council meeting and works awarded. Construction works due to commence on site in early February with a view to being complete by the end of the financial year.
			January - March 2022	Construction of Workshop #3 has commenced and is planned to be complete by the end of July, as there have been some delays with materials supplies and COVID related issues.
			April - June 2022	
1.1.2.3	Construct stormwater and siltation ponds, as required	●	July - September 2021	No works have taken place, however due to the wet winter it is anticipated that some remediation works will be required.
			October - December 2021	No works have taken place; additional new evaporators are being purchased to assist with leachate control in leachate ponds due to increased water levels.
			January - March 2022	No works have taken place or have been required.
			April - June 2022	
1.1.2.4	Review costs related to post closure management of the Red Hill Waste Management Facility	●	July - September 2021	Projects Team has reviewed post closure costs with Finance Team.
			October - December 2021	No further information provided or requested.
			January - March 2022	No further information provided or requested.
			April - June 2022	
1.1.2.5	Construct access roads and install power supply to Lots 8,9 and10	●	July - September 2021	Planning is taking place on access road to Resource Recovery Pad, associated with the installation of the proposed APCr Processing Plant. Power supply requirements cannot be completed until a preferred permanent FOGO Plant is identified.
			October - December 2021	The award of a tender for the FOGO processing plant and other projects on the Resource Recovery Pad, is delaying the finalisation of road layout and power requirements.
			January - March 2022	The award of a tender for a FOGO processing plant and other projects which haven't been finalised which are going on the Resource Recovery Pad are delaying the finalisation of power requirements.
			April - June 2022	

Key Actions				Status	Quarter	Comments
1.1.2.6	Construct drainage diversion and earthworks infrastructure as required				July - September 2021	No works have taken place, however due to the wet winter it is anticipated that some remediation works will be required.
					October - December 2021	Little remediation work has been required, despite the high rainfall experienced last winter.
					January - March 2022	No works have been required.
					April - June 2022	
Responsible	Chief Projects Officer					




1.1.3 Review and Implement the Red Hill Development Plan

Key Actions		Status	Quarter	Comments
1.1.3.1	Implement the Red Hill Development Plan	●	July - September 2021	Construction of Workshop #3 is planned; Section 38 submission planned for treatment of APCr; access road works planned; permanent FOGO plant tender assessment ongoing
			October - December 2021	Construction of Workshop #3 is due to commence early in February; Section 38 – APCr was submitted in October; Section 38 referral for harmonisation of ministerial statements was submitted at the end of December; grant application (Healthy Soils) being drafted for funding for the permanent FOGO plant.
			January - March 2022	Construction of Workshop #3 has started however the contractor has asked for an extension of time, meaning it won't be complete until early next financial year; APCr is still progressing through the approval process; Section 38 Harmonisation has not been looked at yet by EPA / DWER;
			April - June 2022	
1.1.3.2	Design and Construct Class IV Cell Stage 3	●	July - September 2021	Section 38 ministerial submission to be made in early October for APCr treatment, which will make use of existing Class IV Cell; another Section 38 submission to be made to cover the whole Red Hill site – this needs to be complete prior to construction of a new Class IV cell.
			October - December 2021	Work continued on the two Section 38 referrals (APCr and Harmonisation of Ministerial Statements); APCr was submitted in October with EMRC responding to a number of queries from DWER / EPA. Harmonisation referral was submitted in December. The Harmonisation referral needs to be approved before construction can begin, however design of new class IV cell will commence in the new calendar year.
			January - March 2022	No progress with the Section 38 Harmonisation referral (DWER hasn't looked at it yet);
			April - June 2022	
1.1.3.3	Construct Class III Cell Stage 16	●	July - September 2021	Continued wet weather has prevented contractor returning to site to complete Stage 16 works. The contractor is keen to recommence and will start as soon as weather permits.



Key Actions		Status	Quarter	Comments
			October - December 2021	Stage 16 Works were complete at the end of December. The CQA work was not submitted, this will be done early in the new year.
			January - March 2022	CQA was complete in early January; Stage was approved for use on 2 March 2022 by Department of Water and Environmental Regulation. Waste was pushed into the cell on 3 March.
			April - June 2022	
1.1.3.4	Design and Construct Class III Cell Stage 17	●	July - September 2021	A Section 38 submission to be made to cover the whole Red Hill site – this needs to be complete prior to construction of a new Class III cell.
			October - December 2021	Section 38 referral to harmonise ministerial statements across the whole site was submitted at the end of December.
			January - March 2022	Section 38 referral to harmonise ministerial statements across the whole site was submitted at the end of December, to which no response has been received.
			April - June 2022	
1.1.3.5	Amend licence requirements based on operational changes	●	July - September 2021	Section 38 ministerial submission to be made in early October for APCr treatment, which will make use of existing Class IV Cell; another Section 38 submission to be made to cover the whole Red Hill site – this needs to be complete prior to construction of a new Class IV cell
			October - December 2021	Work continued on the two Section 38 referrals (APCr and Harmonisation of Ministerial Statements); APCr was submitted in October with EMRC responding to a number of queries from DWER / EPA. Harmonisation referral was submitted in December.
			January - March 2022	It is understood that the Section 38 APCr is being progressed however DWER / EPA have to be chased to provide updates on progress. There has been no movement on the Section 38 Harmonisation referral as DWER / EPA is only considering on referral per organization at the moment.
			April - June 2022	
1.1.3.6	Construct FOGO processing area and purchase Plant	●	July - September 2021	The interim FOGO processing area is planned to be extended; a works approval to do this has been submitted.
			October - December 2021	DWER / EPA have asked a number of questions with regard to amending the works approval for the interim FOGO pad; still going through the approval process. RFT for FOGO Processing Facility is still live. Application for grant funding made to the Food Waste for Healthy Soils to be submitted early in the new year.
			January - March 2022	Approval to extend the interim FOGO pad was received on Monday 4 th April. Council approved that CEO can enter into negotiation with preferred tenderer for permanent FOGO facility (this isn't an award of contract).
			April - June 2022	

Key Actions		Status	Quarter	Comments
1.1.3.7	Develop and construct Liquid Waste Processing area and purchase Plant		July - September 2021	No works have been carried out on this element during this quarter.
			October - December 2021	No works have been carried out on this element during this quarter.
			January - March 2022	Tender is being prepared for the detailed design of a liquid waste facility.
			April - June 2022	
1.1.3.8	Develop Lots 8, 9 & 10 for future waste activities		July - September 2021	Assessment of permanent FOGO process plant tender is ongoing; APCr submission to allow for processing plant to be made by mid-October.
			October - December 2021	Tender for FOGO permanent facility is still-going; application for Healthy Soils grant to be submitted early in the new year; APCr tender for concrete batching plant has been tendered but not awarded;
			January - March 2022	Tender for FOGO permanent facility is still on-going; APCr supply negotiations still on-going with Waste to Energy Plants.
			April - June 2022	
1.1.3.9	Develop PFAS processing and repository options		July - September 2021	No works have been carried out on this element during this quarter.
			October - December 2021	No works have been carried out on this element during this quarter.
			January - March 2022	No works have been carried out on this element during this quarter.
			April - June 2022	
1.1.3.10	Upgrade power supply to Workshop (No.2)		July - September 2021	Power supply upgrade to Workshop#2 has been included as part of tender for construction of Workshop#3.
			October - December 2021	Power supply was not awarded as part of the Workshop #3 tender due to excessively high cost of works; alternative arrangements are being investigated e.g. solar panels / battery
			January - March 2022	Investigation continues into alternative power supply arrangements; power arrangements for the whole of the Red Hill site to be considered collectively;
			April - June 2022	
1.1.3.11	Construct workshop (No.3)		July - September 2021	Tender for construction for Workshop#3 has been issued, tenders will be returned in mid-October.
			October - December 2021	Tender awarded at November Ordinary Meeting of Council; works due to commence on site in early February will works planned for completion before the end of the financial year.
			January - March 2022	Work has progressed during the quarter; there have been some minor delays associated with the impact of COVID and material shortages.
			April - June 2022	
Responsible	Chief Projects Officer			

1.1.4 Red Hill Waste Management Facility Operations

Key Actions		Status	Quarter	Comments
1.1.4.1	Oversee and guide operations of all developed projects at the RHWMF in accordance with the Red Hill Development Plan		July - September 2021	All operating as per Red Hill Development Plan.
			October - December 2021	All operating as per Red Hill Development Plan.
			January - March 2022	All operating as per Red Hill Development Plan.
			April - June 2022	
1.1.4.2	Purchase replacement plant as per asset management plan		July - September 2021	Progressing as per the Red Hill Waste Management Facility 2021/2022 Plant Replacement Program.
			October - December 2021	Progressing as per the Red Hill Waste Management Facility 2021/2022 Plant Replacement Program.
			January - March 2022	Progressing as per the Red Hill Waste Management Facility 2021/2022 Plant Replacement Program.
			April - June 2022	
1.1.4.3	Purchase/Replace vehicles Red Hill		July - September 2021	Vehicles currently being replaced in accordance with Fleet Policy.
			October - December 2021	Vehicles currently being replaced in accordance with Fleet Policy
			January - March 2022	Vehicles currently being replaced in accordance with Fleet Policy
			April - June 2022	
Responsible	Chief Operating Officer			

1.1.5 Operate Member Council's Transfer Stations where applicable

Key Actions		Status	Quarter	Comments
1.1.5.1	Operate Shire of Mundaring Transfer Stations		July - September 2021	The EMRC continues to operating the Shire of Mundaring Community Recycling Centres ensuring an effective service for the Shire of Mundaring community. This includes the beverage container refund point at the Coppin Road facility, which concluded its first year of operation on 30 September.
			October - December 2021	The EMRC continues to operating the Shire of Mundaring Community Recycling Centres ensuring an effective service for the Shire of Mundaring community.
			January - March 2022	The EMRC continues to operating the Shire of Mundaring Community Recycling Centres ensuring an effective service for the Shire of Mundaring community.
			April - June 2022	
1.1.5.2	Operate City of Bayswater Transfer Station		July - September 2021	Maintenance of the site weighbridge is scheduled for October 2021 which will extend the life of the weighbridge deck by an estimated 2-3 years. Site running as per agreement. Construction for the new HHW facility is scheduled to commence in December 2021.
			October - December 2021	Trial Agreements for commercial waste supply to achieve greater economies of scale
			January - March 2022	Operating the Baywaste Station in accordance with the Agreement with the City of Bayswater
			April - June 2022	
Responsible	Chief Operating Officer			

1.2 To Improve Regional Waste Management

1.2.1 Collect, Manage and Dispose of Problematic Waste in the Region in a Sustainable Manner

Key Actions		Status	Quarter	Comments
1.2.1.1	Continue to deliver the Household Hazardous Waste Program	●	July - September 2021	Building approvals have been obtained for the construction of the HHW Shed at the Baywaste Transfer Station. Construction is to commence in November 2021. The Household Hazardous Waste Collection Program continued at the Red Hill Waste Management Facility with our collection by the WALGA Contractor completed with a total of 7.75 tonnes of HHW collected and 16.80 tonnes of Paint collected under the Federal Paintback Program for this period.
			October - December 2021	The Household Hazardous Waste Collection Program and Paintback Program continued at the Red Hill Waste Management Facility with our collection by the WALGA Contractor completed with a total of 20.95 tonnes of HHW collected and Paint collected under Program for this period.

Key Actions	Status	Quarter	Comments
		January - March 2022	The Household Hazardous Waste Collection Program and Paintback Program continued at the Red Hill Waste Management Facility with a total of 7.80 tonnes of HHW and Paint collected by the WALGA Contractor under Program for this period.
		April - June 2022	
Responsible Chief Operating Officer			

1.2.2 Continue the Waste Education Program and align this to new Operations and Resource Recovery

Key Actions	Status	Quarter	Comments
1.2.2.1 Develop and distribute the Annual Waste and Recycling Guide to member Councils	●	July - September 2021	All member councils guides successfully distributed. A number of guides have been used as examples by DWER at the Waste and Recycling conference.
		October - December 2021	Project on track
		January - March 2022	Project on track
		April - June 2022	
1.2.2.2 Review and implement the Waste Education Strategy	●	July - September 2021	Work has commenced on the new draft EMRC Waste Education Strategy
		October - December 2021	Target sections 4.1; 4.2; and 4.3 and the associated actions in the new Sustainability Strategy will supercede the development of a stand alone Waste Education Strategy.
		January - March 2022	This has now been superceded by the new Sustainability Strategy
		April - June 2022	
1.2.2.3 Develop and deliver waste education resources and tools to support behaviour change	●	July - September 2021	In progress is six additional CALD FOGO flyers, flyer developed to education on vermin and the FOGO bin.
		October - December 2021	The six CALD flyers are now ready for use. A new design for a recycling station is currently underway, incorporating the GREAT Sort graphics.
		January - March 2022	The new design recycling station is under construction three Member Councils are order the units
		April - June 2022	
1.2.2.4 Facilitate Earth Carer's training courses	●	July - September 2021	The Earth Carers' program content and structure was reviewed; the logo was updated and the new format will be delivered in October. The course will take place at Red Hill and Beechboro Active and there is a charge for 'out of region' participants of \$100.
		October - December 2021	The October Earth Cares was held from 13-27 October, with 18 attendees and 7 people completed all five sessions, thereby graduating.
		January - March 2022	On track for a course in October

Key Actions		Status	Quarter	Comments
			April - June 2022	
1.2.2.5	Support and participate in the development and implementation of WA Waste initiatives	●	July - September 2021	Researching textile waste and ideas for a reduction program, FOGO in Schools
			October - December 2021	14 schools enrolled in FOGO in schools' trial to commence early 2022
			January - March 2022	Weight waste audits and a minimum of 4 visual volume audits conducted per school
			April - June 2022	
1.2.2.6	Promote and co-ordinate Waste Education Tours, including FOGO	●	July - September 2021	5 school tours (171 attendees), 5 community groups (118 attendees)
			October - December 2021	2 school tours (31 attendees), 3 community groups (57 attendees) and 2 Member Council Staff tour (27 attendees)
			January - March 2022	In person tours paused due to COVID. First Virtual Tour of Red Hill has 76 registered.
			April - June 2022	

Key Actions		Status	Quarter	Comments
1.2.2.7	Continue to deliver the Battery Collection Program	●	July - September 2021	A total of 4,928.1 kg of batteries were collected from schools and public places.
			October - December 2021	A total of 5,261.1 kg of batteries were collected from schools and public places.
			January - March 2022	A total of 3,874.4 kg of batteries were collected from schools and public places.
			April - June 2022	
1.2.2.8	Review and Report on Waste Plans for the EMRC and member Councils as requested	●	July - September 2021	All member Council and EMRC waste plans have been endorsed by DWER. The first annual report, which details the progress of actions outlined in the Part 2 Implementation plans, are due to be submitted to DWER by the end of October, 2022. In preparation for the report the EMRC has developed an Implementation plan tracker to ensure actions are completed in conjunction with their stated milestones
			October - December 2021	Ongoing review of Coolgardie waste plans
			January - March 2022	Received and actioned feedback from DWER on EMRC's Waste Plan actions and targets. Relevant EMRC officers assigned to Waste Plan actions in the implementation plan tracker, and have begun collating updates on actions and milestones.
			April - June 2022	

Responsible Chief Sustainability Officer

1.2.3 Provide a Waste Management Advisory Service

Key Actions		Status	Quarter	Comments
1.2.3.1	Undertake contaminated sites investigations (where required)		July - September 2021	No work has taken place on this action.
			October - December 2021	No work has taken place on this action.
			January - March 2022	The Environmental Team has undertaken a couple of contaminated (PFAS) sites for DFES.
			April - June 2022	
1.2.3.2	Provide environmental consultancy service to member Councils and other clients (where required)		July - September 2021	EMRC Waste Plans Officer continues to provide a consultancy service to the Shire of Coolgardie to assist them develop and produce a waste plan.
			October - December 2021	Consulting to the Shire of Coolgardie on remediation of the Kambalda landfill site continued. Assisted the City of Bayswater with their HHW facility Works Approval and License Amendment.
			January - March 2022	Consulting to the Shire of Coolgardie on remediation of the Kambalda landfill site continued. Assisted the City of Bayswater with their HHW facility Works Approval and License Amendment.
			April - June 2022	
Responsible	Chief Projects Officer			

1.3 Resource Recovery and Recycling

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

Key Actions		Status	Quarter	Comments
1.3.1.1	Design and construct transfer station	●	July - September 2021	Tender for the construction of Waste Transfer Station was awarded at August Council meeting. The contractor has been busy with value engineering the design, working with the EMRCs design consultant to optimise the design and ordering of materials. Site works planned to commence in October.
			October - December 2021	Site works commenced in November. There are potential delays with the fabrication and supply of steel due to COVID however the contractor has not, as of the end of December, asked for an extension of time. The works are therefore still due for completion by the end of June 2022.
			January - March 2022	Site works were continuing well, until Saturday 2 nd April when there was a major incident on site. Fortunately no-one was hurt however the steel frame collapsed whilst being erected. Investigations into the root cause of the failure are being undertaken by the Contractor and the EMRC.
			April - June 2022	
1.3.1.2			July - September 2021	This work is ongoing.




Key Actions		Status	Quarter	Comments
	Prepare annual compliance report on Ministerial Conditions for the RRF	<div></div>	October - December 2021	Complete.
			January - March 2022	Complete.
			April - June 2022	
Responsible	Chief Projects Officer			

1.3.2 Develop the Hazelmere Resource Recovery Park

Key Actions	Status	Quarter	Comments
1.3.2.1 Review and update Hazelmere Development Plan	●	July - September 2021	Work on the Wood Waste to Energy Plant commenced again in August, with a practical completion date of 31 st December, commissioning complete by 31 st March 2022; work on Waste Transfer Station is progressing well.
		October - December 2021	Work on the WWtE plant continued throughout the quarter, however slowed markedly through December, until late December when the main sub-contractor (Avora) to Anergy stopped working and left site. The contractor is in default as this constitutes an unapproved suspension of work. Various concrete pad works took place to improve and strengthen areas where heavy plant and machinery work.
		January - March 2022	No work took place on the WWtE plant during the quarter. The EMRC was notified on 14 th March that Anergy Australia had appointed a Voluntary Administrator. The EMRC is developing its own programme and cost to complete the project.
		April - June 2022	
1.3.2.2 Construct and commission Community Reuse and Recycling Station and Plant and Equipment	●	July - September 2021	Detailed design is due to commence later in the financial year, with a consultant to be appointed.
		October - December 2021	This work is on hold.
		January - March 2022	The project is on hold.
		April - June 2022	
1.3.2.3 Construct and commission Site/Administration Office	●	July - September 2021	This project is complete, Operations Team has moved into the building.
		October - December 2021	Complete.
		January - March 2022	This project is complete.
		April - June 2022	
1.3.2.4 Construct and commission site infrastructure	●	July - September 2021	There have been several small concreting projects undertaken in the quarter to improve access and lay down areas. The main difficulty has been in finding a contractor to do the work (16 contractors were contacted for one element, before we appointed one).

Key Actions		Status	Quarter	Comments
			October - December 2021	Works to improve lay down areas at various locations across Hazelmere took place; all were complete before the end of December.
			January - March 2022	A new boundary fence has been installed around half of the site boundary (DWER requirement).
			April - June 2022	

Key Actions		Status	Quarter	Comments
1.3.2.5	Wood Waste to Energy (WWTE) and Plant, Equipment and Buildings	●	July - September 2021	Work recommenced in late August; mechanical practical completion is due by 31 st December with commissioning complete by 31 st March 2022. A new electrical contractor has been appointed (Avara), they are completing works satisfactorily.
			October - December 2021	WUC progressed >96% with focus on electrical installation. Anergy suspended works without approval on 21 st December 2021 advising resumption on 4 th January 2022.
			January - March 2022	No work took place in the quarter. The EMRC was advised on Monday 14 th March that Anergy Australia had appointed Voluntary Administrators. The EMRC has been to several meetings with the VA to assist in determining a course of action, as a secured creditor.
			April - June 2022	
1.3.2.6	WWTE Utilities and Infrastructure	●	July - September 2021	Contact has been re-established with Perth Airport; approvals with Western Power are being checked as some may have lapsed;
			October - December 2021	PAPL HV Submission elapsed. Petro Min Engineers reviewed and prepared resubmission documents for PAPL to resubmit to Western Power. Awaiting approval of submission. 22kV feeder and Protection Fibre Optic cables tested in preparation for commissioning HV feed from PAPL.
			January - March 2022	Work on a sewer connection was stopped (prior to a contract being awarded) following the cancellation of an approval in principal by the Water Corporation. Alternative solutions are being investigated.
			April - June 2022	
1.3.2.7	Construct Noise Control Fencing	●	July - September 2021	Quotes have been sought and work awarded however will not commence on site until January 2022.
			October - December 2021	Work will not commence on site until January 2022.
			January - March 2022	New noise control fencing was installed around half of the site. This part of the fencing is now complete, other sections will be completed soon.

Key Actions		Status	Quarter	Comments
			April - June 2022	
1.3.2.8	Prepare and submit WWTE Facility commissioning compliance Report to DWER		July - September 2021	Commissioning is planned to be complete by 31 st March 2022.
			October - December 2021	Commissioning is planned to be complete by 31 st March 2022.
			January - March 2022	Commissioning is now being planned by the EMRC; a date has still to be determined for this to take place, however is unlikely to be before the end of the calendar year.
			April - June 2022	
1.3.2.9	Prepare and submit Ministerial Assessment (Annual) Report to the EPA		July - September 2021	Compliance assessment report was submitted against MS1028 (WWtE) in July 2021.
			October - December 2021	Complete.
			January - March 2022	Complete.
			April - June 2022	
1.3.2.10	Monitor groundwater at the Hazelmere Resource Recovery Park (annual – Winter)		July - September 2021	Ground watering has been completed and report submitted.
			October - December 2021	Complete.
			January - March 2022	Complete.
			April - June 2022	
Responsible	Chief Projects Officer			


1.3.3 Hazelmere Resource Recovery Park (HRRP) Operations

Key Actions		Status	Quarter	Comments
1.3.3.1	Oversee and guide operations of all developed projects at the HRRP in accordance with the HRRP Development Plan	●	July - September 2021	Investigating the suitability of the C&I sorting line to process bulk verge collection for Member Councils.
			October - December 2021	Investigating Mattress recycling program for Member Councils growing mattress waste.
			January - March 2022	All developed projects are on track as per the HRRP development plan
			April - June 2022	
1.3.3.2	Purchase replacement plant as per asset management plan	●	July - September 2021	Request for Quote issued, submissions are being evaluated with an order to be awarded late October
			October - December 2021	Progressing as per the EMRC's asset management plan
			January - March 2022	Progressing as per the EMRC's asset management plan
			April - June 2022	

Key Actions	Status	Quarter	Comments
Responsible Chief Operating Officer			




1.3.4 Identify Markets and Develop Resource Recovery Products in order to reduce waste going to Landfill

Key Actions	Status	Quarter	Comments
1.3.4.1 Increase volume into EMRC resource recovery infrastructure	●	July - September 2021	Renew contracts with existing clients for woodwaste supply.
		October - December 2021	Investigating opportunities for collecting PVC pipes for third-party recycling.
		January - March 2022	Developing a cold-call plan to identify, qualify and acquire new companies disposing of wood waste in general waste bins.
		April - June 2022	
1.3.4.2 Implement the marketing strategy for Biochar (WWTE)	●	July - September 2021	Expression of Interest issued for offtake of EMRC Biochar Product
		October - December 2021	Discussion and clarifications are ongoing along with respondents. Additional analysis of biochar to meet requirements of European Biochar Guidelines progressing.
		January - March 2022	Initial design for packaging the biochar product under review.
		April - June 2022	
1.3.4.3 Investigate and develop markets for composted FOGO material	●	July - September 2021	Marketing trial with Composters currently in progress.
		October - December 2021	Discussions with Main Roads for the use of recycled FOGO material on road verges.
		January - March 2022	Discussions with composters to develop a product suitable for various plant types.
		April - June 2022	
1.3.4.4 Investigate and develop markets for Ferricrete and PFAS	●	July - September 2021	Working with DFES on cost estimation for disposal of PFAS from various sites in WA.
		October - December 2021	Discussions with relevant internal stakeholders to implement a CRM for PFAS enquiries.
		January - March 2022	Discussions with Greater Connect Alliance team for the supply of quarry material from Red Hill.
		April - June 2022	
1.3.4.5 Develop and implement programs to increase sales of Red Hill by-products	●	July - September 2021	Multiple proposal submissions for the supply of quarry materials as well as waste disposal packages
		October - December 2021	Renew of commercial contracts for General Waste supply
		January - March 2022	Preparing for the Mulch AS4454-2012 Audit.
		April - June 2022	
1.3.4.6		July - September 2021	Cold calling. New client acquisition: Fairglen Farms

Key Actions		Status	Quarter	Comments
	Develop and implement programs to increase sales of Hazelmere by-products		October - December 2021	Currently developing a call plan to ensure all existing customers are engaged.
			January - March 2022	Increasing client' share of wallet by facilitating additional services
			April - June 2022	
Responsible	Chief Operating Officer			

1.4 To Investigate Leading Edge Waste Management Practices

1.4.1 Undertake Research into Integrated Waste Management


Key Actions		Status	Quarter		Comments
1.4.1.1	Support opportunities for the implementation of the CDS (Container Deposit Scheme) in the region		July - September 2021	Continuing to operate the Mundaring CDS.	
			October - December 2021	Continuing to operate the Mundaring CDS.	
			January - March 2022	Continuing to operate the Mundaring CDS.	
			April - June 2022		
1.4.1.2	Evaluate the opportunity for a Plastics Processing Facility and the feasibility of plastics recycling		July - September 2021	Plastics sorting and recycling trial at Baywaste has been delayed due to COVID; the contractor is working on getting approvals for their technicians to enter WA to assemble the plant and equipment which is already at the Baywaste Facility.	
			October - December 2021	Trial is still being delayed due to COVID restrictions on borders.	
			January - March 2022	It is unlikely that this trial will now take place, due to on-going delays caused by COVID restrictions on border controls.	
			April - June 2022		
1.4.1.3	Expand CRC network based on Mundaring model		July - September 2021	Work will commence on the design of a community recycling Centre at Hazelmere in Q4 of the financial year.	
			October - December 2021	No change.	
			January - March 2022	This project is on hold.	
			April - June 2022		
Responsible	Chief Projects Officer				

1.4.2 Provide Leadership in the development of Waste Policy and Practices

Key Actions		Status	Quarter	Comments
1.4.2.1	Provide input to new DWER policies and regulations affecting waste disposal, composting etc. (where required)		July - September 2021	1. Involvement in the CDS refund improvement program with WARRRL focussed on LGAs and community. Launched September 2021 2. Feedback on DWER compost guidelines consultation paper 3. Ongoing participation on the DWER FOGO reference group. <ul style="list-style-type: none">a. Step by step guide for FOGO implementationb. FOGO market development studyc. Impacts and benefits of kerbside systems
			October - December 2021	Continued participation in the DWER FOGO Reference Group
			January - March 2022	The CEO is a member of the DWER FOGO Reference Group and attends meetings and provides input
			April - June 2022	
Responsible	Chief Executive Officer			


1.4.3 Identify, Investigate and Develop New Waste Management Practices and Services

Key Actions		Status	Quarter	Comments
1.4.3.1	Develop a monitoring regime for the Wood Waste to Energy Facility to meet regulatory requirements (Annual Reporting): <ul style="list-style-type: none"> ➢ Woodwaste feedstock monitoring ➢ Stack emissions monitoring ➢ Ambient monitoring 	●	July - September 2021	This will be addressed as part of the commissioning works due in the third quarter of the financial year.
			October - December 2021	This will be addressed as part of the commissioning works due in the third quarter of the financial year.
			January - March 2022	This will be addressed when commissioning takes place – to be determined.
			April - June 2022	
1.4.3.2	Investigate an EMRC regional waste collection service	●	July - September 2021	A submission will be made to the ACCC when signatures have been received from relevant member Councils. The submission process has taken longer than anticipated.
			October - December 2021	Final submission made in November 2021, clarifications with ACCC continuing.
			January - March 2022	A Pre-decision conference was held by ACCC to hear final verbal submissions from interested parties on Friday 25 th March. The EMRC attended this and heard submissions from other parties. The ACCC extended a deadline for further written submissions to 21 st April, following which they will then make a determination.
			April - June 2022	

Key Actions		Status	Quarter	Comments
1.4.3.3	Seek approval for FOGO and Liquid Waste Processing Plant (Red Hill)		July - September 2021	This is being addressed in the preparation and submission of a new Section 38 to EPA / DWER which will address these issues. A consultant has been appointed to undertake this task. Work will begin on this in the second quarter.
			October - December 2021	Section 38 referral application submitted in December 2021.
			January - March 2022	No further information has been received by the EMRC on the Section 38 Harmonisation referral, which addresses both the FOGO and Liquid Waste plants. DWER has advised that due to staff constraints, they are only dealing with one referral from one organization at a time – the EMRC already has a referral in for APCr which is being given priority.
			April - June 2022	
Responsible	Chief Projects Officer			

1.5 To Contribute towards Improved Amenity, Conservation and Support of the Natural Environment to Address Climate Change

1.5.1 Merge Environmental Strategy High Level Actions into the new Sustainability Strategy


Key Actions		Status	Quarter	Comments
1.5.1.1	Review Environmental Strategy and develop a new Sustainability Strategy		July - September 2021	Any relevant/current actions from the current Regional Environmental Strategy will be incorporated into the new EMRC Sustainability Strategy Action Plan once developed
			October - December 2021	The Sustainability Strategy was presented to Council at its November 2021 meeting. Work is underway to incorporate all the relevant actions into a revised Corporate Business Plan and Strategic Plan for future reporting to Council.
			January - March 2022	The final draft of the EMRC's Sustainability Strategy is being presented to the Council Forum and OCM in May for adoption
			April - June 2022	
Responsible	Chief Sustainability Officer			

1.5.2 Implement the Water Quality and Conservation Program

Key Actions		Status	Quarter	Comments
1.5.2.1	Support regional implementation of water efficiency and water quality management	●	July - September 2021	<ul style="list-style-type: none"> ➤ Finalising new 5-year Waterwise Council Action Plans for the Town of Bassendean, City of Swan, Shire of Mundaring and Town of Victoria Park. ➤ Facilitated water team meetings for Town of Bassendean, City of Swan, Shire of Mundaring and Town of Victoria Park.

Key Actions		Status	Quarter	Comments
				<ul style="list-style-type: none">➤ Completed 2019-2020 annual water analysis report and snapshot for Town of Bassendean, City of Swan, Shire of Mundaring.➤ Attended WA Water Industry Breakfast webinar 'Water's Role in WA's Energy transition to Net Carbon Zero'.
			October - December 2021	<ul style="list-style-type: none">➤ New 5-year Waterwise Council Action Plans for the Town of Bassendean, City of Swan, Shire of Mundaring and Town of Victoria Park finalised and submitted to the Water Corporation.➤ Completion of Gold Waterwise Aquatic Centre accreditation for Shire of Mundaring Bilgoman Pool.➤ Revision of action reporting documents➤ Promotion of water wise initiatives on social media➤ Held water team meeting with Town of Victoria Park➤ Participated in WALGA webinar re Draft State Planning Policy 2.9 (Water)➤ Attended 2021 Waterwise Councils Forum
			January - March 2022	<ul style="list-style-type: none">➤ All MC's re-endorsed as Waterwise Councils with new 5-year Action Plans.➤ Held Water Team meetings for Town of Bassendean & Town of Victoria Park➤ Formulation of new Waterwise Plan reporting strategy for City of Swan➤ Social Media promotion of storm water projects for all Member councils➤ Attended Water Sensitive Urban Design training➤ Promotion of World Water Day with educational social media posts
			April - June 2022	
Responsible	Chief Sustainability Officer			

1.5.3 Review and Implement the Swan and Helena Rivers Management Framework

Key Actions	Status	Quarter	Comments
1.5.3.1 Deliver actions and initiatives from the Swan and Helena Rivers Management Framework		July - September 2021	<ul style="list-style-type: none"> ➤ 'Flood Aware Be Prepared' campaign launched in all six participating council areas (City of Swan, City of Bayswater, Town of Bassendean, City of Belmont, Town of Victoria Park and City of South Perth). Promotions included bus shelter advertising, brochure delivery to high risk areas, and a regional video promoted on social media and stakeholder websites. ➤ The Swan and Helena River Study – Informing Flood Resilience was presented at the 2021 Floodplain Management Australian National Conference by consultants BMT. ➤ The City of Rockingham and the City of Perth requested access to the Swan and Helena River Flood study information, as well as a subdivision consultant and infrastructure consultant.
		October - December 2021	<ul style="list-style-type: none"> ➤ Flood Aware Be Prepared campaign concluded. Evaluation completed and sent to participating councils. ➤ National Disaster Resilience Program (NDRP) funding acquittal for the Flood Aware campaign completed and sent for internal approvals.

Key Actions	Status	Quarter	Comments
		January - March 2022	➤ Awaiting acceptance of acquittal from NDRP (SEMC & DFES).
		April - June 2022	
Responsible Chief Sustainability Officer			

1.5.4 Identify and Implement Net Zero, Circular Economy and Environmental Sustainability Initiatives

Key Actions	Status	Quarter	Comments
1.5.4.1 Identify, develop and implement new regional environmental and sustainability opportunities	●	July - September 2021	➤ Investigating opportunities for regional mapping projects such as bushfire load mapping and other environmental factors impacted by climate change.
		October - December 2021	<ul style="list-style-type: none"> ➤ Initial research into the WA Tree Festival, focused on significant, heritage and cultural trees in our Region. Festival happening in April 2022. ➤ Initial research into international framework of SDG reporting ➤ Coordinated and submitted an application for the Preparing Australian Communities Local Stream funding on behalf of the Shire of Mundaring, City of Swan and City of Kalamunda for a community bushfire awareness campaign. ➤ Attended the Sustainable Cities online conference. ➤ Assisted member councils to participate in WALGA's Energy Sustainability and Renewables Project, in particular the Power Purchase Agreement (bulk purchase of green power). And finalised the EMRC's participation in the PPA to purchase 100% renewable electricity from Dec 2022. ➤ Developing and finalising a suite of information sheets regarding net zero and climate change including the science, history, local and global targets and progress, and programs and initiatives.
		January - March 2022	<ul style="list-style-type: none"> ➤ Development of the Tree Quest for the WA Tree Festival, with a focus on significant, heritage and cultural trees in our Region. ➤ Research into carbon accounting and offsets ➤ Investigation and collation of available transport emission data for the region ➤ Researching Sustainable Development Goals (SDGs) international reporting frameworks ➤ Awaiting outcome of Preparing Australian Communities Local Stream funding for a community bushfire awareness campaign (Shire of Mundaring, City of Swan and City of Kalamunda). ➤ Desktop review completed of Shire of Mundaring's Local Climate Change Adaptation Plan.
		April - June 2022	
1.5.4.2 Implement regional energy efficiency, emissions reduction and climate change initiatives (including ACER)	●	July - September 2021	<ul style="list-style-type: none"> ➤ ACER - Analyse data and prepare Annual reports for Shire of Mundaring and Town of Bassendean. ➤ Liaise with data management service Azility to rectify data discrepancies. ➤ Completed training for Azility platform. ➤ Commenced review of Home Energy Audit Tool (HEAT) Kits.

Key Actions	Status	Quarter	Comments
			<ul style="list-style-type: none"> ➤ Attended Home Energy Efficiency workshop. ➤ Finalising the Benchmarking Building Efficiency (BBE) project regional report. ➤ Clean Energy Future Fund (CEFF) – application submitted in April 2021, awaiting outcome. Regional energy efficiency projects for Shire of Mundaring, City of Bayswater and Town of Bassendean. ➤ Actively participating in WALGA's Climate Change Collaborative and the Carbon Accounting Committee. ➤ Attending Energy Policy WA webinars (e.g. Energy Transformation Strategy, Whole of System Plan data dashboard, Electric Vehicle Action Plan). ➤ Attended DWER Climate Science Initiative webinar. ➤ Attended WALGA Climate Change Risk Assessment Training. ➤ Attending Energy Efficiency Council webinars.
		October - December 2021	<ul style="list-style-type: none"> ➤ Clean Energy Future Fund (CEFF) – application submitted in April 2021, outcome unsuccessful. ➤ Benchmarking Building Efficiency (BBE) project regional report finalised and sent to participating councils ➤ Provided assistance with carbon accounting and data collection for Town of Bassendean Corporate Emissions Reduction Strategy. ➤ Revision of ACER data analysis report with updated data ➤ Azility Data management system training ➤ Held Energy Team meeting with Shire of Mundaring ➤ Actively participating in WALGA's Climate Change Collaborative and the Carbon Accounting Committee. ➤ Attended DWER Climate Science Initiative update webinar. ➤ Participated in Cities Power Partnership webinar: Collaborative opportunities for local governments.
		January - March 2022	<ul style="list-style-type: none"> ➤ Provided assistance with carbon accounting and data collection for Town of Bassendean's draft Corporate Emissions Reduction Strategy. ➤ Held Energy Team meetings for the Shire of Mundaring and Town of Bassendean ➤ Review of draft business case for accelerating emission reduction (Shire of Mundaring) ➤ Attended and provided a brief presentation at the March Energy and Emissions Working Group meeting. ➤ Investigation of contestable sites for Shire of Mundaring ➤ Creation of factsheets: Utility Submetering, Carbon Credits, and Green Urban Infill and Development ➤ Review of Home Energy Assessment Toolkit's
		April - June 2022	
1.5.4.3	●	July - September 2021	<ul style="list-style-type: none"> ➤ Information sessions on the Circular Economy have been held with students from Curtin University; members of the National Environment Legal Association and Austrade

Key Actions		Status	Quarter	Comments
	Develop and host Circular Economy forums, and information sessions			➤ Research and planning a series of Circular Economy webinars for local industry, business and government. E.g. Thinking Circular for Business, Circularity in procurement and waste.
			October - December 2021	➤ Developed and held two online webinars for local business and industry groups – ‘Thinking Circular for Business’ and ‘Thinking Circular for Procurement and Waste’. Approximately 20 attendees at each, free for businesses in the Region. ➤ Initial meetings and research to plan Circular Economy Webinars Roadmap 2022 – educational program for the Region - Total of 9 webinars happening from February to November 2022.
			January - March 2022	➤ Launched Circular Economy Webinar Roadmap 2022 – educational program for the Region. ➤ Developed and held the first two online webinars of the series – “What is a Circular Economy? Case Study - Oranje Tractor” and ‘How to Accelerate Circularity in Local Governments’. Approximately 50 attendees.
			April - June 2022	
Responsible	Chief Sustainability Officer			

Key Result Area 2 Economic Development

Objective

2.1 To Facilitate and Advocate for Increased Investment in Regional Infrastructure

2.1.1 Review and Implement the Regional Integrated Transport Initiatives

Key Actions		Status	Quarter	Comments
2.1.1.1	Review the RITS and develop a new Sustainability Strategy	●	July - September 2021	➤ Any outstanding/relevant actions in the RITS will be incorporated into the new Sustainability Strategy Actions
			October - December 2021	➤ Incorporated transport initiatives into the new sustainability strategy
			January - March 2022	➤ No further action this quarter
			April - June 2022	
2.1.1.2	Implement actions and initiatives to meet regional integrated transport priorities	●	July - September 2021	➤ Planning and development of activities for Bike Month 2021 program ➤ Formation of the Regional Light Rail group in collaboration with City of Bayswater ➤ Progressing RFQs for detailed design and installation of EV charging station at Ascot Place ➤ Held combined Regional Integrated Transport and Economic Development meeting including presentations; WA Infrastructure Strategy (Nicole Lockwood, Infrastructure WA), and new WA Transport Modelling (Main Roads, and SMEC consulting).

Key Actions		Status	Quarter	Comments
			October - December 2021	<ul style="list-style-type: none"> ➤ Hosted initiatives in line with the Your Move Program to encourage walking, cycling and other modes to transport to reduce environmental impact. Three stories were submitted online to the Your Move platform. ➤ Encouraged Ride2Work Day as a part of the national campaign and our commitment to Your Move. ➤ Conducted research into electric charging stations; developing a business case. ➤ Submitted an EOI for Hydrogen Fueled Transport grant in partnership with WATCH2 and TAFE Northern Metropolitan. ➤ Organised a Redcliffe station tour (Airport Line) substituting the December RITS IAG meeting ➤ Submitted project ideas for WALGA's LG Transport and Roads Research and Innovation Program. ➤ Research into reduction of transport emissions in the Region.
			January - March 2022	<ul style="list-style-type: none"> ➤ Completed the Business Case for electric charging station. ➤ Participated in the Kep Track forum for Perth Adelaide National Highway with representation from various stakeholders. ➤ Received an outcome for the EOI for Hydrogen Fuelled Transport grant in partnership with WATCH2 and TAFE Northern Metropolitan - was unsuccessful ➤ Held combined Regional Integrated Transport and Economic Development meeting including presentations with EMRC's role in WA's sustainable transport infrastructure by Marcus Geisler and Fisherman's Bend – Project Case Study by Joan Ko. ➤ Attended first ever WALGA LG Transport and Roads Research and Innovation Program. ➤ Investigation and collation of available transport emission data for the region
			April - June 2022	
			July - September 2021	<ul style="list-style-type: none"> ➤ Collaboration with the City of Canning for the Unified Digital Commercial Movements Platform for reducing congestion from freight movement on our roads. ➤ Travel behavior change initiatives for mode shift to public transport and cycling by advocacy.
2.1.1.3	Deliver actions and initiatives from the Regional Congestion Management Action Plan	●	October - December 2021	➤ No updates as per the new Sustainability Strategy
			January - March 2022	➤ No further updates this quarter
			April - June 2022	
Responsible		Chief Sustainability Officer		

2.2 To Facilitate and Advocate for Regional Economic Development Activities


2.2.1 Review and Implement the Regional Economic Development Initiatives

Key Actions		Status	Quarter	Comments
2.2.1.1	Review the Economic Development Strategy and develop a new Sustainability Strategy	●	July - September 2021	➤ Work has commenced on the new draft EMRC Sustainability Strategy which will include actions associated with Economic Development
			October - December 2021	➤ Initial review of the information from the Draft Sustainability Strategy associated with impacts from the Economic Development Strategy.
			January - March 2022	➤ Economic and circular economy principles incorporated into the Sustainability Strategy
			April - June 2022	
2.2.1.2	Identify, research and promote new economic development, Net Zero and Circular Economy initiatives	●	July - September 2021	➤ Two local business and industry webinars have been planned for October and November 2021 ➤ Research into a series of nine webinars/forums has commenced.
			October - December 2021	➤ Developed and held two online webinars for local business and industry groups – 'Thinking Circular for Business' and 'Thinking Circular for Procurement and Waste'. Approximately 20 attendees at each, free for businesses in the Region. ➤ Initial meetings and research to plan Circular Economy Webinars Roadmap 2022 – educational program for the Region - Total of 9 webinars happening from February to November 2022.
			January - March 2022	➤ Launched Circular Economy Webinars Roadmap 2022 – educational program for the Region. ➤ Developed and held the first two online webinars of the CE Webinars Roadmap series – "What is a Circular Economy? Case Study - Oranje Tractor" and 'How to Accelerate Circularity in Local Governments'. Approximately 50 attendees.
			April - June 2022	
2.2.1.3	Develop annual economic development action plans linked to the Sustainability Strategy	●	July - September 2021	➤ Planning future economic development actions to be embedded into a Sustainability Strategy Action Plan has commenced
			October - December 2021	➤ Planning future economic development actions reviewed and discussed through initial development of the Draft Sustainability Strategy Action Plan.
			January - March 2022	➤ No further updates this quarter
			April - June 2022	
2.2.1.4	Identify and support opportunities to enhance business and investment initiatives	●	July - September 2021	➤ Produced 2021 economic report cards for our economic development members and for the EMRC Region. ➤ Planning for future 2022 webinars and forums for local business and industry groups.
			October - December 2021	➤ Development of a series of webinars for 2022 for local groups within the Region, first webinar starting on Circular Economy in February.

Key Actions		Status	Quarter	Comments
				<ul style="list-style-type: none">➤ Attended webinar AI for Local Government, linking with the sustainable development goals and reporting for future Council initiatives.➤ Shared event details with member Council EDOG group and attended webinar 'Creating Employment equality post pandemic' by SGS Economics.
			January - March 2022	<ul style="list-style-type: none">➤ Held combined Regional Integrated Transport and Economic Development meeting including Fisherman's Bend Project Case Study presentation by Joan Ko.
			April - June 2022	
Responsible	Chief Sustainability Officer			

2.3 To Facilitate Regional Cultural and Recreational Activities

2.3.1 Continue the Coordination, Marketing and Promotion of Regional Events

Key Actions		Status	Quarter	Comments
2.3.1.1	Coordinate, market and promote regional events		July - September 2021	<ul style="list-style-type: none">➤ Marketed a 10-week campaign for the 2021 Avon Descent Family Fun Day events.➤ Hosted a debrief meeting for the 2021 Avon Descent Family Fun Day events with actions for the acquittal process and new grant application for 2022.➤ Development of a regional youth networking opportunity.➤ Researching the opportunity to collaborate with member Councils for a 2022 Regional Tree Festival
			October - December 2021	<ul style="list-style-type: none">➤ Held Regional Youth Officer group and YAC networking opportunity, with over 40 attendees on the day.➤ Gathered data, budgets, reports required for the Avon Descent 2021 acquittal, the acquittal was submitted to Lotterywest late November.➤ Information requested to Councils for the Avon Descent 2022 Lotterywest grant application, grant applicated submitted to Lotterywest mid-December➤ Initial research into the WA Tree Festival, focused on significant, heritage and cultural trees in our Region. Festival happening in April 2022.➤ Maintain social media presence to promote Sustainability - key regional programs
			January - March 2022	<ul style="list-style-type: none">➤ Planning for Avon Descent 2022 (budgets, marketing plan, stakeholder management) in anticipation of Lotterywest grant.➤ Development of the Tree Quest for the WA Tree Festival, with a focus on significant, heritage and cultural trees in our Region.
			April - June 2022	
Responsible	Chief Sustainability Officer			

Key Result Area 3 Good Governance

Objective

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



3.1.1 Review and implement Regional Advocacy Initiatives




Key Actions		Status	Quarter	Comments
3.1.1.1	Review Regional Advocacy Strategy and develop new Sustainability Strategy		July - September 2021	➤ Work has commenced on the new draft EMRC Sustainability Strategy which will include actions associated with Regional Advocacy
			October - December 2021	➤ The EMRC Sustainability Strategy was completed and presented to Council at its November 2021 meeting. The actions identified in the Sustainability Strategy will form part of the revised draft Strategic Plan and Corporate Business Plan actions.
			January - March 2022	➤ Advocacy is incorporated into the Sustainability Strategy
			April - June 2022	
3.1.1.2	Identify and promote regional advocacy priorities		July - September 2021	➤ Two identified regional priorities include FOGO contamination and the Your Move program for the Airport Line
			October - December 2021	➤ Advocacy continues through representation on the Main Roads WA Eastlink Sustainability Action Group
			January - March 2022	➤ In accordance with regional advocacy
			April - June 2022	
Responsible	Chief Sustainability Officer			

3.2 To Manage Partnerships and Relationships with Stakeholders

3.2.1 Continue to Foster and Enhance Relationships with member Councils and All Key Stakeholders

Key Actions		Status	Quarter	Comments
3.2.1.1	Implement the deliverables in the EMRC Reconciliation Action Plan (RAP)	●	July - September 2021	<ul style="list-style-type: none"> ➤ Finalised the EMRC Respect RAP ➤ Reviewed the initial design for the Innovate RAP ➤ Attended WALGA's Aboriginal Forum – Doyntj Come Together – Reconciliation action planning.

Key Actions		Status	Quarter	Comments
			October - December 2021	<ul style="list-style-type: none">➤ Met with Reconciliation Australia to liaise on the actions and deliverables for the new Innovate RAP.➤ Recommendation of reconfiguration on the RAP Working Party from RA, this was accepted by Council in the December meeting.
			January - March 2022	Reconfiguration of the RAP to become an EMRC internal document, driven by staff.
			April - June 2022	
3.2.1.2	Develop Innovate RAP		July - September 2021	<ul style="list-style-type: none">➤ Submitted first draft of the Innovate RAP➤ Received first round of feedback from RA➤ Submitted second draft of the Innovate RAP
			October - December 2021	<ul style="list-style-type: none">➤ Innovate RAP sent to Reconciliation Australia with changes re: RAPWP for official endorsement.
			January - March 2022	Modifications being made to move from external RAP to EMRC internal RAP
			April - June 2022	
3.2.1.3	Develop Stretch RAP		July - September 2021	<ul style="list-style-type: none">➤ Stretch RAP will not commence until Innovate RAP is complete in 2023
			October - December 2021	<ul style="list-style-type: none">➤ Stretch RAP will not commence until Innovate RAP is complete in 2023
			January - March 2022	<ul style="list-style-type: none">➤ Stretch RAP will not commence until Innovate RAP is complete in 2023
			April - June 2022	
Responsible	Chief Sustainability Officer			

Key Actions		Status	Quarter	Comments
3.2.1.4	Implement biennial Stakeholder Perception Survey		July - September 2021	Survey conducted 10-25 August with a 41% return rate; results presented to ELT on 22 August and to Council on 23 September. A copy of the survey was made available online.
			October - December 2021	Analysis of results from 2021 Stakeholder Perception Survey in progress.
			January - March 2022	Decision pending on a 2022 Stakeholder Perception Survey
			April - June 2022	
3.2.1.5	Co-ordinate EMRC's Community Grants Program		July - September 2021	Eight applications were received for grants from the \$15,000 2020/2022 program vs six in 2020/2021. Applications are currently being assessed for eligibility under the Program's requirements.
			October - December 2021	Seven applications from community groups in the vicinity of RHWMF were successful in their grant applications. A cheque presentation ceremony was held at Red Hill on 30 November for the distribution of \$15,000 in grants, attended by the Chairman and CEO. A media release and social media posts were published simultaneously.
			January - March 2022	Continuing to encourage successful applicants to create further social media posts on the progress of various projects
			April - June 2022	
3.2.1.6	Produce EMRC's Annual Report		July - September 2021	Concept design selected by CEO, text and photography being assembled. On schedule for adoption at Council meeting 25 November 2021.
			October - December 2021	The EMRC 2020/2021 Annual Report was adopted by Council on 25 November 2021 and distributed to stakeholders via a downloadable pdf on the EMRC corporate website. In line with sustainability principles, no hard copies were printed this year.
			January - March 2022	100 hard copies ordered and distributed to selected stakeholders
			April - June 2022	
Responsible	Chief Executive Officer			

3.2.2 Review and implement the Marketing and Communications Plan

Key Actions		Status	Quarter	Comments
3.2.2.1	Implement priority initiatives (refer Marketing and Communications Plan)	●	July - September 2021	<ul style="list-style-type: none"> ➤ Six media releases issued including support for Avon Descent Family Fun Days and Flood Aware Be Prepared community awareness campaign. ➤ 88 Facebook posts and 18 LinkedIn updates were posted (Q1 2020: 51, 12) in support of EMRC activities and EMRC-supported stakeholder initiatives ➤ The four EMRC external websites and the Council Portal were updated to reflect the changed member Council profile from 1 July 2021 ➤ Four corporate banners bearing the EMRC's new corporate design were delivered.

Key Actions		Status	Quarter	Comments
				➤ The July/August 2021 E-Newsletter was compiled and distributed via pdf and e-book link on 26 July 2021.
			October - December 2021	➤ Five media releases were issued including the award of a \$20,000 WasteSorted grant, the WALGA renewable energy agreement, two announcing the release of The EMRC Circular and one announcing the results of the 2021 Community Grants Program. ➤ 81 Facebook posts and 34 LinkedIn updates were posted in support of EMRC activities and EMRC-supported stakeholder initiatives. ➤ The three externally-facing and the corporate websites continued to be monitored and maintained for updates and reviews of published material. ➤ Contents of the 2021 Councillor Induction Pack were coordinated. ➤ Introductory presentations were created for newly-elected Councillors. ➤ Seven public notices were prepared and published in the West Australian and displayed in member Council libraries in line with statutory requirements.
			January - March 2022	➤ One media release issued promoting the launch of the Circular Economy Webinar Roadmap 2022 ➤ 89 Facebook posts and 28 LinkedIn updates were posted in support of EMRC activities and EMRC-supported stakeholder initiatives. ➤ The three externally-facing and the corporate websites continued to be monitored and maintained for updates and reviews of published material. ➤ Three public notices were prepared and published in the West Australian and displayed in member Council libraries in line with statutory requirements.
			April - June 2022	
Responsible	Chief Financial Officer			

3.3 To Provide Responsible and Accountable Governance and Management of the EMRC

3.3.1 Continue to Improve Organisational Governance

Key Actions	Status	Quarter	Comments
3.3.1.1 Implement the Recordkeeping Plan	●	July - September 2021	<ul style="list-style-type: none"> • Forty bound Volumes of Council Minutes Books that existed only as paper records were sent to Compu-Stor for scanning to OCR (Optical Character Recognition) format. The scanned books have been returned and the electronic files are progressively being checked and registered in the Records system. • Commenced disposal of COVID Registers as per the new Protection of Information (Entry Registration Information Relating to COVID-19 and Other Infectious Diseases) Act 2021 and added the procedure to the Records Manual.

Key Actions	Status	Quarter	Comments
			<ul style="list-style-type: none"> The EMRC Information Statement was updated and posted on the EMRC website.
		October - December 2021	<ul style="list-style-type: none"> Commenced Records Disposal Program for 2021/2022 period. Program involves reviewing retention status of corporate records in EMRC custody, seeking approval for destruction of individual consignments of records by relevant manager, Chief Officer and the CEO and then destruction of records by third party provider, Compu-Stor. Continued disposal of COVID Registers as per the Protection of Information (Entry Registration Information Relating to COVID-19 and Other Infectious Diseases) Act 2021. Developing and updating of Records Management and Content Manager related training document materials. Continued developing and updating of EMRC Council Meetings Confidential Items Register.
		January - March 2022	<ul style="list-style-type: none"> Continued Records Disposal Program for 2021/2022. Continued disposal of COVID Registers as per the Protection of Information (Entry Registration Information Relating to COVID-19 and Other Infectious Diseases) Act 2021. Continued developing and updating Records Management and Content Manager training material. Updated the EMRC Council Meetings Confidential Items Register.
		April - June 2022	
3.3.1.2	Review and update Council Policies	July - September 2021	EMRC Council Member Complaints Procedures adopted by Council on 26/08/2021 Review of Council Policy 3.3 – Management of Investments Policy adopted by Council on 23/09/2021 Review of Council Policy 1.4 – Travelling Costs Incurred by Council Members Policy adopted by Council on 23/09/2021
		October - December 2021	Council Policy 2.1 – Committees of Council, reviewed and adopted in November 2021
		January - March 2022	Council Policy 2.3 – Councillor Training & Continuous Professional Development Policy was adopted by Council on 24 February 2022
		April - June 2022	
3.3.1.3	Co-ordinate Council and Committee Elections	July - September 2021	No Council or Committee elections during this quarter. Local Government elections in October 2021 will result in activity at the upcoming 4 November 2021 Special Meeting of Council.
		October - December 2021	Council and Committee elections and swearing in of Councillors occurred on 4 November 2021
		January - March 2022	No Council or Committee elections during this quarter.
		April - June 2022	
3.3.1.4	Review and update Management Guidelines as required	July - September 2021	Ongoing. Various operational management guidelines were reviewed and adopted including: Smoking in the Workplace, Purchasing - OHS Considerations and Confidential Mail.
		October - December 2021	The following management guidelines were reviewed and updated: 1. Overtime/Time in Lieu

Key Actions		Status	Quarter	Comments
				2. Parental Leave 3. Recruitment & Selection 4. Requesting Flexible Working Arrangements 5. Authorisation of Expenditure
			January - March 2022	The following management guidelines were reviewed and endorsed by ELT: 1. Personal, Carers, Compassionate and Pandemic Leave 2. Social Media
			April - June 2022	
Responsible	Chief Financial Officer			


3.3.2 Review and Implement EMRC's Integrated Planning Framework

Key Actions		Status	Quarter	Comments
3.3.2.1	Undertake a major review of the 10 Year Strategic Plan		July - September 2021	This is being planned for the first half of 2021/2022 once the EMRC Sustainability Strategy has been prepared and presented to Council
			October - December 2021	This is planned for the first half of 2022 with a draft of the reviewed plan presented to the March 2022 Council Forum for discussion.
			January - March 2022	The major review of the 10 year Strategic Plan is underway and will be presented to Council in the coming months
			April - June 2022	
3.3.2.2	Review the Corporate Business Plan		July - September 2021	The Corporate Business Plan for 2021/2022 was endorsed by Council in June 2021 and will form the basis for reporting against action throughout the year
			October - December 2021	This is planned for the first half of 2022 with a draft of the reviewed plan presented to the March 2022 Council Forum for discussion.
			January - March 2022	The Corporate Business Plan will be presented to the June Audit Committee meeting and thereafter to Council
			April - June 2022	
Responsible	Chief Executive Officer			

3.3.3 Review and Implement a Risk Management Plan

Key Actions		Status	Quarter	Comments
3.3.3.1	Review, update and implement the Risk Management Plan		July - September 2021	Following the adoption of the Council Policy and framework, a new Risk Management Software was installed and utilised. Review and managing of the risk treatments are progressing with an update provided to the Audit Committee at its October 2021 meeting.
			October - December 2021	Review and managing of the risk treatments are progressing with an update provided to the Audit Committee at its October 2021 meeting.
			January - March 2022	Review and managing of the risk treatments are progressing with an update provided to the Audit Committee at its March 2022 meeting.
			April - June 2022	
Responsible	Chief Financial Officer			


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

Key Actions		Status	Quarter	Comments
3.3.4.1	Review and implement the DAIP		July - September 2021	Progress against the DAIP has been reported to the Department of Communities.
			October - December 2021	Acknowledgement of the EMRC's submission to the Department has been received.
			January - March 2022	No further action during this reporting period
			April - June 2022	
Responsible	Chief Executive Officer			

3.4 To Continue to Improve Financial and Asset Management Practices





3.4.1 Review and Implement Long Term Financial Plans

Key Actions		Status	Quarter	Comments
3.4.1.1	Review the Five and Ten Year Financial Plans	●	July - September 2021	The final GHD Strategic Review of the EMRC was adopted by Council at its 26 August 2021 meeting. A review of the 10 year Strategic Plan will be undertaken following the local government elections. The resultant EMRC Ten Year Financial Plan is due to be undertaken during Feb-May'2022 as part of the 2022/2023 Budget deliberation process.
			October - December 2021	The final GHD Strategic Review of the EMRC was adopted by Council at its 26 August 2021 meeting.

Key Actions		Status	Quarter	Comments
				A review of the 10 year Strategic Plan will be undertaken following the local government elections. The resultant EMRC Ten Year Financial Plan is due to be undertaken during Feb-May'2022 as part of the 2022/2023 Budget deliberation process.
			January - March 2022	The second draft of the EMRC Ten Year Financial Plan was compiled during March-April'2022 as part of the 2022/2023 Budget deliberation process and distributed for review on 6 April 2022.
			April - June 2022	
3.4.1.2	Monitor and review the Financial Investment Portfolio		July - September 2021	The Investment portfolio is continually monitored in order to ensure that cash flow requirements are met and that returns are maximised on investments within the parameters of the Investment Policy (which was recently reviewed and adopted by Council at its meeting held on 23 September 2021) and the regulations. The average interest rate earned for 2021/22 up to 30 September 2021 is 0.409% compared to the budgeted rate for 2021/2022 of 0.375%.
			October - December 2021	The Investment portfolio is continually monitored in order to ensure that cash flow requirements are met and that returns are maximised on investments within the parameters of the Investment Policy (which was recently reviewed and adopted by Council at its meeting held on 23 September 2021) and the Regulations. The average interest rate earned for 2021/22 up to 31 December 2021 is 0.433% compared to the budgeted rate for 2021/2022 of 0.375%.
			January - March 2022	The Investment portfolio is continually monitored in order to ensure that cash flow requirements are met and that returns are maximised on investments within the parameters of the Investment. The average interest rate earned for 2021/22 up to 31 March 2022 is 0.474% compared to the budgeted rate for 2021/2022 of 0.375%.
			April - June 2022	
Responsible	Chief Financial Officer			


3.4.2 Review and Implement the Asset Management Plan (AMP)

Key Actions		Status	Quarter	Comments
3.4.2.1	Review and implement the AMP	●	July - September 2021	Talis Consultants completed the drafting of 3 x operational asset management plans for each of the EMRC's sites.
			October - December 2021	Talis Consultants completed the drafting of 3 x operational asset management plans for each of the EMRC's sites during the 1st quarter of the 2021/2022 financial year.
			January - March 2022	Talis Consultants completed the drafting of 3 x operational asset management plans for each of the EMRC's sites during the 1st quarter of the 2021/2022 financial year.
			April - June 2022	Talis Consultants completed the drafting of 3 x operational asset management plans for each of the EMRC's sites during the 1st quarter of the 2021/2022 financial year.

Key Actions		Status	Quarter	Comments
Responsible	Chief Financial Officer			
3.4.2.2	Purchase and replace major plant (Red Hill) as required		July - September 2021	Progressing as per the Red Hill Waste Management Facility 2021/2022 Plant Replacement Program.
			October - December 2021	Progressing as per the Red Hill Waste Management Facility 2021/2022 Plant Replacement Program.
			January - March 2022	Progressing as per the Red Hill Waste Management Facility 2021/2022 Plant Replacement Program.
			April - June 2022	
3.4.2.3	Purchase and replace minor plant and equipment (Red Hill) as required		July - September 2021	Progressing as per the Red Hill Waste Management Facility 2021/2022 Minor Plant Replacement Program.
			October - December 2021	Progressing as per the Red Hill Waste Management Facility 2021/2022 Minor Plant Replacement Program.
			January - March 2022	Progressing as per the Red Hill Waste Management Facility 2021/2022 Minor Plant Replacement Program.
			April - June 2022	
3.4.2.4	Purchase and replace major plant (Hazelmere) as required		July - September 2021	Progressing as per the EMRC procurement policy.
			October - December 2021	Progressing as per the EMRC procurement policy.
			January - March 2022	Progressing as per the EMRC procurement policy.
			April - June 2022	
Responsible	Chief Operating Officer			
3.4.2.5	Capital Improvements to Ascot Place Building		July - September 2021	Ongoing and in accordance with the adopted annual budget
			October - December 2021	Ongoing and in accordance with the adopted annual budget
			January - March 2022	Ongoing and in accordance with the adopted annual budget
			April - June 2022	
Responsible	Chief Financial Officer			


3.4.3 Review and Implement the Strategic IT Plan

Key Actions		Status	Quarter	Comments
3.4.3.1	Develop and implement the five year Strategic IT Plan	●	July - September 2021	<ul style="list-style-type: none"> ➤ Data was migrated to the new Ascot network storage device (SAN) ➤ New virtual server backup system was deployed VEEAM Backup and Replication ➤ A new Terminal Server was added to the Terminal Server farm to improve remote working ➤ IT Infrastructure was organised for the new Hazelmere workshop/admin building
			October - December 2021	<ul style="list-style-type: none"> ➤ Multifactor-authentication (MFA) base infrastructure configured and installed in preparation for testing and deployment as per OAG Security recommendations. ➤ Upgraded printing facilities at Baywaste site


Key Actions		Status	Quarter	Comments
				<ul style="list-style-type: none">➤ Terminate fiber and configured network infrastructure for the Wood Waste to Energy plant➤ Engaged Stantons to produce GAP analysis between EMRC IT systems and OAG report on Cybersecurity and Government➤ Moved Hazelmere network and server infrastructure out of the old admin building and into the new Hazelmere admin server room.➤ The Strategic IT Plan has been reviewed and updated to reflect contemporary security infrastructure
			January - March 2022	<ul style="list-style-type: none">➤ Adjusted firewall rules based on current Cyber Security alerts➤ Upgraded virtualisation and backup software➤ Modified audio setup in Council Chambers to support combined online/in-person meetings➤ Modified the CCTV setup at the Hazelmere RRP to allow all cameras to be accessible on the EMRC's network.
			April - June 2022	<ul style="list-style-type: none">➤
3.4.3.2	Purchase IT and Communication Equipment as required		July - September 2021	<ul style="list-style-type: none">➤ The Ascot WiFi system was upgraded➤ WiFi was deployed at the weighbridge and the new Administration building at Hazelmere➤ A number of workstations were replaced with laptops/Surface Pros to increase the flexibility and mobility of the EMRC workforce and respond to the COVID pandemic
			October - December 2021	<ul style="list-style-type: none">➤ Deployed new interactive projector to Training Room 2➤ Upgraded existing projectors for wireless projection (cable free)➤ Purchased and deployed eight more Surface Pros in a continuing effort to support EMRC's agile work force and ability for staff to work from home
			January - March 2022	<ul style="list-style-type: none">➤ Continued with IT equipment replacement program, progressively rolling out IT equipment for the organization➤ Deployed a number of larger monitors to provide a more productive working environment, monitoring its benefits for a progressive implementation across the organisation➤ Purchased additional Surface Pros to continue and support a mobile and agile workforce➤ Reviewing the telecommunications equipment submissions in line with the budget plan for 2021/2022.
			April - June 2022	
Responsible	Chief Financial Officer			

3.5 To Improve Organisational Culture, Health, Welfare and Safety

3.5.1 Review and Implement the Workforce Plan

Key Actions		Status	Quarter	Comments
3.5.1.1	Review and implement the Workforce Plan		July - September 2021	The EMRC continues to implement initiatives from the Workforce Plan. Several management guidelines have been reviewed and stage 1 of the Succession Planning exercise has been undertaken.
			October - December 2021	Initiatives within the Workforce Plan continue to be implemented. HR has been automating several processes for convenience and efficiency.
			January - March 2022	The EMRC continues to manage its COVID response effectively. Several new Management Guidelines have been developed and adopted. The Performance Review system has not been automated.
			April - June 2022	
Responsible	Chief Executive Officer			

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

Key Actions		Status	Quarter	Comments
3.5.2.1	Co-ordinate the OS&H Program		July - September 2021	The EMRC continues to manage its OSH requirements and is now over 750 days with an LTI.
			October - December 2021	New OSH CO-ordinator appointed and processes continue to be reviewed and update.
			January - March 2022	New OSH Co-Ordinator becoming more familiar with the EMRC processes. The EMRC is approaching 1000 days LTI free with current number at 960 days LTI free. THE EMRC has engaged a new OSH graduate. Work underway to transition and inform internal workers and officers of their obligations under the new WHS requirements.
			April - June 2022	
Responsible	Chief Executive Officer			

6 CONFIDENTIAL MATTER 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(S)

MOVED CR

SECONDED CR

6.1 HAZELMERE WOOD WASTE TO ENERGY PLANT UPDATE (D2022/07551)

This item is recommended to be confidential because it contains matters of legal advice.

See 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(S)

MOVED CR

SECONDED CR

7 FUTURE AGENDA BRIEFING FORUMS

The next meeting of Agenda Briefing Forum will be held on Thursday 9 June 2022 at the EMRC Administration Office, 1st Floor, 226 Great Eastern Highway, Ascot WA 6104 commencing at 6.00pm.

Future Forums 2022

Thursday	9	June		at	EMRC Administration Office
Thursday	14	July	(if required)	at	EMRC Administration Office
Thursday	11	August	(if required)	at	EMRC Administration Office
Thursday	8	September	(if required)	at	EMRC Administration Office
Thursday	13	October	(if required)	at	EMRC Administration Office
Thursday	10	November	(if required)	at	EMRC Administration Office

8 DECLARATION OF CLOSURE OF MEETING