

AGENDA

D2024/17544

Agenda Forum

08 August 2024

Notice of Meeting

Dear Councillors

The next Agenda Forum will be held on Thursday, 08 August 2024 at the EMRC Administration Office, 1st Floor, 226 Great Eastern Highway, Ascot WA 6104 commencing at 6:00pm.



Marcus Geisler | Chief Executive Officer

05 August 2024

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 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 Filomena Piffaretti | Chairperson | City of Bayswater |
| Cr Aaron Bowman | Deputy Chairperson | City of Swan |
| Cr Tallan Ames | EMRC Member | Town of Bassendean |
| Cr Paul Poliwka | EMRC Member | Town of Bassendean |
| Cr Michelle Sutherland | EMRC Member | City of Bayswater |
| Cr Luke Ellery | EMRC Member | Shire of Mundaring |
| Cr Doug Jeans | EMRC Member | Shire of Mundaring |
| Cr Jennifer Catalano | EMRC Member | City of Swan |

EMRC Council Deputies

| | | |
|---------------------|--------------------|--------------------|
| Cr Kathryn Hamilton | EMRC Deputy Member | Town of Bassendean |
| Cr Giorgia Johnson | EMRC Deputy Member | City of Bayswater |
| Cr John Daw | EMRC Deputy Member | Shire of Mundaring |
| Cr Ian Johnson | EMRC Deputy Member | City of Swan |

Agenda Forum

08 August 2024

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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, the Whadjuk people of the Noongar Nation and to pay our respects to elders past, present and emerging.

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

3 DISCLOSURE OF INTEREST

4 ANNOUNCEMENTS BY THE CHAIRPERSON OR PRESIDING MEMBER

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

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

The following confidential reports are covered in Section 7 of this agenda:

- DEED OF LICENCE FOR FLARE SITE AT RED HILL WASTE MANAGEMENT FACILITY (D2024/19377)

6 EMPLOYEE REPORTS

- 6.1 FINANCIAL REPORT FOR THE PERIOD ENDING 30 JUNE 2024 (D2024/17544)
- 6.2 REVIEW OF SECONDARY WASTE CHARGE (D2024/19738)
- 6.3 REVIEW OF COUNCIL POLICY 4.1 – CEO APPOINTMENT, PERFORMANCE REVIEW AND TERMINATION (D2024/05498)
- 6.4 REVIEW OF COUNCIL POLICIES (D2024/19758)
- 6.5 INFORMATION BULLETIN – 2023/2024 COUNCIL TONNAGE COMPARISONS AS AT 30 JUNE 2024 (D2024/19830)
- 6.6 INFORMATION BULLETIN – CORPORATE BUSINESS PLAN 2023/2024 – 2027/2028 – 4TH QUARTER REPORTING (D2024/17548)
- 6.7 INFORMATION BULLETIN – SUSTAINABILITY TEAM UPDATE – APRIL TO JUNE 2024 (D2024/17552)
- 6.8 INFORMATION BULLETIN – SUSTAINABILITY DEVELOPMENT GOALS UPDATE – (D2024/19264)

6.1 FINANCIAL REPORT FOR THE PERIOD ENDING 30 JUNE 2024

D2024/20477

PURPOSE OF REPORT

The purpose of this report is to provide Council with an overview of the EMRC's financial performance for the period ended 30 June 2024.

KEY POINT(S)

- Significant year to date budget variances greater than 10% or \$20,000, whichever is the greater, within each nature and type category on the Statement of Comprehensive Income as at 30 June 2024 have been identified and are reported on in the body of the report.
- The Financial Reports are unaudited and may be subject to amendments as a result of any audit adjustments.

RECOMMENDATION(S)

That Council receives the Statement of Comprehensive Income, Capital Expenditure Statement, Statement of Financial Position, Statement of Cash and Investments, Statement of Financial Activity and the Investment Report for the period ended 30 June 2024.

SOURCE OF REPORT

Chief Financial Officer

BACKGROUND

- 1 It is a requirement of the *Local Government (Financial Management) Regulations 1996* (r.34) that a Local Government is to prepare and present to Council financial reports in such a form as the Local Government considers to be appropriate.
- 2 Submitted to each meeting of Council is a financial report and summaries which provide an overview of year to date budget performance for operating activities and capital works. Variances greater than 10% or \$20,000, whichever is the greater, within each nature and type category on the Statement of Comprehensive Income are reported on in the body of the report. Also included are end of year forecasts by nature and type for operating activities and end of year forecasts for each capital works project. These forecasts are reviewed regularly in order to provide an accurate forecast of the end of year result.
- 3 The half year review was undertaken during January/ February 2024 and is reflected in this report.

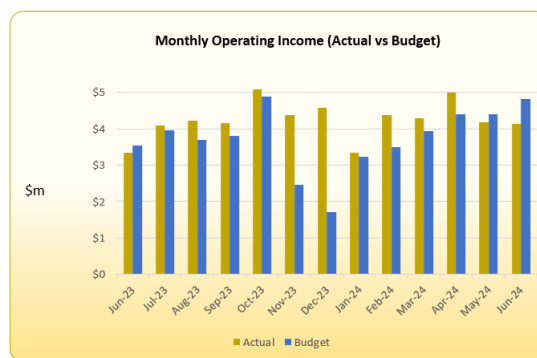
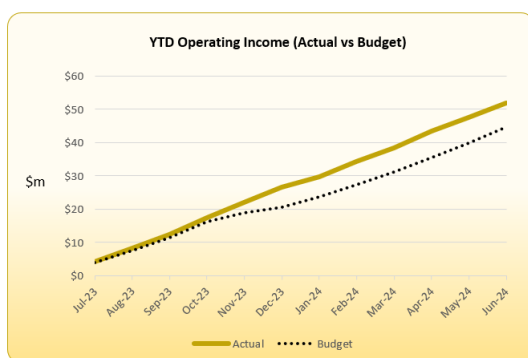
REPORT

- 4 Outlined below are financial statements for the period ended 30 June 2024. Where possible the year to date monthly budget allocations will be reviewed in order to match the appropriate timing for the various projects budgeted to be undertaken. This will provide a better comparison between the year to date actual and year to date budget figures.

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

- 5 The net operating result as at 30 June 2024 is a favourable variance of \$13,661,394 (556.36%) against budget. The following information is provided on key aspects of Council's year to date financial performance:

| | | |
|-------------------------|-----------------------|---|
| Operating Income | Actuals for the Year | A favourable variance of \$7,014,654 (15.67%) |
| | End of Year Forecasts | A favourable variance of \$4,118,116 (9.20%) |



Operating Income Variances Previously Reported to Council

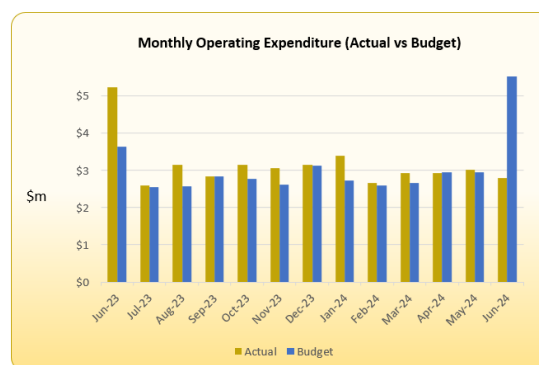
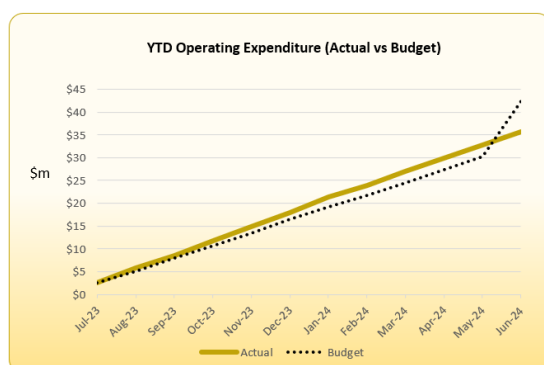
- 6 The full year Net User Charges of \$37,435,200 is above the budget by \$4,166,557 (12.52%). The variance is attributable to additional tonnages received mostly from Commercial Customers at 70.34% compared to member Councils at 29.66%.
- 7 The full year Secondary Waste Charge of \$3,756,209 is above the budget by \$2,009,577 (115.05%). This is primarily attributed to the delay in East Rockingham Waste to Energy (ERWtE) project and the tonnages from member Councils being redirected to Redhill Waste Management Facility (RHWMF).
- 8 The full year forecast for the Secondary Waste Charge is above the annual budget by \$1,132,096 due to the delay in the ERWtE project. This resulted in greater tonnes being forecast to be disposed at the RHWMF.
- 9 The full year Contributions is above the budget by \$22,965 (20.92%) predominantly due to the contribution received for sponsorship of the Circular Economy Leadership Course. This also resulted in the full year forecast above the annual budget by \$22,990.
- 10 The full year Operating Grants is below the annual budget by \$560,377 (81.21%). Following the interim audit, it has been decided that the grants for FOGO Picking station will be recognised once the plant is operational and the grant for electric vehicle initiative did not proceed.
- 11 The full year forecast for Operating Grants is below the annual budget by \$295,379. This variance is attributable to the anticipated grant funding for the Electrical Vehicle charging type grant did not proceed.
- 12 The full year Interest on Municipal Cash Investments of \$1,548,259 is above the budget by \$1,333,484 (620.87%) due to the higher investment rate achieved (4.98% average interest vs 3.75% budgeted) and higher available funds for investments.
- 13 The full year Interest on Municipal Cash Investments has been forecasted to be above the budget by \$1,096,145 (510.37%) due to the increase in investment rates during the year and the higher available funds for investments.

- 14 The full year Interest on Restricted Cash Investments of \$2,348,530 is above the budget by \$532,940 (29.35%) due to the higher investment rates achieved and higher available funds for investments.
- 15 The full year Reimbursement is above the budget by \$329,217 (16.98%). The major variances relate to a reimbursement of \$216,692 for Biobags and \$130,680 for Woodside project and \$144,081 for Bin Management on Regional Waste Collection Project. This is offset by a lower reimbursement of \$193,433 for Coppin Rd Transfer Station.
- 16 The full year forecast for Reimbursements has been forecasted to be \$667,952 (34.44%) above the budget of \$1,939,340. The primary variances are due to the higher recoup of \$228,727 from Baywaste Transfer Station operations, an unbudgeted recoup of \$216,632 from participants for the purchase of FOGO caddies and liners (Biobags), an unbudgeted recoup of \$153,277 relating to Bin Management on the Regional Waste Collection Project and an unbudgeted recoup relating to the Woodside project.
- 17 The full year Other Income of \$3,338,415 is \$617,299 (15.61%) below the budget due to the delays in the Wood Waste to Energy Project. The budgeted Electricity Sales Income of \$934,116 from this project has been delayed. This is offset by a higher income received for ferricrete.
- 18 The full year forecast for Other Income of \$2,816,714 is \$1,139,000 (28.79%) below the budget of \$3,955,714. The major factors contributing to this variance include an income from Wood Waste to Energy Project forecast to be \$934,116 below the budget and income from Methane forecast to be \$564,160 below the budget.

Operating Income Variances not previously reported to Council

- 19 The full year Proceeds from Sale of Assets of \$182,273 is \$239,727 (56.81%) below the budget. This variance relates to the timing on the disposal by auction of fleet vehicles due for change over.
- 20 The full year forecast for Proceeds from Sale of Assets of \$500,273 has been forecasted to be \$78,273 (18.55%) above the budget of \$422,000. This variance relates to the timing on the disposal by auction of fleet vehicles due for change over.
- 21 There were no further significant Operating Income variances as at 30 June 2024.

| | | |
|------------------------------|-----------------------|--|
| Operating Expenditure | Actuals for the Year | An underspend variance of \$6,646,740 (15.71%) |
| | End of Year Forecasts | An underspend variance of \$2,084,955 (4.93%) |



Operating Expenditure Variances Previously Reported to Council

- 22 The full year Material Expenses of \$2,148,560 is above the budget by \$212,474 (10.97%). The major variance relates to the purchase of Biobags which was reimbursed.
- 23 The full year Utility Expenses is above the budget by \$78,843 (20.91%). This variance is attributed to higher than budgeted electricity expenses for the Waste Transfer Station Building.
- 24 The full year Fuel Expenses of \$1,718,871 is above the budget by \$180,288 (11.72%). The variance is due to the increased fuel consumption resulting from the higher volume of tonnage received.
- 25 The full year forecast for Fuel Expenses is \$411,975 (26.78%) above the budget of \$1,538,583. The variance is attributable to the additional diesel fuel forecast to be consumed as a result of the increase in tonnages forecast to be disposed at the RHWMF by year end.
- 26 The full year forecast for Interest Expenses is \$369,408 above the budget. The variance is attributable to the adjustment in the estimated unwinding of discount on Post Closure and Site Rehabilitation Provisions in response to the change in the Consumer Price Index (CPI).
- 27 The full year forecast for Insurance Expenses is \$124,041 above the budget of \$427,647. The variance is due to an increase in insurance premium and additional insurance required for Wood Waste to Energy Project.
- 28 The full year Depreciation Expenses is above the budget by \$2,625,384 (58.27%). The major variance relates to the higher cell usage as a result of additional commercial and non-member Council tonnages received.
- 29 The full year forecast for Depreciation Expenses is \$2,540,231 (56.38%) above the budget of \$4,505,745. The variance is attributable to the higher Depreciation Expenses - Cell Usage of \$1.47m due to the additional tonnages forecast to go to landfill as at year end (due to the delay in the ERWtE project) and additional commercial tonnages forecast to be received and the higher Depreciation Expenses - General of \$1.07m due to additional plant purchased during the year.
- 30 The full year Miscellaneous Expenses is below the budget by \$7,090,813 (88.30%) due to the delay in the ERWtE project. The budgeted expenditure associates with the disposal charges on ERWtE project is \$6,527,587.
- 31 The full year forecast for Miscellaneous Expenses has been forecasted to be \$5,512,748 (68.65%) below the budget of \$8,030,117. The major factors contributing to this variance include the expenditure associates with the disposal charges on ERWtE project forecast to be below the budget by \$5,303,534, the membership expenses forecast to be below the budget by \$68,302 and the advertising expenses forecast to be below the budget by \$17,423.
- 32 The full year forecast for Provision Expenses is \$857,738 (93.51%) below the budget of \$917,260. The variance relates to the adjustment in the estimated of future value of Post Closure and Site Rehabilitation Provisions in response to the change in the Consumer Price Index (CPI).
- 33 The full year Cost Allocations is below the budget by \$116,261 (98.85%). This variance relates to internal costs allocated to various projects and specifically capital expenditure projects that have been budgeted to utilise the EMRC's plant and labour as well as the timing of various projects.
- 34 The full year forecast for Costs allocations is \$117,224 below the budget. This variance relates to lower than budgeted internal costs allocated to various projects and specifically capital expenditure projects that have been budgeted to utilise the EMRC's plant and labour.

Operating Expenditure Variances not previously reported to Council

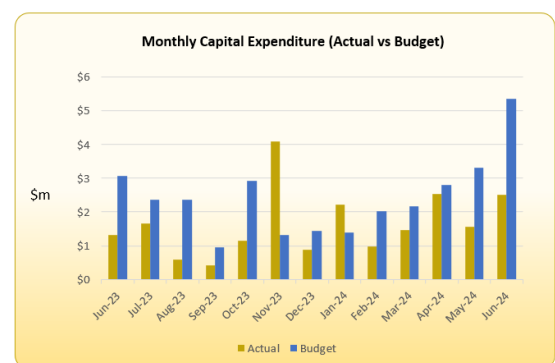
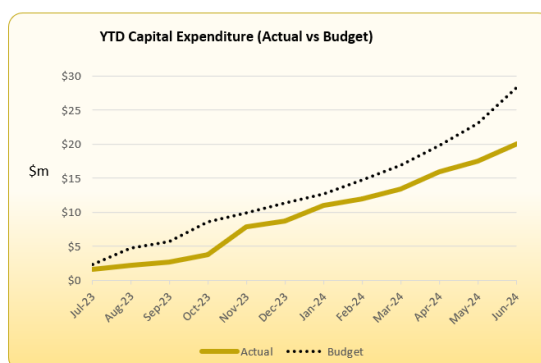
- 35 The full year Contract Expenses is below the budget by \$1,451,303 (13.97%). due to the timing of various projects, projects no longer being undertaken or projects that have been underspent from different business units. Areas where the expenditures are lower than budget for various directorates/business units include: Sustainability (\$547,190), Business Support (\$518,614), Operations/Projects (\$435,372). This is off-set by higher than budget in the CEO's directorates/business unit of \$49,873.
- 36 The full year Carrying Amount of Assets Disposed Of totalling \$117,008 is below the budget by \$117,054 (50.01%). This variance relates to the timing on the disposal of vehicles due for change over.
- 37 There were no further significant Operating Expenditure variances as at 30 June 2024.

| | | |
|-----------------------------------|-----------------------|------------------------------------|
| Other Comprehensive Income | Actuals for the Year | A favourable variance of \$467,065 |
| | End of Year Forecasts | Nil |

- 38 The movement in Provision Expenses of \$467,065 for the year ended 30 June 2024 has been recognised through other comprehensive income. The variance is attributable to the actual discount rates and CPI rates as at 30 June 2024 which are used to calculated the current year end post closure provisions have resulted in a credit to the post closure provisions.
- 39 There were no significant Other Comprehensive Income variances as at 30 June 2024.

Capital Expenditure Statement (refer Attachment 2)

| | | |
|----------------------------|-----------------------|---------------------------------------|
| Capital Expenditure | Actuals for the Year | An underspend variance of \$4,876,344 |
| | End of Year Forecasts | An underspend variance of \$361,979 |



Capital Expenditure Variances

- 40 An underspent variance of \$4,876,344 existed as at 30 June 2024 when compared to the budget of \$28,409,629.
- 41 The full year Capital expenditure totalling \$20,010,789 with the major capital expenditure being undertaken on the following:
- Construct Class III Cell Stage 17 – RHWMF - \$3,998,544;

- Construct Wood Waste to Energy Building - HRRP - \$2,655,491;
 - Construct Waste Transfer Station - HRRP - \$2,472,146;
 - Leachate Pond Deepening - RHWMF - \$2,078,216;
 - Purchase / Replace Plant - HRRP - \$1,709,730;
 - Purchase / Replace Plant - RHWMF - \$1,171,945;
 - Regional Waste Collection Project - Plant Purchases - \$966,676;
 - Refurbish Plant - RHWMF - \$864,536;
 - Purchase / Replace Minor Plant and Equipment - HRRP - \$614,821;
 - Hydrant Upgrade - HRRP - \$410,355;
 - Sewer Line connection to Talloman – HRRP - \$402,682;
 - Purchase / Replace Vehicles - RHWMF - \$375,884;
 - Purchase / Replace Minor Plant and Equipment - RHWMF - \$306,441;
 - Upgrade Power Supply to Workshop No 2 - RHWMF - \$281,977;
 - FOGO Picking Station – RHWMF - \$253,905;
 - Construct Roads / Carparks - RHWMF - \$211,134;
 - Waste Transfer Station - Thermal Cameras - HRRP - \$196,590; and
 - Resource Recovery Park - Noise Control Fencing - \$153,022.
- 42 Full Year Capital Expenditure has been forecasted to be \$361,979 (1.27%) below the budget of \$28,409,629.
- 43 Significant reductions to capital budgets where savings have been achieved, or where project expenditure has been deferred due to delays and/or carried forward or not required include the following:
- ⇒ Design and Construct Class IV Cell Stage 3 – RHWMF - \$3,056,666;
 - ⇒ Air Pollution Control Residue Facility and Plant (APCR) – RHWMF - \$3,362,034 (c/fwd);
 - ⇒ Construct Wood Waste to Energy Building – HRRP - \$488,088 (c/fwd);
 - ⇒ Construct Access Road to Lots 8 9 10 – RHWMF - \$460,000 (c/fwd);
 - ⇒ Construct Drainage Works to Lots 8 9 10 – RHWMF - \$440,000 (c/fwd);
 - ⇒ Purchase / Replace Plant – HRRP - \$389,216;
 - ⇒ Construct Hardstand 2 (Old House Site) – HRRP - \$360,000;
 - ⇒ Extend Ascot PV & EV Charging - \$228,397;
 - ⇒ Construct Monitoring Bores – RHWMF - \$200,000;
 - ⇒ Purchase Vehicles - Ascot Place (Electric Vehicles) - \$168,000;
 - ⇒ Construct Waste Management Facility Buildings – RHWMF – \$164,802;
 - ⇒ Extension of Sewer Line from WWtE to Sewer Sump & existing ATU – HRRP - \$145,885; and
 - ⇒ Purchase / Replace Plant – RHWMF - \$126,981 (c/fwd).
- 44 This is offset by an increase in the following Capital Expenditure budget provision (including new projects) following a review of the capital expenditure program:
- ⇒ Construct Class III Cell Stage 17 – RHWMF - \$5,125,374;

At its meeting on 22 February 2024, Council approved additional budget funding for the construction of Stage 17 landfill cell which will be funded by the budget from Class IV cell construction as well as the surplus funds available in the Municipal Fund reserves.

- ⇒ Construct Waste Transfer Station – HRRP - \$1,618,756;

At its meeting on 22 June 2023, Council approved unbudgeted provisional sum includes additional 5% contingency funding to the value of \$342,779 on the contract sum and unbudgeted provisional sum of \$1,275,977 to address the final claims from the Contractor.

- ⇒ Sewer Line connection to Talloman – HRRP - \$470,885;
- ⇒ Hydrant Upgrade – HRRP - \$362,827;
- ⇒ Upgrade Power Supply to Workshop No 2 – RHWMF - \$328,456;
- ⇒ Purchase Vehicles - Ascot Place - \$227,204;
- ⇒ Regional Waste Collection Project - Plant Purchases - \$200,000;
- ⇒ Waste Transfer Station - Thermal Cameras – HRRP - \$175,738;
- ⇒ Purchase / Replace Other Equipment – RHWMF - \$175,000;
- ⇒ Purchase / Replace Vehicles – RHWMF - \$170,708;
- ⇒ Resource Recovery Park - Noise Control Fencing - \$154,249;
- ⇒ Purchase / Replace Minor Plant and Equipment – HRRP - \$133,741; and
- ⇒ Construct FOGO Processing Area – RHWMF - \$100,000.

Statement of Financial Position (refer Attachment 3)

- 45 The Statement of Financial Position shows the overall impact of actual balances compared with budget provisions and end of year forecasts for operating and capital works activities.
- 46 Total Equity as at 30 June 2024 totals \$158,539,467. This is a decrease of \$19,134,273 from the 30 June 2023 equity of \$177,673,740.
- 47 It has been forecasted that Total Equity as at 30 June 2024 will be above the original budget of \$176,677,584 by \$6,203,071.

Statement of Cash and Investments (refer Attachment 4)

- 48 The level of cash and investments in the Municipal Fund as at 30 June 2024 is \$42,298,373 and Restricted Cash amount to \$45,552,165.
- 49 The net movement for the month is an increase of \$2,875,371.
- 50 It has been forecasted that Total Cash and Investment as at 30 June 2024 will be above the original budget of \$32,178,383 by \$9,158,924.

Statement of Financial Activity (refer Attachment 5)

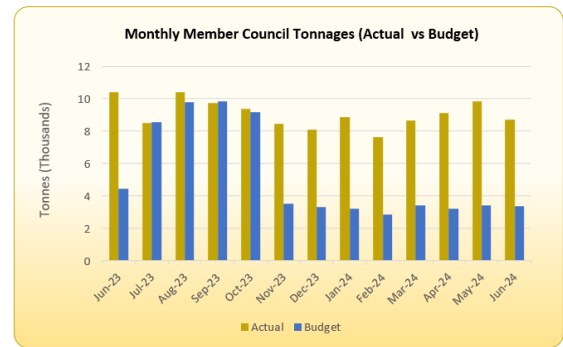
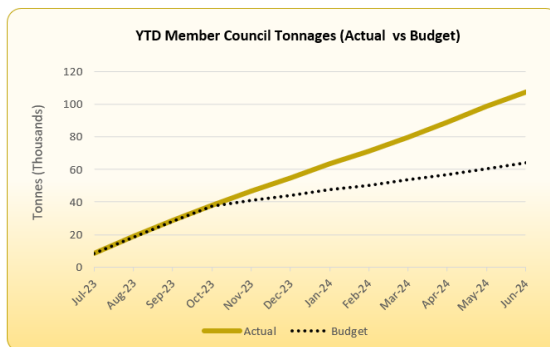
- 51 The Statement of Financial Activity combines information from other report to include Operating Revenue and Expenditure, Capital Income and Expenditure, and transfers to and from reserves.

- 52 The explanation of material variances can be found in the paragraphs under the "Statement of Comprehensive Income - Nature and Type" section.

Investment Report (refer Attachment 6)

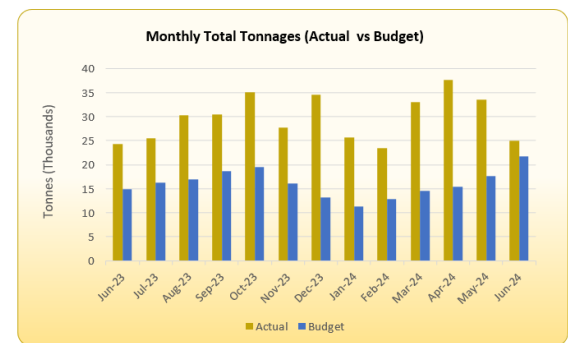
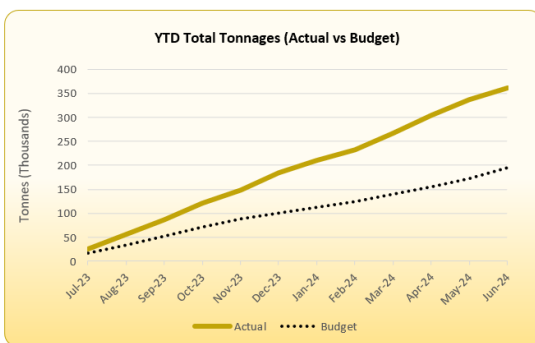
- 53 Term deposits valued at \$31,000,000 matured during June 2024 and the entire amount was reinvested into further term deposits.

Red Hill Tonnages - Member Councils



- 54 Tonnages received from Member Councils at Red Hill Waste Management Facility were 107,387 tonnes compared to the budget of 63,743 tonnes.
- 55 This compared with 128,930 tonnes in the previous corresponding period. The main variance is due to the withdrawal of City of Kalamunda as at 30 June 2023.

Red Hill Tonnages – Total Tonnages



- 56 Total Red Hill tonnages received from all sources were 362,000 tonnes compared to the budget of 194,321 tonnes. The variance is mainly as a result of the higher commercial and non-member Council tonnes received.
- 57 As at the same period in 2022/2023 tonnages received from all sources totalled 242,340 tonnes.

STRATEGIC/POLICY IMPLICATIONS

- 58 Reporting on EMRC Strategic Policy implications align with the revised Strategic Plan 2017-2027 and the Sustainability Strategy.

FINANCIAL IMPLICATIONS

59 As outlined within the report and attachments.

SUSTAINABILITY IMPLICATIONS

60 Nil

RISK MANAGEMENT

| Risk | | |
|--|------------|----------|
| Consequence | Likelihood | Rating |
| Moderate | Unlikely | Moderate |
| Action/Strategy | | |
| <ul style="list-style-type: none"> ➤ The financial report is scrutinised by the EMRC Council to ensure that all statutory requirements are met. ➤ Internal Audit reviews to ensure compliance with Financial Regulations. ➤ External Audit confirms compliance. | | |

MEMBER COUNCIL IMPLICATIONS

| Member Council | Implication Details |
|--------------------|---------------------|
| Town of Bassendean | Nil |
| City of Bayswater | |
| Shire of Mundaring | |
| City of Swan | |

ATTACHMENT(S)

1. Statement of Comprehensive Income by Nature and Type – unaudited (D2024/20689)
2. Capital Expenditure Statement – unaudited (D2024/20690)
3. Statement of Financial Position – unaudited (D2024/20691)
4. Statement of Cash and Investments – unaudited (D2024/20692)
5. Statement of Financial Activity – unaudited (D2024/20694)
6. Investment Report (D202420695)

VOTING REQUIREMENT

Simple Majority

RECOMMENDATION(S)

That:

COUNCIL RESOLUTION(S)

MOVED

SECONDED



UNAUDITED STATEMENT OF COMPREHENSIVE INCOME Nature and Type

| Year to Date | | | June 2024 | | Full Year | | |
|-----------------------------------|---------------------|---------------------|-----------|---|---------------------|---------------------|------------------------|
| Actual | Budget | Variance | | | Forecast | Budget | Variance |
| Operating Income | | | | | | | |
| \$59,412,117 | \$43,897,155 | \$15,514,962 | (F) | User Charges | \$55,457,907 | \$43,897,155 | \$11,560,752 (F) |
| (\$21,976,917) | (\$10,628,512) | (\$11,348,405) | (U) | <u>Less</u> Landfill Levy Charges | (\$19,558,070) | (\$10,628,512) | (\$8,929,558) (U) |
| \$37,435,200 | \$33,268,643 | \$4,166,557 | (F) | Net User Charges | \$35,899,837 | \$33,268,643 | \$2,631,194 (F) |
| \$628,413 | \$591,096 | \$37,317 | (F) | Special Charges | \$566,432 | \$591,096 | (\$24,664) (U) |
| \$3,756,209 | \$1,746,632 | \$2,009,577 | (F) | Secondary Waste Charge | \$2,878,728 | \$1,746,632 | \$1,132,096 (F) |
| \$132,720 | \$109,755 | \$22,965 | (F) | Contributions | \$132,745 | \$109,755 | \$22,990 (F) |
| \$129,623 | \$690,000 | (\$560,377) | (U) | Operating Grants | \$394,603 | \$690,000 | (\$295,397) (U) |
| \$1,548,259 | \$214,775 | \$1,333,484 | (F) | Interest Municipal Cash Investments | \$1,310,920 | \$214,775 | \$1,096,145 (F) |
| \$2,348,530 | \$1,815,590 | \$532,940 | (F) | Interest Restricted Cash Investments | \$1,764,117 | \$1,815,590 | (\$51,473) (U) |
| \$2,268,557 | \$1,939,340 | \$329,217 | (F) | Reimbursements | \$2,607,292 | \$1,939,340 | \$667,952 (F) |
| \$3,338,415 | \$3,955,714 | (\$617,299) | (U) | Other | \$2,816,714 | \$3,955,714 | (\$1,139,000) (U) |
| \$182,273 | \$422,000 | (\$239,727) | (U) | Proceeds from Sale of Assets | \$500,273 | \$422,000 | \$78,273 (F) |
| \$51,768,199 | \$44,753,545 | \$7,014,654 | (F) | Total Operating Income | \$48,871,661 | \$44,753,545 | \$4,118,116 (F) |
| Operating Expenditure | | | | | | | |
| \$13,469,513 | \$14,057,260 | \$587,747 | (F) | Salary Expenses | \$15,073,957 | \$14,057,260 | (\$1,016,697) (U) |
| \$8,940,538 | \$10,391,841 | \$1,451,303 | (F) | Contract Expenses | \$9,967,977 | \$10,391,841 | \$423,864 (F) |
| \$2,148,560 | \$1,936,086 | (\$212,474) | (U) | Material Expenses | \$2,025,718 | \$1,936,086 | (\$89,632) (U) |
| \$455,920 | \$377,077 | (\$78,843) | (U) | Utility Expenses | \$397,751 | \$377,077 | (\$20,674) (U) |
| \$1,718,871 | \$1,538,583 | (\$180,288) | (U) | Fuel Expenses | \$1,950,558 | \$1,538,583 | (\$411,975) (U) |
| \$270,658 | \$0 | (\$270,658) | (U) | Interest Expenses | \$369,408 | \$0 | (\$369,408) (U) |
| \$461,176 | \$427,647 | (\$33,529) | (U) | Insurance Expenses | \$551,688 | \$427,647 | (\$124,041) (U) |
| \$7,131,129 | \$4,505,745 | (\$2,625,384) | (U) | Depreciation Expenses | \$7,045,976 | \$4,505,745 | (\$2,540,231) (U) |
| \$939,304 | \$8,030,117 | \$7,090,813 | (F) | Miscellaneous Expenses | \$2,517,369 | \$8,030,117 | \$5,512,748 (F) |
| \$0 | \$917,260 | \$917,260 | (F) | Provision Expenses | \$59,522 | \$917,260 | \$857,738 (F) |
| (\$1,353) | (\$117,614) | (\$116,261) | (U) | Costs Allocated | (\$390) | (\$117,614) | (\$117,224) (U) |
| \$117,008 | \$234,062 | \$117,054 | (F) | Carrying Amount of Assets Disposed Of | \$253,575 | \$234,062 | (\$19,513) (U) |
| \$35,651,324 | \$42,298,064 | \$6,646,740 | (F) | Total Operating Expenditure | \$40,213,109 | \$42,298,064 | \$2,084,955 (F) |
| \$16,116,875 | \$2,455,481 | \$13,661,394 | (F) | NET RESULT BEFORE OTHER COMPREHENSIVE INCOME | \$8,658,552 | \$2,455,481 | \$6,203,071 (F) |
| Surplus | Surplus | | | | Surplus | Surplus | |
| Other Comprehensive Income | | | | | | | |
| \$467,065 | \$0 | \$467,065 | (F) | Revaluation of Assets/Accumulated Depreciation Reversal | \$0 | \$0 | \$0 (F) |
| \$467,065 | \$0 | \$467,065 | (F) | Total Other Comprehensive Income | \$0 | \$0 | \$0 (F) |
| \$16,583,940 | \$2,455,481 | \$14,128,459 | (F) | CHANGE IN NET ASSETS FROM OPERATIONS | \$8,658,552 | \$2,455,481 | \$6,203,071 (F) |
| Surplus | Surplus | | | | Surplus | Surplus | |

Notes:

1. User Charges - include member Councils and casual users pertaining to waste, risk management and environmental services fees and charges;
2. Special Charges - Waste Education Levy;
3. Contributions - member Councils' contributions to projects and services;
4. Operating Grants - grant income predominantly from government agencies; and
5. Other Operating Income - includes income from the sale of products;

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



UNAUDITED
CAPITAL EXPENDITURE STATEMENT

JUNE 2024

| Year to Date | | | On Order | Full Year | | | |
|--------------|----------|----------|-------------|--|----------|----------|-----|
| Actual | Budget | Variance | | Forecast | Budget | Variance | |
| | | | | | | | |
| CEO's Team | | | | | | | |
| \$0 | \$70,000 | \$70,000 | \$0 | Purchase Information Technology & Communication Equipment - Councillors (24550/01) | \$70,000 | \$70,000 | \$0 |
| \$0 | \$70,000 | \$70,000 | \$0 | | \$70,000 | \$70,000 | \$0 |



CAPITAL EXPENDITURE STATEMENT

JUNE 2024

| Year to Date | | | On Order | | Full Year | | |
|------------------|-----------|------------|-------------|--|-----------|-----------|-------------|
| Actual | Budget | Variance | | | Forecast | Budget | Variance |
| Business Support | | | | | | | |
| \$0 | \$282,000 | \$282,000 | \$15,429 | Extend Ascot PV & EV Charging (24399/28) | \$53,603 | \$282,000 | \$228,397 |
| \$107,954 | \$68,750 | (\$39,204) | \$0 | Purchase Vehicles - Ascot Place (24440/00) | \$295,954 | \$68,750 | (\$227,204) |
| \$0 | \$418,000 | \$418,000 | \$0 | Purchase Vehicles - Ascot Place (Electric Vehicles) (24440/01) | \$250,000 | \$418,000 | \$168,000 |
| \$0 | \$10,000 | \$10,000 | \$0 | Purchase Furniture Fittings & Equipment - Corporate Services (24510/01) | \$10,000 | \$10,000 | \$0 |
| \$0 | \$73,000 | \$73,000 | \$0 | Purchase Information Technology & Communication Equipment (24550/00) | \$73,000 | \$73,000 | \$0 |
| \$0 | \$95,000 | \$95,000 | \$0 | Capital Improvement Administration Building - Ascot Place (25240/01) | \$95,000 | \$95,000 | \$0 |
| \$0 | \$5,000 | \$5,000 | \$0 | Upgrade Security Equipment - Ascot Place (25530/01) | \$5,000 | \$5,000 | \$0 |
| \$107,954 | \$951,750 | \$843,796 | \$15,429 | | \$782,557 | \$951,750 | \$169,193 |



CAPITAL EXPENDITURE STATEMENT

JUNE 2024

| Year to Date | | | On Order | | Full Year | | |
|-----------------|-------------|---------------|-------------|--|-------------|-------------|---------------|
| Actual | Budget | Variance | | | Forecast | Budget | Variance |
| Operations Team | | | | | | | |
| \$82,633 | \$250,000 | \$167,367 | \$0 | Construct Waste Management Facility Buildings - Red Hill Landfill Facility (24250/01) | \$85,198 | \$250,000 | \$164,802 |
| \$2,655,491 | \$2,727,588 | \$72,097 | \$122,272 | Construct Wood Waste to Energy Building - HRRP (24259/05) | \$2,239,500 | \$2,727,588 | \$488,088 |
| \$2,472,146 | \$849,858 | (\$1,622,288) | \$30,531 | Construct Waste Transfer Station - HRRP (24259/10) | \$2,468,614 | \$849,858 | (\$1,618,756) |
| \$2,360 | \$0 | (\$2,360) | \$0 | Construct Weighbridge Office - Hazelmere (24259/12) | \$2,360 | \$0 | (\$2,360) |
| \$1,682 | \$0 | (\$1,682) | \$0 | Construct Site Workshop - Hazelmere (24259/13) | \$1,700 | \$0 | (\$1,700) |
| \$281,977 | \$0 | (\$281,977) | \$0 | Upgrade Power Supply to Workshop No 2 - Red Hill Landfill Facility (24259/15) | \$328,456 | \$0 | (\$328,456) |
| \$47,516 | \$250,000 | \$202,484 | \$37,497 | Install Power Supply to Lots 8 9 & 10 - Red Hill Landfill Facility (24259/16) | \$250,000 | \$250,000 | \$0 |
| \$0 | \$200,000 | \$200,000 | \$0 | Wood Waste to Energy Plant - Fire Protection - HRRP (24259/22) | \$200,000 | \$200,000 | \$0 |
| \$3,998,544 | \$440,000 | (\$3,558,544) | \$1,919,964 | Construct Class III Cell Stage 17 - Red Hill Landfill Facility (24310/21) | \$5,565,374 | \$440,000 | (\$5,125,374) |
| \$1,216 | \$0 | (\$1,216) | \$0 | Construct Class III Cell Stage 18 - Red Hill Landfill Facility (24310/22) | \$0 | \$0 | \$0 |
| \$0 | \$600,000 | \$600,000 | \$0 | Design and Construct Class IV Cell Stage 2 - Red Hill Landfill Facility (24330/04) | \$639,050 | \$600,000 | (\$39,050) |
| \$56,723 | \$3,206,000 | \$3,149,278 | \$0 | Design and Construct Class IV Cell Stage 3 - Red Hill Landfill Facility (24330/05) | \$150,000 | \$3,206,000 | \$3,056,000 |
| \$0 | \$375,000 | \$375,000 | \$0 | Construct Leachate and Stormwaste Infrastructure and Siltation Ponds - Red Hill Landfill Facility (24350/01) | \$375,000 | \$375,000 | \$0 |

CAPITAL EXPENDITURE STATEMENT

JUNE 2024

| Year to Date | | | On Order | | Full Year | | |
|-----------------|-------------|-------------|-------------|---|-------------|-------------|-------------|
| Actual | Budget | Variance | | | Forecast | Budget | Variance |
| Operations Team | | | | | | | |
| \$2,078,216 | \$1,550,000 | (\$528,216) | \$20,353 | Leachate Pond Deepening - Red Hill Landfill Facility (24350/02) | \$1,628,098 | \$1,550,000 | (\$78,098) |
| \$211,134 | \$127,060 | (\$84,074) | \$0 | Construct Roads / Carparks - Red Hill Landfill Facility (24370/00) | \$212,060 | \$127,060 | (\$85,000) |
| \$0 | \$660,000 | \$660,000 | \$0 | Construct Access Road to Lots 8 9 10 - Red Hill Landfill Facility (24370/02) | \$200,000 | \$660,000 | \$460,000 |
| \$33,725 | \$75,000 | \$41,275 | \$0 | Construct Drainage Diversion and Earthworks Infrastructures - Red Hill Landfill Facility (24380/00) | \$100,000 | \$75,000 | (\$25,000) |
| \$0 | \$440,000 | \$440,000 | \$0 | Construct Drainage Works to Lots 8 9 10 - Red Hill Landfill Facility (24380/01) | \$0 | \$440,000 | \$440,000 |
| \$0 | \$30,000 | \$30,000 | \$0 | Construct Litter Fence - Redhill Landfill Facility (24394/05) | \$30,000 | \$30,000 | \$0 |
| \$153,025 | \$0 | (\$153,025) | \$0 | Noise Control Fencing Hazelmere - Construct (24394/06) | \$154,249 | \$0 | (\$154,249) |
| \$65,587 | \$200,000 | \$134,413 | \$0 | Supply and Install Electronic Gates - Redhill Landfill Facility (24394/07) | \$150,000 | \$200,000 | \$50,000 |
| \$13,777 | \$0 | (\$13,777) | \$156,641 | Construct FOGO Processing Area - Red Hill Landfill Facility (24395/05) | \$100,000 | \$0 | (\$100,000) |
| \$0 | \$35,000 | \$35,000 | \$0 | Undertake FOGO Reference Site Tours (24395/06) | \$0 | \$35,000 | \$35,000 |
| \$12,754 | \$100,000 | \$87,246 | \$0 | Implementation of the FOGO Recovery Strategy (24395/07) | \$58,550 | \$100,000 | \$41,450 |
| \$0 | \$360,000 | \$360,000 | \$0 | Construct Hardstand 2 (Old House Site) - Hazelmere (24395/10) | \$0 | \$360,000 | \$360,000 |
| \$253,905 | \$500,000 | \$246,095 | \$55,493 | FOGO Picking Station - Red Hill Landfill Facility (24395/11) | \$450,000 | \$500,000 | \$50,000 |
| \$0 | \$300,000 | \$300,000 | \$0 | Construct Monitoring Bores - Red Hill Landfill Facility (24396/00) | \$100,000 | \$300,000 | \$200,000 |



CAPITAL EXPENDITURE STATEMENT

JUNE 2024

| Year to Date | | | On Order | | Full Year | | |
|-----------------|-------------|-------------|-------------|---|-------------|-------------|-------------|
| Actual | Budget | Variance | | | Forecast | Budget | Variance |
| | | | | | | | |
| Operations Team | | | | | | | |
| \$19,128 | \$0 | (\$19,128) | \$0 | Construct Storage Bunkers for Wood Fines (QA process) - Hazelmere (24399/09) | \$19,128 | \$0 | (\$19,128) |
| \$93,716 | \$50,000 | (\$43,716) | \$5,211 | Air Supply lines - Waste Management Structures - Red Hill Landfill Facility (24399/10) | \$100,000 | \$50,000 | (\$50,000) |
| \$4,560 | \$200,000 | \$195,440 | \$0 | Wood Waste to Energy Utilities/Infrastructure - HRRP (24399/11) | \$200,000 | \$200,000 | \$0 |
| \$0 | \$100,000 | \$100,000 | \$0 | Gas Extraction System Wells - Red Hill Landfill Facility (24399/20) | \$50,000 | \$100,000 | \$50,000 |
| \$105,054 | \$2,528,034 | \$2,422,980 | \$10,000 | Air Pollution Control Residue Facility (APCR) - Red Hill Landfill Facility (24399/21) | \$240,000 | \$2,528,034 | \$2,288,034 |
| \$27,465 | \$180,000 | \$152,535 | \$6,650 | Extension of Sewer Line from WWtE to Sewer Sump & existing ATU - Hazelmere (24399/23) | \$34,115 | \$180,000 | \$145,885 |
| (\$97) | \$99,900 | \$99,997 | \$0 | Noise Barrier for Hammer Mill - HRRP (24399/26) | \$0 | \$99,900 | \$99,900 |
| \$410,355 | \$175,000 | (\$235,355) | \$0 | Hydrant Upgrade - HRRP (24399/29) | \$537,827 | \$175,000 | (\$362,827) |
| \$402,682 | \$53,764 | (\$348,918) | \$60,633 | Sewer Line connection to Talloman - HRRP (24399/30) | \$524,649 | \$53,764 | (\$470,885) |
| \$1,171,945 | \$2,725,000 | \$1,553,055 | \$2,009,701 | Purchase / Replace Plant - Red Hill Landfill Facility (24410/00) | \$2,598,019 | \$2,725,000 | \$126,981 |
| \$1,709,730 | \$2,788,000 | \$1,078,270 | \$0 | Purchase / Replace Plant - Hazelmere (24410/01) | \$2,398,784 | \$2,788,000 | \$389,216 |
| \$966,676 | \$1,000,000 | \$33,324 | \$0 | Regional Waste Collection Project - Plant Purchases (24410/14) | \$1,200,000 | \$1,000,000 | (\$200,000) |
| \$0 | \$1,074,000 | \$1,074,000 | \$0 | Air Pollution Control Residue Facility (APCR) Plant & Equipment - Red Hill Landfill Facility (24410/15) | \$0 | \$1,074,000 | \$1,074,000 |
| \$306,441 | \$507,000 | \$200,559 | \$116,495 | Purchase / Replace Minor Plant and Equipment-Red Hill Landfill Facility (24420/00) | \$507,000 | \$507,000 | \$0 |



CAPITAL EXPENDITURE STATEMENT

JUNE 2024

| Year to Date | | | On Order | | Full Year | | |
|-----------------|-----------|-------------|-------------|---|-----------|-----------|-------------|
| Actual | Budget | Variance | | | Forecast | Budget | Variance |
| Operations Team | | | | | | | |
| \$614,821 | \$466,259 | (\$148,562) | \$160 | Purchase / Replace Minor Plant and Equipment - Hazelmere (24420/02) | \$600,000 | \$466,259 | (\$133,741) |
| \$375,884 | \$293,250 | (\$82,634) | \$49,549 | Purchase / Replace Vehicles - Red Hill Landfill Facility (24430/00) | \$463,958 | \$293,250 | (\$170,708) |
| \$0 | \$20,000 | \$20,000 | \$0 | Purchase / Replace Office Equipment - Red Hill Landfill Facility (24510/08) | \$20,000 | \$20,000 | \$0 |
| \$0 | \$60,000 | \$60,000 | \$0 | Purchase / Replace Security System - Red Hill Waste Management Facility (24530/08) | \$60,000 | \$60,000 | \$0 |
| \$0 | \$10,000 | \$10,000 | \$0 | Purchase / Replace Security System - Hazelmere (24530/10) | \$10,000 | \$10,000 | \$0 |
| \$13,260 | \$50,000 | \$36,740 | \$0 | Waste Transfer Station - CCTV and Network - HRRP (24530/11) | \$50,000 | \$50,000 | \$0 |
| \$196,590 | \$25,000 | (\$171,590) | \$0 | Waste Transfer Station - Thermal Cameras - HRRP (24530/12) | \$200,738 | \$25,000 | (\$175,738) |
| \$4,905 | \$6,000 | \$1,095 | \$0 | Purchase Information Technology & Communication Equipment - Projects (24550/02) | \$6,000 | \$6,000 | \$0 |
| \$25,787 | \$87,166 | \$61,379 | \$0 | Purchase Information Technology & Communication Equipment - Hazelmere (24550/03) | \$70,363 | \$87,166 | \$16,803 |
| \$15,689 | \$12,000 | (\$3,689) | \$0 | Purchase Information Technology & Communication Equipment - Red Hill Admin (24550/05) | \$16,803 | \$12,000 | (\$4,803) |
| \$118,718 | \$275,000 | \$156,282 | \$201,815 | Purchase / Replace Other Equipment - Red Hill Landfill Facility (24590/00) | \$450,000 | \$275,000 | (\$175,000) |
| \$6,225 | \$0 | (\$6,225) | \$0 | Purchase / Replace Miscellaneous Equipment - Hazelmere (24590/02) | \$7,500 | \$0 | (\$7,500) |



CAPITAL EXPENDITURE STATEMENT

JUNE 2024

| Year to Date | | | On Order | | Full Year | | |
|-----------------|--------------|-------------|-------------|--|--------------|--------------|------------|
| Actual | Budget | Variance | | | Forecast | Budget | Variance |
| | | | | | | | |
| Operations Team | | | | | | | |
| \$9,458 | \$0 | (\$9,458) | \$0 | Purchase of Fume Hood at HRRP - Waste Environment (24590/10) | \$15,000 | \$0 | (\$15,000) |
| \$0 | \$20,000 | \$20,000 | \$0 | Purchase / Replace Office Furniture and Fittings - Red Hill Landfill Facility (24610/08) | \$20,000 | \$20,000 | \$0 |
| \$0 | \$20,000 | \$20,000 | \$0 | Purchase Office Furniture and Fittings - Hazelmere Office (24610/10) | \$20,000 | \$20,000 | \$0 |
| \$16,893 | \$27,000 | \$10,107 | \$0 | Purchase Furniture and Fittings - Hazelmere Workshop (24610/11) | \$27,000 | \$27,000 | \$0 |
| \$864,536 | \$1,260,000 | \$395,464 | \$57,950 | Refurbish Plant - Red Hill Landfill Facility (25410/00) | \$1,260,000 | \$1,260,000 | \$0 |
| \$19,902,835 | \$27,387,879 | \$7,485,044 | \$4,860,915 | | \$27,195,093 | \$27,387,879 | \$192,786 |
| | | | | | | | |
| \$20,010,789 | \$28,409,629 | \$8,398,840 | \$4,876,344 | TOTAL CAPITAL EXPENDITURE | \$28,047,650 | \$28,409,629 | \$361,979 |



UNAUDITED
STATEMENT OF FINANCIAL POSITION
JUNE 2024

| Actual June 2023 | Actual Year to Date | (F) = Favourable variation (U) = Unfavourable variation | Full Year | | |
|-------------------------|------------------------|--|---------------|---------------|-------------------|
| | | | Forecast | Budget | Variance |
| | | | | | |
| Current Assets | | | | | |
| \$26,624,162 | \$3,350,538 | Cash and Cash Equivalents | \$7,995,037 | \$1,097,002 | \$6,898,035 (F) |
| \$53,500,000 | \$84,500,000 | Investments | \$32,853,940 | \$31,810,067 | \$1,043,873 (F) |
| \$4,817,449 | \$5,219,324 | Trade and Other Receivables | \$2,988,058 | \$2,988,058 | \$0 (F) |
| \$32,949 | \$133,920 | Inventories | \$39,035 | \$39,035 | \$0 (F) |
| \$20,620 | \$37,493 | Other Assets | \$67,382 | \$67,382 | \$0 (F) |
| \$84,995,180 | \$93,241,275 | Total Current Assets | \$43,943,452 | \$36,001,544 | \$7,941,908 (F) |
| Current Liabilities | | | | | |
| \$6,798,058 | \$11,589,985 | Trade and Other Payables | \$5,473,282 | \$6,201,968 | \$728,686 (F) |
| \$2,139,838 | \$27,963,374 | Provisions | \$1,981,908 | \$1,947,778 | (\$34,130) (U) |
| \$8,937,896 | \$39,553,359 | Total Current Liabilities | \$7,455,190 | \$8,149,746 | \$694,556 (F) |
| \$76,057,284 | \$53,687,916 | Net Current Assets | \$36,488,262 | \$27,851,798 | \$8,636,464 (F) |
| Non Current Assets | | | | | |
| \$47,850,257 | \$47,850,257 | Land | \$47,850,257 | \$47,850,257 | \$0 (F) |
| \$9,172,808 | \$20,492,682 | Buildings | \$29,260,847 | \$29,267,252 | (\$6,405) (U) |
| \$21,117,026 | \$18,468,961 | Structures | \$39,076,498 | \$40,495,127 | (\$1,418,629) (U) |
| \$12,584,804 | \$15,494,922 | Plant | \$22,353,330 | \$23,532,419 | (\$1,179,089) (U) |
| \$399,739 | \$461,077 | Equipment | \$2,104,181 | \$2,126,573 | (\$22,392) (U) |
| \$156,319 | \$150,905 | Furniture and Fittings | \$231,743 | \$164,972 | \$66,771 (F) |
| \$37,743,167 | \$38,867,970 | Work in Progress | \$17,174,784 | \$17,536,763 | (\$361,979) (U) |
| \$129,024,120 | \$141,786,774 | Total Non Current Assets | \$158,051,640 | \$160,973,363 | (\$2,921,723) (U) |
| Non Current Liabilities | | | | | |
| \$27,407,664 | \$36,935,223 | Provisions | \$11,659,247 | \$12,147,577 | \$488,330 (F) |
| \$27,407,664 | \$36,935,223 | Total Non Current Liabilities | \$11,659,247 | \$12,147,577 | \$488,330 (F) |
| \$177,673,740 | \$158,539,467 | Net Assets | \$182,880,655 | \$176,677,584 | \$6,203,071 (F) |
| Equity | | | | | |
| \$81,382,357 | \$58,805,377 | Accumulated Surplus/Deficit | \$106,680,934 | \$106,680,934 | \$0 (F) |
| \$37,145,634 | \$37,597,985 | Asset Revaluation Reserve | \$37,157,892 | \$37,157,892 | \$0 (F) |
| \$52,231,361 | \$45,552,165 | Cash Backed Reserves | \$30,383,277 | \$30,383,277 | \$0 (F) |
| \$6,914,388 | \$16,583,940 | Net change in assets from operations | \$8,658,552 | \$2,455,481 | \$6,203,071 (F) |
| \$177,673,740 | \$158,539,467 | Total Equity | \$182,880,655 | \$176,677,584 | \$6,203,071 (F) |



UNAUDITED CASH AND INVESTMENTS JUNE 2024

| Actual June 2023 | Actual Year to Date | (F) = Favourable variation (U) = Unfavourable variation | Full Year | | |
|---------------------------------|------------------------|---|------------|------------|---------------|
| | | | Forecast | Budget | Variance |
| Municipal Cash and Investments | | | | | |
| 26,620,112 | 3,346,488 | Cash at Bank - Municipal Fund 01001/00 | 8,479,317 | 294,395 | 8,184,922 (F) |
| 4,050 | 4,050 | Cash on Hand 01019/00 - 02 | 4,050 | 4,050 | 0 (F) |
| 1,268,639 | 38,947,835 | Investments - Municipal Fund 02021/00 | 2,088,663 | 1,063,188 | 1,025,475 (F) |
| 27,892,801 | 42,298,373 | Total Municipal Cash | 10,572,030 | 1,361,633 | 9,210,397 (F) |
| Restricted Cash and Investments | | | | | |
| 1,347,454 | 1,288,995 | Restricted Investments - Plant and Equipment 02022/01 | 232,961 | 256,568 | (23,607) (U) |
| 4,263,318 | 4,462,212 | Restricted Investments - Post Closure Site Rehabilitation Red Hill 02022/02 | 6,188,663 | 6,204,205 | (15,542) (U) |
| 9,036,948 | 6,682,929 | Restricted Investments - Future Development 02022/03 | 246,592 | 884,621 | (638,029) (U) |
| 1,973,037 | 2,065,084 | Restricted Investments - Environmental Monitoring Red Hill 02022/04 | 2,895,434 | 2,902,707 | (7,273) (U) |
| 40,237 | 4,573,221 | Restricted Investments - Class IV Cells Red Hill 02022/07 | 442,616 | 467,165 | (24,549) (U) |
| 7,915,283 | 10,312,670 | Restricted Investments - Secondary Waste Processing 02022/09 | 10,086,619 | 10,097,446 | (10,827) (U) |
| 2,378,510 | 1,208,713 | Restricted Investments - Class III Cells 02022/10 | 3,145,182 | 3,156,111 | (10,929) (U) |
| 5,506,111 | 5,762,984 | Restricted Investments - EastLink Relocation 02022/13 | 5,703,255 | 5,685,769 | 17,486 (F) |
| 18,663,605 | 8,036,861 | Restricted Investments - Committed Funds 02022/14 | 658,286 | 0 | 658,286 (F) |
| 1,106,858 | 1,158,496 | Restricted Investments - Long Service Leave 02022/90 | 1,165,669 | 1,162,158 | 3,511 (F) |
| 52,231,361 | 45,552,165 | Total Restricted Cash | 30,765,277 | 30,816,750 | (51,473) (U) |
| 80,124,162 | 87,850,538 | TOTAL CASH AND INVESTMENTS | 41,337,307 | 32,178,383 | 9,158,924 (F) |

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

| Year to Date | | | | Full Year | | | | | |
|---------------------------------------|----------------|----------------|-----|---|------------------------------|----------------|----------------|---------------|-----|
| Actual | Budget | Variance | | (F) = Favourable variation | (U) = Unfavourable variation | Forecast | Budget | Variance | |
| OPERATING ACTIVITIES | | | | | | | | | |
| Revenue from operating activities | | | | | | | | | |
| \$63,796,739 | \$46,234,883 | \$17,561,856 | (F) | Fees and charges | | \$58,903,067 | \$46,234,883 | \$12,668,184 | (F) |
| \$2,530,900 | \$2,739,095 | (\$208,195) | (U) | Grants, subsidies and contributions | | \$3,134,640 | \$2,739,095 | \$395,545 | (F) |
| \$3,896,789 | \$2,030,365 | \$1,866,424 | (F) | Interest revenue | | \$3,075,037 | \$2,030,365 | \$1,044,672 | (F) |
| \$3,338,415 | \$3,955,714 | (\$617,299) | (U) | Other revenue | | \$2,816,714 | \$3,955,714 | (\$1,139,000) | (U) |
| \$65,265 | \$187,938 | (\$122,673) | (U) | Profit on asset disposals | | \$246,698 | \$187,938 | \$58,760 | (F) |
| \$73,628,108 | \$55,147,995 | \$18,480,113 | (F) | | | \$68,176,156 | \$55,147,995 | \$13,028,161 | (F) |
| Expenditure from operating activities | | | | | | | | | |
| (\$13,469,513) | (\$14,057,260) | \$587,747 | (F) | Employee costs | | (\$15,073,957) | (\$14,057,260) | (\$1,016,697) | (U) |
| (\$11,089,098) | (\$12,327,927) | \$1,238,829 | (F) | Materials and contracts | | (\$11,993,695) | (\$12,327,927) | \$334,232 | (F) |
| (\$455,920) | (\$377,077) | (\$78,843) | (U) | Utility charges | | (\$397,751) | (\$377,077) | (\$20,674) | (U) |
| (\$7,131,129) | (\$4,505,745) | (\$2,625,384) | (U) | Depreciation | | (\$7,045,976) | (\$4,505,745) | (\$2,540,231) | (U) |
| (\$270,658) | \$0 | (\$270,658) | (U) | Finance costs | | (\$369,408) | \$0 | (\$369,408) | (U) |
| (\$461,176) | (\$427,647) | (\$33,529) | (U) | Insurance | | (\$551,688) | (\$427,647) | (\$124,041) | (U) |
| (\$24,633,739) | (\$20,996,858) | (\$3,636,881) | (U) | Other expenditure | | (\$24,085,129) | (\$20,996,858) | (\$3,088,271) | (U) |
| \$0 | \$0 | \$0 | (F) | Loss on asset disposals | | \$0 | \$0 | \$0 | (F) |
| (\$57,511,233) | (\$52,692,514) | (\$6,566,452) | (U) | | | (\$59,517,604) | (\$52,692,514) | (\$6,121,951) | (U) |
| \$2,342,787 | (\$15,765,450) | \$18,108,238 | (F) | Non-cash amounts excluded from operating activities | | (\$14,141,717) | (\$15,765,450) | \$1,623,733 | (F) |
| \$18,459,662 | (\$13,309,969) | \$30,021,899 | (F) | Amount attributable to operating activities | | (\$5,483,165) | (\$13,309,969) | \$8,529,943 | (F) |
| INVESTING ACTIVITIES | | | | | | | | | |
| Inflows from investing activities | | | | | | | | | |
| \$182,273 | \$422,000 | (\$239,727) | (U) | Proceeds from disposal of assets | | \$500,273 | \$422,000 | \$78,273 | (F) |
| \$182,273 | \$422,000 | (\$239,727) | (U) | | | \$500,273 | \$422,000 | \$78,273 | (F) |
| Outflows from investing activities | | | | | | | | | |
| (\$11,204,782) | (\$15,742,871) | \$4,538,089 | (F) | Purchase of property, plant and equipment | | (\$15,015,947) | (\$15,742,871) | \$726,924 | (F) |
| (\$8,806,007) | (\$12,666,758) | \$3,860,751 | (F) | Purchase and construction of infrastructure | | (\$12,931,703) | (\$12,666,758) | (\$264,945) | (U) |
| (\$20,010,789) | (\$28,409,629) | \$8,398,840 | (F) | | | (\$27,947,650) | (\$28,409,629) | \$461,979 | (F) |
| (\$19,828,516) | (\$27,987,629) | \$8,159,113 | (F) | Amount attributable to investing activities | | (\$27,447,377) | (\$27,987,629) | \$540,252 | (F) |
| FINANCING ACTIVITIES | | | | | | | | | |
| Inflows from financing activities | | | | | | | | | |
| \$37,354,113 | \$28,220,137 | \$9,133,976 | (F) | Transfers from reserve accounts | | \$28,220,137 | \$28,220,137 | \$0 | (F) |
| \$37,354,113 | \$28,220,137 | \$9,133,976 | (F) | | | \$28,220,137 | \$28,220,137 | \$0 | (F) |
| Outflows from financing activities | | | | | | | | | |
| (\$30,674,915) | (\$12,499,893) | (\$18,175,022) | (U) | Transfers to reserve accounts | | (\$12,448,420) | (\$12,499,893) | \$51,473 | (F) |
| (\$30,674,915) | (\$12,499,893) | (\$18,175,022) | (U) | | | (\$12,448,420) | (\$12,499,893) | \$51,473 | (F) |
| \$6,679,199 | \$15,720,244 | (\$9,041,045) | (U) | Amount attributable to financing activities | | \$15,771,717 | \$15,720,244 | \$51,473 | (F) |
| MOVEMENT IN SURPLUS OR DEFICIT | | | | | | | | | |
| \$2,825,406 | \$22,612,402 | (\$19,786,996) | (U) | Surplus or deficit at the start of the financial year | | \$22,881,810 | \$22,612,402 | \$269,408 | (F) |
| \$18,459,662 | (\$13,309,969) | \$31,769,632 | (F) | Amount attributable to operating activities | | (\$5,483,165) | (\$13,309,969) | \$7,826,804 | (F) |
| (\$19,828,516) | (\$27,987,629) | \$8,159,113 | (F) | Amount attributable to investing activities | | (\$27,447,377) | (\$27,987,629) | \$540,252 | (F) |
| \$6,679,199 | \$15,720,244 | (\$9,041,045) | (U) | Amount attributable to financing activities | | \$15,771,717 | \$15,720,244 | \$51,473 | (F) |
| \$8,135,751 | (\$2,964,952) | \$11,100,703 | (F) | Surplus or deficit after imposition of general rates | | \$5,722,985 | (\$2,964,952) | \$8,687,937 | (F) |

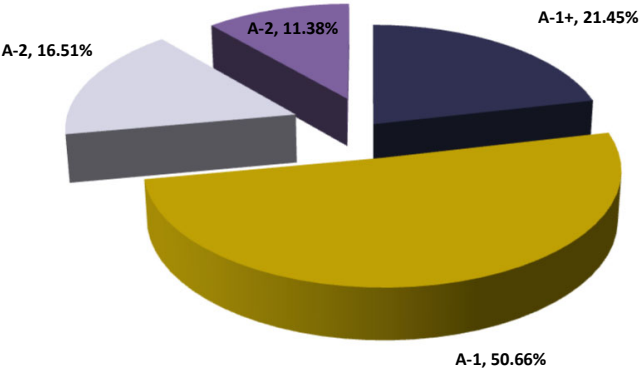
EMRC Investment Report

June 2024

I. Overall Portfolio Limits

| S&P Long Term Rating | S&P Short Term Rating | Short Term % Portfolio | Investment Maximum % |
|-------------------------|--------------------------|---------------------------|-------------------------|
| AA- | A-1+ | 21.45% | 100.00% |
| A | A-1 | 50.66% | 100.00% |
| A- | A-2 | 16.51% | 100.00% |
| BBB | A-2 | 11.38% | 40.00% |
| | | 100.00% | |

Investment by S&P Rating



II. Single Entity Exposure

| | S&P Long Term Rating | S&P Short Term Rating | Short Term % Portfolio |
|---------------------------|-------------------------|--------------------------|---------------------------|
| ANZ Banking Group | AA- | A-1+ | 0.00% |
| AMP | BBB | A-2 | 11.38% |
| NAB | AA- | A-1+ | 15.37% |
| Westpac / St. George Bank | AA- | A-1+ | 6.09% |
| Suncorp | A+ | A-1 | 26.74% |
| BOQ / ME Bank | A- | A-2 | 16.51% |
| Commonwealth Bank | AA- | A-1+ | 0.00% |
| ING | A | A-1 | 23.91% |
| Macquarie Bank | A+ | A-1 | 0.00% |
| | | | 100.00% |

* Non-Fossil Fuel ADI (Authorised Deposit Taking Institution)

III. Term to Maturity Framework

| Investment Policy Guidelines | | | |
|--|-------------|-------|---------|
| Maturity Profile | % Portfolio | % Min | % Max |
| Less Than 1 Year | 100.00% | 40% | 100% |
| Greater than 1 year & less than or equal to 3 years | 0.00% | 0% | 60% |
| | | | 100.00% |

IV. Fossil Fuel Divestment

| | % Portfolio |
|-----------------------|-------------|
| Non-Fossil Fuel ADI's | 26.74% |
| Fossil Fuel ADI's | 73.26% |
| | 100.00% |



6.2 REVIEW OF SECONDARY WASTE CHARGE D2024/19738

PURPOSE OF REPORT

The purpose of this report is to seek Council's approval to temporarily suspend the Secondary Waste Charge from 1 September 2024 and public notice to be given.

KEY POINT(S)

- At the 24 June 2024 Ordinary Meeting of Council, Council resolved to temporarily suspend the Secondary Waste Reserve for the 2024/2025 financial year.
- This amendment to the fee occurred after the budget was adopted during the same meeting.
- Following confirmation from the Department of Local Government, Sport and Cultural Industries, the statutory process outlined in s.6.19 of the *Local Government Act 1995* will apply regarding giving local public notice having amended the charges following the adoption of each budget.
- Council approval is sought to amend the fee by suspending the Secondary Waste Charge for member Councils from 1 September 2024 and that public notice be given of EMRC's intention to do so, and the date from which it is proposed the fee or charges will be imposed.

RECOMMENDATION(S)

That:

1. Council, by absolute majority, in accordance with s.6.16(3)(b) of the *Local Government Act 1995*, resolves to temporarily suspend the Secondary Waste Charge from 1 September 2024 until the end of the 2024/2025 financial year.
2. Public Notice be given in accordance with s.6.19 of the *Local Government Act 1995*.

SOURCE OF REPORT

Chief Executive Officer

BACKGROUND

- 1 At the 24 June 2024 Ordinary Meeting of Council, it was resolved, inter alia, that (D2024/14262):
 2. *COUNCIL, BY ABSOLUTE MAJORITY, IN ACCORDANCE WITH S.6.16(3)(B) OF THE LOCAL GOVERNMENT ACT 1995, RESOLVES TO TEMPORARILY SUSPEND THE SECONDARY WASTE CHARGE FOR THE 24/25 FINANCIAL YEAR.*

REPORT

- 2 The resolution of Council to temporarily suspend the secondary waste charge resulted in an amendment to the fee to be charged. This amendment to the fee occurred under Item 19.5 of the agenda, after the budget was adopted under Item 15.1 during the same meeting.
- 3 Consequently, the statutory requirements of s.6.19 of the *Local Government Act 1995* (the Act) applies whereby the EMRC is required to give local public notice of the intention to do so and the date from which it is proposed the amended fees or charges are to be imposed.
- 4 In addition to our website, public notice of the suspension of the imposition of the secondary waste charge and consequential reduction to the disposal rate to member Councils of \$38/tonnes for 2024/2025 is to be given on our EMRC website, and as per s.1.7 of the Act, in at least 3 of the ways prescribed under r.3A(2) of the *Local Government (Administration) Regulations 1996* including:
 1. Publication in a newspaper circulating generally in the State (ie West Australian);
 2. Exhibition on a notice board at the local government offices and each of the local government (our member Councils) libraries; and
 3. Posting on a social media account administered by the local government (EMRC Facebook).
- 5 As it is the intent of the EMRC Council to suspend the Secondary Waste Charge, we hereby submit to Council to amend the fees and commence the suspension from 1 September 2024, ensuring we provide 7 days of public notice.

STRATEGIC/POLICY IMPLICATIONS

- 6 Reporting on EMRC Strategic Policy implications align with the revised Strategic Plan 2017-2027 and the Sustainability Strategy

FINANCIAL IMPLICATIONS

- 7 Fees and Charges are set to ensure the costs of providing waste management services are recouped whilst minimising costs to member Councils.

SUSTAINABILITY IMPLICATIONS

- 8 Fees and Charges are set to ensure services offered are sustainable in the long term

RISK MANAGEMENT

Risk – Non-compliance with public notice requirements of s.6.19 of *Local Government Act 1995*

| Consequence | Likelihood | Rating |
|---|------------|----------|
| Moderate | Unlikely | Moderate |
| Action/Strategy | | |
| ➤ Public notice is to be given on the website and in at least 3 of the ways prescribed under r.3A(2) of the <i>Local Government (Administration) Regulations 1996</i> | | |

MEMBER COUNCIL IMPLICATIONS

Member Council

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

Implication Details

The Secondary Waste Charge is an investment by member Councils to fund future capital requirements for alternate waste treatment that will benefit ratepayers

ATTACHMENT(S)

Nil

VOTING REQUIREMENT

Absolute Majority

RECOMMENDATION(S)

That:

1. Council, by absolute majority, in accordance with s.6.16(3)(b) of the *Local Government Act 1995*, resolves to temporarily suspend the Secondary Waste Charge from 1 September 2024 until the end of the 2024/2025 financial year.
2. Public Notice be given in accordance with s.6.19 of the *Local Government Act 1995*.

6.3 REVIEW OF COUNCIL POLICY 4.1 – CEO APPOINTMENT, PERFORMANCE REVIEW AND TERMINATION

D2024/05498

PURPOSE OF REPORT

The purpose of this report is to review Council Policy 4.1 – CEO Appointment, Performance Review and Termination.

KEY POINT(S)

- Council Policy 4.1 – CEO Appointment, Performance Review and Termination was last reviewed at the meeting of Council held on 25 March 2021.
- This policy addresses matters relating to the appointment, performance review and termination of the CEO in accordance with the relevant legislative amendments including the *CEO Model Standards - Local Government (Administration) Amendment Regulations 2021*.
- It is proposed that the existing policy, as revised with minor amendments, be adopted.

RECOMMENDATION(S)

That:

- 1 Revised EMRC Policy 4.1 – CEO Appointment, Performance Review and Termination Policy forming attachment 2 to this report be adopted by Council.
- 2 EMRC Policy 4.1 – CEO Appointment, Performance Review and Termination Policy be next reviewed again in four years.

SOURCE OF REPORT

Chief Executive Officer

BACKGROUND

- 1 Council Policy 4.1 CEO Appointment, Performance Review and Termination was last fully reviewed at the meeting of Council held on 25 March 2021.
- 2 At the 25 March 2021 meeting of Council, Council resolved:
“*THAT COUNCIL:*
 1. *BY ABSOLUTE MAJORITY IN ACCORDANCE WITH S5.39B OF THE LOCAL GOVERNMENT ACT 1995 RESCINDS COUNCIL POLICY 4.1 – CEO RECRUITMENT AND PERFORMANCE REVIEW POLICY, FORMING ATTACHMENT 1 OF THIS REPORT.*
 2. *BY ABSOLUTE MAJORITY IN ACCORDANCE WITH S5.39B OF THE LOCAL GOVERNMENT ACT 1995 ADOPTS A NEW COUNCIL POLICY 4.1 - CEO RECRUITMENT, PERFORMANCE REVIEW AND TERMINATION POLICY, FORMING ATTACHMENT 2 OF THIS REPORT.*
 3. *BY ABSOLUTE MAJORITY IN ACCORDANCE WITH 5.39C OF THE LOCAL GOVERNMENT ACT 1995 ADOPTS A POLICY FOR THE APPOINTMENT OF APPOINTMENT OF ACTING CHIEF EXECUTIVE OFFICER, FORMING ATTACHMENT 3 OF THIS REPORT.*
 4. *BY ABSOLUTE MAJORITY WITHDRAWS DELEGATION C2/2006.”*

REPORT

- 3 The policies of the EMRC, determined by Council as required by section 2.7(2)(b) of the *Local Government Act 1995* (the Act), guide and inform management and the public about key Council principles. It is important that policies are reviewed periodically and amended where necessary.
- 4 A review of the existing policy has been undertaken with the following objectives used as a basis for undertaking the review:
- To ensure that the policy meets the definition of a policy;
 - To incorporate in the policy appropriate amendments to account for changes in details such as dates, times and values since the last review; and
 - To ensure the policy is contemporary and appropriate for the Council.
- 5 The three main actions undertaken when reviewing a policy include:
- Maintain the current policy without amendment;
 - Maintain the policy with amendments; and
 - Delete the policy if it is no longer required, for example if these are covered under the *Local Government Act 1995* and regulations or has been incorporated into another policy.
- 6 The Council Policy 4.1 – CEO Appointment, Performance Review and Termination includes minor amendments highlighted in tracked changes in attachment 1 to this report.
- 7 The remaining wording of the Policy has also been reviewed and is to remain unchanged.

STRATEGIC/POLICY IMPLICATIONS

- 8 Reporting on EMRC Strategic Policy implications align with the revised Strategic Plan 2017-2027 and the Sustainability Strategy:

FINANCIAL IMPLICATIONS

- 9 Nil

SUSTAINABILITY IMPLICATIONS

- 10 The policy under review contributes to sustainability by informing management and the public about key Council principles.

RISK MANAGEMENT

Risk – Non Compliance with Local Government Act and Administration Regulations.

| Consequence | Likelihood | Rating |
|---|------------|----------|
| Moderate | Unlikely | Moderate |
| Action/Strategy | | |
| ➤ Council to adopt the new and revised 4.1 – CEO Appointment, Performance Review and Termination Policy | | |

MEMBER COUNCIL IMPLICATIONS

| Member Council | Implication Details |
|--------------------|---------------------|
| Town of Bassendean | } Nil |
| City of Bayswater | |
| Shire of Mundaring | |
| City of Swan | |

ATTACHMENT(S)

1. Revised Policy 4.1 - CEO Appointment, Performance Review and Termination Policy with tracked changes (D2024/03307)
2. Revised 4.1 – CEO Appointment, Performance Review and Termination Policy (D2024/03473)
3. Guidelines for Local Government CEO Recruitment and Selection, Performance Review and Termination (D2024/19940)

VOTING REQUIREMENT

Simple Majority

RECOMMENDATION(S)

That:

1. Revised EMRC Policy 4.1 – CEO Appointment, Performance Review and Termination Policy forming Attachment 2 to this report be adopted by Council.
2. EMRC Policy 4.1 – CEO Appointment, Performance Review and Termination Policy be next reviewed again in four years.

COUNCIL RESOLUTION(S)

MOVED

SECONDED



Council Policy 4.1

CEO Appointment, Performance Review and Termination

Strategic Plan Objective

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

~~3.5 To improve organisational culture, health, welfare and safety~~

To achieve the EMRC Plan for the Future in accordance with the revised 10 Year Strategic Plan 2017-2027 and the Sustainability Strategy 2022/2023 – 2026/2027.

Purpose

To ensure that the appointment, review of performance and termination of the Eastern Metropolitan Regional Council (EMRC) Chief Executive Officer (CEO) is undertaken in accordance with the provisions of the *Local Government Act (1995)* and *Local Government (Administration) Regulations 1996* Schedule 2 and EMRC policies.

Scope

This policy applies to the CEO of the Eastern Metropolitan Regional Council (the EMRC).

Legislation

Local Government Act 1995

Local Government (Administration) Regulations 1996

~~Salaries and Allowances Tribunal Act 1975~~Salaries and Allowances Act 1975

Policy Statement

- The CEO shall be appointed under s.5.36 of the *Local Government Act 1995* and the *Local Government (Administration) Regulations 1996 - Schedule 2 Division 2* and CEO Model Standards.
- The performance of the CEO will be reviewed annually by the EMRC Council Chief Executive Officer's Performance Review Committee (CEOPRC) as outlined in Section 5.38 of the *Local Government Act 1995* and *Local Government (Administration) Regulations 1996 - Schedule 2 – Division 3*.
- ~~The CEOPRC will comprise of an EMRC Councillor from each member Council inclusive of the Chairman of the Council.~~
- ~~The duties of the CEOPRC will be those as outlined within the Terms of Reference contained with Council Policy 2.1 Committees of Council~~
- An external consultant agreed to by both the Council and the CEO will be appointed to assist with the process.
- The CEO's performance review is to be based on performance objectives and measures to be set at the time of review for the following year in agreement with the CEO.
- ~~All matters dealt with by the CEOPRC are to be referred to Council for consideration and actioning.~~
- The Termination of the CEO must be undertaken in accordance with the *Local Government (Administration) Regulations 1996 - Schedule 2 – Division 4*.

- All items of Council business referred to in this policy is to be treated as confidential in accordance with s.5.2-3(2) of the *Local Government Act 1995*, r.14(2) of the *Local Government (Administration) Regulations 1996*, *EMRC's Standing Orders-Meeting Procedures* *Local Law 2013-2023* Clause 5.2 and Council's Policy 1.5 related to dealing with confidential items.

Financial Considerations

An amount will be provided in the annual budget to meet estimated costs.

Adopted/Reviewed

20 October 1992
9 December 1993
22 July 1999
2 May 2002
20 May 2004
23 February 2006
31 May 2007
18 September 2008
23 September 2010
18 September 2014
6 December 2018
25 March 2021
22 August 2024

Next Review

~~Following the Ordinary Elections in 2024~~ Four-year cycle in 2028 or earlier as required

Responsible Unit

Office of the CEO - Human Resources



Council Policy 4.1

CEO Appointment, Performance Review and Termination

Strategic Plan Objective

To achieve the EMRC Plan for the Future in accordance with the revised *10 Year Strategic Plan 2017-2027 and the Sustainability Strategy 2022/2023 – 2026/2027*.

Purpose

To ensure that the appointment, review of performance and termination of the Eastern Metropolitan Regional Council (EMRC) Chief Executive Officer (CEO) is undertaken in accordance with the provisions of the *Local Government Act (1995)* and *Local Government (Administration) Regulations 1996*, *Local Government (Administration) Amendment 2021*, CEO Model Standards and EMRC policies.

Scope

This policy applies to the CEO of the Eastern Metropolitan Regional Council (the EMRC).

Legislation and Standards

Local Government Act 1995

Local Government (Administration) Regulations 1996

Salaries and Allowances Act 1975

Policy Statement

- The CEO shall be appointed under s.5.36 of the *Local Government Act 1995* and the *Local Government (Administration) Regulations 1996* - Schedule 2 Division 2 and CEO Model Standards.
- The performance of the CEO will be reviewed annually by the EMRC Council as outlined in Section 5.38 of the *Local Government Act 1995* and *Local Government (Administration) Regulations 1996* - Schedule 2 Division 3.
- An external consultant agreed to by both the Council and the CEO will be appointed to assist with the process.
- The CEO's performance review is to be based on performance objectives and measures to be set at the time of review for the following year in agreement with the CEO.
- The Termination of the CEO must be undertaken in accordance with the *Local Government (Administration) Regulations 1996* - Schedule 2 Division 4.
- All items of Council business referred to in this policy is to be treated as confidential in accordance with s.5.23(2) of the *Local Government Act 1995*, r.14(2) of the *Local Government (Administration) Regulations 1996*, *EMRC Meeting Procedures Local Law 2023* Clause 5.2 and Council's Policy 1.5 related to dealing with confidential items.

Financial Considerations

An amount will be provided in the annual budget to meet estimated costs.



Adopted/Reviewed

20 October 1992
9 December 1993
22 July 1999
2 May 2002
20 May 2004
23 February 2006
31 May 2007
18 September 2008
23 September 2010
18 September 2014
6 December 2018
25 March 2021
22 August 2024

Next Review

Four-year cycle in 2028 or earlier as required

Responsible Unit

Office of the CEO - Human Resources



Department of
Local Government, Sport
and Cultural Industries



*Local Government
Act 1995 Review*
agile • smart • inclusive



LOCAL GOVERNMENT ACT REVIEW ►► DELIVERING FOR THE COMMUNITY

Guidelines for Local Government CEO Recruitment and Selection, Performance Review and Termination

***Local Government (Administration) Amendment
Regulations 2021***

February 2021

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Preface

The *Local Government Legislation Amendment Act 2019* includes a requirement for model standards covering the recruitment and selection, performance review and termination of employment of local government Chief Executive Officers (CEOs). These reforms are intended to ensure best practice and greater consistency in these processes between local governments.

The accompanying guidelines outline the recommended practice for local governments in undertaking these processes. These guidelines will assist local governments in meeting the model standards prescribed in the *Local Government (Administration) Amendment Regulations 2021*.

The standards and guidelines have been developed by the Department of Local Government, Sport and Cultural Industries (Department), in consultation with representatives from the Public Sector Commission, the Ombudsman, the Western Australian Local Government Association (WALGA) and Local Government Professionals WA (LGPro). The Department gratefully acknowledges the participation and contribution of these representatives.

The Department notes that the content of these guidelines does not necessarily reflect the views or policies of the organisations or individuals that have been consulted.

Part 1 – Recruitment and Selection

One of the fundamental roles of the council is the employment of the local government's CEO. The CEO is responsible for implementing the council's strategic vision and leading the local government administration.

Principles

A local government must select a CEO in accordance with the principles of merit, equity and transparency. A local government must not exercise nepotism, bias or patronage in exercising its powers. Additionally, a local government must not unlawfully discriminate against applicants. Section 5.40 of the *Local Government Act 1995* (Act) lists a number of general principles of employment that apply to local governments.

Recruitment and Selection Standard

The minimum standard for recruitment and selection will be met if:

- S1.1** The council has identified and agreed to the qualifications and selection criteria necessary to effectively undertake the role and duties of the CEO within that particular local government context.
- S1.2** The council has approved, by absolute majority, the Job Description Form (JDF) which clearly outlines the qualifications, selection criteria and responsibilities of the position. The JDF is made available to all applicants.
- S1.3** The local government has established a selection panel to conduct the recruitment and selection process. The panel must include at least one independent person who is not a current elected member, human resources consultant, or staff member of the local government.
- S1.4** The local government attracts applicants through a transparent, open and competitive process (this is not necessary for vacancies of less than one year). The local government must advertise a vacancy for the position of CEO in the manner prescribed.
- S1.5** The local government has assessed the knowledge, experience, qualifications and skills of all applicants against the selection criteria.
- S1.6** The local government has verified the recommended applicant's work history, qualifications, referees and claims made in their job application.
- S1.7** The appointment is merit-based, with the successful applicant assessed as clearly demonstrating how their knowledge, skills and experience meet the selection criteria.

Recruitment and Selection Standard cont.

- S1.8** The appointment is made impartially and free from nepotism, bias or unlawful discrimination.
- S1.9** The council has endorsed by absolute majority the final appointment.
- S1.10** The council has approved the employment contract by absolute majority.
- S1.11** The local government re-advertises the CEO position and undertakes a recruitment and selection process after each instance where a person has occupied the position for ten (10) consecutive years.

Guidelines

Recruitment and selection process

The council of the local government should act collectively throughout the recruitment and selection process. To uphold the integrity of the process, the council must resist any attempt to influence the outcome through canvassing or lobbying.

The local government should carefully consider the role of the CEO. This includes the CEO's legislated powers and functions and their role as the head of the administrative arm of the local government. In determining the selection criteria for the position of CEO, it will be important for a local government to consider the needs of the community and the specific skills and experience that will be required of the CEO in that particular local government. The competencies the council looks for in its CEO should reflect the council's strategic community plan.

Once the essential skills and experience which form the selection criteria for the position have been established, the local government must set out the selection criteria (essential and desirable) and the responsibilities of the position in a Job Description Form (JDF). If emphasis is placed on certain selection criteria, this should be highlighted in the JDF so that applicants are aware of this. For example, some level of project management experience will usually be an important criterion, but if the local government is undertaking a major development such as a new recreation centre, added emphasis may need to be given to this criterion.

The JDF must be approved by an absolute majority of the council.

Advertising

The local government should ensure that applicants are clearly informed about the application process, such as the application requirements, the closing date for applications and how applications are to be submitted. It is essential that this process is transparent and that each step in the process is documented. Associated records must be kept in a manner consistent with the *State Records Act 2000* (WA).

It is a requirement that a local government is to give Statewide public notice if the position of CEO becomes vacant. Statewide public notice must contain:

- details of the remuneration and benefits offered;
- details of the place where applications are to be submitted;
- the date and time applications close;
- the duration of the proposed contract;
- a web address where the JDF can be accessed;
- contact details for a person who can provide further information; and
- any other relevant information.

In order to attract the best possible pool of applicants for the position of CEO, it is recommended that local governments use a diverse range of advertising methods, mediums and platforms (in addition to the advertising requirement under section 5.36(4) of the Act). For example:

- advertising on the local government's website;
- posting on online jobs boards (e.g. SEEK);
- sharing the advertisement via professional networks; and
- undertaking an executive search.

A local government must publicly advertise the CEO position if the same person has remained in the job for 10 consecutive years. This requirement does not prevent the incumbent CEO from being employed for another term, provided they are selected in accordance with the standards for recruitment and selection.

Selection panel and independent person

Local governments are required to establish a selection panel to conduct and facilitate the recruitment and selection process. The selection panel should be made up of elected members (the number of which is determined by the council) and must include at least one independent person. The independent person cannot be a current elected member, human resources consultant, or staff member of the local government. Examples of who the independent person could be include:

- former elected members or staff members of the local government;
- former elected members (such as a Mayor or Shire President) or staff members of *another* local government;
- a prominent or highly regarded member of the community; or
- a person with experience in the recruitment of CEOs and senior executives.

The panel are responsible for assessing applicants and making a recommendation to council regarding the most suitable applicant or applicants. The essence of the role of an independent panel member is to bring an impartial perspective to the process and reduce any perception of bias or nepotism.

It is essential that prior to a person's appointment to a selection panel they are informed of the duties and responsibilities of their role and that of the panel. It is recommended that local governments develop a policy or terms of reference to facilitate this process that incorporate the standards for recruitment at Division 2 of the *Local Government (Administration) Amendment Regulations (No.2) 2020*. A policy should include important information that outlines:

- The primary functions of the panel;
- Roles and responsibilities of panel members;
- Composition of the panel;
- Duration of term;
- Desirable criteria for appointment to the panel;
- A requirement that panel members sign a confidentially agreement and agree to the duties and responsibilities of their role; and
- Any other information the local government deems necessary for the panel to effectively carry out their role.

Independent human resources consultant

A local government should seek independent advice from a human resources consultant where the council lacks the capacity or expertise to facilitate the recruitment and selection process (or any aspect of it). A member of the human resources team within a local government should not be involved in the recruitment of a new CEO.

The consultant should not be associated with the local government or any of its council members. The consultant can be an independent human resources professional, recruitment consultant, or recruitment agency.

An independent human resources consultant can provide advice to the selection panel on how to conduct the recruitment process, or a local government may engage a consultant to support it in undertaking certain aspects of the recruitment process, such as one or more of the following:

- development or review of the JDF;
- development of selection criteria;
- development of assessment methods in relation to the selection criteria;
- drafting of the advertisement;
- executive search;
- preliminary assessment of the applications;
- shortlisting;
- drafting questions for interview;
- coordinating interviews;
- preparing the selection summary assessment and recommendation;

- arranging for an integrity check and/or police clearance; and
- assisting the council in preparing the employment contract.

The consultant is not to be directly involved in determining which applicant should be recommended for the position, their role is not one of decision-maker.

It is recommended that rigorous checks be conducted on any independent consultants before they are engaged to ensure they have the necessary skills and experience to effectively assist the council. Local government recruitment experience may be beneficial but is not a requirement.

The independent human resources consultant must be able to validate their experience in senior executive recruitment and appointments. It is important to note that if the local government uses a consultant or agency to assist in finding applicants, they will require an employment agent licence under the *Employment Agents Act 1976* (WA).

A good independent human resources consultant will bring expertise, an objective perspective and additional human resources to what is a complex and time-consuming process. Given the time and effort involved in finding a competent CEO, and the cost of recruiting an unsuitable CEO, there can be a good business case for spending money on a human resources consultant.

If a decision is made to engage an independent human resources consultant, it is imperative that the council maintains a high level of involvement in the process and enters into a formal agreement (contract) with them. In order to manage the contract efficiently, and ensure an effective outcome, regular contact with the consultant is required during the recruitment process. As with any contractor engagement, the local government must ensure their procurement and tender processes comply with the Act and the procurement policy of the local government.

Council's responsibilities

A human resources consultant cannot undertake the tasks for which the council is solely responsible. An independent consultant cannot and should not be asked to:

- Conduct interviews: This should be done by the selection panel. However, council may decide to interview applicants recommended by the selection panel. A consultant can provide support with interviews, providing advice on the recruitment and selection process and writing up recommendations. The consultant may also arrange referee reports and checks of applicants.
- Make the decision about who to appoint to the position of CEO: Only the council can make this decision, drawing upon advice from the selection panel.
- Negotiate the terms and conditions of employment: Noting that the consultant should be able to provide advice on remuneration constraints and other terms and conditions.

Creating Diversity

In order to ensure all applicants are given an equal opportunity for success, selection methods need to be consistent and objective. In a structured interview, each applicant should have the opportunity to answer the same primary questions with follow-up questions used to illicit further detail or clarification. Behavioural-based interview

questions are objective and gauge the applicants' suitability, reducing biases in assessment (see examples below).

Basing a selection decision on the results of a number of selection methods can help to reduce procedural shortcomings and ensure the best applicant is chosen. Psychometric, ability and aptitude testing are considered to be valid, reliable and objective. While applicants with extensive experience and reputable education may appear to be more qualified, an objective assessment of each person's ability and personal traits can help to provide a clearer picture of the applicant.

Where possible, it is recommended that local governments ensure diversity on the selection panel. This may be achieved by ensuring gender, ethnicity, age and experiential diversity is represented on the panel. Diversity is also a consideration when selecting an independent person for the selection panel, particularly where there is a lack of diversity on the council. A diverse selection panel will assist in making quality decisions regarding suitable applicants.

Individuals are often unaware of biases they may have. For this reason, it is helpful for the selection panel to undertake training about unconscious biases. Awareness of unconscious biases assists individuals in preventing those biases from interfering in their decision making. For example, if there are considerable discrepancies in the assessment scores between two panel members, discussion will be required to ensure bias has not influenced these scores. Allowing team members to acknowledge and recognise prejudices is essential to managing those biases. The following biases should be addressed:

- "Similar-to-me" effect - if interviewers share the same characteristics with the applicants or view those characteristics positively, they are more likely to score them highly;
- "Halo" effect – interviewers may let one quality (such as race, gender, looks, accent, experience, etc.) positively or negatively affect the assessment of the applicant's other characteristics.

Due Diligence

It is essential that the local government ensures that the necessary due diligence is undertaken to verify an applicant's qualifications, experience and demonstrated performance. This includes:

- verifying an applicant's qualifications such as university degrees and training certificates;
- verifying the applicant's claims (in relation to the applicant's character, details of work experience, skills and performance) by contacting the applicant's referees. Referee reports should be in writing in the form of a written report, or recorded and verified by the referee;
- requesting that an applicant obtains a national police clearance as part of the application process; and
- ensuring no conflicts of interests arise by looking to outside interests such as board membership and secondary employment.

A council may wish to contact a person who is not listed as an applicant's referee,

such as a previous employer. This may be useful in obtaining further information regarding an applicant's character and work experience, and verifying related claims. The applicant should be advised of this and be able to provide written comments to the council.

A search of social media and whether an applicant has an online presence may also assist in identifying potential issues. For example, an applicant may have expressed views which are in conflict with the local government's values. This should be made clear in the application information. To ensure the integrity of the recruitment process, a council must act collectively when performing due diligence.

Selection

Once the application period closes, the selection panel, or consultant on behalf of the selection panel, must assess applications and identify a shortlist of applicants to be interviewed.

In shortlisting applicants for the interview phase, the selection panel should consider the transferable skills of applicants and how these would be of value in the role of CEO. The selection panel should not overlook applicants who do not have experience working in the local government sector.

It is important that the assessment process is consistent for all applicants. For example, each applicant is asked the same interview questions which are related to the selection criteria and each are provided with the same information and undertake the same assessments.

Elected members should declare any previous association with an applicant or any potential conflict of interest at the time of shortlisting if they are part of the selection panel. Similarly, if the interviews involve the full council, the elected member should make an appropriate declaration before the interviews commence. If the potential conflict of interest is significant or a member's relationship with an applicant may result in claims of nepotism, patronage or bias, the council may need to consider whether to exclude the elected member from the process. The decision should be documented and recorded for future reference.

Selecting an applicant should be based on merit; that is, choosing an applicant that is best suited to the requirements of the position and the needs of the local government. This involves the consideration and assessment of applicants' skills, knowledge, qualifications and experience against the selection criteria required for the role. As part of the selection process, a council may consider it appropriate for each of the preferred candidates to do a presentation to council.

The appointment decision by the council should be based on the assessment of all measures used, including:

- assessment technique(s) used (e.g. interview performance);
- quality of application;
- referee reports;
- verification and sighting of formal qualifications and other claims provided by the applicant; and
- other vetting assessments used (e.g. police checks, integrity checks, etc.).

Employment contract

In preparing the CEO's employment contract, the council must ensure the contract includes the necessary provisions required under section 5.39 of the Act and associated regulations.

Section 5.39 of the Act provides that a CEO's employment contract must not be for a term exceeding five years. The term of a contract for an acting or temporary position cannot exceed one year.

Further, the employment contract is of no effect unless it contains:

- the expiry date of the contract;
- the performance review criteria; and
- as prescribed under regulation 18B of the Administration Regulations, the maximum amount of money (or a method of calculating such an amount) to which the CEO is to be entitled if the contract is terminated before the expiry date. The amount is not to exceed whichever is the lesser of:
 - the value of one year's remuneration under the contract; or
 - the value of the remuneration that the CEO would have been entitled to, had the contract not been terminated.

It is recommended that the council seeks independent legal advice to ensure that the contract is lawful and able to be enforced. In particular, advice should be sought if there is any doubt as to the meaning of the provisions of the contract.

Councils should be aware that CEO remuneration is determined by the Salaries and Allowances Tribunal and the remuneration package may not fall outside the band applicable to the particular local government.

The CEO's employment contract should clearly outline grounds for termination and the termination process in accordance with the standards in regulations.

The council of the local government must approve, by absolute majority, the employment contract and the person they appoint as CEO.

Appointment

A decision to make an offer of employment to a preferred applicant must be made by an absolute majority of council. If the preferred applicant accepts the offer and the proposed terms of the contract without negotiation, there is no further requirement for council to endorse the applicant and the contract. However, if there is a process of negotiation to finalise the terms and conditions of the contract, council is required to endorse the appointment and approve the CEO's employment contract by absolute majority. In both instances, the employment contract must be signed by all parties.

The council should notify both the successful individual and the remaining unsuccessful applicants as soon as possible before publicly announcing the CEO appointment.

The successful applicant should not commence duties with the local government as CEO until the employment contract has been signed.

The unsuccessful applicants (including those not interviewed) should be notified of the outcome of their application. It is recommended that the local government creates a template letter for unsuccessful applicants that can be easily personalised with the applicants' details and sent out quickly.

The council should keep a record of their assessment of the unsuccessful applicant(s) and provide the unsuccessful applicant(s) with the opportunity to receive feedback on their application, or interview performance if they were granted an interview. Should an unsuccessful applicant request feedback, it is recommended that a member of the selection panel provides this. If a recruitment consultant is used, they may undertake this task.

Confidentiality

The local government should ensure that all information produced or obtained during the recruitment and selection process is kept confidential. This includes applicants' personal details, assessment details, the selection report and outcome of the process. This ensures privacy requirements are met and maintains the integrity of the process. It is recommended that selection panel members and councillors sign a confidentiality agreement to ensure that they are aware of their obligations.

CEO induction

Local governments should ensure that they provide the CEO with all of the necessary information on the local government's processes, policies, procedures and systems at the commencement of the CEO's employment.

New CEOs are eligible to participate in the Local Government CEO Support Program which is a joint initiative of the Department and LG Pro to provide mentoring and general support to those appointed to the position of CEO in a local government for the first time. The program runs for six to nine months from the time a CEO is appointed and involves the CEO being matched with a mentor that best meets their needs.

The program provides the CEO with an opportunity (through meetings and on-going correspondence) to discuss a wide range of issues with their appointed mentor in the strictest confidence. The program is aimed at addressing the individual needs of the CEO. Examples of issues that may be covered include the following:

- Role of the CEO
- Governance
- Strategic and long-term planning
- Legislative framework
- Relationships and dealing with council members
- Risk management
- Resource management
- Managing the business of Council
- Family considerations

Part 2 – Performance Review

Principles

The standards regarding CEO performance review are based on the principles of fairness, integrity and impartiality.

Performance Review Standards

The minimum standard for performance review will be met if:

- S2.1** Performance criteria is specific, relevant, measurable, achievable and time-based.
- S2.2** The performance criteria and the performance process are recorded in a written document, negotiated with and agreed upon by the CEO and council.
- S2.3** The CEO is informed about how their performance will be assessed and managed and the results of their performance assessment.
- S2.4** The collection of evidence regarding performance outcomes is thorough and comprehensive.
- S2.5** Assessment is made free from bias and based on the CEO's achievements against documented performance criteria, and decisions and actions are impartial and transparent.
- S2.6** The council has endorsed the performance review assessment by absolute majority.

Guidelines

Section 5.38 of the Act provides that, for a CEO who is employed for a term of more than one year, the performance of a CEO is to be reviewed formally at least once in every year of their employment.

In addition to this minimum requirement, it is recommended that the council engages in regular discussions with the CEO regarding their performance against the performance criteria, including progress and ways that the CEO can be supported. Any changes to the CEO's performance agreement such as changes to the performance criteria should also be discussed, and agreed to, between the council and the CEO, as the matter arises.

Employment contract and performance agreement

Section 5.39, of the Act requires the employment contract to specify the performance criteria for the purpose of reviewing the CEO's performance. This will include ongoing permanent performance criteria. A local government may wish to have a separate additional document called a "performance agreement" which includes the

performance review criteria in the employment contract, additional criteria (e.g. the performance indicators in relation to specific projects) and how the criteria will be assessed. The performance agreement should be negotiated and agreed upon by the CEO and the council. The performance agreement may also set out the CEO's professional development goals and outline a plan to achieve these goals.

Performance Criteria

Setting the performance criteria is an important step. One of the CEO's key responsibilities is to oversee the implementation of council's strategic direction, and so it is important to align the CEO's performance criteria to the goals contained in the council's Strategic Community Plan and Corporate Business Plan. Accordingly, as these plans are updated, the CEO's performance criteria should be updated to reflect the changes.

In leading the administrative arm of a local government, the CEO is responsible for undertaking core tasks, the achievement of which will contribute to the effectiveness of the council. It is important that the outcomes associated with these tasks are measurable and clearly defined. These could be in relation to:

- service delivery targets from the council's Strategic Community Plan;
- budget compliance;
- organisational capability;
- operational and project management;
- financial performance and asset management;
- timeliness and accuracy of information and advice to councillors;
- implementation of council resolutions;
- management of organisational risks;
- leadership (including conduct and behaviour) and human resource management; and
- stakeholder management and satisfaction.

Performance criteria should focus on the priorities of the council and, if appropriate, can be assigned priority weighting in percentages. The council and CEO should set goals related to target outcomes for future achievement in the performance criteria. Goals should be specific, measurable, achievable, relevant and time-based.

Following the determination of the performance criteria and goals, the council will need to determine how to measure the outcomes of each criteria. It is important to relate performance indicators to the selection criteria used in selecting the CEO. For example, if the CEO has been selected due to their financial experience and ability to improve the local government's finances, indicators regarding improved revenue and reduced expenses are obvious starting points.

Considering the context within which the local government is operating is important. For example, if a significant financial event occurs, such as a downturn in the economy, financial performance indicators will likely need to be adjusted. It is important that such contextual factors are given appropriate weighting and that goals are flexible to allow regular adjustment. Adjustments may be initiated by either the CEO or the council. Councils need to be realistic in terms of their expectations of a CEO's performance and provide appropriate resources and support to facilitate the

achievement of performance criteria.

Performance review panel

It is recommended that the council delegates the CEO performance review to a panel (e.g. comprising certain council members and an independent observer). The panel has a duty to gather as much evidence as possible upon which to base their assessments. The role of the review panel includes developing the performance agreement in the first instance, conducting the performance review and reporting on the findings and recommendations of the review to council. It is also recommended that council develop a policy to guide the performance review process. A policy might include the composition of the panel, primary functions, the role and appointment of an independent consultant, and the responsibilities of review panel members.

Independent consultant

If a council lacks the resources and expertise to meet the expected standard of performance review, the council should engage an external facilitator to assist with the process of performance appraisal and the development of the performance agreement. The local government should ensure that the consultant has experience in performance review and, if possible, experience in local government or dealing with the performance review of senior executives. The consultant should not have any interest in, or relationship with, the council or the CEO.

With guidance from the performance review panel, a consultant can facilitate the following tasks:

- setting performance criteria;
- preparing the performance agreement;
- collecting performance evidence;
- writing the performance appraisal report;
- facilitating meetings between the performance review panel;
- assisting with the provision of feedback to the CEO;
- formulating plans to support improvement (if necessary); and
- providing an objective view regarding any performance management-related matters between the concerned parties.

Assessing performance

It is a requirement of the regulations that the process by which the CEO's performance will be reviewed is documented and agreed to by both parties. Council and the CEO must also agree on any performance criteria that is in addition to what is specified in the CEO's contract of employment. The option to include additional criteria for performance review purposes by agreement provides a degree of flexibility for both parties in response to changing circumstances and priorities.

It is essential that CEO performance is measured in an objective manner against the performance criteria alone. It is important that reviews are impartial and not skewed by personal relationships between the review panel and the CEO. Close personal relationships between the panel members and the CEO can be just as problematic as extremely poor relationships. Evidence of CEO performance may come from an array of sources, many of which the CEO themselves can and should provide to the

council as part of regular reporting. These sources include:

- achievement of key business outcomes;
- interactions with the council and progress that has been made towards implementing the council's strategic vision;
- audit and risk committee reports;
- workforce metrics (e.g. the average time to fill vacancies, retention rate, information about why people leave the organisation and staff absence rate);
- incident reports (e.g. results of occupational health and safety assessments, the number and nature of occupational health and safety incident reports, and the number and nature of staff grievances);
- organisational survey results;
- relationships (e.g. with relevant organisations, stakeholder groups, and professional networks); and
- insights from key stakeholders (this could be done by way of a survey to obtain stakeholder input).

It is important that, in addition to looking at the achievement of key performance indicators (KPIs), the council considers the following:

- How the CEO has achieved the outcomes. In particular, whether or not their methods are acceptable and sustainable.
- The extent to which current performance is contingent upon current circumstances. Has the CEO demonstrated skills and behaviours to address and manage changes in circumstances which have affected his or her performance? (for example, the impact of COVID-19.)
- What the CEO has done to ensure the wellbeing of staff and to maintain trust in the local government.

The council should consider the attention the CEO has given to ensuring equal employment opportunity, occupational health and safety, privacy, managing potential conflicts of interest, and complying with procurement process requirements.

Addressing performance issues

Once the CEO's performance has been assessed, it is essential that any areas requiring attention or improvement are identified, discussed with the CEO and a plan is agreed and put in place to address these. The plan should outline the actions to be taken, who is responsible for the actions and an agreed timeframe.

The performance review panel must decide on an appropriate course of action that will address the performance issue. This may include professional development courses, training, counselling, mediation, mentoring or developing new work routines to ensure specific areas are not neglected. The performance review panel should then arrange for regular discussion and ongoing feedback on the identified performance issues, ensuring improvements are being made.

It is important to keep in mind that a local government falling short of its goals is not always attributable to the CEO. External factors may have resulted in initial performance expectations becoming unrealistic. Failure to meet performance criteria does not necessarily mean the CEO has performed poorly and, for this reason,

performance and outcome should be considered separately. Where ongoing issues have been identified, the council will need to take a constructive approach and seek to develop the CEO's competency in that area.

While there are obligations on the council to manage the CEO in regard to their performance, when it extends into potential wrongdoing (misconduct), the council should be referring the matter to the Public Sector Commission or Corruption and Crime Commission. This provides an independent process to follow and ensures probity, natural justice and oversight of allegations.

Confidentiality

The council must ensure that accurate and comprehensive records of the performance management process are created. Any information produced must be kept confidential.

Part 3 – Termination

Principles

The standards for the termination of a local government CEO's employment (other than for reasons such as voluntary resignation or retirement) are based on the principles of fairness and transparency. Procedural fairness is a principle of common law regarding the proper and fair procedure that should apply when a decision is made that may adversely impact upon a person's rights or interests.

Termination Standards

The minimum standards for the termination of a CEO's contract will be met if:

- S3.1** Decisions are based on assessment of the CEO's performance as measured against the documented performance criteria in the CEO's contract.
- S3.2** Performance issues have been identified as part a performance review (conducted within the preceding 12 months) and the CEO has been informed of the issues. The council has given the CEO a reasonable opportunity to improve and implement a plan to remedy the performance issues, but the CEO has not subsequently remedied these issues to the satisfaction of the local government.
- S3.3** The principle of procedural fairness is applied. The CEO is informed of their rights, entitlements and responsibilities in the termination process. This includes the CEO being provided with notice of any allegations against them, given a reasonable opportunity to respond to those allegations or decisions affecting them, and their response is genuinely considered.
- S3.4** Decisions are impartial and transparent.
- S3.5** The council of the local government has endorsed the termination by absolute majority.
- S3.6** The required notice of termination (which outlines the reasons for termination) is provided in writing.

Guidelines

Reasons for termination

The early termination of a CEO's employment may end due to:

- poor performance;
- misconduct; or
- non-performance or repudiation of contract terms.

There is a difference between poor performance and serious misconduct. Poor performance is defined as an employee not meeting the required performance criteria or demonstrating unacceptable conduct and behaviour at work, it includes:

- not carrying out their work to the required standard or not doing their job at all;
- not following workplace policies, rules or procedures;
- unacceptable conduct and behaviour at work;
- disruptive or negative behaviour at work;
- not meeting the performance criteria set out in the employment contract and/or performance agreement unless these are outside the CEO's control;
- not complying with an agreed plan to address performance issues;
- failing to comply with the provisions of the *Local Government Act 1995* and other relevant legislation;
- failing to follow council endorsed policies.

Serious misconduct can include when an employee:

- causes serious and imminent risk to the health and safety of another person or to the reputation or revenue of the local government; or
- behaves unlawfully or corruptly; or
- deliberately behaves in a way that's inconsistent with continuing their employment.

Examples of serious misconduct can include:

- matters arising under section 4(a), (b) and (c) of the *Corruption, Crime and Misconduct Act 2003*;
- theft;
- fraud;
- assault;
- falsification of records;
- being under the influence of drugs or alcohol at work; or
- refusing to carry out appropriate and lawful resolutions of council.

Misconduct is also defined in section 4 of the *Corruption, Crime and Misconduct Act 2003* (WA). Under this Act, misconduct can be either serious or minor and the obligation to notify the Public Sector Commission (PSC) or the Corruption and Crime Commission (CCC) is paramount.

Termination on the basis of misconduct is covered by employment law. A local government should seek independent legal, employment or industrial relations advice prior to a termination. A council should also seek independent advice during the termination process including advice on the relevant employment legislation affecting CEO employment and the application of that legislation to their specific circumstances. This will ensure that a council complies with employment law during the entire termination process.

A local government is required to endorse the decision to terminate a CEO's employment by way of an absolute majority decision. A local government must certify that the termination was in accordance with the adopted standards in regulations.

Opportunity to improve and mediation

If a CEO is deemed to have been performing poorly, the council must be transparent and inform the CEO of this. It is important that the CEO is given an opportunity to remedy the issues within a reasonable timeframe as agreed between the CEO and the council. The council should clearly outline the areas in need of improvement, and with the CEO's input, determine a plan to address any issues. If a plan for improvement is put in place and the CEO's performance remains poor, then termination may be necessary. If a local government decides to terminate the employment of the CEO it must have conducted a performance review in the previous 12 months in accordance with section 5.38 of the Act.

Where the concerns or issues relate to problematic working relationships or dysfunctional behaviour, it is recommended that a council engages an independent accredited mediator to conduct a mediation between the parties. A mediation session may be useful in assisting parties to understand and address issues before the situation escalates to a breakdown in the working relationship (which affects the ability of the CEO to effectively perform their duties) and the subsequent termination of the CEO's employment.

Termination report

The council should prepare a termination report which outlines the reasons for termination, the opportunities and assistance provided to the CEO to remedy any issues, and an explanation of the CEO's failure to do so. Council must provide prior opportunities and support to the CEO to assist them in remedying the issues which form the basis of the termination. It is a requirement of the regulations that council must provide written notice to the CEO outlining the reasons for their decision to terminate. In addition, council must certify that the termination of the CEO's employment was carried out in accordance with the standards set out in regulations.

Confidentiality

Local governments should ensure that the termination process is kept confidential. The CEO is to be informed of their rights and entitlements. Notice of termination of employment is required to be given in writing. Where possible, the news of termination of employment should also be delivered in person. The CEO should be provided with a letter outlining the reasons for, and date of, the termination of their employment.

Before making any public announcements on the termination of the CEO, a council should ensure that the entire termination process is complete, including that the CEO has been informed in writing of the termination.

Disclaimer

It is outside the scope of these guidelines to provide legal advice, and local governments should seek their own legal advice where necessary. Guidance as to legal requirements and compliance in relation to the termination of employment is provided by the Fair Work Commission at www.fwc.gov.au, the Fair Work Ombudsman at www.fairwork.gov.au and the Western Australian Industrial Relations Commission at www.wairc.wa.gov.au.



6.4 REVIEW OF COUNCIL POLICIES

D2024/19758

PURPOSE OF REPORT

The purpose of this report is to review three of the EMRC's policies to ensure responsible and accountable governance and management of the EMRC.

KEY POINT(S)

- Council Policies 3.5 - Purchasing and 7.3 - Records Management were last fully reviewed at the meeting of Council held on 17 September 2020.
- Council Policy 7.1 - Risk Management Policy was last fully reviewed at the meeting of Council held on 08 December 2020.
- It is proposed that existing policies, as revised, be adopted.

RECOMMENDATION(S)

That:

1. Council adopts the Council Policy 3.5 - Purchasing as reviewed and amended forming Attachment 3 to this report.
2. Council adopts the Council Policy 7.1 - Risk Management as reviewed and amended forming Attachment 5 to this report.
3. Council adopts the Council Policy 7.3 - Records Management as reviewed and amended forming Attachment 7 to this report.
4. The adopted policies, as reviewed and amended be scheduled to be reviewed again in four years.

SOURCE OF REPORT

Chief Financial Officer

BACKGROUND

- 1 Council policies 3.5 Purchasing Policy and 7.3 Records Management Policy were last fully reviewed at the meeting of Council held on 17 September 2020.
- 2 Council policy 7.1 Risk Management Policy was last fully reviewed at the meeting of Council held on 08 December 2020.

REPORT

- 3 The policies of the EMRC, determined by Council as required by Section 2.7(2)(b) of the *Local Government Act 1995* (the Act), guide and inform management and the public about key Council policies and procedures. It is important that policies are reviewed periodically and amended where necessary.
- 4 EMRC's Executive Leadership Team, together with relevant Officers, have undertaken a comprehensive review of three policies. The following objectives were used as a basis for undertaking the review:
 - ⇒ To ensure policies met the definition of a policy;

- ⇒ To incorporate in the policies appropriate amendments to account for changes due to legislative changes (if any) or details such as dates, times and values since the last review; and
- ⇒ To ensure the policies are contemporary and appropriate for the Council.

5 The three policies have been reviewed and the changes are tabled here for Council's consideration.

6 The main types of considerations for this review are as follows:

- ⇒ Maintain the current policy without amendment;
- ⇒ Maintain the policy with amendments; and
- ⇒ Delete the policy if it is no longer required, for example if these are covered under the *Local Government Act 1995* and regulations or has been incorporated into another policy.

7 A summary of the proposed changes to the Council policies are provided in Attachment 1 of this report.

8 The proposed changes are tracked and provided in Attachment 2, 4 and 6 of this report.

9 All the changes for Council Policies 7.1 – Risk Management and 7.3 - Records Management are minor updates only. No significant changes have been made to the policies.

10 Under Council Policy 3.5 – Procurement, the procurement thresholds for quotations has been recommended to be updated such that the minimum requirement for amount of purchases up to \$1,999 requires no quotations. This reflects a practical approach to low value purchases and ensure not every purchase up to \$1,999 requires a quotation.

11 A new section has been recommended to be included in the Council Policy 3.5 – Purchasing entitled "Delegation of Authority to CEO" by our Internal Auditors. As the CEO can authorise procurements from the delegations provided by Council, the Council Policy 3.5 has been updated to reflect this.

12 A clean copy of the final draft of the revised three policies are tabled for Council's consideration for adoption, forming Attachment 3, 5 and 7 of this report.

13 Consistent with previous Council instructions to review Policy every four years, all the policies will be reviewed progressively during a four-year cycle.

STRATEGIC/POLICY IMPLICATIONS

14 Reporting on EMRC Strategic Policy implications align with the revised Strategic Plan 2017-2027 and the Sustainability Strategy:

FINANCIAL IMPLICATIONS

15 Nil

SUSTAINABILITY IMPLICATIONS

16 The policies under review contribute to sustainability by informing management and the public about key Council policies and procedures.

RISK MANAGEMENT

Risk – Non-Compliance with Local Government Act and Regulations.

| Consequence | Likelihood | Rating |
|--|------------|----------|
| Moderate | Unlikely | Moderate |
| Action/Strategy | | |
| ➤ Council to adopt the revised Council Policies 3.5, 7.1 and 7.3 | | |

MEMBER COUNCIL IMPLICATIONS

| Member Council | Implication Details |
|--------------------|---------------------|
| Town of Bassendean | Nil |
| City of Bayswater | |
| Shire of Mundaring | |
| City of Swan | |

ATTACHMENT(S)

1. Summary of three EMRC policies and recommended changes (D2024/19845)
2. Council Policy 3.5 - Purchasing with tracked changes to the documents (D2024/19823)
3. Council Policy 3.5 - Purchasing incorporating changes made i.e. final policy document (D2024/19959)
4. Council Policy 7.1 - Risk Management with tracked changes to the documents (D2024/19854)
5. Council Policy 7.1 - Risk Management incorporating changes made i.e. final policy document (D2024/19420)
6. Council Policy 7.3 - Records Management with tracked changes to the documents (D2024/19801)
7. Council Policy 7.3 - Records Management Purchasing incorporating changes made i.e. final policy document (D2024/19802)

VOTING REQUIREMENT

Simple Majority

RECOMMENDATION(S)

That:

1. Council adopts the Council Policy 3.5 - Purchasing as reviewed and amended forming Attachment 3 to this report.
2. Council adopts the Council Policy 7.1 - Risk Management as reviewed and amended forming Attachment 5 to this report.
3. Council adopts the Council Policy 7.3 - Records Management as reviewed and amended forming Attachment 7 to this report.
4. The adopted policies, as reviewed and amended be scheduled to be reviewed again in four years.

COUNCIL RESOLUTION(S)

MOVED

SECONDED



Summary of EMRC Policies and Recommended Changes

3. FINANCE POLICIES

| No: | Policy Title | Summary of Changes |
|-----|--------------|--|
| 3.5 | Purchasing | Keep with amendments including: <ul style="list-style-type: none"> ➤ Updates to Strategic Plan Objective. ➤ Updates to the Procurement threshold, with as a minimum, no quotations required for purchases below \$1,999. ➤ Highlight the importance of record keeping and documentation is essential to provide evidence of quotations. ➤ Inclusion of the Council's delegation of authority to CEO relating to procurement. |

7. RISK MANAGEMENT POLICIES

| No: | Policy Title | Summary of Changes |
|-----|--------------------|--|
| 7.1 | Risk Management | Keep with minor amendments including: <ul style="list-style-type: none"> ➤ Review every four years |
| 7.3 | Records Management | Keep with minor amendments including: <ul style="list-style-type: none"> ➤ Updates to Legislation and Standards. ➤ Inclusion of Records that may be held in on-line systems. |



Council Policy 3.5

Purchasing

Strategic Plan Objective

3.3 To provide responsible and accountable governance and management of the EMRC. To achieve the EMRC's Plan for the Future in accordance with the revised 10 Year Strategic Plan 2017-2027 and the Sustainability Strategy 2022/2023 – 2026/2027.

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Purpose

- To ensure consistency and value for money outcomes for all purchasing activities for the supply of goods or services.
- To maintain compliance with the *Local Government Act 1995* and the *Local Government (Functions and General) Regulations 1996*.

Legislation

Local Government Act 1995

Local Government (Functions and General) Regulations 1996

Policy Statement

Ethics and Integrity

All EMRC officers shall observe the highest standards of ethics and integrity in undertaking purchasing activities and act in an honest and professional manner that supports the standing of the EMRC.

The following principles, standards and behaviours must be observed and enforced through all stages of the purchasing process to ensure the fair and equitable treatment of all parties:

- All purchasing practices shall comply with relevant legislation, regulations and requirements consistent with the EMRC's policies, procedures and Code of Conduct;
- Full accountability shall be taken for all purchasing decisions;
- All processes, evaluations and decisions shall be transparent, free from bias and fully documented to provide a clear audit trail; and
- Any actual or perceived conflicts of interest are to be identified, disclosed and appropriately managed.

Procurement Thresholds

The purchasing thresholds below make provision for the process to be followed by the EMRC where the total value of goods and/or services (excluding GST) for the contract or purchase order over the full contract period (including options to extend) is, or is expected to be:

| Amount of Purchase ex GST | Policy Minimum Requirement |
|-----------------------------------|--|
| <u>Up to \$1,999</u> | <u>No quotation is required</u> |
| <u>Up \$2,000 to \$54,000,999</u> | Multiple quotations are not required when purchasing. A single written or <u>verbal</u> quotation must be obtained |
| \$5,000 - <u>\$49,000,999</u> | Seek at least two (2) written quotes |
| \$10,000 - \$49,999 | Seek at least three (3) written quotes |
| \$50,000 - \$249,999 | Seek at least three (3) formal written quotes containing price and specification of goods or services |
| \$250,000 and above | Conduct public tender process |

Commented [WH1]: Are we in danger of having no record of this, if it's only 'verbal'

Commented [CS2R1]: Agreed maybe it should say documented verbal quote?

Commented [JL3R1]: Reflected in the later section for Record Keeping (direct purchasing records), but will insert a statement here.

Where this policy requires a certain number of quotations to be obtained, but it is not possible to obtain that number of quotations, then best endeavours must be used to obtain as many quotes as possible.

Record keeping and documentation are essential to provide the evidence of written or verbal quotes.

Tender Exemptions

In the following instances public tenders are not required (regardless of the value of expenditure):

- When the purchase or supply is obtained through the Council Purchasing Service of WALGA (Preferred Supplier Arrangements), or supplied by or obtained through the government of the State or the Commonwealth or any of its agencies, or by a local government or a regional local government.
- Where it can be demonstrated that there is good reason to believe that, because of the unique nature of the goods or services required or for any other reason, it is unlikely that there is more than one potential supplier.
- Where the goods or services are to be supplied by a person registered on the Aboriginal Business Directory WA published by the Chamber of Commerce and Industry of Western Australia Limited or a person registered with the Australian Indigenous Minority Supplier Office Limited (trading as Supply Nation) and
 - ⇒ the consideration under the contract is \$250,000 or less, or worth \$250,000 or less; and
 - ⇒ the local government is satisfied that the contract represents value for money.
- Where the goods or services are to be supplied by an Australian Disability enterprise as registered on www.ade.org.au. This is contingent on the demonstration of value for money.
- If the purchase is from a pre-qualified supplier under a panel established by the EMRC.
- If any other exclusions under Regulation 11 of the *Local Government (Functions and General) Regulations 1996* apply.

Delegation of authority to CEO

At the time of review of this policy, Council has delegated the following powers related to undertaking purchasing activities in accordance with s.5.42 of the *Local Government Act 1995*:

- Authority to accept a tenders and non-tender (ie request for quote) if the total consideration under the resulting contract is \$1,000,000.00 (ex GST) or less (excluding machinery);
- Authority to purchase plant or machinery if the total consideration under the resulting contract is up to the Council approved and adopted budget allocation set aside for that specific purpose and subject to the requirements of the *Local Government (Functions & General) Regulations 1996*; and
- Authority to exercise a contract extension option that was included in the original tender specification and contract in accordance with r.11(2)(j) of the *Local Government (Functions & General) Regulations 1996* and that the contractor's performance has been reviewed and the review evidences the rationale for entering into the extended term.

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Value for Money

Value for money is an overarching principle governing purchasing that allows the best possible outcome to be achieved for the EMRC. Compliance with the specification is more important than obtaining the lowest price. An assessment of the best value for money outcome for any purchasing should consider the following:

- the quality of the goods and services;
- fitness for purpose of the proposal;
- the potential supplier's relevant experience and performance history;
- flexibility of the proposal (including innovation and adaptability over the lifecycle of the procurement);
- environmental sustainability of the proposed goods and services (such as energy efficiency, environmental impact and use of recycled products); and
- whole-of-life costs.

Where a higher priced conforming offer is recommended, there should be clear and demonstrable benefits over and above the lowest total priced conforming offer.

Waiver of Quotation

The Chief Executive Officer may at his/her their discretion, waive the requirements to obtain quotes providing that written, justifiable reasons for such waiver are provided by the responsible officer, and file noted accordingly.

Anti-Avoidance

The EMRC shall not enter into two or more contracts or create multiple purchase order transactions of a similar nature for the purpose of "splitting" the value of the purchase or contract to take the value of the purchase below a particular purchasing threshold, particularly in relation to Tenders and to avoid the need to call a public-Public Tender.

Sustainable Procurement

The EMRC will consider the environmental and social impact in the procurement process when undertaking the purchase of goods and services and disposal of goods. The governing principle for goods and services procurement is the achievement of value for money. In determining value for money, whole of life costs will be considered inclusive of the environmental impact of the goods being purchased and their ultimate disposal.

The EMRC shall adopt the WA "buy local" policy and procure best value for money supplies from WA local and Aboriginal and Torres Strait Islander owned businesses where appropriate.



Record Keeping

Documentation is essential in achieving accountability and transparency. It provides a record of procurement activities and how they've been conducted.

A record related to decision to award must be maintained on file.

Written notes supporting quotation details are to be noted in the purchase order.

All records associated with direct purchases or tender processes must be recorded and retained as follows:

- Direct purchasing records include:
 - ⇒ Quotation documentation both verbal and written;
 - ⇒ Internal documentation; and
 - ⇒ Requisitions and purchase orders.
- Tender records include:
 - ⇒ Tender documentation;
 - ⇒ Internal documentation;
 - ⇒ Evaluation documentation;
 - ⇒ Enquiry and response documentation; and
 - ⇒ Notification and award documentation.

Record retention shall be in accordance with the requirements of the State Records Act 2000, and the EMRC Record Keeping Plan. All requisitions and purchase orders are recorded in the EMRC on-line financial system.

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Contract Management

The EMRC ~~procurement~~ Procurement department Team will manage all ~~procurement~~ Procurement contracts during their life cycle. The EMRC ~~procurement~~ Procurement team is responsible for the administration and maintenance of the EMRC's contract management system.

Financial Considerations

Nil

Adopted/Reviewed

29 March 2007

18 September 2008

23 September 2010

18 September 2014

03 December 2015

06 December 2018

17 September 2020

22 August 2024

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Next Review

Four-year cycle in ~~Following the Ordinary Elections in 2024~~2028 or earlier as required

Responsible Unit

Business Support Team - Procurement



Council Policy 3.5

Purchasing

Strategic Plan Objective

To achieve the EMRC's Plan for the Future in accordance with the revised *10 Year Strategic Plan 2017-2027* and the *Sustainability Strategy 2022/2023 – 2026/2027*.

Purpose

- To ensure consistency and value for money outcomes for all purchasing activities for the supply of goods or services.
- To maintain compliance with the Local Government Act 1995 and the Local Government (Functions and General) Regulations 1996.

Legislation and Standards

Local Government Act 1995

Local Government (Functions and General) Regulations 1996

Policy Statement

Ethics and Integrity

All EMRC officers shall observe the highest standards of ethics and integrity in undertaking purchasing activities and act in an honest and professional manner that supports the standing of the EMRC.

The following principles, standards and behaviours must be observed and enforced through all stages of the purchasing process to ensure the fair and equitable treatment of all parties:

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- All processes, evaluations and decisions shall be transparent, free from bias and fully documented to provide a clear audit trail; and
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Procurement Thresholds

The purchasing thresholds below make provision for the process to be followed by the EMRC where the total value of goods and/or services (excluding GST) for the contract or purchase order over the full contract period (including options to extend) is, or is expected to be:

| Amount of Purchase ex GST | Policy Minimum Requirement |
|---------------------------|---|
| Up to \$1,999 | No quotation is required |
| \$2,000 to \$4,999 | Multiple quotations are not required when purchasing. A single written or verbal quotation must be obtained |
| \$5,000 - \$9,999 | Seek at least two (2) written quotes |
| \$10,000 - \$49,999 | Seek at least three (3) written quotes |
| \$50,000 - \$249,999 | Seek at least three (3) formal written quotes containing price and specification of goods or services |
| \$250,000 and above | Conduct public tender process |

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- Where the goods or services are to be supplied by a person registered on the Aboriginal Business Directory WA published by the Chamber of Commerce and Industry of Western Australia Limited or a person registered with the Australian Indigenous Minority Supplier Office Limited (trading as Supply Nation) and
- the consideration under the contract is \$250,000 or less, or worth \$250,000 or less; and
- the local government is satisfied that the contract represents value for money.
- Where the goods or services are to be supplied by an Australian Disability enterprise as registered on www.ade.org.au. This is contingent on the demonstration of value for money.
- If the purchase is from a pre-qualified supplier under a panel established by the EMRC.
- If any other exclusions under Regulation 11 of the Local Government (Functions and General) Regulations 1996 apply.

Delegation of Authority to CEO

At the time of review of this policy, Council has delegated the following powers related to undertaking purchasing activities in accordance with s.5.42 of the Local Government Act 1995:

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- Authority to exercise a contract extension option that was included in the original tender specification and contract in accordance with r.11(2)(j) of the Local Government (Functions & General) Regulations 1996 and that the contractor's performance has been reviewed and the review evidences the rationale for entering into the extended term.

Value for Money

Value for money is an overarching principle governing purchasing that allows the best possible outcome to be achieved for the EMRC. Compliance with the specification is more important than obtaining the lowest price. An assessment of the best value for money outcome for any purchasing should consider the following:

- the quality of the goods and services;
- fitness for purpose of the proposal;
- the potential supplier's relevant experience and performance history;
- flexibility of the proposal (including innovation and adaptability over the lifecycle of the procurement);
- environmental sustainability of the proposed goods and services (such as energy efficiency, environmental impact and use of recycled products); and
- whole-of-life costs.

Where a higher priced conforming offer is recommended, there should be clear and demonstrable benefits over and above the lowest total priced conforming offer.

Waiver of Quotation

The Chief Executive Officer may at his/her/their discretion, waive the requirements to obtain quotes providing that written, justifiable reasons for such waiver are provided by the responsible officer, and file noted accordingly.

Anti-Avoidance

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The EMRC shall adopt the WA "buy local" policy and procure best value for money supplies from WA local and Aboriginal and Torres Strait Islander owned businesses where appropriate.

Record Keeping

Documentation is essential in achieving accountability and transparency. It provides a record of procurement activities and how they've been conducted.

A record related to decision to award must be maintained on file.

Written notes supporting quotation details are to be noted in the purchase order.



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- Notification and award documentation.

Record retention shall be in accordance with the requirements of the State Records Act 2000, and the EMRC Record Keeping Plan. All requisitions and purchase orders are recorded in the EMRC on-line financial system.

Contract Management

The EMRC Procurement Team will manage all Procurement contracts during their life cycle. The EMRC Procurement team is responsible for the administration and maintenance of the EMRC's contract management system.

Financial Considerations

Nil

Adopted/Reviewed

29 March 2007

18 September 2008

23 September 2010

18 September 2014

03 December 2015

06 December 2018

17 September 2020

22 August 2024

Next Review

Four-year cycle in 2028 or earlier as required

Responsible Unit

Business Support Team - Procurement



Council Policy 7.1

Risk Management

Strategic Plan Objective

The objective of this Policy is to state the Eastern Metropolitan Regional Council's ('EMRC's') intention to identify potential risks before they occur so that impacts can be minimised or opportunities realised; ensuring that the EMRC achieves its Strategic and Corporate objectives efficiently, effectively and within good corporate governance principles.

Legislation

AS/NZS ISO 31000:2018 Risk management – Guidelines

Policy Statement

It is the EMRC's Policy to achieve best practice (aligned with AS/NZS ISO 31000:2018 Risk management – Guidelines), in the management of all risks that may affect the EMRC meeting its objectives.

Risk management functions will be resourced appropriately to match the size and scale of the EMRC's operations, and will form part of the Strategic, Operational, and Project responsibilities and be incorporated within the EMRC's Integrated Planning Framework.

This policy applies to Council Members, Executive Management and all employees and contractors involved in any EMRC operations.

The following points provide detail on the objective specifics:

- Optimises the achievement of the EMRC's values, strategies, goals and objectives.
- Aligns with and assists the implementation of EMRC Policies.
- Provides transparent and formal oversight of the risk and control environment enabling effective decision-making.
- Reflects risk versus return considerations within the EMRC's risk appetite.
- Embeds appropriate and effective controls to mitigate risk.
- Achieves effective corporate governance and adherence to relevant statutory, regulatory and compliance obligations.
- Enhances organisational resilience.
- Identifies and provides for the continuity of critical operations.

Key Policy Definitions

| | |
|--------|---|
| Risk | Effect of uncertainty on objectives. |
| Note 1 | An effect is a deviation from the expected – positive or negative. |
| Note 2 | Objectives can have different aspects (such as financial, health and safety and environmental goals) and can apply at different levels (such as strategic, organisation-wide, project, product or process). |



Risk Management Coordinated activities to direct and control an organisation with regard to risk.

Risk Management Process Systematic application of management policies, procedures and practices to the activities of communicating, consulting, establishing the context, and identifying, analysing, evaluating, treating, monitoring and reviewing risk.

Roles and Responsibilities

The CEO is responsible for the:

- Implementation of this Policy.
- Measurement and reporting on the performance of risk management.
- Review and improvement of this Policy and the EMRC's Risk Management Framework at least ~~triennially~~every four years, or in response to a material event or change in circumstances.

The EMRC's Risk Management Framework outlines in detail all roles and responsibilities under CEO delegation associated with managing risks within the EMRC.

Risk Assessment and Acceptance Criteria

The EMRC has quantified its broad risk appetite through the EMRC's Risk Assessment and Acceptance Criteria. The criteria are included within the Risk Management Framework and as a component of this policy.

All organisational risks are to be assessed according to the EMRC's Risk Assessment and Acceptance Criteria to allow consistency and informed decision-making. For operational requirements such as projects or to satisfy external stakeholder requirements, alternative risk assessment criteria may be utilised, however these cannot exceed the organisation's appetite and are to be noted within the individual risk assessment.

Monitor and Review

The EMRC will implement and integrate a monitor and review process to report on the achievement of the risk management objectives, the management of individual risks and the ongoing identification of issues and trends.

This Policy will be kept under review by the EMRC's Leadership Team. It will be formally reviewed ~~triennially~~every four years.

Financial Considerations

Funding will be provided to properly resource risk management activities as identified through the annual budgeting process.

Risk Assessment and Acceptance Criteria

| Eastern Metropolitan Regional Council Measures of Consequences | | | | | | | | | |
|--|-------------------------------------|---------------------------|---|--|---|--|---|---|-------------------------------|
| Rating (Level) | Health / People | Financial Impact | Service Interruption | Compliance | Reputational | Property | Environment | Project Time | Project Cost |
| Insignificant (1) | Near miss. Minor first aid injuries | Less than \$20,000 | No material service interruption | No noticeable regulatory or statutory impact | Unsubstantiated, low impact, low profile or 'no news' item | Inconsequential damage. | Contained, reversible impact managed by on site response | Exceeds deadline by 10% of project timeline | Exceeds project budget by 10% |
| Minor (2) | Medical type injuries | \$20,001 - \$500,000 | Short term temporary interruption – backlog cleared < 1 day | Some temporary non-compliances | Substantiated, low impact, low news item | Localised damage rectified by routine internal procedures | Contained, reversible impact managed by internal response | Exceeds deadline by 15% of project timeline | Exceeds project budget by 15% |
| Moderate (3) | Lost time injury <30 days | \$500,001 - \$1.5 Million | Medium term temporary interruption – backlog cleared by additional resources | Short term non-compliance but with significant regulatory requirements imposed | Substantiated, public embarrassment, moderate impact, moderate news profile | Localised damage requiring external resources to rectify | Contained, reversible impact managed by external agencies | Exceeds deadline by 20% of project timeline | Exceeds project budget by 20% |
| Major (4) | Lost time injury >30 days | \$1.5 Mil - \$3 Million | < 1 week | Non-compliance results in termination of services or imposed penalties | Substantiated, public embarrassment, high impact, high news profile, third party actions | Significant damage requiring internal and external resources to rectify | Uncontained, reversible impact managed by a coordinated response from external agencies | Exceeds deadline by 25% of project timeline | Exceeds project budget by 25% |
| Catastrophic (5) | Fatality, permanent disability | More than \$3 Million | Prolonged interruption of services – additional resources; performance affected | Non-compliance results in litigation, criminal charges or significant damages or penalties | Substantiated, public embarrassment, very high multiple impacts, high widespread multiple news profile, third party actions | Extensive damage requiring prolonged period of restitution Complete loss of plant, equipment and building | Uncontained, irreversible impact | Exceeds deadline by 30% of project timeline | Exceeds project budget by 30% |

| Measures of Likelihood | | | |
|------------------------|----------------|--|----------------------------|
| Level | Rating | Description | Frequency |
| 1 | Almost Certain | The event is expected to occur in most circumstances (>90% chance) | More than once per year |
| 2 | Likely | The event will probably occur in most circumstances (>50% chance) | At least once per year |
| 3 | Possible | The event should occur at some time (20% chance) | At least once in 3 years |
| 4 | Unlikely | The event could occur at some time (<10% chance) | At least once in 10 years |
| 5 | Rare | The event may only occur in exceptional circumstances (<5% chance) | Less than once in 15 years |

| Risk Matrix | | | | | | | | | |
|----------------|---|---------------|-----|----------|------|----------|------|----------|------|
| Consequence | | Insignificant | | Minor | | Moderate | | Major | |
| Likelihood | | 1 | | 2 | | 3 | | 4 | |
| | | | | | | | | | |
| Almost Certain | 1 | Moderate | (5) | High | (10) | High | (15) | Extreme | (20) |
| Likely | 2 | Low | (4) | Moderate | (8) | High | (12) | High | (16) |
| Possible | 3 | Low | (3) | Moderate | (6) | Moderate | (9) | High | (12) |
| Unlikely | 4 | Low | (2) | Low | (4) | Moderate | (6) | Moderate | (8) |
| Rare | 5 | Low | (1) | Low | (2) | Low | (3) | Low | (4) |

| Risk Acceptance Criteria | | | |
|--------------------------|---------------------------|--|---------------------------|
| Risk Rank | Description | Criteria | Responsibility |
| Low | Acceptable | Risk acceptable with adequate controls, managed by routine procedures and subject to annual monitoring | Supervisor / Team Leader |
| Moderate | Monitor | Risk acceptable with adequate controls, managed by specific procedures and subject to semi-annual monitoring | Service Manager |
| High | Urgent Attention Required | Risk acceptable with effective controls, managed by senior management / executive and subject to monthly monitoring | Executive Leadership Team |
| Extreme | Unacceptable | Risk only acceptable with effective controls and all treatment plans to be explored and implemented where possible, managed by highest level of authority and subject to continuous monitoring | CEO and Council |

| Existing Control Ratings | | |
|--------------------------|--|--|
| Rating | Foreseeable | Description |
| Effective | There is little scope for improvement | Processes (Controls) operating as intended and aligned to Policies / Procedures. Subject to ongoing monitoring. Reviewed and tested regularly. |
| Adequate | There is some scope for improvement | Processes (Controls) generally operating as intended, however inadequacies exist. Limited monitoring. Reviewed and tested, but not regularly. |
| Inadequate | There is a need for improvement or action | Processes (Controls) not operating as intended. Processes (Controls) do not exist, or are not being complied with. Have not been reviewed or tested for some time. |

Adopted/Reviewed

8 December 2020

22 August 2024

Next Review

Four-year cycle in ~~Following the Ordinary Elections in 2024~~2028 or earlier as required

Responsible Unit

Business Support Team

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Council Policy 7.1

Risk Management

Strategic Plan Objective

The objective of this Policy is to state the Eastern Metropolitan Regional Council's ('EMRC's') intention to identify potential risks before they occur so that impacts can be minimised or opportunities realised; ensuring that the EMRC achieves its Strategic and Corporate objectives efficiently, effectively and within good corporate governance principles.

Legislation

AS/NZS ISO 31000:2018 Risk management – Guidelines

Policy Statement

It is the EMRC's Policy to achieve best practice (aligned with AS/NZS ISO 31000:2018 Risk management – Guidelines), in the management of all risks that may affect the EMRC meeting its objectives.

Risk management functions will be resourced appropriately to match the size and scale of the EMRC's operations, and will form part of the Strategic, Operational, and Project responsibilities and be incorporated within the EMRC's Integrated Planning Framework.

This policy applies to Council Members, Executive Management and all employees and contractors involved in any EMRC operations.

The following points provide detail on the objective specifics:

- Optimises the achievement of the EMRC's values, strategies, goals and objectives.
- Aligns with and assists the implementation of EMRC Policies.
- Provides transparent and formal oversight of the risk and control environment enabling effective decision-making.
- Reflects risk versus return considerations within the EMRC's risk appetite.
- Embeds appropriate and effective controls to mitigate risk.
- Achieves effective corporate governance and adherence to relevant statutory, regulatory and compliance obligations.
- Enhances organisational resilience.
- Identifies and provides for the continuity of critical operations.

Key Policy Definitions

| | |
|--------|---|
| Risk | Effect of uncertainty on objectives. |
| Note 1 | An effect is a deviation from the expected – positive or negative. |
| Note 2 | Objectives can have different aspects (such as financial, health and safety and environmental goals) and can apply at different levels (such as strategic, organisation-wide, project, product or process). |



Risk Management Coordinated activities to direct and control an organisation with regard to risk.

Risk Management Process Systematic application of management policies, procedures and practices to the activities of communicating, consulting, establishing the context, and identifying, analysing, evaluating, treating, monitoring and reviewing risk.

Roles and Responsibilities

The CEO is responsible for the:

- Implementation of this Policy.
- Measurement and reporting on the performance of risk management.
- Review and improvement of this Policy and the EMRC's Risk Management Framework at least every four years, or in response to a material event or change in circumstances.

The EMRC's Risk Management Framework outlines in detail all roles and responsibilities under CEO delegation associated with managing risks within the EMRC.

Risk Assessment and Acceptance Criteria

The EMRC has quantified its broad risk appetite through the EMRC's Risk Assessment and Acceptance Criteria. The criteria are included within the Risk Management Framework and as a component of this policy.

All organisational risks are to be assessed according to the EMRC's Risk Assessment and Acceptance Criteria to allow consistency and informed decision-making. For operational requirements such as projects or to satisfy external stakeholder requirements, alternative risk assessment criteria may be utilised, however these cannot exceed the organisation's appetite and are to be noted within the individual risk assessment.

Monitor and Review

The EMRC will implement and integrate a monitor and review process to report on the achievement of the risk management objectives, the management of individual risks and the ongoing identification of issues and trends.

This Policy will be kept under review by the EMRC's Leadership Team. It will be formally reviewed every four years.

Financial Considerations

Funding will be provided to properly resource risk management activities as identified through the annual budgeting process.

Risk Assessment and Acceptance Criteria

| Eastern Metropolitan Regional Council Measures of Consequences | | | | | | | | | |
|--|--|---------------------------|---|--|---|--|---|---|-------------------------------|
| Rating (Level) | Health / People | Financial Impact | Service Interruption | Compliance | Reputational | Property | Environment | Project Time | Project Cost |
| Insignificant (1) | Near miss. Minor first aid injuries | Less than \$20,000 | No material service interruption | No noticeable regulatory or statutory impact | Unsubstantiated, low impact, low profile or 'no news' item | Inconsequential damage. | Contained, reversible impact managed by on site response | Exceeds deadline by 10% of project timeline | Exceeds project budget by 10% |
| Minor (2) | Medical type injuries | \$20,001 - \$500,000 | Short term temporary interruption – backlog cleared < 1 day | Some temporary non-compliances | Substantiated, low impact, low news item | Localised damage rectified by routine internal procedures | Contained, reversible impact managed by internal response | Exceeds deadline by 15% of project timeline | Exceeds project budget by 15% |
| Moderate (3) | Lost time injury <30 days | \$500,001 - \$1.5 Million | Medium term temporary interruption – backlog cleared by additional resources | Short term non-compliance but with significant regulatory requirements imposed | Substantiated, public embarrassment, moderate impact, moderate news profile | Localised damage requiring external resources to rectify | Contained, reversible impact managed by external agencies | Exceeds deadline by 20% of project timeline | Exceeds project budget by 20% |
| Major (4) | Lost time injury >30 days | \$1.5 Mil - \$3 Million | < 1 week | Non-compliance results in termination of services or imposed penalties | Substantiated, public embarrassment, high impact, high news profile, third party actions | Significant damage requiring internal and external resources to rectify | Uncontained, reversible impact managed by a coordinated response from external agencies | Exceeds deadline by 25% of project timeline | Exceeds project budget by 25% |
| Catastrophic (5) | Fatality, permanent disability | More than \$3 Million | Prolonged interruption of services – additional resources; performance affected | Non-compliance results in litigation, criminal charges or significant damages or penalties | Substantiated, public embarrassment, very high multiple impacts, high widespread multiple news profile, third party actions | Extensive damage requiring prolonged period of restitution Complete loss of plant, equipment and building | Uncontained, irreversible impact | Exceeds deadline by 30% of project timeline | Exceeds project budget by 30% |

| Measures of Likelihood | | | |
|------------------------|----------------|--|----------------------------|
| Level | Rating | Description | Frequency |
| 1 | Almost Certain | The event is expected to occur in most circumstances (>90% chance) | More than once per year |
| 2 | Likely | The event will probably occur in most circumstances (>50% chance) | At least once per year |
| 3 | Possible | The event should occur at some time (20% chance) | At least once in 3 years |
| 4 | Unlikely | The event could occur at some time (<10% chance) | At least once in 10 years |
| 5 | Rare | The event may only occur in exceptional circumstances (<5% chance) | Less than once in 15 years |

| Risk Matrix | | | | | | |
|----------------|---|---------------|--------------|--------------|--------------|--------------|
| Consequence | | Insignificant | Minor | Moderate | Major | Catastrophic |
| Likelihood | | 1 | 2 | 3 | 4 | 5 |
| Almost Certain | 1 | Moderate (5) | High (10) | High (15) | Extreme (20) | Extreme (25) |
| Likely | 2 | Low (4) | Moderate (8) | High (12) | High (16) | Extreme (20) |
| Possible | 3 | Low (3) | Moderate (6) | Moderate (9) | High (12) | High (15) |
| Unlikely | 4 | Low (2) | Low (4) | Moderate (6) | Moderate (8) | High (10) |
| Rare | 5 | Low (1) | Low (2) | Low (3) | Low (4) | Moderate (5) |

| Risk Acceptance Criteria | | | |
|--------------------------|---------------------------|--|---------------------------|
| Risk Rank | Description | Criteria | Responsibility |
| Low | Acceptable | Risk acceptable with adequate controls, managed by routine procedures and subject to annual monitoring | Supervisor / Team Leader |
| Moderate | Monitor | Risk acceptable with adequate controls, managed by specific procedures and subject to semi-annual monitoring | Service Manager |
| High | Urgent Attention Required | Risk acceptable with effective controls, managed by senior management / executive and subject to monthly monitoring | Executive Leadership Team |
| Extreme | Unacceptable | Risk only acceptable with effective controls and all treatment plans to be explored and implemented where possible, managed by highest level of authority and subject to continuous monitoring | CEO and Council |

Existing Control Ratings

| Rating | Foreseeable | Description |
|-------------------|--|--|
| Effective | There is little scope for improvement | Processes (Controls) operating as intended and aligned to Policies / Procedures. Subject to ongoing monitoring. Reviewed and tested regularly. |
| Adequate | There is some scope for improvement | Processes (Controls) generally operating as intended, however inadequacies exist. Limited monitoring. Reviewed and tested, but not regularly. |
| Inadequate | There is a need for improvement or action | Processes (Controls) not operating as intended. Processes (Controls) do not exist, or are not being complied with. Have not been reviewed or tested for some time. |

Adopted/Reviewed

8 December 2020

22 August 2024

Next Review

Four-year cycle in 2028 or earlier as required

Responsible Unit

Business Support Team



Council Policy 7.3

Records Management

Strategic Plan Objective

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

Purpose

The purpose of this policy is to provide a framework for the EMRC's recordkeeping to accurately record the business transactions and decisions directed at protecting EMRC staff and property, and other people who may interface with EMRC and ensure compliance with legislative obligations.

Legislation and Standards

- *State Records Act 2000*
- *Freedom of Information Act 1992*
- *Local Government Act 1995*
- *Criminal Code Compilation Act 1913*
- *Evidence Act 1906*
- *Public Sector Management Act 1994*
- *Financial Management Act 2006*
- *National Trade Measurement Regulations 2009*
- *State Records Commission Standards 2002 Records Principles and Standards 2022 (Principles 1-6)*
- *Record Principles and Standards 2016 (Principles 7-8)*
- *AS ISO 15489.1:2017 Information and Documentation – Records Management Concepts and Principles*

Policy Statement

The EMRC, in order to be compliant with the aforementioned legislation and standards, has a responsibility to produce accurate and complete records, in the course of conducting its business operations and administration.

The EMRC is defined in sch.1.12 of the *State Records Act 2000* (SRA) as a government organisation, and the SRA requires each government organisation to have an approved Recordkeeping Plan. This plan requires reviewing every five years or sooner if the need arises or directed by the State Records Commission. The Recordkeeping Plan details the records created and held by an organisation in undertaking its lawful business, the policies and procedures applied in the management of records and how they are maintained and destroyed.

All EMRC officers including councillors and contractors employed under a contract of service or otherwise are individually and personally liable and responsible for adhering to the approved EMRC Recordkeeping Plan, and its associated policies and procedures.

All EMRC records are to be recorded in the Electronic Document and Records Management System (EDRMS), other than the financial transaction records that are to be held in the EMRC Finance System. Long term records held in other online systems are to periodically be transferred to the EDRMS.

- Where possible, all paper correspondence is to be scanned and stored in the organisation's EDRMS. This is the responsibility of all EMRC staff and includes the scanning and registration of hardcopy records produced by contractors and consultants under EMRC staff's supervision and management.
- All contracts and agreements containing a wet signature must be scanned into the EDRMS, with the original hardcopy document being held in a secure repository by the Information Team.
- Electronic records will be identified as the primary record of the EMRC's business decisions, transactions, operations and administration. This will enable the organisation to develop greater efficiencies in the access to corporate records, the assigning of access to corporate records, the backing up of and the recovery of records during incidents of disaster and the identification of vital records necessary for business continuity, also in the event of a disaster. Further, this will assist the organisation in creating mechanisms to cope, manage and succeed with the challenges faced with technological obsolescence of business systems.
- All records created by Council Members, acting on behalf of the EMRC, must be recorded in the EMRC's EDRMS, through the Chief Executive Officer.
- The Information Team will perform the delegated responsibility of the internal administration and application of the approved Recordkeeping Plan, and its associated policies and procedures.

Financial Considerations

Nil

Adopted/Reviewed

17 September 2020

22 August 2024

Next Review

~~Following the Ordinary Elections in 2024~~ Four year cycle in 2028 or earlier as required

Responsible Unit

Business Support Team



Policy 7.3

Records Management

Strategic Plan Objective

To achieve the EMRC's Plan for the Future in accordance with the revised 10 Year Strategic Plan 2017-2027 and the Sustainability Strategy 2022/2023-2026/2027.

Purpose

The purpose of this policy is to provide a framework for the EMRC's recordkeeping to accurately record the business transactions and decisions directed at protecting EMRC staff and property, and other people who may interface with EMRC and ensure compliance with legislative obligations.

Legislation and Standards

- *State Records Act 2000*
- *Freedom of Information Act 1992*
- *Local Government Act 1995*
- *Criminal Code Act Compilation Act 1913*
- *Evidence Act 1906*
- *Public Sector Management Act 1994*
- *Financial Management Act 2006*
- *National Trade Measurement Regulations 2009*
- *State Records Principles and Standards 2002 (Principals 1-6)*
- *State Records Principles and Standards 2016 (Principals 7-8)*
- *AS ISO 15489.1:2017 Information and Documentation – Records Management Concepts and Principles*

Policy Statement

The EMRC, in order to be compliant with the aforementioned legislation and standards, has a responsibility to produce accurate and complete records, in the course of conducting its business operations and administration.

The EMRC is defined in sch.1.12 of the *State Records Act 2000* (SRA) as a government organisation, and the SRA requires each government organisation to have an approved Recordkeeping Plan. This plan requires reviewing every five years or sooner if the need arises or directed by the State Records Commission. The Recordkeeping Plan details the records created and held by an organisation in undertaking its lawful business, the policies and procedures applied in the management of records and how they are maintained and destroyed.

All EMRC officers including councillors and contractors employed under a contract of service or otherwise are individually and personally liable and responsible for adhering to the approved EMRC Recordkeeping Plan, and its associated policies and procedures.

All EMRC records are to be recorded in the Electronic Document and Records Management System (EDRMS), other than the financial transaction records that are to be held in the EMRC Finance System. Long term records held in other online systems are to periodically be transferred to the EDRMS.

- Where possible, all paper correspondence is to be scanned and stored in the organisation's EDRMS. This is the responsibility of all EMRC staff and includes the scanning and registration of hardcopy records produced by contractors and consultants under EMRC staff's supervision and management.
- All contracts and agreements containing a wet signature must be scanned into the EDRMS, with the original hardcopy document being held in a secure repository by the Information Team.
- Electronic records will be identified as the primary record of the EMRC's business decisions, transactions, operations and administration. This will enable the organisation to develop greater efficiencies in the access to corporate records, the assigning of access to corporate records, the backing up of and the recovery of records during incidents of disaster and the identification of vital records necessary for business continuity, also in the event of a disaster. Further, this will assist the organisation in creating mechanisms to cope, manage and succeed with the challenges faced with technological obsolescence of business systems.
- All records created by Council Members, acting on behalf of the EMRC, must be recorded in the EMRC's EDRMS, through the Chief Executive Officer.
- The Information Team will perform the delegated responsibility of the internal administration and application of the approved Recordkeeping Plan, and its associated policies and procedures.

Financial Considerations

Nil

Adopted/Reviewed

17 September 2020

22 August 2024

Next Review

Following the Local Government Elections in 2025

Responsible Unit

Business Support Team

6.5 2023/2024 COUNCIL TONNAGE COMPARISONS AS AT 30 JUNE 2024 D2024/19830

PURPOSE OF REPORT

The purpose of this report is to provide Council with tonnages and quantities at the Red Hill Waste Management Facility (Red Hill) and the Hazelmere Resource Recovery Park (Hazelmere) for the reporting period to 30 June 2024.

SOURCE OF REPORT

Chief Financial Officer

REPORT

- 1 A total of 107,386 tonnes were received from Member Council at the Red Hill Waste Disposal Site (Red Hill) during the reporting period, compared to 128,930 tonnes received during the same period in 2022/2023.
- 2 “Other” waste tonnages totalling 254,614 were received at Red Hill during the reporting period compared to 113,410 tonnes received during the same period in 2022/2023.
- 3 During the reporting period a combined total of 362,000 tonnes compared to 242,341 tonnes during the same period in 2022/2023 were received at Red Hill.
- 4 Tonnages and quantities of waste timber, C&I material and mattresses, plus sales of woodchip/fines at Hazelmere for the above reporting period were as follows:
 - Incoming Waste Timber totalled 16,613 tonnes compared to 13,971 tonnes for the same period in 2022/2023.
 - The sale of fines and woodchip totalled 14,117 tonnes, compared to 13,067 tonnes for the same period in 2022/2023.
 - Incoming Commercial and Industrial (C&I) Waste totalled 446 tonnes, compared to 148 tonnes for the same period in 2022/2023.
 - Mattresses incoming totalled 18,670 compared to 20,560 for the same period in 2022/2023.
- 5 The attachment to this report provides the various tonnages information in a graphical format and highlights the movements and trends for the financial year.

STRATEGIC/POLICY IMPLICATIONS

- 6 Reporting on EMRC Strategic Policy implications align with the revised Strategic Plan 2017-2027 and the Sustainability Strategy.

FINANCIAL IMPLICATIONS

- 7 As reflected in monthly financial reports.

SUSTAINABILITY IMPLICATIONS

- 8 NIL



RISK MANAGEMENT

Risk – Lower than budgeted tonnages received including product sales.

| Consequence | Likelihood | Rating |
|--|------------|----------|
| Moderate | Moderate | Moderate |
| Action/Strategy | | |
| ➤ Monthly tonnage reports are reviewed by Council and Management Team. | | |

ATTACHMENT(S)

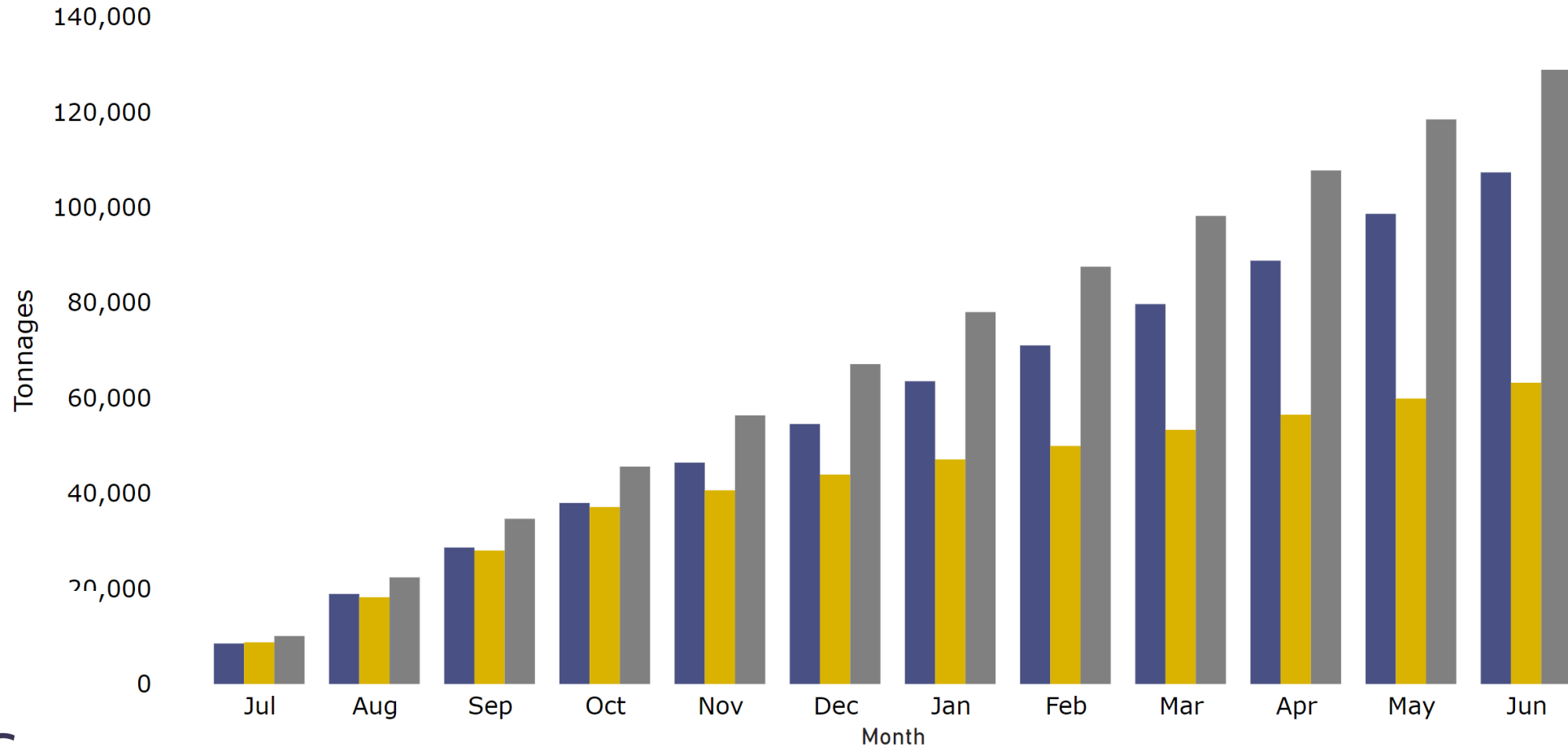
1. Council Tonnages Report (D2024/19830)

EMRC Tonnage Analysis

as at 30 June 2024

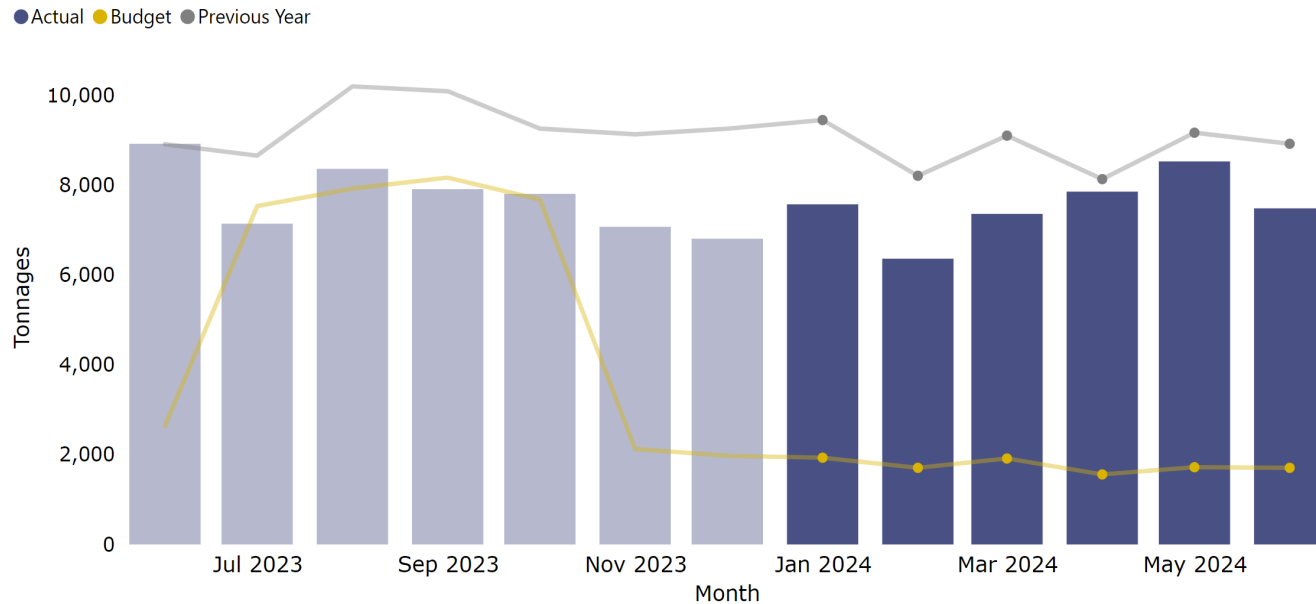
2023/2024 Member Council YTD Overall Tonnages

● Actual FY ● Budget FY ● Previous Year

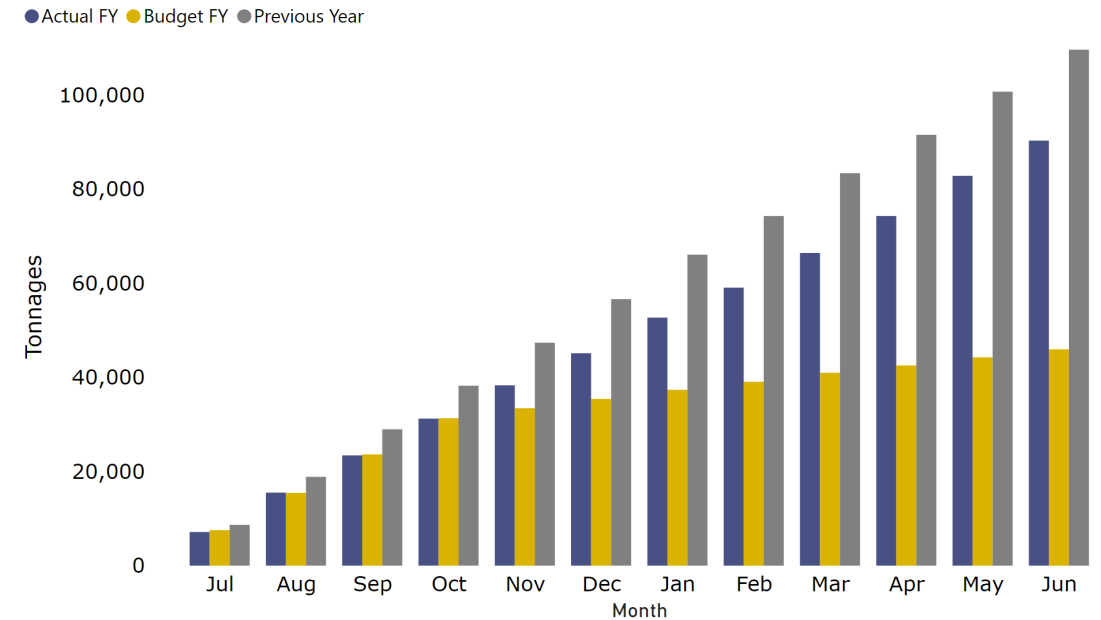


2023/2024 Tonnages

13 month rolling Class III Tonnages for Member Council

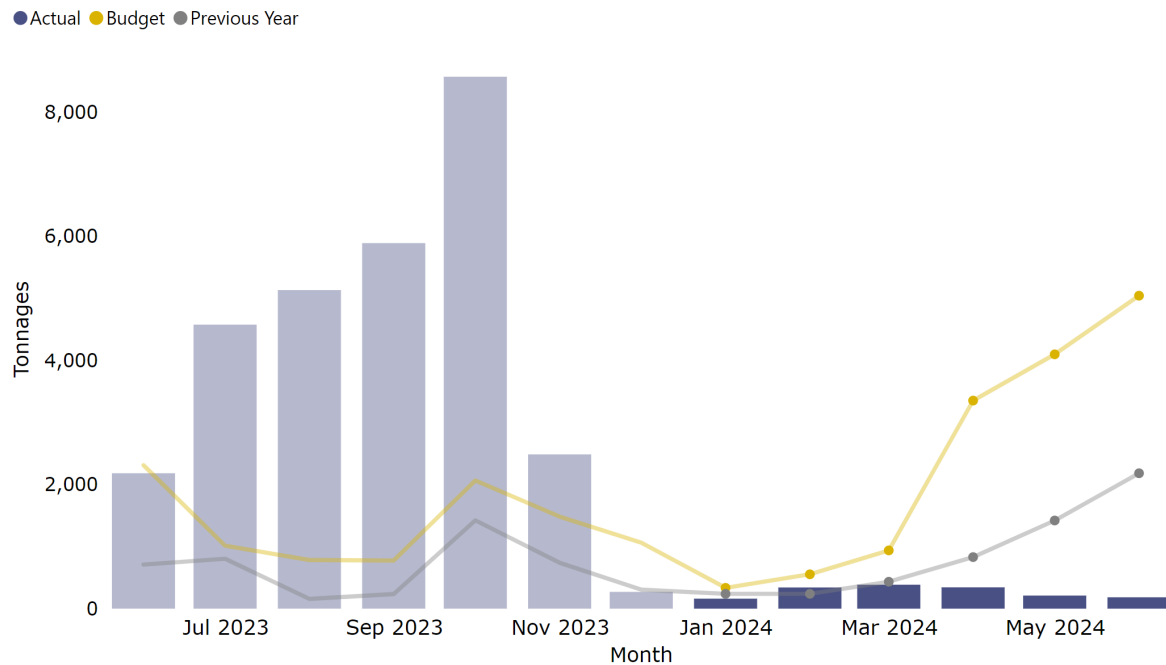


Member Council Class III YTD

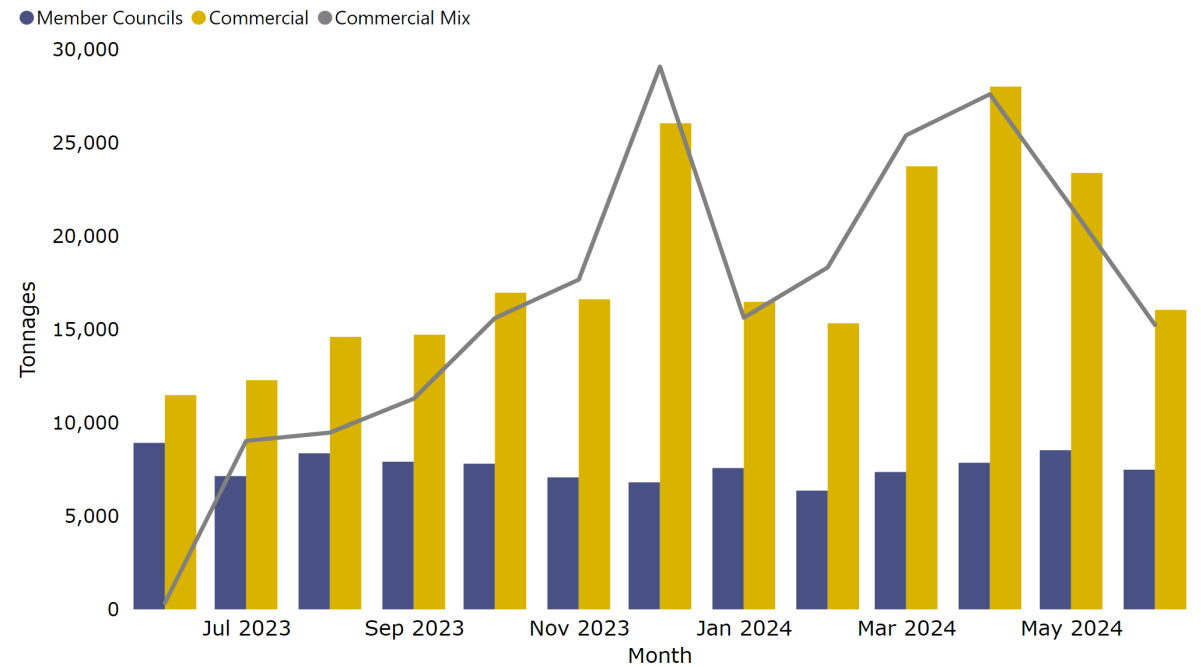


2023/2024 Tonnages

13 month rolling Class IV Tonnages

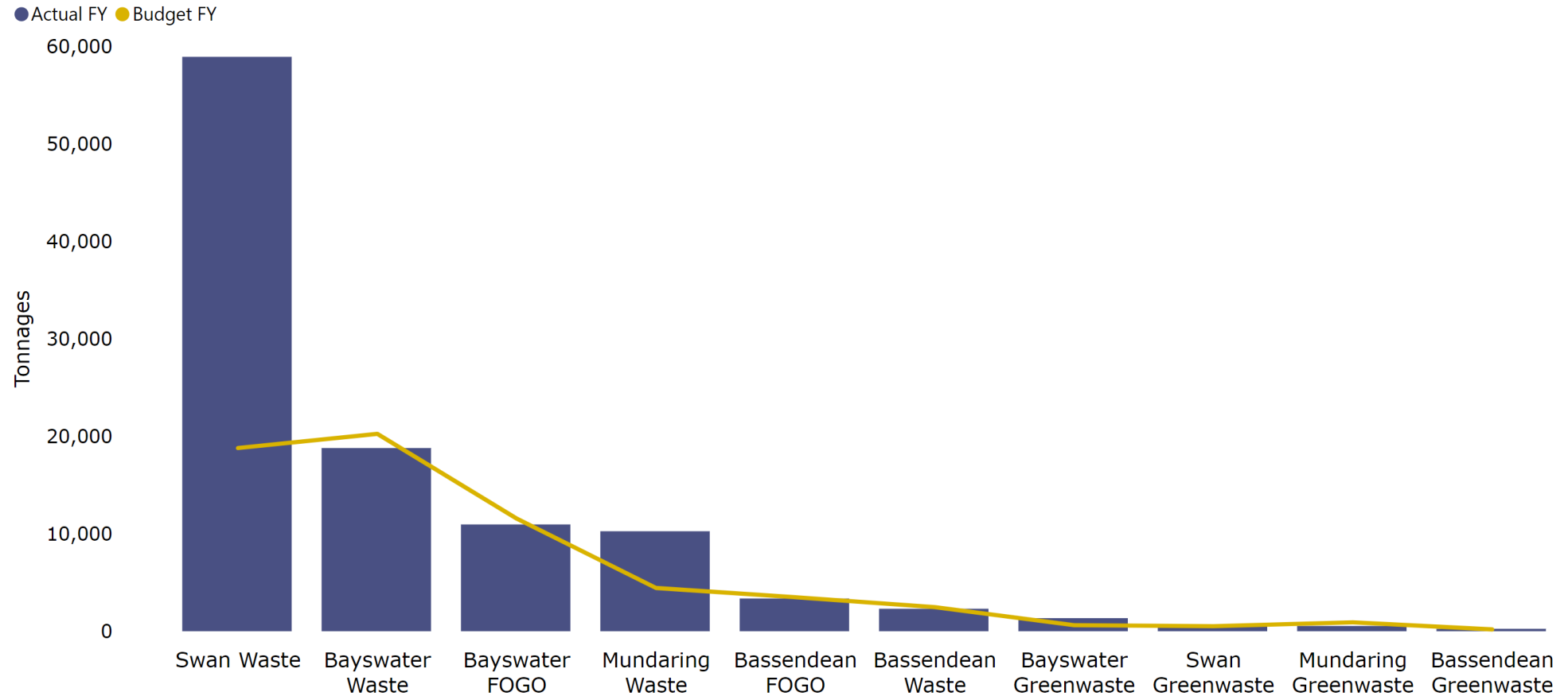


13 month rolling Member Council / Commercial Mix



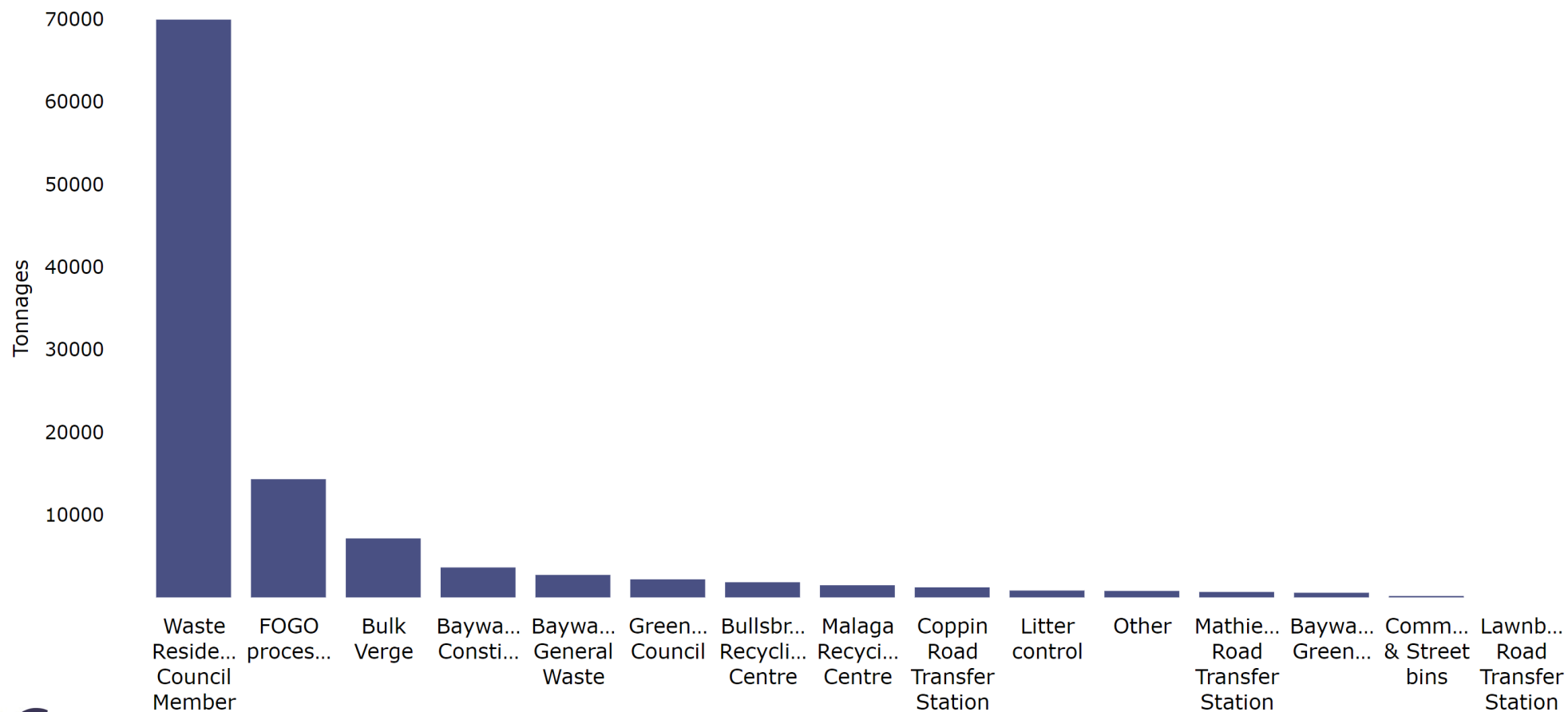
2023/2024 EMRC Combined Waste Report

YTD June 2024



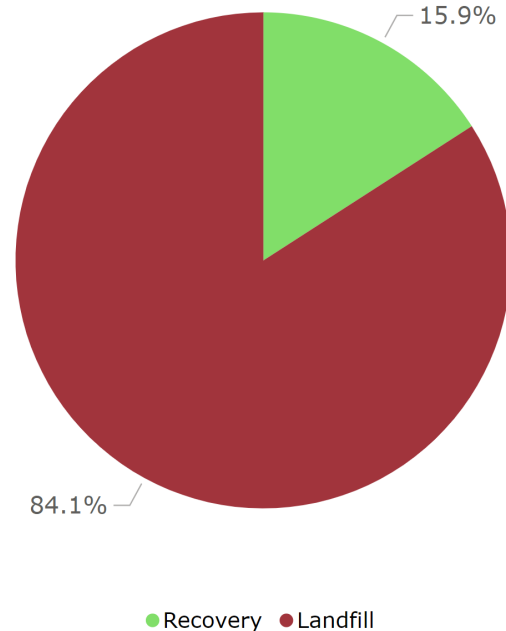
2023/2024 EMRC Waste Receipt Report

YTD June 2024



2023/2024 Total Member Council % Recovery @ EMRC

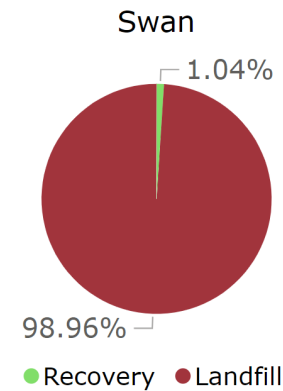
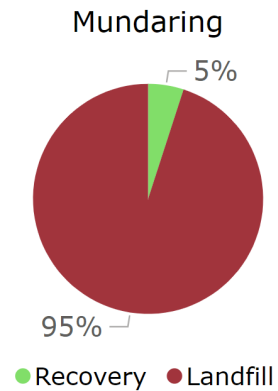
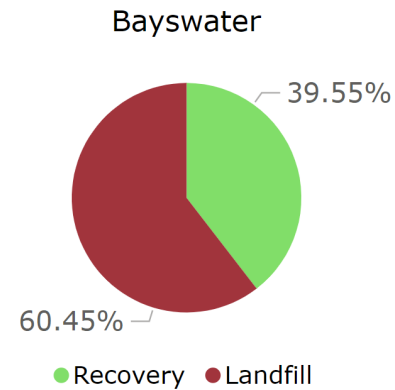
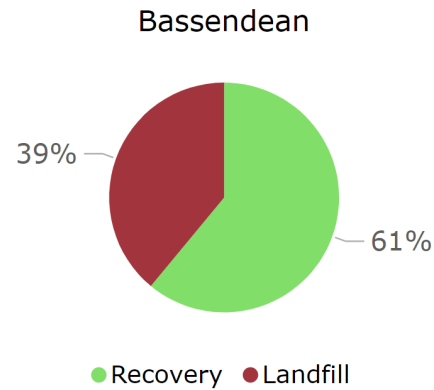
RECOVERY / LANDFILL



Council Landfill Recovery

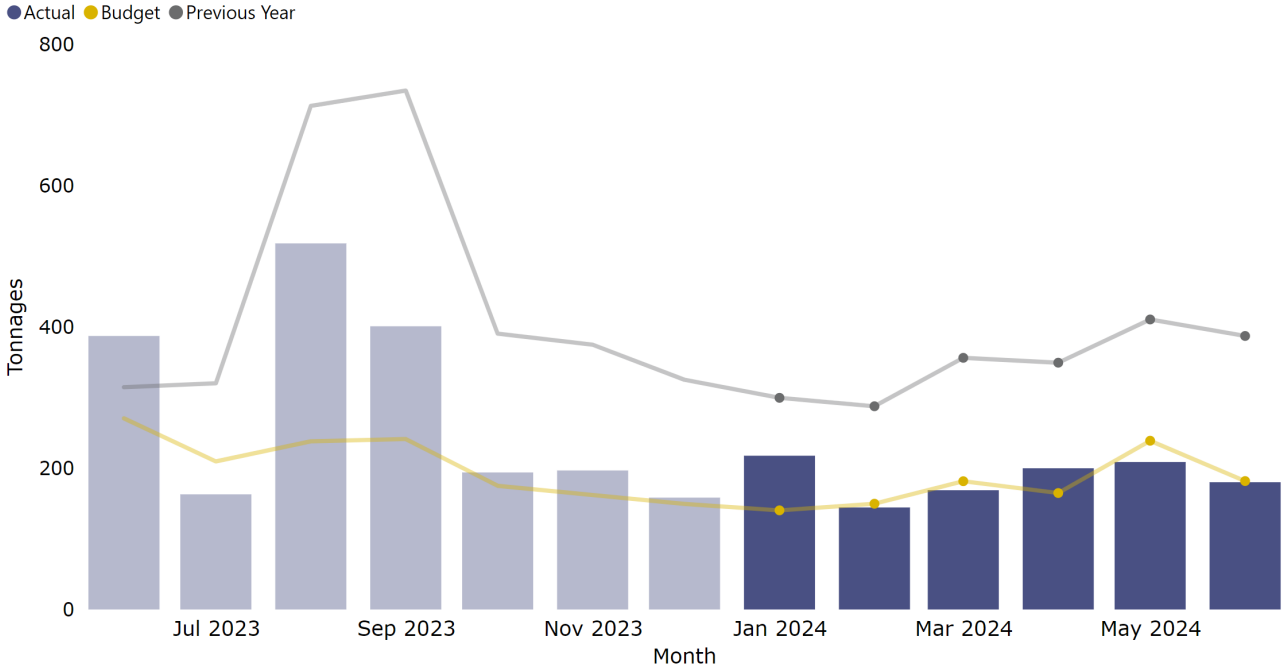
| | | |
|------------|--------|--------|
| Bassendean | 39.00% | 61.00% |
| Bayswater | 60.45% | 39.55% |
| Mundaring | 95.00% | 5.00% |
| Swan | 98.96% | 1.04% |
| Overall | 84.10% | 15.90% |

2023/2024 Member Council Recovery @ EMRC

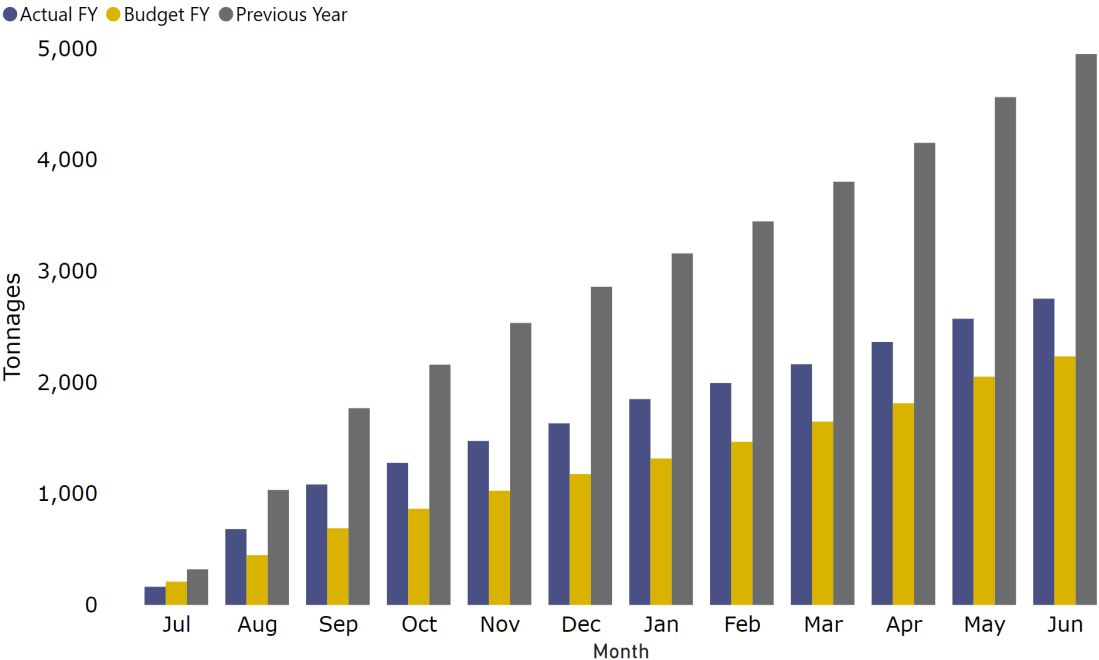


2023/2024 Greenwaste Tonnages

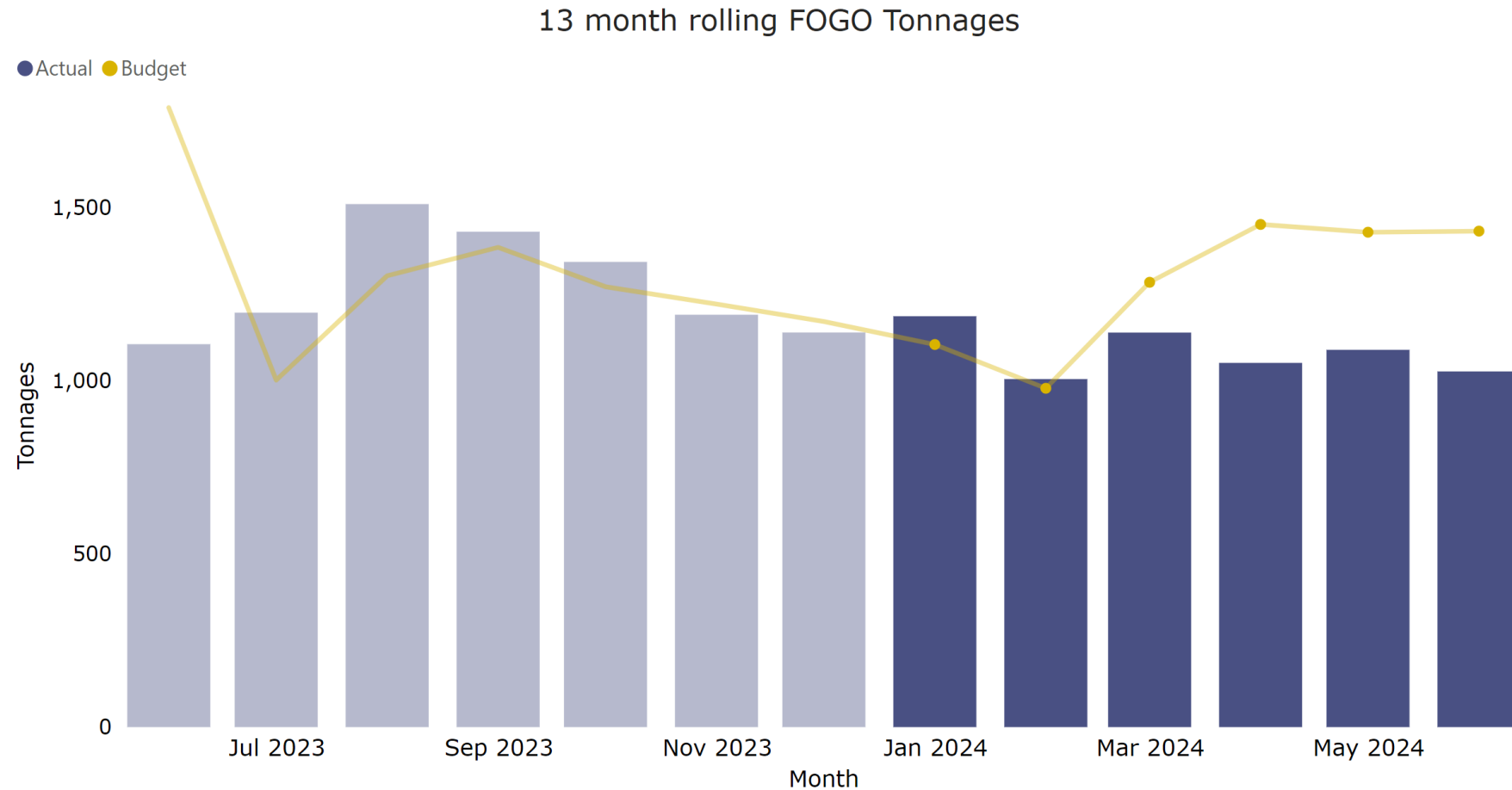
13 month rolling Greenwaste Tonnages for Member Council



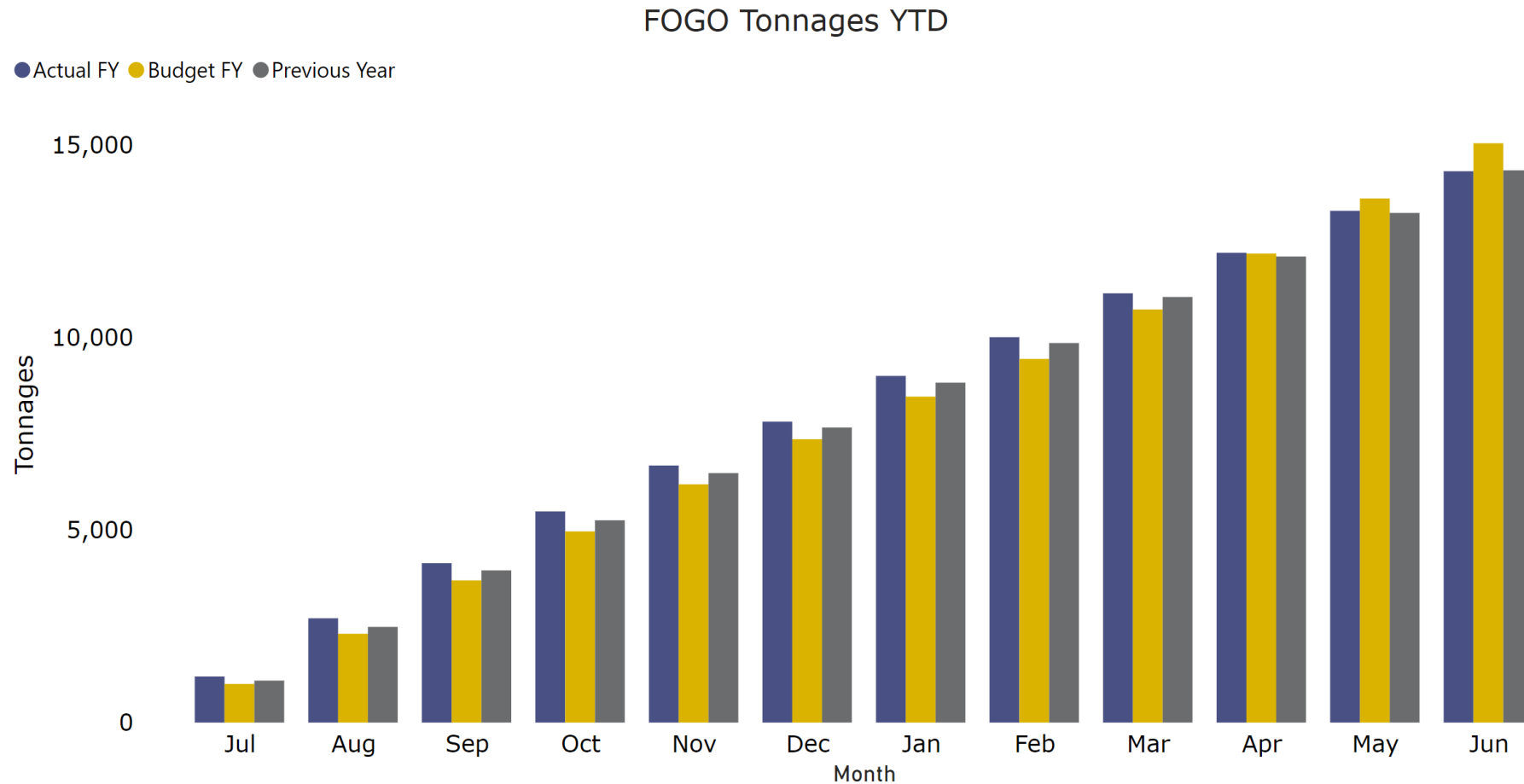
Member Council Greenwaste Tonnages YTD



2023/2024 FOGO Tonnages

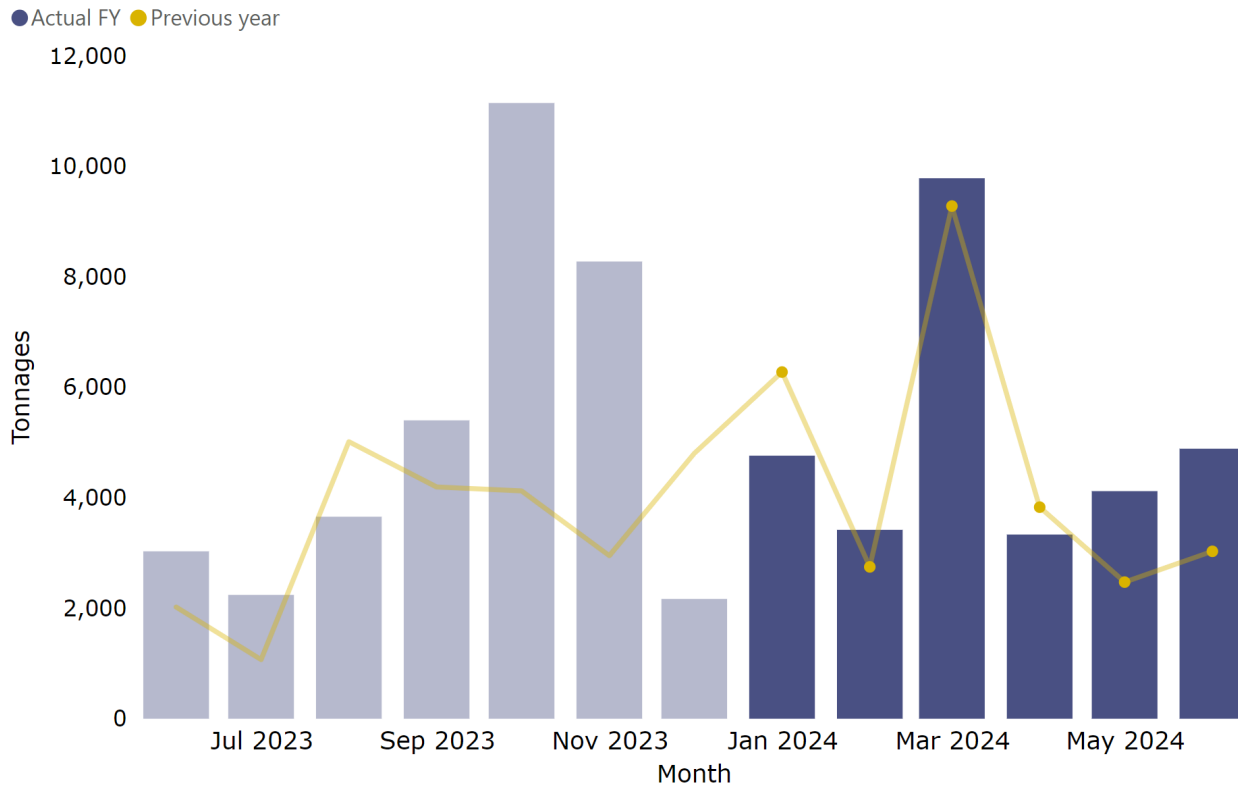


2023/2024 FOGO Tonnages

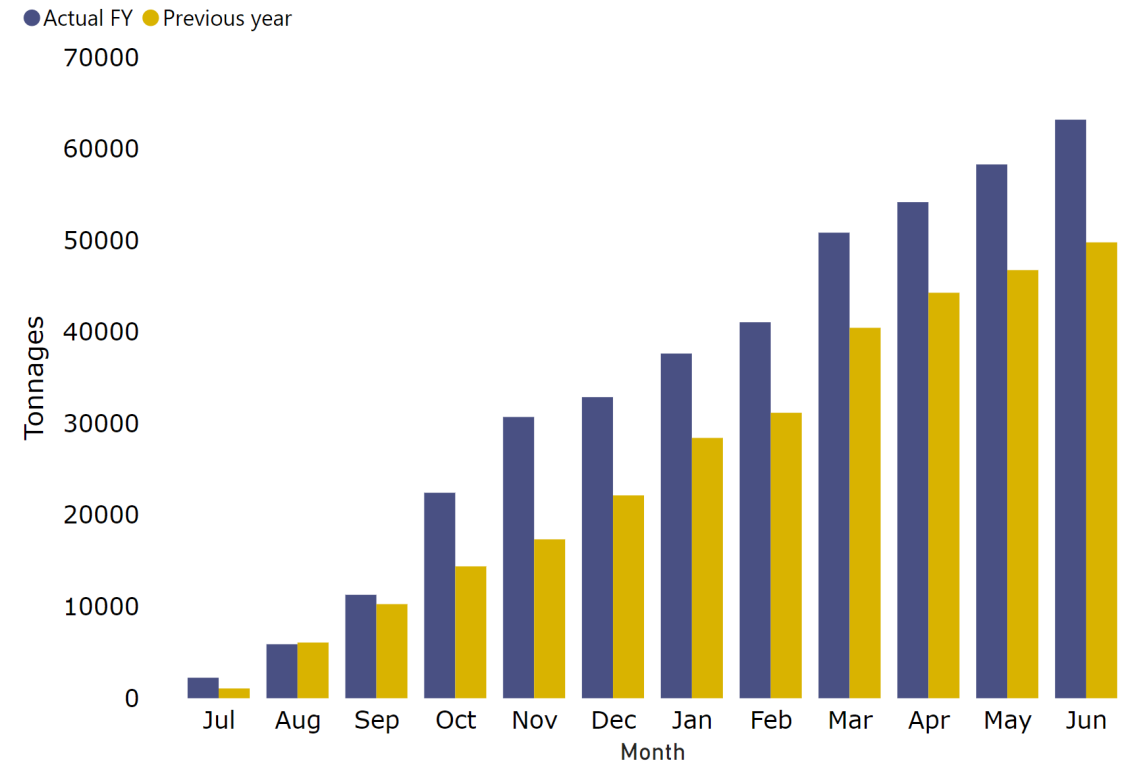


2023/2024 Product Sales

All Products - 13 month rolling Tonnages

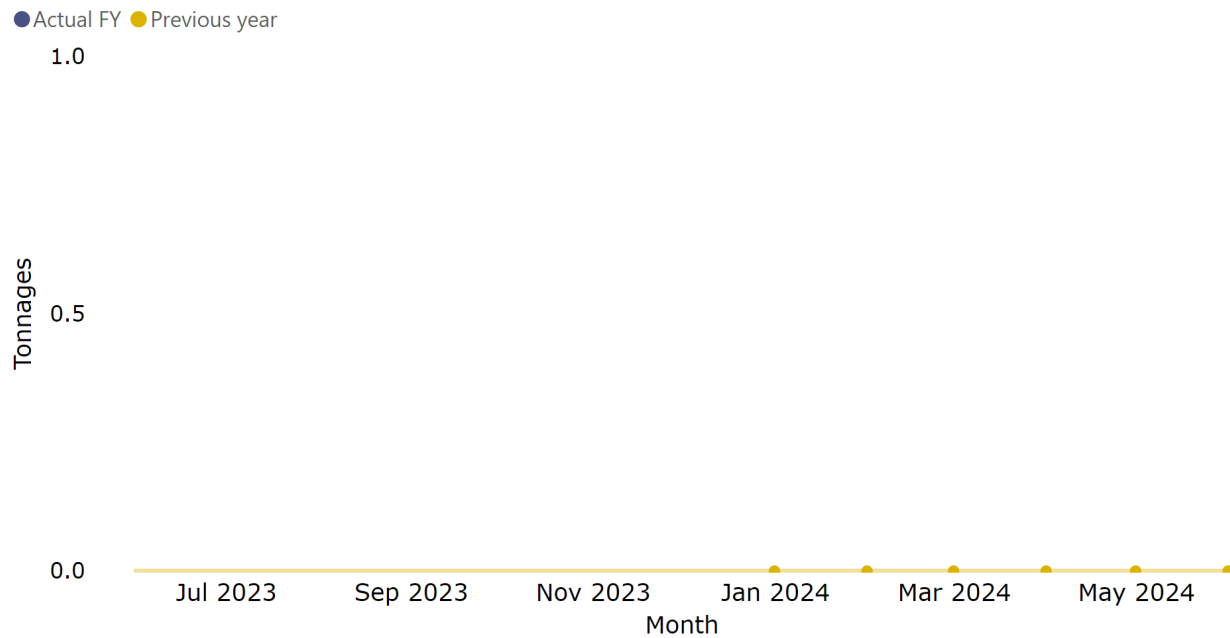


All Products - YTD

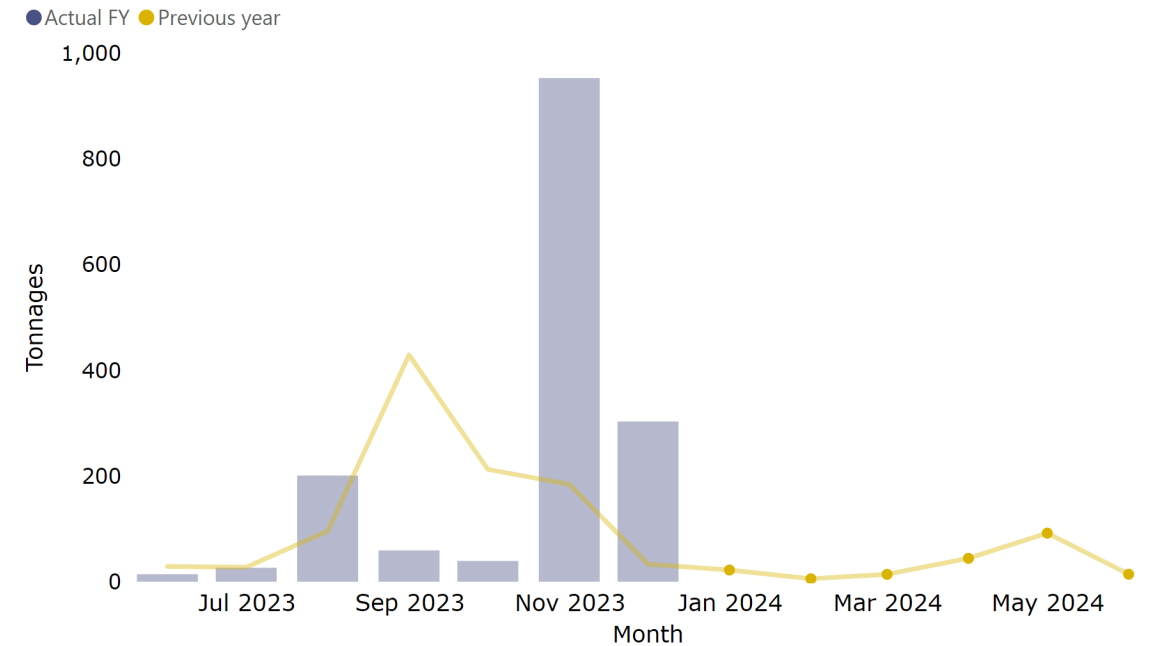


2023/2024 Product Sales

Clay - 13 month rolling Tonnages

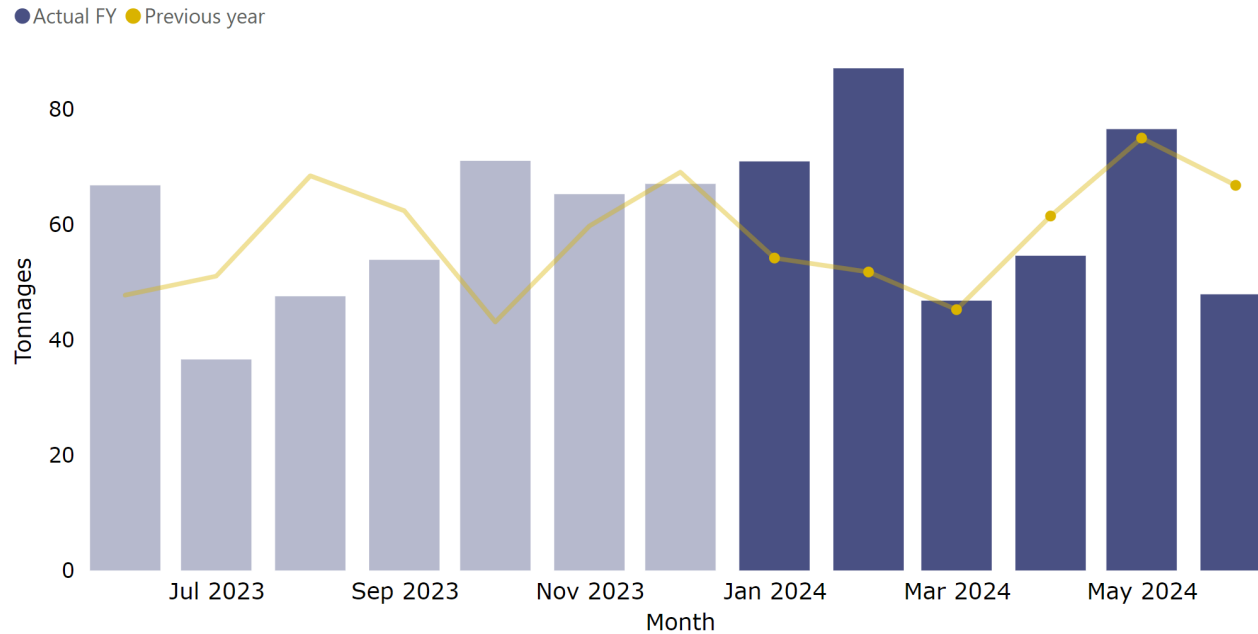


Mulch - 13 month rolling Tonnages

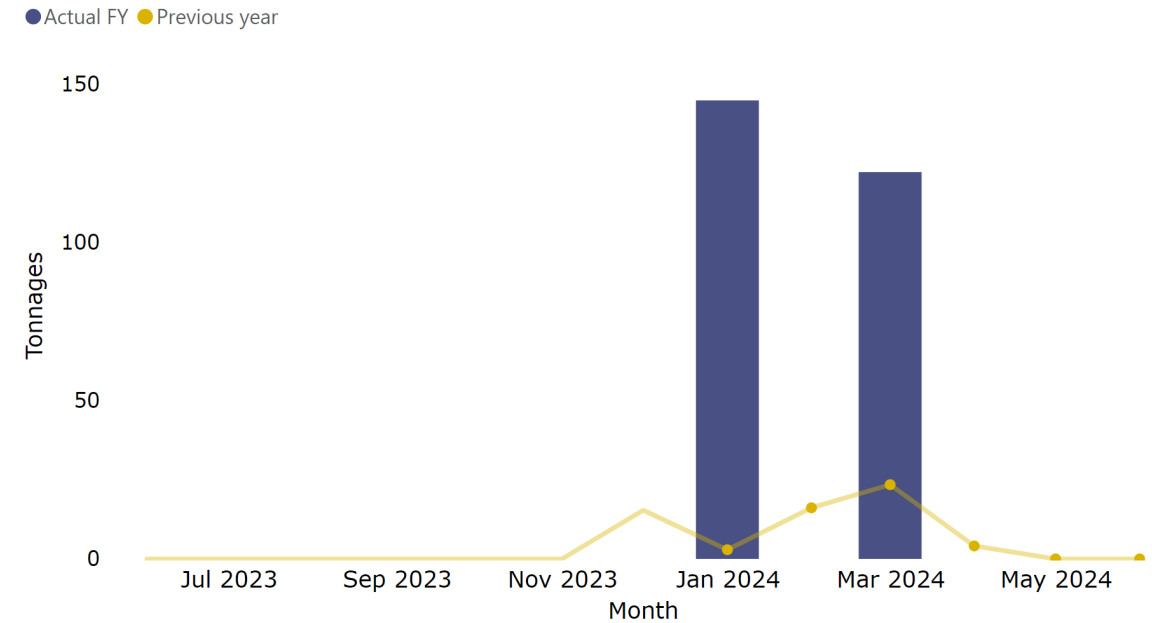


2023/2024 Product Sales

Recycled Materials - 13 month rolling Tonnages

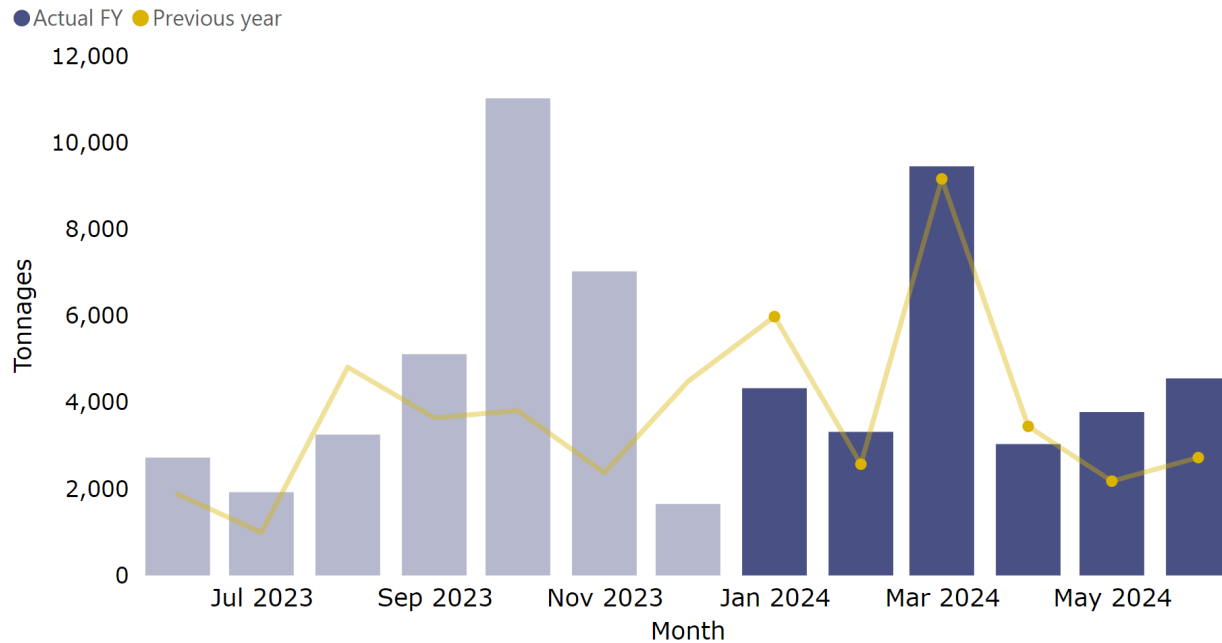


Soil - 13 month rolling Tonnages

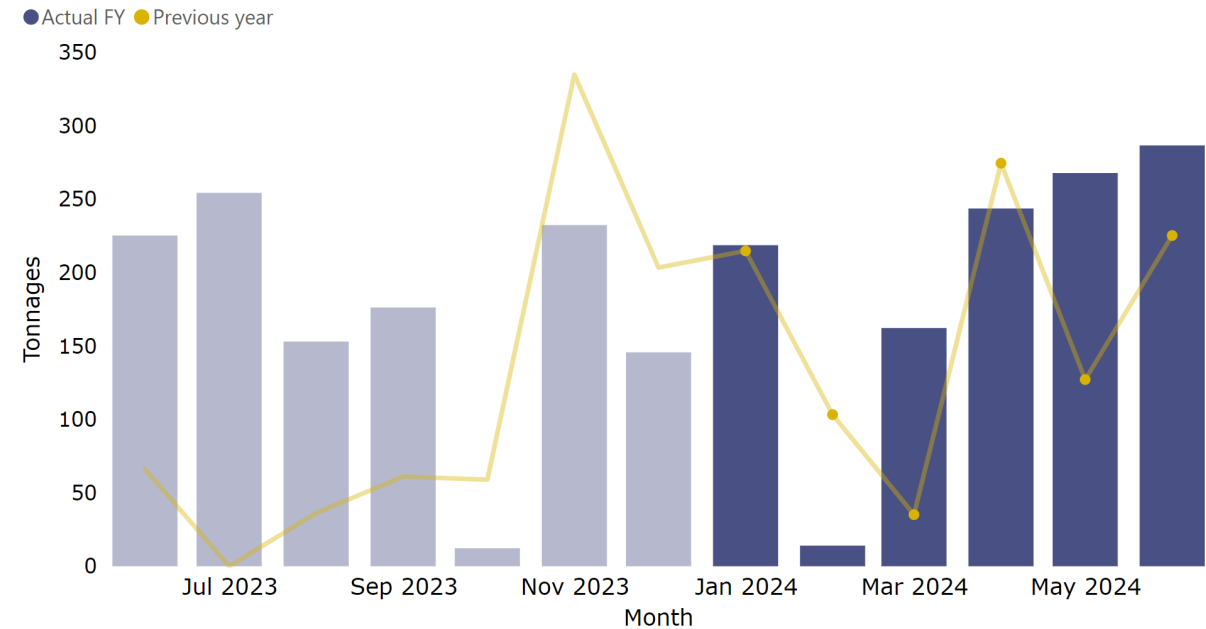


2023/2024 Product Sales

Ferricrete - 13 month rolling Tonnages



Filter / Laterite Rock - 13 month rolling Tonnages



6.6 INFORMATION BULLETIN - CORPORATE BUSINESS PLAN 2023/2024 – 2027/2028 – FOURTH QUARTER REPORTING FROM APRIL TO JUNE 2024

D2024/17548

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 2023/2024 – 2027/2028 for the reporting period April to June 2024, inclusive

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 Revised Strategic Community Plan titled Revised 10 Year Strategic Plan 2017 – 2027 on 24 November 2022. (D2022/20404).
- Council adopted the revised EMRC's Corporate Business Plan 2024/2025 – 2028/2029 on 27 June 2024 (D2023/10600) for activities commencing 1 July 2024.
- Council adopted the EMRC's Sustainability Strategy 2022/2023 – 2026/2027 on 25 August 2022 (D2022/14122).
- The attachment to this report provides the fourth quarter reporting, against the final key actions identified within the previous Corporate Business Plan 2023/2024 – 2027/2028, for the period April to June 2024, inclusive.

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 Revised Strategic Community Plan titled Revised 10 Year Strategic Plan 2017 – 2027 on 24 November 2022. (D2022/20404).
- 3 Council adopted the EMRC's revised Corporate Business Plan 2024/2025 – 2028/2029 on 27 June 2024 for activities progressed from 1 July 2024 onwards (D2024/11659).
- 4 Council adopted the EMRC's Sustainability Strategy 2022/2023 – 2026/2027 on 25 August 2022 (D2022/14122).

REPORT

- 5 The Revised 10 Year Strategic Plan 2017 – 2027 guides, at a strategic level, the direction that the EMRC will take over the ensuing period 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.”*
- 6 The Corporate Business Plan 2024/2025 – 2028/2029 has been 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 2024.
- 7 Council adopted the EMRC’s Sustainability Strategy 2022/2023 – 2026/2027 on 25 August 2022 (D2022/14122).
- 8 The attachment to this report relates to the Corporate Business Plan actions for the fourth quarter reporting period of April to June 2024.

STRATEGIC/POLICY IMPLICATIONS

- 9 Reporting on EMRC Strategic Policy implications align with the revised 10 Year Strategic Plan 2017-2027 and the Sustainability Strategy 2022/2023 – 2026/2027.

FINANCIAL IMPLICATIONS

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

SUSTAINABILITY IMPLICATIONS

- 11 The Corporate Business Plan 2023/2024 – 2027/2028 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 | Nil |
| City of Bayswater | |
| Shire of Mundaring | |
| City of Swan | |

ATTACHMENT(S)

Corporate Business Plan 2023/2024 – 2027/2028 Fourth Quarter Progress Report for the period April to June 2024 (D2024/17554).



Corporate Business Plan 2023/2024 – 2027/2028

Progress Report – Fourth Quarter 2023/2024

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 revised 10 Year Strategic Plan 2017 to 2027 identifies the overarching outcomes that the EMRC Council aspires to achieve.

The newly adopted Corporate Business Plan 2023/2024 – 2027/2028 (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 2022. The Corporate Business Plan is built on the foundation of four goals identified within the Sustainability Strategy 2022/2023 – 2026/2027 and the revised 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 progress updates of projects and programs developed to achieve Council's 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" and sustainability vision "Promoting sustainable waste management and a transition to a circular economy".

Updates against the Corporate Business Plan for the period July 2023 to June 2024 are provided quarterly within this document and are against the current adopted Plan.

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

1 Demonstrate Circular Economy Leadership

Objective: To provide circular based resource recovery solutions for Perth's Eastern Region and act as a knowledge hub for waste avoidance strategies

1.1 Enable circular economy initiatives through advocacy networks by 2025

| | Key Actions | Responsible Officer | Status | Quarter | Comments |
|-------|---|---------------------|--------|-------------------------|--|
| 1.1.1 | Map stakeholders and areas of influence and impact to develop a targeted engagement plan (e.g. member Councils, commercial waste customers, government policy drivers) E.g.: <ul style="list-style-type: none"> ➤ Member Council and key stakeholder relationships; ➤ Partnership opportunities with universities and other organisations; ➤ Marketing and Communications Plan ➤ Revised Stakeholder Engagement Plan | CEO | ● | July - September 2023 | The EMRC Stakeholder Engagement Plan 2020—2024 is currently being reviewed. In addition to this, the EMRC Stakeholder Review Report June 2023 prepared by consultants, Catalyse, was presented to Council in August 2023. |
| | | | | October - December 2023 | The EMRC partnered with Curtin University on its sustainable housing initiative (The Living Lab) as part of a Circular Economy workshop held in Dec 2023. Identifying new Commercial Waste customers has also been a focus. |
| | | | | January - March 2024 | FOGO engagement plan being developed with Swan and Mundaring for 2024 roll out. FOGO reference group continues with state and local government, and industry. |
| | | | | April - June 2024 | <ul style="list-style-type: none"> ➤ The EMRC partnered with Curtin University on a sustainability challenge with a focus on FOGO contamination. The students presented back their findings. ➤ The EMRC Style guide update and refresh; to align all marketing materials; the corporate website, sustainability website and internal document templates including email signature. |
| 1.1.2 | Facilitate regular industry-based and community-based advocacy meetings to discuss and identify new circular economy and net zero ventures opportunities E.g.: <ul style="list-style-type: none"> ➤ CEWA; Emicol; RWESG ➤ CE webinars and forums | Sustainability | ● | July - September 2023 | CEWA Designing Circularity event in collaboration with Good Sammy over 85 attendees. WA Circular Fashion Consortium released "The State of Fashion & Textile Circularity in WA" report for the first time. The Investment in ecosystem research will empower businesses and organisations to establish regional and collaborative Hubs designed to support circular solutions for clothing textile waste. The event was listed on the ABC War on Waste website. |
| | | | | October - December 2023 | <ul style="list-style-type: none"> ➤ Participated in a Circular Procurement for Local Governments webinar in October. ➤ Hosted the end of Year CEWA event, at the Legacy Living Lab, in conjunction with CEWA and Curtin University on the 16 November. |
| | | | | January - March 2024 | A RWESG meeting was held at Red Hill with representatives from the four member councils. |

| | | | | | A CEWA planning meeting has been held to map our circular economy activities for 2024 with the first event being planned for May 2024 |
|-------------|---|---------------------|--------|-------------------------|---|
| | | | | April - June 2024 | <ul style="list-style-type: none"> ➤ Waste Education staff participated in Circular Textiles “Closing the Loop” Networking event ➤ Hosted an event ‘Igniting Circular Economy Revolution’ alongside CEWA. ➤ Investigated an opportunity for Circular Economy practices and waste segregation at East Metropolitan Health Service |
| Key Actions | | Responsible Officer | Status | Quarter | Comments |
| 1.1.3 | Create strategic partnerships and alliances which aim to achieve positive outcomes for the region and beyond, build resilience and secure funding (where relevant) | CEO | ● | July - September 2023 | Strategic partnerships are ongoing with a number of private and public entities and new partnerships continue to be developed |
| | | | | October - December 2023 | Fostering strategic partnerships and alliances is ongoing, including entities such as Metronet, GDA, Lotterywest, RRG, Waste Authority and Planet Ark. Held a final meeting with the EastLink planning team on the ultimate design work. |
| | | | | January - March 2024 | The GDA strategic alliance continues to garner support and strength from government agencies and regional local governments. |
| | | | | April - June 2024 | A new strategic alliance is being pursued, seeking opportunities to process and recycle mixed soft plastics in WA. A Business Case is being developed and will be presented back to Council |
| 1.1.4 | Map alignment and circularity gaps between advocacy programs and partnerships for identification of future circular economy initiatives including sustainable transport E.g. ➤ Circularity Gap Report / Horizon Scan; | CEO | ● | July - September 2023 | Circularity gaps and alignment are a focus of the EMRC and this flows through to involvement in the not for profit Circular Economy WA (CEWA) entity. |
| | | | | October - December 2023 | Work with CEWA continued in the second quarter and included partnering with Good Sammies and Curtin University. |
| | | | | January - March 2024 | The soft plastics initiative is an example of a future circular economy initiative that aligns with the EMRC’s strategic direction. |
| | | | | April - June 2024 | The soft plastics processing initiative is progressing with the development of a draft Business Plan which will be presented back to Council. |

1.2 80% resource recovery of waste generated in the region by 2030

| Key Actions | | Responsible Officer | Status | Quarter | Comments |
|-------------|---|---------------------|--------|-------------------------|--|
| 1.2.1 | Develop a resource flow model for the EMRC and its member Councils. The model could focus only on | CEO | ● | July - September 2023 | Horizon Scan was completed and is available on the EMRC website |
| | | | | October - December 2023 | A resource flow model has been considered as part of the mapping exercise, identifying the impact of the SDGs on the organisation. |

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| | waste or expand into other materials such as water, energy, and carbon | | | January - March 2024 | Resource flows being measured include volumes of FOGO derived organic compost; shredded wood waste products and the results from bulk verge-side collection materials in the Town of Bassendean and City of Bayswater. |
| | | | | April - June 2024 | FOGO and wood waste resources flow continue to be measured. |
| 1.2.2 | Enable a sales model for use of recovered material in each member Council area E.g. ➤ Identify markets and develop resource recovery products | Operations | ● | July - September 2023 | New sales structure to drive the marketing and sales of recovered materials; sales targets tracked on weekly basis |
| | | | | October - December 2023 | New sales structure to drive the marketing and sales of recovered materials; sales targets tracked on weekly basis |
| | | | | January - March 2024 | Conduct research to identify relevant client profile. This includes demographics, industry, tolerance points, and decision-makers. Cold calls had been tailored with specific value propositions that address potential customer needs with competitive offers of our products. Establish communication with existing and potential clients through meetings and addressing concerns with regards to newer industry products such as FOGO products. Sold the first batch of AS4454 certified compliant garden organic product. Developing pricing models for EMRC products to ensure efficiency and profitability. |
| | | | | April - June 2024 | Developed sustainable pricing model for Power Poles and reviewed contract. Developed sustainable pricing models for Waste Transfer Station operations and obtained a new commercial client. Finalised verge waste sorting trial for Town of Bassendean and City of Bayswater. Provide report indicating verge skip bin data which appears to have less recovery than on call verge service. |

| | Key Actions | Responsible Officer | Status | Quarter | Comments |
|-------|---|---------------------|--------|-------------------------|--|
| 1.2.3 | Establish and provide member Councils with waste and recycling guides. This should include the integration of FOGO waste guides | Sustainability | ● | July - September 2023 | Provided member Councils with waste and recycling guides including the integration of FOGO within the guides. There was also a move from hard copy to digital across most member Councils. |
| | | | | October - December 2023 | FOGO flyers were designed for members rolling out FOGO in 2024 |
| | | | | January - March 2024 | The design work for the member Councils Waste & Recycling Guides has been completed in partnership with the councils |
| | | | | April - June 2024 | Waste and Recycling Guides completed and delivered to member Councils (print and digital). |
| 1.2.4 | Determine high-value use for the existing C&I processing building at Hazelmere RRP | Operations | ● | July - September 2023 | Continue sourcing bulk verge waste to put through the C&I facility. |
| | | | | October - December 2023 | Bulk verge waste now been received from both Bassendean and Bayswater |
| | | | | January - March 2024 | Member council bulk verge waste sorting was ceased end of March 2024. Polystyrene and contaminated wood sorting still taking place in the building. Additional opportunities are being considered for this facility. |

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| | | | | April - June 2024 | Polystyrene and ancillary C&I bins continue to be processed. Bassendean has indicated it will likely pursue on call bulk verge collection service and the Shire of Mundaring has also shown interest in joining this service through the EMRC in July 2025. |
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1.3 80% reuse of material at all EMRC operated sites by 2040

| | Key Actions | Responsible Officer | Status | Quarter | Comments |
|-------|--|---------------------|--------|-------------------------|---|
| 1.3.1 | Map our current waste production profile for benchmarking (as an organisation) and align with the EMRC's FOGO Strategy where applicable E.g.: Undertake, provide, investigate; ➤ Integrated Waste Management research, ➤ Leadership in waste policy and practice ➤ New waste management practices and services | CEO | ● | July - September 2023 | Collating and reporting on our waste profile continues on an ongoing basis and is reported quarterly in the EMRC's Information Bulletin. |
| | | | | October - December 2023 | The CEO attended conferences across the waste and resource recovery sectors, demonstrating leadership and promoting best practice. Hosted the City of Busselton and also hosted DWER at Red Hill to showcase FOGO processing. |
| | | | | January - March 2024 | Initiated waterwise benchmarking at all EMRC sites. |
| | | | | April - June 2024 | Alignment of the EMRC's FOGO strategy to our waste profile continues to be mapped. |

| | Key Actions | Responsible Officer | Status | Quarter | Comments |
|-------|--|---------------------|--------|-------------------------|--|
| 1.3.2 | Regularly review and implement initiatives in line with the Red Hill and Hazelmere Development Plans | Operations | ● | July - September 2023 | All initiatives are reviewed and actioned accordingly and tracked on a monthly basis. |
| | | | | October - December 2023 | All initiatives are reviewed and actioned accordingly and tracked on a monthly basis. |
| | | | | January - March 2024 | All initiatives are reviewed and actioned accordingly and tracked on a monthly basis. |
| | | | | April - June 2024 | All initiatives are reviewed and actioned accordingly and tracked on a monthly basis. |
| 1.3.3 | Develop, facilitate, and participate in activities of the regional waste education and resource recovery steering groups | Sustainability | ● | July - September 2023 | Continued to develop, facilitate, and participate in activities of the regional waste education and resource recovery steering groups. |
| | | | | October - December 2023 | Held RWESG meeting and tour of the Red Hill Waste Management Facility (RHWMF) in November. |
| | | | | January - March 2024 | Continued to develop, facilitate, and participate in activities of the regional waste education and resource recovery steering groups. Assisted member councils with FOGO education. |
| | | | | April - June 2024 | Hosted RWESG meeting in May. |
| 1.3.4 | Regularly review local government procurement guidelines and processes for sustainable decision making | Business Support | ● | July - September 2023 | Under review to align procurement guidelines and processes for sustainable decision making in accordance with the EMRC Purchasing Policy. |
| | | | | October - December 2023 | Purchasing Policy is due for review by 30 June 2024. Procurement Team has introduced sustainable decision making in its qualitative criteria for tenders and quotes. |
| | | | | January - March 2024 | EMRC Purchasing Policy is on target to be reviewed by 30 June 2024. |

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| | | | | April - June 2023 | EMRC Purchasing Policy is currently under review along with the Internal Audit process currently underway. Recommended changes will be reflected in the policy to be tabled before Council at its August 2024 meeting |
| 1.3.5 | Regularly review local government sales requirements for sustainable decision making | Operations | ● | July - September 2023 | All local government sales requirements are reviewed and actioned on frequent basis. |
| | | | | October - December 2023 | All local government sales requirements are reviewed and actioned on frequent basis. |
| | | | | January - March 2024 | All local government sales requirements are reviewed and actioned on frequent basis. |
| | | | | April - June 2024 | All local government sales requirements are reviewed and actioned on frequent basis. |

| Key Actions | | Responsible Officer | Status | Quarter | Comments |
|-------------|---|---------------------|--|-------------------------|---|
| 1.3.6 | Identify and facilitate supply chain awareness for product production e.g. FOGO products, woodchips, construction materials | Operations |  | July - September 2023 | Marketing and sales of organics recovered products with sustainability-focused organisations i.e PTA & Main Roads and WA Broiler Grower's Association. |
| | | | | October - December 2023 | Marketing and sales of organics recovered products with sustainability-focused organisations i.e PTA & Main Roads and WA Broiler Grower's Association. |
| | | | | January - March 2024 | Marketing and sales of organics recovered products with sustainability-focused organisations i.e PTA & Main Roads, landscape developers, and WA Broiler Grower's Association. |
| | | | | April - June 2024 | Marketing and sales of organics recovered products with sustainability-focused organisations i.e OMTID (PTA & Main Roads), landscape developers, and WA Broiler Grower's Association. |

2 Respond to a Climate Emergency

Objective: To reduce carbon impacts to achieve net zero and understand the risks associated with climate change to Perth's Eastern Region

2.1 Infrastructure adaptation and education by 2030

| Key Actions | | Responsible Officer | Status | Quarter | Comments |
|-------------|---|---------------------|--------|-----------------------|--|
| 2.1.1a | Undertake asset management assessment, workforce planning and long-term financial planning for all EMRC owned infrastructure E.g.: | Business Support | ● | July - September 2023 | <ul style="list-style-type: none">➤ Long Term Financial Planning - Review of the 10 Year Financial Plan will be undertaken as part of the 2024/2025 Budget deliberation process and is expected to commence in Feb/Mar'24 following the half year budget review in Jan/Feb'24.➤ Strategic IT Plan – The server at the Hazelmere site was replaced. Implemented an Aruba WiFi system throughout the Hazelmere administration building and weighbridge. Upgraded the Starlink |

| Key Actions | | Responsible Officer | Status | Quarter | Comments |
|-------------|---|---------------------|--------|-------------------------|---|
| | <ul style="list-style-type: none"> ➤ Long term financial plan ➤ Asset Management Plan ➤ Strategic IT Plan | | | | Internet service to business grade to support a full failover service. Commenced implementation of the Martian Logic HR/Onboarding system. |
| | | | | October - December 2023 | <ul style="list-style-type: none"> ➤ Long Term Financial Planning - Review of the 10 Year Financial Plan will be undertaken as part of the 2024/2025 Budget deliberation process and is expected to commence in Feb/Mar'24 following the half year budget review in Jan/Feb'24. ➤ Strategic IT Plan – Commenced implementation of the MYOSH Safety System. Began preparations for the introduction of multi-factor authentication for staff accessing Microsoft 365 applications. |
| | | | | January - March 2024 | <ul style="list-style-type: none"> ➤ Long Term Financial Planning - Review of the 10 Year Financial Plan is currently being undertaken as part of the 2024/2025 Budget deliberation. |
| | | | | April - June 2024 | <ul style="list-style-type: none"> ➤ Long Term Financial Planning - The Review of the 10 Year Financial Plan was completed as part of the 2024/2025 Budget deliberation process. ➤ Strategic IT Plan – Weighbridge computers replaced at Hazelmere and Red Hill. Implemented LanGuard vulnerability management software to monitor network connected servers and workstations. |
| 2.1.1b | Undertake asset management assessment, workforce planning and long-term financial planning for all EMRC owned infrastructure E.g.: <ul style="list-style-type: none"> ➤ Organisational governance ➤ Integrated Planning Framework ➤ Workforce Plan ➤ WHS Plan ➤ Risk Management | CEO | ● | July - September 2023 | <ul style="list-style-type: none"> ➤ Asset Management - Officers are currently reviewing a new Asset Management software that will support the operations to identify the maintenance requirements of the assets to better enhance the useful life and the value to the asset. The objective will be to ensure assets are well maintained in terms of its upkeep and valuation. ➤ Governance - The review of the Council Policy was completed one year ahead the 4 year schedule in June 2023. Planning is afoot on the timetable for the next cycle of Council policy reviews to commence from January 2024. A review is also currently in progress identifying the impact and treatment for the legislative changes from the second tranche of the Local Government (Financial Management) Regulations 1996 amendments and their impact to other regulations on the EMRC. ➤ Risk Management - ELT regularly monitors all EMRC strategic risks via the CAMMS risk software. This includes updating risk treatments and movements. A risk update is presented to the Audit Committee each quarter with all risks updated and reported on. ➤ Workforce Plan - A new Workforce Plan 2023-2027 was considered and approved by the ELT in July 2023. The Plan will now be implemented in accordance with the annual objectives per year included in the Plan. |
| | | | | October - December 2023 | <ul style="list-style-type: none"> ➤ Asset Management - The Scope of Works has been developed with the view to finalising the Request for Quotation via the WALGA Panel. The objective is for the software to be acquired by end of June 2024. ➤ Governance - The timetable for the current cycle of Council policy reviews has been developed and will commence from January 2024. Updates to the policies will be tabled at Council meetings progressively. |

| Key Actions | | Responsible Officer | Status | Quarter | Comments |
|-------------|---|---------------------|--------|-------------------------|---|
| | | | | | <ul style="list-style-type: none"> ➤ Risk Management - The risk update was presented to the October 2023 Audit Committee and was presented to Council at its November 2023 meeting. ➤ Workforce Plan – The HR team continue to implement initiatives in accordance with the 2023/2024 schedule. |
| | | | | January - March 2024 | <ul style="list-style-type: none"> ➤ Asset Management - The draft Scope of Works has been finalised and distributed for internal review by Operations. Refinements have been received and the RFQ will be issued in late April or early May. The objective remains for the software to be acquired by end of June 2024. ➤ Governance – Council Policies 2.1 Committees of Council and 6.3 Attendance at Events was tabled and adopted by Council at its 22 February 2024 meeting. Council Policies 1.4 Travelling Costs incurred by Council Members and 3.1 Annual Financial Reporting Policy was tabled and adopted by Council at its 28 March 2024 meeting. ➤ Risk Management - The risk update was presented to the March 2024 Audit Committee and was presented to Council at its March 2024 meeting. ➤ Workforce Plan – The HR team continue to implement initiatives in accordance with the 2023/2024 schedule. |
| | | | | April - June 2024 | <ul style="list-style-type: none"> ➤ Asset Management - The RFQ for the Asset Management System closed on 27 May 2024 and current under evaluation. ➤ Governance – Council Policies 3.6 Asset Management Policy, 3.7 Related Party Disclosure Policy and 6.2 Reimbursement of Expenses – Appointed Members and Staff – conferences, seminars and other events Policy were tabled and adopted by Council at its 23 May 2024 meeting. Council Policies 3.3 Management of Investments Policy and 5.1 Red Hill Waste Management Facility and Hazelmere Resource Recovery Park Environmental Policy were tabled and adopted by Council at its 27 June 2024 meeting. ➤ Risk Management - The risk update was presented to the 6 June 2024 Audit Committee and was presented to Council at its 27 June 2024 meeting. ➤ Workforce Plan – The HR team continue to implement initiatives in accordance with the 2023/2024 schedule. |
| 2.1.2 | Identify and evaluate land-use options at EMRC sites to maximise future resource recovery program | Operations | ● | July - September 2023 | Evaluation and monitoring on a regular basis |
| | | | | October - December 2023 | Met with the EPA and DWER on maximising land use options, including new Class IV landfill cells. |
| | | | | January - March 2024 | Strategically utilise Red Hill airspace through effective landfill cell planning and engineering. Strategically implement development of the interim and permanent FOGO facility and APCR facility. |
| | | | | April - June 2024 | Strategically utilise Red Hill airspace through effective landfill cell planning and engineering. Plan future landfill cells for Class III, IV and APCR Monocells. Strategically implement development of the interim and permanent FOGO facility and APCR facility. Plan relocation of greenwaste laydown area and construct a new greenwaste processing area with leachate control. Timing to be in line with the northern Interim FOGO pad extension to minimise earth works and when future landfill cells are needed to be active. |

2.2 Below zero carbon emissions by 2040

| | Key Actions | Responsible Officer | Status | Quarter | Comments |
|-------|--|---------------------|--------|-------------------------|--|
| 2.2.1 | Map and benchmark energy usage and consumption rates across all sites e.g. energy use, vehicle fuel consumption, auditing requirements, early stage asset management | Operations | ● | July - September 2023 | Reporting tools in place to track and monitor all areas. |
| | | | | October - December 2023 | Reporting tools in place to track and monitor all areas. |
| | | | | January - March 2024 | Reporting tools in place to track and monitor all areas. The initial contract term of the WALGA Sustainable Energy Project, of which the EMRC is a participant, ends on 31 March 2025, and work is now underway to establish the procurement process for phase 2 of the project. The process is being driven by WALGA. |
| | | | | April - June 2024 | Reporting tools in place to track and monitor all areas. The initial contract term of the WALGA Sustainable Energy Project, of which the EMRC is a participant, ends on 31 March 2025. Asset management is being organised (commencing with Hazlemere) and software and processes are being obtained and developed. |
| 2.2.2 | 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 | ● | July - September 2023 | The EMRC is working with Woodside New Energy to progress a decarbonisation initiative involving Carbon Capture Utilisation (CCU), including fleet conversion to renewable fuels. |
| | | | | October - December 2023 | The EMRC continued to explore decarbonisation and CCU during the second quarter. Electric fleet procurement through WALGA and ARENA funding continued to develop and the HWMF workshop is now solar powered, with the former diesel generator no longer required. |
| | | | | January - March 2024 | The EMRC withdrew from the WALGA/ARENA funding. The EMRC remains committed to installing an EV charging station at the Ascot and to commence transitioning to EVs where it is practical to do so. |
| | | | | April - June 2024 | EV charging points have recently been installed and conversion of two fleet vehicles to EVs are being investigated to ensure value for money. |
| 2.2.3 | Create Annual Energy and Emission Data Analysis Report and Snapshot for goal tracking. Develop and publish the SDG annual report card E.g. ➤ EMRC corporate emissions & SDG progress | Sustainability | ● | July - September 2023 | <ul style="list-style-type: none"> ➤ 2022/23 Emissions profile for EMRC has been created and is currently under review. ➤ SDG Benchmark report is still in progress. |
| | | | | October - December 2023 | <ul style="list-style-type: none"> ➤ Sustainability Officer completed Future-Fit Business Accreditor training to become the first Local Government Officer in the world to hold this accreditation. |
| | | | | January - March 2024 | <ul style="list-style-type: none"> ➤ Draft SDG Benchmark Technical Report has been completed. ➤ Work is progressing with the Navigating Tomorrow: Towards Global Sustainability Frameworks Forum to be held in April. |
| | | | | April - June 2024 | <ul style="list-style-type: none"> ➤ SDG Benchmark Technical Report is progressing through EMRCs graphic designer and will be ready for release in Quarter 1 of next financial year. ➤ Navigating Tomorrow: Towards Global Sustainability Frameworks Forum was delivered on 3rd April 2024 and was extremely well received by all those that attended. ➤ Research into providing loan items to member councils to encourage active learning of the SDG's |

2.3 Sustainability integrated into management processes

| | Key Actions | Responsible Officer | Status | Quarter | Comments |
|-------|---|---------------------|--------|-------------------------|--|
| 2.3.1 | Establish a decision-making framework to include sustainability for operational and capital expenditure E.g.: ➤ Provide Waste disposal service at Red Hill WMF ➤ Review Red Hill Development Plan | Operations | ● | July - September 2023 | Correct framework implemented to ensure sustainability targets are achieved. |
| | | | | October - December 2023 | Correct framework implemented to ensure sustainability targets are achieved. |
| | | | | January - March 2024 | Red Hill currently being updated. |
| | | | | April - June 2024 | Red Hill Development Plan being updated. |
| 2.3.2 | Include sustainable decision-making frameworks in procurement templates, evaluation and processes of all projects | Business Support | ● | July - September 2023 | Under review to align procurement templates and processes with sustainable decision making under the EMRC Purchasing Policy. |
| | | | | October - December 2023 | Procurement have introduced sustainable decision making in its qualitative criteria for tenders and quotes. |
| | | | | January - March 2024 | Tender and RFQs have been released requesting that respondents address sustainability criteria. |
| | | | | April - June 2024 | Sustainable decision-making frameworks continue to be in use in procurement templates, evaluation and processes of all projects. |
| 2.3.3 | Review projects quarterly to identify examples where sustainable decision making and other actions have been applied to a project. This should include the identification of design engineering for front-end material reuse programs | Operations | ● | July - September 2023 | Debrief on completion of all projects have been implemented. |
| | | | | October - December 2023 | Review of projects completed |
| | | | | January - March 2024 | Included sustainability actions in upcoming tenders for operations. |
| | | | | April - June 2024 | Included sustainability actions in upcoming tenders for operations. Circular solution are considered when designing plant and projects. |
| 2.3.4 | Create a sustainability performance review for each team and identify sustainability criteria for environmental, social, governance (ESG) decision making | CEO | ● | July - September 2023 | This is included in our Sustainability Strategy and our actions are tracked. |
| | | | | October - December 2023 | Our actions continue to be tracked. |
| | | | | January - March 2024 | Work has been carried out via the Sustainability Team around reviewing actions across the organisation and holding short interviews to ascertain, record and map each team's progress across the SDGs and their sustainability performance against the actions in the Sustainability Strategy. |
| | | | | April - June 2024 | Actions continue to be tracked against the targets in our Sustainability Strategy |
| 2.3.5 | Establish regular internal collaboration sessions to identify new sustainability initiatives, for consideration by Council, and revisit ongoing initiatives. | Sustainability | ● | July - September 2023 | The Sustainability Team meets regularly to collaborate. There is also a regular Comms meeting and regular fortnightly catch ups with team leaders and managers to explore new ideas. |
| | | | | October - December 2023 | Cross team pollination around sustainability continues to be a focus with FOGO caddies in the kitchens, a vegetable and herb garden for staff, re-use of corporate branded clothing including hi-vis. |

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| | | | | January - March 2024 | Updated our kerbside FOGO collection from fortnightly to weekly as part of the City of Belmont's standard collections operations. Internal waste-audit data collection continues – data will be evaluated to inform staff education initiatives across the Ascot site. |
| | | | | April - June 2024 | Final internal waste-audit data collection done in May for 23-24 FY – data will be evaluated to inform staff education initiatives across the Ascot site, including a Plastic Free July Lunch & Learn workshop. |

3 Reduce Our Environmental Impact

Objective: To lead by example and reduce environmental impacts through efficient operations, forward thinking and supporting circular and sustainability initiatives in the region

3.1 Regional urban programs implemented

| | Key Actions | Responsible Officer | Status | Quarter | Comments |
|-------|--|---------------------|--------|-------------------------|---|
| 3.1.1 | Maintain programs related to sustainability goals and review in participating Councils' annual programs reports E.g.: Identify, investigate, develop; <ul style="list-style-type: none"> ➤ ACER program ➤ SDG reporting ➤ New environmental and sustainability initiatives | Sustainability | ● | July - September 2023 | <ul style="list-style-type: none"> ➤ 2024/2025 Sustainability Team Program Plan has been created for member Council approval. ➤ ACER Emissions and Energy Data Analysis Report has been developed in this quarter and under review by member Councils ➤ Participating member Councils for the SDG Benchmark have put a hold on their reports until February 2024 |
| | | | | October - December 2023 | <ul style="list-style-type: none"> ➤ ACER Emissions and Energy Data Analysis Reports have been completed for participating Councils |
| | | | | January - March 2024 | <ul style="list-style-type: none"> ➤ Sustainability Team Program Plan continues to be implemented |
| | | | | April - June 2024 | <ul style="list-style-type: none"> ➤ Assisted member Councils with requested Recycle Right updates and sought collateral prior to transition to DWER. |
| 3.1.2 | Review and complete annual water plans in alignment with Waterwise Council Accreditations E.g.: Review and implement <ul style="list-style-type: none"> ➤ Water Sensitive Futures Program ➤ Waterwise Council reindorsement reporting | Sustainability | ● | July - September 2023 | <ul style="list-style-type: none"> ➤ Draft Waterwise Council Reports have been developed and are with participating member Councils for review |
| | | | | October - December 2023 | <ul style="list-style-type: none"> ➤ Waterwise Council Reports have been completed and submitted to Water Corporation for participating member and non-member Councils |
| | | | | January - March 2024 | <ul style="list-style-type: none"> ➤ Investigation has commenced in relation to EMRC becoming a Waterwise Council |
| | | | | April - June 2024 | <ul style="list-style-type: none"> ➤ EMRC is still progressing with becoming a Waterwise Council and is waiting on final approval from Water Corporation and DWER. |
| 3.1.3 | Facilitate and/or participate in industry-based and community-based advocacy meetings to discuss, identify and prioritise new, or ongoing, circular | Sustainability | ● | July - September 2023 | <ul style="list-style-type: none"> ➤ WA Sustainability and Climate Change Alliance Group meetings (WASCA) ➤ WA SDG Network Presentation ➤ Participation in the Asia Pacific Alliance for Future-Fit Businesses |

| Key Actions | Responsible Officer | Status | Quarter | Comments |
|---|---------------------|--------|-------------------------|---|
| economy, net zero and sustainability regional programs E.g.: ➤ Facilitate networking groups, e.g. STEG. ➤ Participate e.g. WALGA Climate Change Collaborative. | | | October - December 2023 | ➤ Ongoing Energy and Water team meetings with member Council ➤ Ongoing participation at WA Sustainability and Climate Change Alliance Group meetings (WASCA) and Asia Pacific Alliance for Future-Fit Businesses ➤ Ongoing Energy and Water team meetings with member Council ➤ The EMRC submitted and distributed funds for the Avon Descent Festivals 2023 Grant, to Bayswater, Swan, Northam and Toodyay. The EMRC received a total of \$26,702 and distributed \$102,920.51 in funding. ➤ In December on behalf of participating Councils the EMRC applied for Lotterywest funding for the Avon Descent Festivals 2024, amount applied for \$128,300. |
| | | | January - March 2024 | ➤ Ongoing participation at WA Sustainability and Climate Change Alliance Group meetings (WASCA) and Asia Pacific Alliance for Future-Fit Businesses ➤ Ongoing Energy and Water team meetings with member Council ➤ Research and quotations for the marketing and advertising for the Avon Descent Festivals, as well as drafting for social media materials. ➤ First draft of graphics for the Avon Descent Festivals 2024 proceeded for feedback ➤ Involvement with the WA Tree Festival and preparation of events to be held by the EMRC. ➤ Continued to loan equipment such as parking banners and water station to council community groups. ➤ Attended an event for exploring best practice for environmentally sustainable design |
| | | | April - June 2024 | ➤ Ongoing loan of Waste Education and sustainability resources to Councils, schools & community groups ➤ Two events were hosted for the Annual WA Tree Festival. Tree workshop with Midland Junctions Arts Centre, and an online webinar 'Greening Goals' focusing on circular and sustainable urban design which featured WALGA, UWA AUDRC and EMRC. ➤ Started implementation of the Avon Descent Festivals marketing campaign ➤ Liaised with Councils and stakeholders regarding the Avon Descent Festivals |

3.2 Contribute to a decrease in illegal waste disposal by 2040

| Key Actions | Responsible Officer | Status | Quarter | Comments |
|--|---------------------|---|-------------------------|--|
| 3.2.1 Establish campaigns to create a recover, reuse, recycle, return, repair and drop off culture to increase recovery rates and combat illegal dumping | Sustainability |  | July - September 2023 | Continued to establish campaigns to create a recover, reuse, recycle, return, repair and drop-off culture to increase recovery rates and combat illegal dumping. |
| | | | October - December 2023 | The Sustainability Team is promoting and supporting initiatives and organisations such as Go2Cup; e-furniture repurposing; Give Write; textile repurposing; Claw; and B-Cycle. |

| Key Actions | | Responsible Officer | Status | Quarter | Comments |
|-------------|--|---------------------|--------|-------------------------|---|
| 3.2.2 | Establish programs for acceptance of construction and demolition waste e.g. bricks, timber, sand, soil, concrete and other resource recovery initiatives | Operations | ● | January - March 2024 | The Sustainability Team continued to promote and support initiatives and organisations such as Go2Cup; textile repurposing; CLAW; B-Cycle and Give-Write. |
| | | | | April - June 2024 | The Sustainability Team continued to promote and support initiatives and organisations such as Go2Cup, CLAW, B-Cycle and local organisations for textile repair. |
| | | | | July - September 2023 | Reviews are completed on regular basis to identify additional opportunities |
| | | | | October - December 2023 | Reviews are completed on regular basis to identify additional opportunities |
| | | | | January - March 2024 | Reviews are completed on regular basis to identify additional opportunities |
| | | | | April - June 2024 | Reviews are completed on regular basis to identify additional opportunities. Timber processing is currently being undertaken and other timber processing option are also be investigated. |

3.3 EMRC wide environmental management system

| Key Actions | | Responsible Officer | Status | Quarter | Comments |
|-------------|--|---------------------|--------|-------------------------|---|
| 3.3.1 | Review and develop the framework the EMRC will use going forward in terms of its Environmental Management System Framework i.e. in alignment with ISO14001 or equivalent | Sustainability | ● | July - September 2023 | <ul style="list-style-type: none"> ➤ Four internal audits completed by the end of June 2023. ➤ External Audit Undertaken with SGS July 2023. Two major non-conformances and three minor non-conformances. ➤ Corrective action plan completed. ➤ Management Review scheduled October 2023. ➤ Non-conformances review and close out with SGS late October 2023. ➤ EMS review and organisational wide integration planned to be implemented prior to next three-year certification cycle commencing in May 2024. |
| | | | | October - December 2023 | <ul style="list-style-type: none"> ➤ Non-conformances review fully closed out and passed by SGS. ➤ Management Review with SGS completed. |
| | | | | January - March 2024 | <ul style="list-style-type: none"> ➤ Internal Audits undertaken at a current rate of one per month. ➤ SGS awarded contract to conduct EMRC's EMS Audit for 3yrs with the option of another 2yrs. ➤ EMS systems are being systematically upgraded and amended – ongoing. ➤ 2024 EMS Audit booked for 10-12 July 2024. |
| | | | | April - June 2024 | <ul style="list-style-type: none"> ➤ Dummy EMS Audit undertaken by KASA Consulting. ➤ Minor amendments to EMS documents prior to main Audit in July 2024. ➤ Internal Audits continuing. |
| 3.3.2 | | Sustainability | | July - September 2023 | The following processes, programs and reports have been redeveloped and submitted: |

| Key Actions | Responsible Officer | Status | Quarter | Comments |
|--|---------------------|--------|-------------------------|--|
| <p>Establish compliance monitoring, reporting and review processes in alignment with the EMRC's Environmental Management System</p> <p>E.g.: Minimise environmental impacts of waste management operations</p> | | ● | | <ul style="list-style-type: none"> ➤ Compliance monitoring and sampling program completed includes; Q3 water monitoring, power pole shredding validation sampling, Wood fines sampling, licence compliance monitoring, bird count, fence check, vermin control and interception well monitoring. ➤ Red Hill Rehabilitation – Additional seeding to Offsets areas, Weed Control Surveys completed and treatments undertaken. ➤ DWER appointed WA Contaminated Site's Auditor AEA - Completed Stage 1 review of Red Hill Water Monitoring Program and Reporting, September 2023. ➤ Red Hill Weed Control – Spraying program implemented throughout September and October 2023. ➤ Waste Acceptance Approvals issued in accordance with <i>Landfill Waste Classification and Waste Definitions 1996 (as amended 2019)</i>. ➤ Customer Waste Acceptance Audit – Chevron, July 2023. ➤ National Pollutant Inventory Report, submitted September 2023. ➤ National Greenhouse Gas Report, submitted October 2023. ➤ Red Hill Waste Levy Exemption for Asbestos 2023-2024, approved July 2023. ➤ Red Hill licence amendment approved by DWER, July 2023. Includes conditions rationalisation, as well as formally adding in the Household Hazardous Waste Acceptance, new type of gas flare and the Interim FOGO processing pad. ➤ Red Hill FOGO RRF Section 45C – RFI response, July 2023. ➤ Red Hill APCR Monocell Section 43(a) – Notice to Amend A Referred Proposal During Assessment, has been accepted by EPA Services, July 2023. ➤ Red Hill Interim FOGO Pad Time Limited Operations Report, submitted August 2023. ➤ Red Hill Letter to DWER – Proposed Approval Pathway – New General Waste Class IV Cell, sent September 2023. ➤ Hazelmere Ministerial 1028 - Annual Audit Compliance Report submitted July 2023. ➤ Hazelmere Transfer Station Environmental Compliance Report, submitted to DWER August 2023. ➤ Hazelmere Annual Licence Application, completed August 2023. ➤ Procedure Reviews - FOGO sampling, Ground Water and Surface Water Monitoring Procedure, NGER's Reporting Procedure ➤ Environmental Incidents – Non-complaint Class IV waste load Nexus, July 2023. |
| | | | October - December 2023 | <ul style="list-style-type: none"> ➤ Compliance monitoring and sampling program completed includes Q4 water monitoring, Wood fines sampling, licence compliance monitoring, bird count, fence check, vermin control and interception well monitoring. ➤ FOGO Sampling/ Training Day. ➤ Waste Acceptance Approvals issued in accordance with <i>Landfill Waste Classification and Waste Definitions 1996 (as amended 2019)</i> and Version 2 National Environmental Management Plan (NEMP) for PFAS. |

| Key Actions | Responsible Officer | Status | Quarter | Comments |
|-------------|---------------------|--------|----------------------|--|
| | | | | <ul style="list-style-type: none"> ➤ Response to DWER appointed Contaminated Sites Auditor (AEA), Responses agreed by Auditor. ➤ Updated Surface and groundwater monitoring and sampling procedure (internal EMRC Document). ➤ Red Hill Weed Control – Spraying program implemented throughout October and into early November 2023. |
| | | | January - March 2024 | <ul style="list-style-type: none"> ➤ Compliance monitoring and sampling program completed includes Q1 water monitoring, power pole shredding validation sampling, Wood fines sampling, licence compliance monitoring, bird count, fence check, vermin control and interception well monitoring. ➤ Hazelmere Transfer Station TLO report completed. ➤ Hazelmere Licence Amendment Application submitted. ➤ Red Hill Section 38 APCr and monocell request for further info from DWER and EPA submitted. ➤ Letter sent regarding alternative approval pathway for Stage 3, Class IV general waste cell. EPA has advised that EMRC can submit this application as a Section 45c. ➤ Non-Operation areas of Red Hill WMF weed control contract awarded for 2024. ➤ Quarter 1 Surface water monitoring/ sampling undertaken at Red Hill WMF. ➤ Hazelmere Annual Environmental Report (AER) and Annual Audit Compliance Report (AACR) form issued to DWER. ➤ Red Hill – Annual Offsets (Lots 82 and 501) Reports (2) issued to EPBC. ➤ Baywaste AACR with covering licence audit report issued to DWER by EMRC on behalf of City of Bayswater. ➤ Vermin/ Pest shooting night at Red Hill by Terrestrial Eco - 21 Feb 2024. ➤ One week of ambient dust monitoring completed during February at the HRRP – three monitors installed (PM10/ PM2.5/ weather station) by externally engaged consultant. Report received. ➤ ~20 monitoring wells were assessed using a plumber's camera to ascertain actual depths and screening interval depths – old well without identified logs. ➤ RFQ created for Red Hill Interim FOGO Area northern expansion (Works Approval, Reporting, possible Licence Amendment) with works being awarded to JBS&G. ➤ Completed Q1/Q2 surface and ground water report for 2023 received from Talis Consultants. <ul style="list-style-type: none"> ➤ Area for May 2024 tree planting day finalised. Works to take place on Fri 17 May. ➤ Controlled burn organised and planned for late April/ early May within Offsets area at Red Hill. ➤ Ongoing – Waste application assessment and approvals. |
| | | | April - June 2024 | <ul style="list-style-type: none"> ➤ Compliance monitoring and sampling program completed includes Q2 water monitoring, Wood fines sampling, licence compliance monitoring, bird count, fence check, vermin control and interception well monitoring. |

| Key Actions | Responsible Officer | Status | Quarter | Comments |
|-------------|---------------------|--------|---------|--|
| | | | | <ul style="list-style-type: none"> ➤ Hazelmere – Amended Licence received. Now undergoing final internal EMRC checks prior to finalisation by DWER. ➤ Red Hill Section 38 APCr and monocell request for further info from DWER and EPA submitted – still awaiting further detail from EPA and DWER. ➤ Letter sent regarding alternative approval pathway for Stage 3, Class IV general waste cell in Q1 2024. EPA advised that EMRC can submit this application as a Section 45c – awaiting final design plan for class IV general Waste Cell from consultant. ➤ Non-Operation areas of Red Hill WMF weed control underway. ➤ Quarter 2 Surface water and groundwater monitoring/ sampling undertaken at Red Hill WMF. ➤ Red Hill Annual Environmental Report (AER), Annual Audit Compliance Report (AACR) form, and Ministerial Compliance assessment Report (CAR) issued to DWER. ➤ Vermin/ Pest shooting night at Red Hill by Terrestrial Eco – 3 May 2024. ➤ RFQ for Red Hill Interim FOGO Area northern expansion (Works Approval, Reporting, possible Licence Amendment) awarded to JBS&G undergoing amendment to initial planned area. Now also including new Garden Organics laydown area too. ➤ Completed 2023 Q3/Q4 surface and ground water report for 2023 received from Talis Consultants – Forwarded both Q1/Q2 & Q3/Q4 reports to AEA to assess prior to creation of a Mandatory Auditors Report for Red Hill (As required by DWER). ➤ Tree Planting Day took place on 31 May 2024 – 4,300 shrubs planted in total for 2024. ➤ Order placed (and received) for almost 15kg of seed for Red Hill Reveg and Offset areas. ➤ Controlled burn initially organised and planned for late April/ early May within Offsets area at Red Hill has been delayed until possibly the Spring as it is now too wet... ➤ Controlled burn planned for southwestern portion of Lot 3 (borders Red Hill Auditorium), likely to take place in Spring 2024. ➤ Main Access Tracks within Lots 3-7 to be cleared by Red Hill staff prior to Spring 2024. ➤ Dummy/ Mock EMS Audit undertaken in June to prepare for main audit in July. ➤ Ongoing – Waste application assessment and approvals. |

4 Create Value in the Community

Objective: To establish and support projects in the community that create social value from a residential level through to commercial levels

4.1 Community based source separation initiatives by 2027

| | Key Actions | Responsible Officer | Status | Quarter | Comments |
|-------|---|---------------------|--------|-------------------------|---|
| 4.1.1 | Establish community engagement initiatives for source separation opportunities including education hubs, school programs, community group support and bin tagging | Sustainability | ● | July - September 2023 | Continued to deliver community engagement initiatives for source separation opportunities including education hubs, workshops, school programs, community group support and bin tagging. |
| | | | | October - December 2023 | EMRC has been granted funding from WALGA to conduct bin tagging in Bassendean. |
| | | | | January - March 2024 | Continued to deliver community engagement initiatives for source separation opportunities including promotion of loan boxes, textile repair workshops and FOGO education. The bin tagging program was completed in March 2024. Conducted Waste Education Incursions at school and adult education centre and utilised "GREAT" Games interactive assets. |
| | | | | April - June 2024 | Facilitated final tour of RRG Canning Vale MRF in May for member Council residents prior to cessation of Recycle Right transition to DWER. FOGO rollout support and community education provided to Shire of Mundaring and City of Swan. Bin tagging analysis and report completed for Town of Bassendean. |
| 4.1.2 | Utilise current community programs to provide education and tools on material re-use and issues regarding poor source separation | Sustainability | ● | July - September 2023 | Used current community programs to provide education and tools on material reuse and issues regarding poor source separation issues. |
| | | | | October - December 2023 | Continued to utilise community programs to provide education and tools on material reuse and issues regarding poor source separation. |
| | | | | January - March 2024 | A bin tagging audit was conducted in the Town of Bassendean and the findings are currently being analysed. Instructional workshops on textile repair are being conducted to promote knowledge on the repair and reuse of textiles. |
| | | | | April - June 2024 | Utilised Circular Connections newsletter, social media and events to promote re-use and source separation. Textile repair workshops held as part of Clothing Swap events. |
| 4.1.3 | Utilise EMRC fleet and other EMRC owned assets as educational billboards for source separation education and requirements | Operations | ● | July - September 2023 | New messaging has been developed for our transport fleet |
| | | | | October - December 2023 | In the process of installing various educational billboards on our trailers and collections fleet. |
| | | | | January - March 2024 | Three new FOGO collection trucks being wrapped with the three bin system graphics ready for Mundaring. |
| | | | | April - June 2024 | Three new FOGO trucks have been wrapped and ready for Mundaring's Collection Services. |
| 4.1.4 | Establish verge collection and shared pre-booked service programs. This includes a waste classification program for different materials and costings | Operations | ● | July - September 2023 | In progress with participating member councils |
| | | | | October - December 2023 | In progress with participating member councils |
| | | | | January - March 2024 | Working with participating member Councils to secure commitments for such services. |

| Key Actions | Responsible Officer | Status | Quarter | Comments |
|-------------|---------------------|--------|-------------------|---|
| | | | April - June 2024 | Evaluating pre-booked verge collection booking systems. Town of Bassendean to commence such a service with EMRC from July 2025, Shire of Mundaring expected to do the same. |

4.2 Use of recovered material in the region by 2040

| Key Actions | Responsible Officer | Status | Quarter | Comments |
|---|---------------------|--------|-------------------------|--|
| 4.2.1 Establish reward and incentive systems dependent on company sustainability rating to encourage better waste management in the region | CEO | ● | July - September 2023 | Currently linked to the Waste Levy. All EMRC source separated materials and the recovery gate fees are maintained below landfill costs. |
| | | | October - December 2023 | Volume discounts are offered on occasion to encourage higher disposal rates on resources being recovered. |
| | | | January - March 2024 | Adjusting incentives to amplify 1 July 2024 waste levy increase from \$70 to \$85 per tonne. |
| | | | April - June 2024 | Volume discounts are offered on occasion to clients |
| 4.2.2 Continue to establish community recycling and reuse networks for exchange of products, reuse and repair initiatives, and identification of regional synergies | Operations | ● | July - September 2023 | Continue identifying opportunities at our resource recovery centres |
| | | | October - December 2023 | Continue identifying opportunities at our resource recovery centres |
| | | | January - March 2024 | Continue identifying opportunities at our resource recovery centres |
| | | | April - June 2024 | Continuing to identify regional FOGO management and processing solutions. Planning on transitioning the required member Council's (Swan and Mundaring) to WTE at East Rockingham (HZI) over the next 6 months. |
| 4.2.3 Identify member council uses for recovered materials e.g. woodchip mulching, FOGO fertiliser products, construction materials, road surfacing, energy reuse e.g. provide a waste management service | Operations | ● | July - September 2023 | Ongoing as per day to day sales and marketing plan |
| | | | October - December 2023 | Ongoing as per day to day sales and marketing plan |
| | | | January - March 2024 | Ongoing as per day to day sales and marketing plan |
| | | | April - June 2024 | The EMRC for Mundaring has commenced collection services for general waste and FOGO. EMRC delivered Bulk Verge On Call Service is being considered by Bassendean and Mundaring. Sales and Marketing to pursue product use in member Council projects and EMRC products, such as FOGO and coloured wood chip in tenders specifications. |

4.3 Increased participation in behaviour change programs

| | Key Actions | Responsible Officer | Status | Quarter | Comments |
|-------|---|---------------------|--------|-------------------------|---|
| 4.3.1 | Provide education for waste solutions that are in line with WA Waste Strategy and waste hierarchy E.g.: ➤ Continue waste education programs | Sustainability | ● | July - September 2023 | Provided education for waste solutions that are in line with the WA Waste Strategy and waste hierarchy by conditioning waste education programs, tours of the Red Hill Waste Management facility and bin tagging. |
| | | | | October - December 2023 | EMRC has been granted funding from WALGA to conduct bin tagging in Bassendean. Waste avoidance and Red Hill tours were conducted. |
| | | | | January - March 2024 | Provided education for waste solutions that are in line with the WA Waste Strategy and waste hierarchy by conditioning waste education programs, tours of the Red Hill Waste Management facility and bin tagging. Contributed to DWER's behaviour change "GREAT Sorts" campaign survey design. |
| | | | | April - June 2024 | Ongoing waste education provided for schools, community groups and residents in member councils via tours of RHWMF, incursions, Shire of Mundaring FOGO call centre and FOGO events for Shire of Mundaring and City of Swan. Selected as a finalist in WasteSorted Awards (Category 8 - Community Engagement) for the Clothes Swap & Repair Workshops that are offered to all member councils. |
| 4.3.2 | Benchmark and monitor participation rates in EMRC sustainability programs | Sustainability | ● | July - September 2023 | ➤ SDG Benchmark currently under progress |
| | | | | October - December 2023 | ➤ SDG Benchmark currently under progress with access to the latest digital benchmarking tool in early 2024 |
| | | | | January - March 2024 | ➤ Draft SDG Benchmark Technical Report has been completed |
| | | | | April - June 2024 | ➤ SDG Benchmark Technical Report is progressing through EMRCs graphic designer and will be ready for release in Quarter 1 of next financial year. |
| 4.3.3 | Establish a Sustainability Stakeholder engagement plan E.g: Continue to foster and enhance relationships with member Councils and all key stakeholders | Sustainability | ● | July - September 2023 | The current Stakeholder Engagement Plan will be reviewed with sustainability in mind. |
| | | | | October - December 2023 | The sustainability team have been committed to enhancing their relationships with member councils |
| | | | | January - March 2024 | The team continues to work effectively with member councils |
| | | | | April - June 2024 | The team continues to work effectively with member councils |



6.7 INFORMATION BULLETIN - SUSTAINABILITY TEAM UPDATE – APRIL TO JUNE 2024 D2024/17552

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 April to June 2024, inclusive.

KEY POINT(S)

- Achievements of the Sustainability Team are highlighted in the report for the period April to June 2024 and include:
- Activities undertaken by the Urban Environment Team (UET) for the ensuing period; and
- Activities undertaken by the Waste Education Team (Circular Economy Project Team) for the ensuing period.
- Activities undertaken by the Environmental Waste and Compliance Team.

SOURCE OF REPORT

Chief Sustainability Officer

BACKGROUND

- 1 The Urban Environment Team partners with member Councils, 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, 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 EMRC Region.
- 4 The Environmental Waste and Compliance team work across all the EMRC's operational sites and also works with DWER and the EPA to ensure compliance.

REPORT

- 5 The progress report comprises of three parts: Urban Environment, Waste Education and Waste and Environmental Compliance. The 2023/2024 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.
- 6 **Urban Environment - Town of Bassendean**
 - Obligations complete for the council for the 2023/024 financial year. As they have withdrawn from the 2024/2025 program plan, no further action has been undertaken.

7 **Urban Environment - City of Bayswater**

- Very little has been able to be progressed with the City of Bayswater in the absence of a Sustainability Officer. A new Officer is hoped to be employed by the start of the new financial year.
- Completed and started implementation of the Avon descent Festivals marketing campaign.
- Liaised with Councils and stakeholders regarding the Avon Descent Festivals.

8 **Urban Environment - Shire of Mundaring**

- Continues attendance at the Shire's Energy and Water Team meetings.

9 **Urban Environment - City of Swan**

- Continues attendance at the City's Water Team meetings.
- Completed and started implementation of the Avon descent Festivals marketing campaign.
- Liaised with Councils and stakeholders regarding the Avon Descent Festivals.

10 **Urban Environment – EMRC**

- Navigating Tomorrow: Towards Global Sustainability Frameworks (2nd and 3rd April 2024).
- In April, EMRC hosted a delegate of presenters from London, Hong Kong and New Zealand. Over the two days they were in Perth, a number of meetings had been held to promote both the SDGs and the Future-Fit Business Benchmark methodology.
- On the second day, with a capped audience, EMRC delivered a forum to both online and in person attendees with the delegates also sharing their insights in the Environmental, Social and Governance frameworks and how both SDGs and Future-Fit are assisting their organisations to become leaders in sustainability reporting.
- Sustainable Development Goals:
 - ⇒ SDG Technical Report.
 - ⇒ The SDG Technical Report is with EMRC's graphic designer and once the document is finalised the document will be available to share both internally and to external stakeholders whom have taken a great interest in learning how EMRC is monitoring our progress against the SDGs.
 - ⇒ Future-Fit Asia Pacific Alliance (FFAPA).
 - ⇒ EMRC continues to attend the monthly FFAPA meetings to continue to remain up to date with the latest developments in ESG reporting and to also continue to provide vital Local Government insight into future development of the Future-Fit Business Benchmark tools.
 - ⇒ Researched opportunity for educational loan items to Member Councils providing active learning for the SDG's.
- Electric vehicle chargers.

EMRC has awarded a contract to JET Charge for the installation of two EV chargers at Ascot Place. This will result in the future role out of EVs as part of EMRCs passenger fleet.

Commissioning of the work is expected within the first quarter of 2024/2025.
- Australian Sustainability Reporting Scheme (ASRS)

EMRC continues to monitor the status of the ASRA and will be providing a summary report in 2024/2025 in relation to what will be EMRC's mandatory reporting requirements and timeframes once the content of this new scheme is in place.
- Two events were hosted for the Annual WA Tree Festival. Tree workshop with Midland Junctions arts centre, and a webinar online 'Greening Goals' which featured WALGA, UWA AUDRC and EMRC.

- Liaised with Councils and Lotterywest regarding the Avon Descent Festivals
- Hosted an event Igniting Circular Economy Revolution alongside CEWA.

11 **EMRC Battery Program**

- For this quarter, the EMRC has concluded its battery collection program. Bassendean and Mundaring were finalised in the previous quarter, while Bayswater and Swan were given an extension to accommodate their transition plans. As of June 2024, the EMRC has officially ended its assistance and has urged each council to either redirect residents to existing B-Cycle drop off points or to register as a drop off point.

12 **Bin Tagging**

- Bin Tagging program for Town of Bassendean concluded on 25 March 2024;
- Bin Tagging analysis and the report was finalised in May 2024 and forwarded to WALGA and Town of Bassendean;
- The overall contamination results were:
 - FOGO Bin contamination decreased by 10%
 - Recycle Bin contamination decreased by 10.5%
 - General Waste Bin contamination increased by 1.5%

13 **FOGO Roll Out – Shire of Mundaring**

- EMRC Waste Education team commenced working at the Shire of Mundaring offices on 17/6/24 for a period of 4 weeks;
- Over the 2 week period until 30th June 2024, the Waste Education team responded to:
 - 240 telephone enquiries relating to FOGO;
 - 52 telephone enquiries for other waste related matters;
 - Responded to numerous email enquiries.
- A detailed report and findings will be prepared in due course.

14 **FOGO Roll – City of Swan**

- EMRC Waste Education staff have begun attending FOGO education events, and additional events have been scheduled;
- FOGO educational support has been scheduled for each stage of the FOGO roll outs;
- A Waste Education staff member will be at the City of Swan offices from 19/8/24 to 24/8/24;
- FOGO bin audit to take place in February 2025.

15 **FOGO in Schools**

- WasteSorted Schools accepted EMRC's quote to conduct the 2nd phase compositional bin audits for the 10 remaining schools in the FOGO trial;
- Audits to be conducted in September 2024.

16 **Recycle Right**

- Termination of the Recycle Right agreement with EMRC ended on 30 June 2024;

- Recycle Right to continue operating as a free statewide resource by DWER;
- Awaiting formal correspondence from DWER;
- In person tour of the Material Recovery Facility, FOGO and Green Waste facility at Canning Vale was held on Saturday 4 May 2024;

17 **Waste Sorted Community Grants 2023/2024**

- Videos developed utilising social media influencers;
- Developing Fact Sheets, Teacher Cheat Sheets and activities as part of (Re)Love Your Stuff;
- Developing flyers and social tiles;
- Developing educational games regarding textiles to gauge the students' knowledge on sustainable fashion;
- Grant variation form was requested by WMRC and has been extended to the end of February 2025.

18 **WasteSorted Awards 2024**

- EMRC Waste Education Team (Circular Economy Project Officer Team) were shortlisted as a finalist in Category 8 for the Clothes Swap & Repair Workshops;
- A presentation to the judging panel was held on 15 June 2024;
- Award Winners will be announced on 5 September 2024.

19 **Waste & Recycling Guides 2024/25**

- City of Bayswater – Printed and delivered
- Shire of Mundaring – Printed and delivered
- City of Swan – Printed and delivered
- Town of Bassendean – Printed and delivered

20 **Circular Connections newsletter**

- Currently, there are 380 subscribers on the email list.

21 **Top Tip Tuesday Social Media Posts**

- 13 x Waste Education social media posts created for social media use.

22 **Public Place Battery Collection Program – April to June 2024**

| Battery Recycling – Public Places | Apr to Jun 2023/2024 | Apr to 2022/2023 | June | Year to Date 2023/2024 | Year to Date 2022/2023 |
|-----------------------------------|-------------------------|---------------------|------|---------------------------|---------------------------|
| Bassendean | 0 | 226.3 | | 542.5 | 1074.7 |
| Bayswater | 833 | 834.9 | | 2902.5 | 3337.0 |
| Mundaring | 0 | 658.7 | | 1079.9 | 1891.3 |

| Battery Recycling – Public Places | Apr to Jun 2023/2024 | Apr to 2022/2023 | June | Year to Date 2023/2024 | Year to Date 2022/2023 |
|-----------------------------------|-------------------------|---------------------|------|---------------------------|---------------------------|
| Swan | 450 | 798.7 | | 2138.6 | 2690.6 |
| TOTAL (kg) | 1283 | 2518.6 | | 6663.5 | 8993.6 |

23

CFL Collection and Recycling Program – January to March 2024

| CFL Recycling - Public Places | Apr to Jun 2023/2024 | Apr to Jun 2022/2023 | Year to Date 2023/2024 | Year to Date 2022/2023 |
|-------------------------------|-------------------------|-------------------------|------------------------------|------------------------------|
| Bassendean | 20.0 | 24.6 | 69.4 | 118.7 |
| Bayswater | 136.0 | 142.9 | 643.3 | 755.3 |
| Mundaring | 0 | 145.9 | 455.4 | 697.8 |
| Swan | 50 | 228.9 | 829 | 981 |
| TOTAL (kg) | 206 | 630.1 | 1997.1 | 2933.1 |

24

Tours of Red Hill Waste Management Facility and Education Centre – April to June 2024

| Name of Group | Council Region | Number of Participants | Program |
|---------------------------------------|--------------------|---------------------------|---|
| April to June 2024 | | | |
| City of Swan Staff | City of Swan | 9 | Hazelmere and Red Hill site tour and Education Centre visit |
| Mundaring Christian College (Group 1) | Shire of Mundaring | 31 | Red Hill site tour and Education Centre visit |
| Mundaring Christian College (Group 2) | Shire of Mundaring | 31 | Red Hill site tour and Education Centre visit |
| | Total | 71 | |

25

School and Community Engagement Events – April to June 2024

- Max Solutions, Morley Presentation – 3 April 2024
- Mundaring Primary School – Waste Education stall at Science Fair – 24 April 2024
- Cyril Jackson Senior Campus – Waste Education Stall at Wellbeing and Harmony Day – 8 May 2024
- Retirement village in Darlington – FOGO Education Session – 17 May 2024
- Max Solutions, Morley Presentation – 20 May 2024
- KinderPark Early Learning Centre, Mundaring – FOGO Education Session – 5 June 2024

26

Member Council Events and Requests – April to June 2024

- Shire of Mundaring – Boya Library FOGO Education Stall – 8 April 2024
- Shire of Mundaring – Boya Library FOGO Education Stall – 10 April 2024
- Shire of Mundaring – Staff Lunch and Learn FOGO Education Session – 17 April 2024
- Town of Bassendean – ‘Take free’ event and workshop stall – 27 April 2024

- Shire of Mundaring – Hub of the Hills FOGO Education Session – 21 May 2024
- Shire of Mundaring - FOGO Education Stall, Mundaring Village – 25 May 2024
- City of Swan – Small Farm Field Day Waste Education Stall – 26 May 2024
- Shire of Mundaring – FOGO Education Stall, Mundaring Arena – 28 May 2024
- City of Swan – Clothes Swap, Dayton – 8 June 2024
- Shire of Mundaring – FOGO Education Stall, Mundaring Arena – 8 June 2024
- Shire of Mundaring – FOGO Education Stall, Swan View Shopping Centre – 13 June 2024
- Shire of Mundaring - FOGO Education Stall, Mundaring Garden and Farmer's Market – 15 June 2024
- Shire of Mundaring - FOGO Education Stall, Mundaring Village – 22 June 2024

27 EMRC Waste Education Hosted Events – April to June 2024

- Lunch and Learn: Repairing Textiles – Ascot Place – 1 May 2024

28 Waste Education Networking/Promotion/Collaboration Activities – April to June 2024

- Investigated an opportunity for circular economy practices and waste segregation at Eastern Metropolitan Health Services
- Circular Economy Opportunities in Local Governments Workshop, Curtin University – 12 April 2024
- WMRR WA Branch Committee Meeting – 25 April 2024
- Consistent Communications Collective Meeting – 1 May 2024
- Waste Educators Networking Group Meeting – 9 May 2024
- WMRR Workshop: National Waste Educators' Behavioural Change Campaign – 10 May 2024
- Waste to Energy Plant Tour – Kwinana – 10 May 2024
- Regional Waste Education Steering Group Meeting – 23 May 2024
- WMRR Webinar: Creating Clothing Circularity by 2030 – 28 May 2024
- Circular Economy Western Australia event – EMRC – 29 May 2024
- Circular Textile Working Group: Closing the Loop Networking Event – 12 June 2024
- WMRR WA Branch Committee Meeting – 13 June 2024
- Women of Waste WARR Leadership Breakfast – 14 June 2024
- Waste Educators Networking Group Meeting – 20 June 2024
- Recycle Right Reference Group Meeting – 27 June 2024

29 Waste Education Loan Resources Utilisation – Member Councils - April to June 2024

- Responsible Recycling Game – City of Swan – 19 to 23 April 2024.
- Clothes Swap items – City of Swan – 19 to 22 April 2024.

30 **Waste Education Loan Resources Utilisation – Schools/Community Groups - April to June 2024**

- Loan Boxes (Mini Bin Waste Sort; Early Years Resources) – Growzone Early Learning Centre, Guildford – 2 to 12 April 2024.
- Loan Boxes (Book box; Paper Making box) – Little Possums Early Years, Mundaring – 9 to 23 April 2024.
- Loan Box (Early Years Resources) – Little Possums Early Years, Mundaring – 23 April to 13 May 2024.
- Clothes Swap items – Environment House – 3 to 7 May 2024.
- Loan Box (Mini Bin Waste Sort; Nature's Recyclers) – Ashfield Community Action Network – 22 to 29 May 2024.

31 **Environmental & Waste Compliance Team activities – April to June 2024**

- Compliance monitoring and sampling program completed includes Q2 water monitoring, Wood fines sampling, licence compliance monitoring, bird count, fence check, vermin control and interception well monitoring.
- Hazelmere – Amended Licence received. Now undergoing final internal EMRC checks prior to finalisation by DWER.
- Red Hill Section 38 APCr and monocell request for further info from DWER and EPA submitted – still awaiting further detail from EPA and DWER.
- Letter sent regarding alternative approval pathway for Stage 3, Class IV general waste cell in Q1 2024. EPA advised that EMRC can submit this application as a Section 45c – awaiting final design plan for class IV general Waste Cell from consultant.
- Non-Operation areas of Red Hill WMF weed control underway.
- Quarter 2 Surface water and groundwater monitoring/ sampling undertaken at Red Hill WMF.
- Red Hill Annual Environmental Report (AER), Annual Audit Compliance Report (AACR) form, and Ministerial Compliance assessment Report (CAR) issued to DWER.
- Vermin/ Pest shooting night at Red Hill by Terrestrial Eco – 3 May 2024.
- RFQ for Red Hill Interim FOGO Area northern expansion (Works Approval, Reporting, possible Licence Amendment) awarded to JBS&G undergoing amendment to initial planned area. Now also including new Garden Organics laydown area too.
- Completed 2023 Q3/Q4 surface and ground water report for 2023 received from Talis Consultants – Forwarded both Q1/Q2 & Q3/Q4 reports to AEA to assess prior to creation of a Mandatory Auditors Report for Red Hill (As required by DWER).
- Tree Planting Day took place on 31 May 2024 – 4,300 shrubs planted in total for 2024.
- Order placed (and received) for almost 15kg of seed for Red Hill Reveg and Offset areas.
- Controlled burn initially organised and planned for late April/ early May within Offsets area at Red Hill has been delayed until possibly the Spring as it is now too wet...
- Controlled burn planned for southwestern portion of Lot 3 (borders Red Hill Auditorium), likely to take place in Spring 2024.
- Main Access Tracks within Lots 3-7 to be cleared by Red Hill staff prior to Spring 2024.
- Dummy/ Mock EMS Audit undertaken in June to prepare for main audit in July.
- Ongoing – Waste application assessment and approvals.

STRATEGIC IMPLICATIONS

- 32 Reporting on EMRC Strategic Policy implications is now being done to align with the revised Strategic Plan 2017-2027 and the Sustainability Strategy 2022/2023 – 2026/2027:

Goal: Creating value in the Community

Target: Increased participation on behaviour change programs

Goal: Addressing Environmental Impact

Target: Regional urban programs implemented

FINANCIAL IMPLICATIONS

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

SUSTAINABILITY IMPLICATIONS

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

RISK MANAGEMENT

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

Shire of Mundaring

City of Swan

Implication Details

Participating member Council Officer time on Advisory Groups

ATTACHMENT(S)

Nil



6.8 INFORMATION BULLETIN - SUSTAINABILITY DEVELOPMENT GOALS REPORT

D2024/19264

PURPOSE OF REPORT

The purpose of this report is to provide Council with an update on the progress made to map and measure the Sustainable Development Goals (SDGs) for the EMRC.

KEY POINT(S)

- The Sustainable Development Goals (SDGs) are a set of 17 global goals that were adopted by all United Nations Member States in 2015 as part of the 2030 Agenda for Sustainable Development, with the vision of creating a unified approach to meeting the current needs of society whilst preserving enough resources for future generations.
- The EMRC embedded the SDGs in its Environmental Strategy 2016 and was the first local government nationally to do so.
- The SDGs encourage the adoption of low-carbon, resilient and inclusive development that will reduce carbon emissions, conserve natural resources, transform food systems, create meaningful jobs and advance the transition to a greener, and inclusive economy.
- A member of the EMRC's Sustainability Team is now an accredited facilitator and can work with member Councils to progress their own SDG mapping and provide fee for service to other local governments, business and industry.
- This report card has been developed to assist the EMRC assess its progress towards alignment with the SDGs.

SOURCE OF REPORT

Chief Sustainability Officer

BACKGROUND

1. The EMRC was the first local government nationally to embed the SDGs in its Environmental Strategy back in 2016. The challenge remained to how to effectively map and measure the relevant SDGs and the alignment to EMRC operations in the environment work undertaken by the then EMRC's Natural Resource Management Team.
2. The EMRC embedded the most relevant SDG's into its revised Strategic Plan 2017-2027 and also its Corporate Business Plan 2024/2025 to 2028/2029 and Sustainability Strategy 2022/2023 to 2026/2027. The Sustainability Strategy is used to drive operational activities and alignment of priorities and allows the EMRC to meet the needs of member Councils while providing sustainable solutions for future generations.

REPORT

- 3 The SDGs provide a shared blueprint for peace and prosperity for people and the planet and aim to address various social, economic, and environmental challenges. Each goal is interconnected, recognising the need for an integrated and holistic approach to development. The target year for achieving these goals is 2030.
- 4 The EMRC reviewed a number of existing sustainability reports that utilise the Sustainable Development Goals, as well as researching how other local governments are reporting their progress against the 17 goals. From the research it became evident that some larger City Councils, with the assistance of universities, have been able to undertake SDG reviews. For these local governments, this is a great initiative, but unachievable for smaller councils, likely to have limited resources to be able to undertake SDG mapping.

- 5 The EMRC recognised the need to identify a platform on which to map and measure the effectiveness of the SDGs on the organisation and its operations and chose Future Fit Foundation, a global based not for profit entity that demonstrated its ability to map and measure operations.
- 6 The EMRC was also cognisant to identify a cost-efficient and less complex process that would help smaller local governments achieve outcomes within a framework that could be dissected into manageable pieces. Future Fit has created a global partner ecosystem to accelerate the mapping and measuring of the SDGs on individual businesses, including local governments, thorough adoption of an open-source and collaborative approach.
- 7 The SDG Report is provided to Council for its information.

STRATEGIC/POLICY IMPLICATIONS

- Reporting on EMRC Strategic Policy implications is now being done to align with the revised Strategic Plan 2017-2027 and the Sustainability Strategy 2022/2023 – 2026/2027:

Goal: Creating value in the Community

Target: Increased participation on behaviour change programs

Goal: Addressing Environmental Impact

Target: Regional urban programs implemented

FINANCIAL IMPLICATIONS

- The SDG initiative is included in the annual adopted operating budget.

SUSTAINABILITY IMPLICATIONS

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

RISK MANAGEMENT

Risk – The Sustainability Team deliver on the actions outlined in the Sustainability Strategy and Corporate Business Plan which are aligned to the SDGs

| Consequence | Likelihood | Rating |
|--|---------------|--------|
| Possible | Insignificant | Low |
| Action/Strategy | | |
| ➤ The Sustainability Team remains apprised of the actions, targets and timeframes identified in the Strategy and Business Plan | | |



MEMBER COUNCIL IMPLICATIONS

| Member Council | Implication Details |
|--------------------|---------------------|
| Town of Bassendean | Nil |
| City of Bayswater | |
| Shire of Mundaring | |
| City of Swan | |

ATTACHMENT(S)

SDG Report (D2024/19200)



SUSTAINABLE DEVELOPMENT GOALS BENCHMARK REPORT

Technical Report

Attachment | Agenda Forum | 08 August 2024| Item 6.8



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1 PURPOSE OF REPORT

This report has been prepared to offer an insight into the work that has been undertaken to review and benchmark the EMRC's progress towards the Sustainable Development Goals with the use of the Future-Fit Business Benchmark.

This report provides high level information in relation to the research, background and approaches undertaken and is designed so that our methodology can be duplicated by member Councils and other local governments.

The Future-Fit approach is not designed to be a reporting tool but a framework to guide to understanding and assisting with positive improvements over time. The way the benchmark is used by different businesses and organisations will vary depending on needs and requirements.

2 BACKGROUND

The Eastern Metropolitan Regional Council (EMRC) is a regional local government representing the interests of four member Councils in the EMRC region: Town of Bassendean, City of Bayswater, Shire of Mundaring, and City of Swan. Incorporated under the Local Government Act 1995, the EMRC provides strength in their partnerships with member Councils to build a sustainable community.

The EMRC's Sustainability Strategy 2022/2023 – 2026/2027 (Appendix 1) aligns with a strategic review undertaken in 2021, and included local, state, national and international drivers, as well as the Sustainable Development Goals (SDGs). The Sustainability Strategy is used to drive operational activities and alignment of priorities and allows the EMRC to meet the needs of member Councils while providing sustainable solutions for future generations.

3 WHAT ARE THE SDGs?

The Sustainable Development Goals (SDGs) are a set of 17 global goals that were adopted by all United Nations Member States in 2015 as part of the 2030 Agenda for Sustainable Development. These goals provide a shared blueprint for peace and prosperity for people and the planet and aim to address various social, economic, and environmental challenges. The SDGs cover a wide range of issues, including poverty, hunger, health, education, gender equality, clean water, sanitation, affordable and clean energy, economic growth, industry innovation, reduced inequalities, sustainable cities, responsible consumption and production, climate action, life below water, life on land, peace, justice, and partnerships for the goals (Diagram 1).

Each goal is interconnected, recognising the need for an integrated and holistic approach to development. The target year for achieving these goals is 2030. Governments, businesses, civil society, and individuals all play a role in working towards the achievement of the SDGs to create a more sustainable and equitable world.

THE SUSTAINABLE DEVELOPMENT GOALS



Diagram 1 – Sustainable Development Goals, United Nations



4 THE EMRC'S JOURNEY TO DATE

The EMRC's journey with the SDGs is shown in Diagram 2.

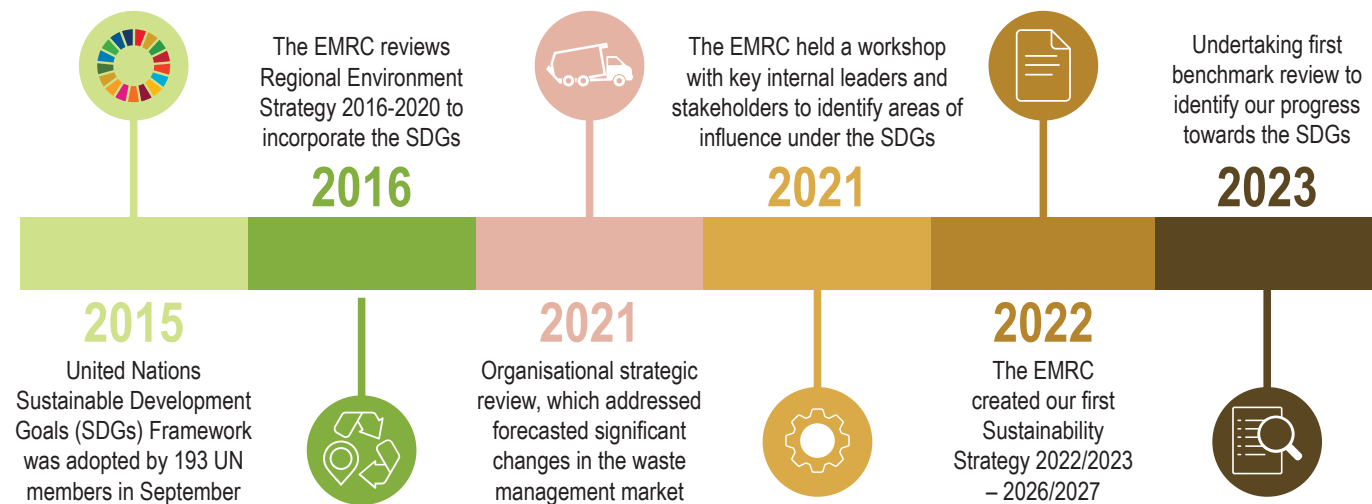


Diagram 2 - EMRC's journey with the SDGs.

The driving force for the EMRC to focus on sustainability was due to repositioning the business from a landfill-centric business to a resource recovery business. Focusing on sustainability, circular economy, net zero, decarbonisation and applying targets to monitor the success of existing and new initiatives

EMRC's 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.

Diagram 3 highlights the EMRC's four key goals/themes, created to support the strategic sustainability vision. Each pillar has Objectives and Targets aligning back to the SDGs.

Since the launch of the Sustainability Strategy, the SDGs have been holistically embraced. EMRC employees proudly wear their SDG pinwheel lapel pins, and the EMRC has recently rebranded all sites to demonstrate the EMRC's commitment towards implementing the SDGs and the Sustainability Strategy's vision (Appendix 1).

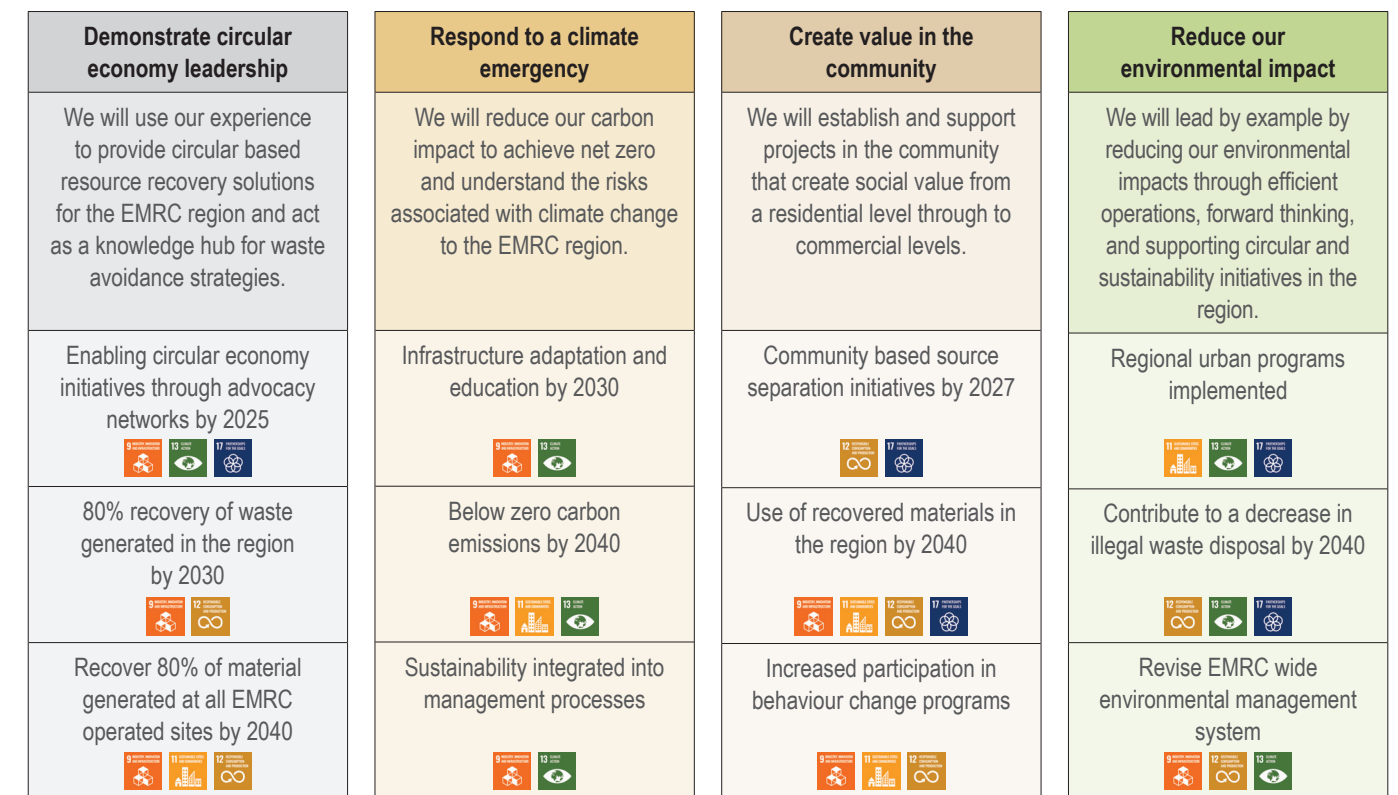


Diagram 3 – EMRCs four key goals/themes.

The EMRC has created individual pinwheels (Diagram 4), which highlight how projects align with the SDGs. The EMRC is focused on making SDGs part of daily terminology, ensuring actions remain accountable. The strategic drive is knowing we all have a part to play in creating a sustainable world and the Sustainability Strategy and the SDGs are key to this success, with the SDGs fast becoming a universal language with a universal framework.



Diagram 4 - EMRC Project SDG Pinwheels

5 METHODOLOGY

Diagram 5 outlines the key steps the EMRC has taken, as well as actions planned for the future. Each of the steps will be discussed in more detail in coming sections of this Report.

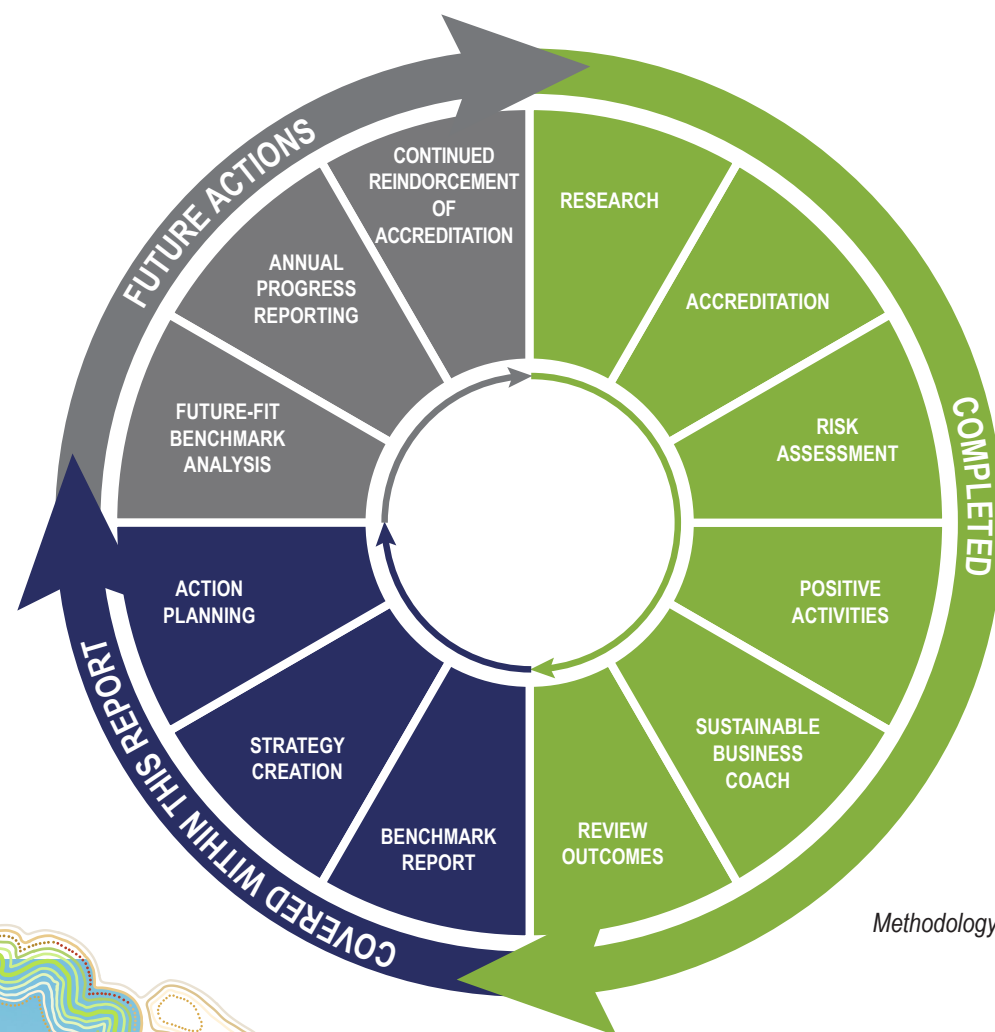


Diagram 5
Methodology flow diagram.

5.1 RESEARCH

The EMRC reviewed a number of existing sustainability reports that utilise the Sustainable Development Goals, as well as researching how other local governments are reporting their progress against the 17 goals.

From the research, it has been identified that quite a few of the larger Cities, with the assistance of universities, have been able to undertake SDG reviews. For these local governments, this is a great initiative but unachievable for smaller councils who are likely to have significantly smaller resources to be able to undertake such a large project.

Research includes:

- United Nations Sustainable Development Goals – City of Melbourne Voluntary Local Review 2022
- Sustainable Development Goals Australia (<https://sdgs.org.au/>)
- Transforming Australia SDG Progress Report 2020 Update – Monash University
- NSW Start of the Environment 2021 – NSW Environmental Protection Authority
- Sustainable Development Goals Impact Report 2022 – Griffith University
- Tracking Australia's Progress on the Sustainable Development Goals 2018 – Australian Government

The EMRC wanted to find a simpler, more cost-efficient process that would help smaller local governments achieve the same outcomes within a framework that could be dissected into manageable pieces. This is where EMRC saw benefit in Future-Fit.

5.1.1 Future-Fit

The Future-Fit Foundation is a UK-registered charity that exists to help businesses build a better world. They have a bright vision that we can create a future in which everyone has the opportunity to flourish.

Future-Fit's mission is to translate systems science into practical tools designed to help business leaders, investors and policy makers respond authentically and successfully to today's biggest challenges. By adopting an open-source and collaborative approach they have fostered a vibrant global partner ecosystem to accelerate the adoption of their vision.

Future-Fit starts with the best-available science and draws on the most credible and robust third-party resources available. The Future-Fit Business Benchmark translates over 30 years of scientific research into a practical tool designed to guide real progress.

5.1.2 The Science

Over 250 years ago

Over 250 years ago our current economic system was created. The world was a different place. There were less people on the planet and there was an abundance of resources. A time when we knew no better about the finality of the world that we lived on. There was no thought about the future and what would happen if those resources ran out.

As a result of this thinking and our unwillingness to change, our economic system is failing to meet the needs of hundreds of millions of people around the world today.

1970s

The 1970s started a line of thinking that recognised that the behaviors of the past will not sustain the future. During this time the world saw a rapid increase in population and a decrease in resources.

As environmental awareness in the 1990s grew, so did the idea of Corporate Social Responsibility (CSR) and the sustainability reporting movement emerge. It was hoped that this would hold companies accountable for their negative social and environmental impacts.

1990s

Unfortunately, while this highlighted some significant areas of negative impact, globally it has had little impact.

In the early 2010s the term Creating Shared Value (CSV) was coined. This is used to describe a framework for creating economic value while simultaneously addressing societal needs and challenges.

2010s

Where CSR was often perceived as just another cost of doing business, CSV casts 'doing the right thing' as an opportunity for growth. However, what does 'doing the right thing' mean? What does this look like? How do we measure it?

Today, to understand the full extent of a company's impact, both the good and the bad, we must think in terms of Creating System Values (Diagram 6). Businesses must be aware what there is no such thing as a business decision that is free of a potential trade-off. By looking at activities and decisions from a system-based approach, it makes it possible to identify negative impacts and allows for unforeseen issues to be anticipated, avoided, or at the very least addressed.

Today

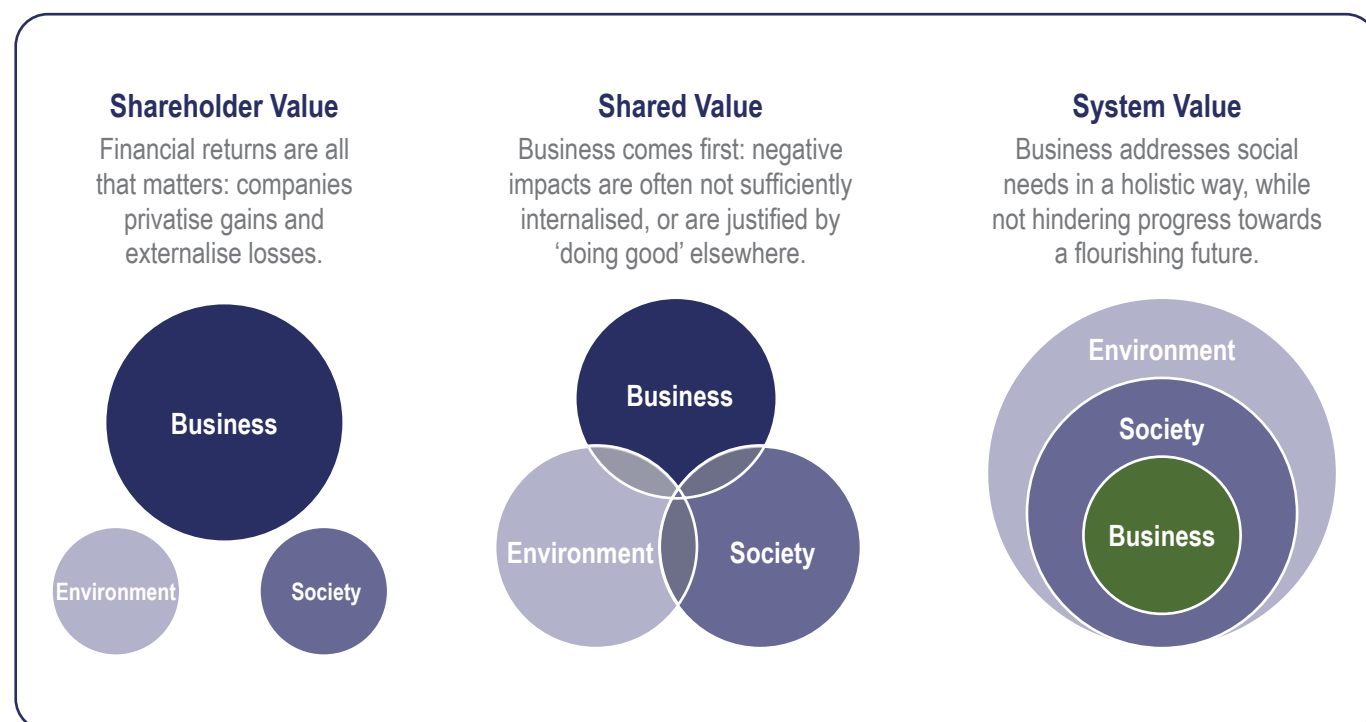


Diagram 6 – Rethinking value creation through a systems lens.

5.2 ACCREDITATION

The EMRC wanted to ensure and build confidence that all work that was undertaken as part of this review was able to stand as an accredited source of information. In addition, the EMRC felt the accreditation would assist other local governments identify this methodology as a legitimate framework and one in which EMRC can assist implementing.

Accreditation is an individual qualification and is held by the person, not the company. Accredited Advisors can support clients on corporate strategy creation, reporting, change management and data assurance. They are involved in developing off-the-shelf solutions that incorporate the Future-Fit approach.

Accredited Advisors have undertaken four exams to gain accreditation as well as paying an annual registration fee. This enables access to the Future-Fit Accreditation logo on their work and communications along with access to the Sustainable Business Coach tool to help streamline benchmark assessments. The EMRC currently has one Accredited Advisor, who is the first Local Government Officer globally, to hold this accreditation.

5.3 RISK ASSESSMENT AND POSITIVE ACTIVITIES

Using the Future-Fit Business SDG Workshop tool, the EMRC conducted individual interviews with selected staff members (7 in total) to answer a series of questions. The tool was built based on the Future-Fit Benchmark and helps to pinpoint where the various business operations may be impacting the SDGs in both a positive and negative way.

Outcomes discussed in **Section 6** of this report.

5.4 SUSTAINABLE BUSINESS COACH

The Sustainable Business Coach has been developed with Accredited Advisors in mind. The tool has been designed to help collect and interpret information in a succinct manner to help guide clients and their organisation on the Future-Fit journey. The Business Coach helps translate science into principles, goals, indicators, and guides to help businesses increase their own resilience.

5.4.1 Break-Even Goals

Using Future-Fit terminology, Break-Even Goals are the minimum action that organisations should achieve to be considered 'future-fit' in that area of focus. Each SDG has linkages to a number of Break-Even Goals, and it is this matrix of connections that allows for assessment of each SDG while making sure minimal negative impact is inflicted in other areas. Please refer to Appendix 2 for a breakdown of the connections.

The Break-Even Goals give organisations a clear objective to aim for and include the following:

- Each goal is expressed as a single sentence, whose meaning can be grasped by business leaders, investors, and other key stakeholders without lengthy explanation.
- Each goal represents the minimum level of performance in one area of the value web and relates to one issue.
- Together, all goals identify the social and environmental break-even point that each company must reach.

5.4.2 Positive Pursuits

Positive Pursuits are looking at actions that organisations can undertake above and beyond their own operations to help others achieve their own Break-Even Goals. Please refer to Appendix 3 for a breakdown of the connections.

The Positive Pursuits actively contribute to society's future-fitness and include the following:

- Each Positive Pursuit is expressed as a single sentence, whose meaning can be grasped by business leaders, investors, and other key stakeholders without lengthy explanation.
- Each Positive Pursuit identifies a way to reverse the effects of negative environmental or social impacts that occurred in the past, or to help others avoid having such negative impacts in the future.
- Each Positive Pursuit relates to one type of intended outcome which can be delivered across the value web and encompasses a range of possible actions: improving supplier performance; offering beneficial products; and/or strengthening the abilities of markets and institutions to pursue future-fitness.





6 OUTCOMES

6.1 RISK PROFILER ASSESSMENT

The Risk Profiler tool is used by assessors to identify the potential area an organisation's activities are most likely to have significant negative impact if no action is taken to mitigate them.

The tool has been developed to help organisations prioritise actions across the Break-Even Goals. Through a series of questions and answers, the tool will determine the potential impact of the organisation as either 'High', 'Moderate', 'Low' or 'Unlikely' for each Break-Even Goal (**Diagram 7**).

Diagram 8 highlights the current Risk Profile for EMRC.

| LEVEL OF RISK | DEFINITION |
|---------------|---|
| High | There is a high risk that a typical company's activities will cause significant harm in this issue area |
| Moderate | There is a moderate risk that a typical company's activities will cause significant harm in this issue area |
| Low | There is a low risk that a typical company's activities will cause significant harm in this issue area |
| Unlikely | A typical company's activities are unlikely to cause any harm in this issue area |

Diagram 7 – Level of Risk

| BREAK-EVEN GOALS | RISK LEVEL |
|--------------------------------|------------|
| BE01 - Energy Use | Moderate |
| BE02 - Water Use | Low |
| BE03 - Natural Resources | High |
| BE04 - Procurement | Moderate |
| BE05 - Non-GHG Emissions | High |
| BE06 - GHG Emissions | High |
| BE07 - Operational Waste | High |
| BE08 - Physical Presence | High |
| BE09 - Community Engagment | High |
| BE10 - Employee Health | High |
| BE11 - Living Wage | Low |
| BE12 - Employment Terms | Moderate |
| BE13 - Employee Discrimination | Moderate |
| BE14 - Employee Engagment | High |
| BE15 - Product Communiations | Low |
| BE16 - Customer Engagment | High |
| BE17 - Product Characteristics | High |
| BE18 - Product GHG Emissions | High |
| BE19 - Product Repurposing | Low |
| BE20 - Business Ethics | High |
| BE21 - Tax | Moderate |
| BE22 - Lobbying and Advocacy | High |
| BE23 - Financial Assets | Low |

Diagram 8 – Level of risk associated to each Break-Even Goal

| RISK LEVEL | NUMBER OF GOALS |
|------------|-----------------|
| Low | 5 |
| Moderate | 5 |
| High | 13 |

Diagram 9 – Number of risks by level

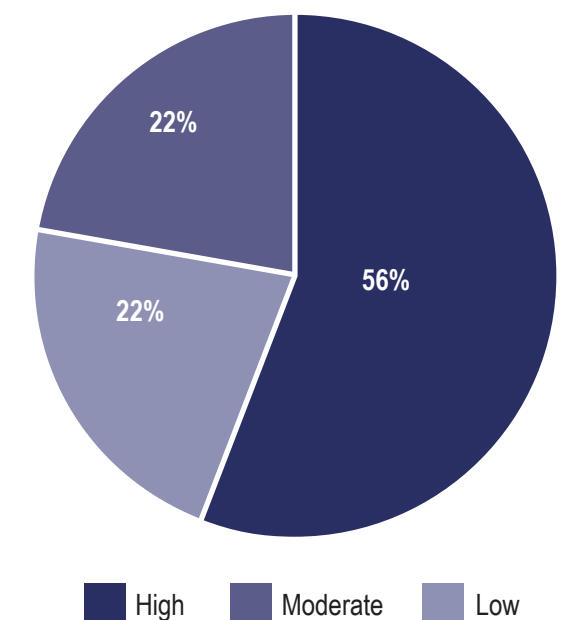


Diagram 10
Breakdown of potential risk and risk level.

The above information has been used to help identify priority actions in relation to the Break-Even Goals. Just because a goal has a high risk doesn't mean it's in danger of causing an immediate negative impact. The risk level is based on potential impact of doing nothing or the incorrect mitigation of the situation.

Example – the EMRC owns and operates a landfill facility. The site is managed within legislative requirements and operates to standards considered best practice when it comes to methane capture. However, if the EMRC decided to no longer cap their landfills or capture the methane buildup within the landfill, this would result in a high risk to BE06 – GHG Emissions.

6.2 POSITIVE ACTIVITIES REVIEW

Using the Positive Activities tool, individual staff interviews have been undertaken to assess what potential impacts of EMRC activities, considered positive, could have on the SDGs and if these match up with key priority areas within the Sustainability Strategy.

Diagram 11 shows several positive activities that the EMRC are currently delivering with linkages to the SDGs. These linkages have been generated through a series of questions to identify which SDG it is most likely contributing to. This is the initial phase of this assessment, and all claims of positive impacts will be backed up by solid evidence in the future. This evidence is beyond the scope of Diagram 11 and this current report but will be further validated once the EMRC progresses with the identified actions within Section 6.3 of this report.

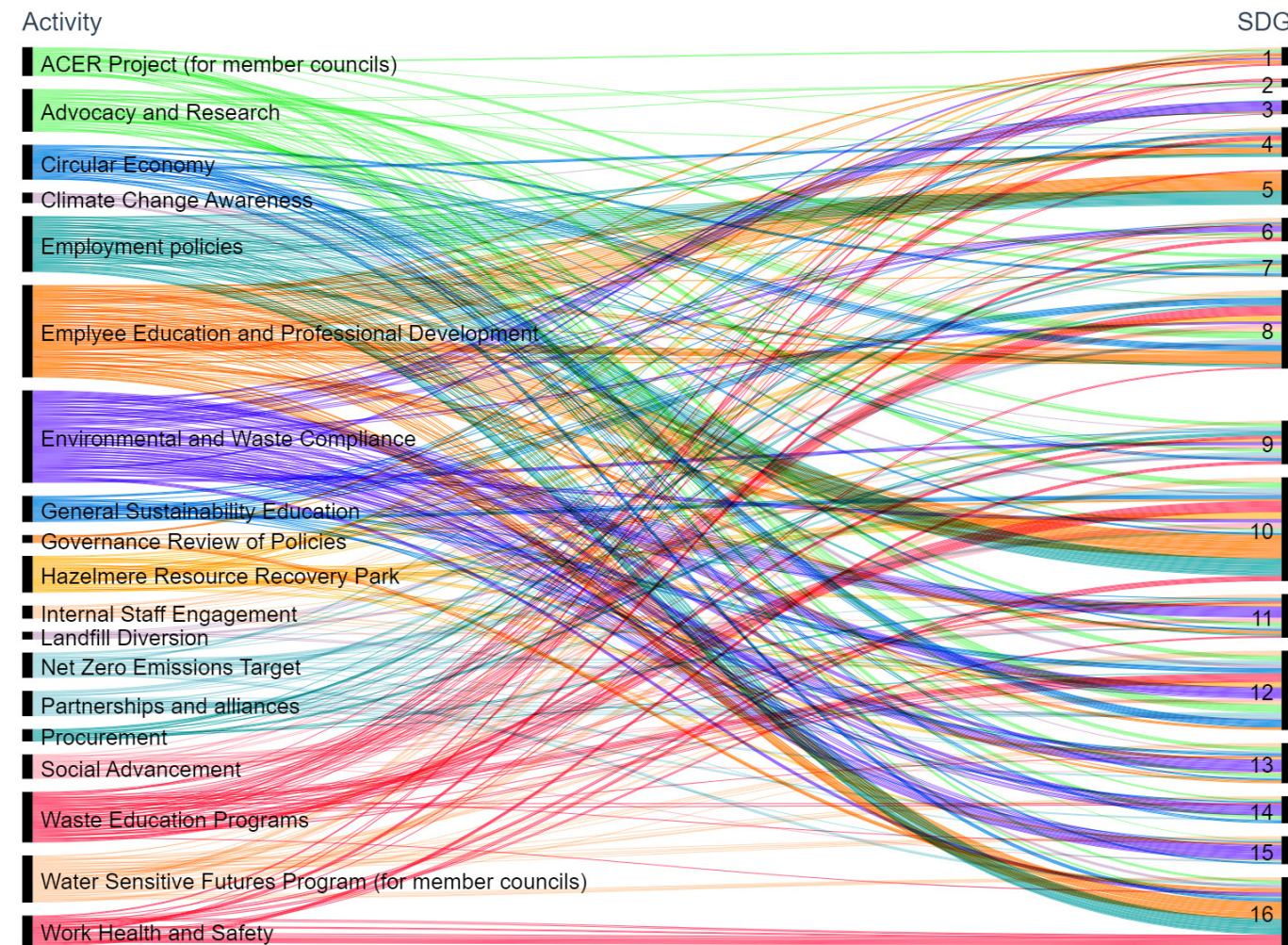


Diagram 11 – Positive Activities with linkages to the SDGs.

An interesting outcome from this review is how the EMRC is either directly or indirectly impacting all SDGs (note SDG 17 – Partnerships for the Goals is missing. The assessment assumes that if you are collaboratively working on and promoting the SDGs, then you are achieving SDG 17).

A surprising outcome was the indirect impact that is being had in relation to SDG 2 – No Hunger. Delving into this a little further, we began to understand that through projects such as Waste Education, our teams are talking to the community about food waste as well as growing your own fruit and vegetables at home. Through this activity, people can learn about growing their own food in healthy soils, generating less waste, and becoming less reliant on other means of food production. Although this one small action is not going to solve World Hunger, it is one small step in the right direction through education that is helping our community to think more about food and food waste and learn more about becoming sustainable and self-sufficient.

| PROGRESS SCORE | |
|---|------|
| SDG 1 - No Poverty | 53% |
| SDG 2 - Zero Hunger | 53% |
| SDG 3 - Good Health and Wellbeing | 61% |
| SDG 4 - Quality Education | 33% |
| SDG 5 - Gender Equality | 61% |
| SDG 6 - Clean Water and Sanitation | 66% |
| SDG 7 - Affordable and Clean Energy | 55% |
| SDG 8 - Decent Work and Economic Growth | 44% |
| SDG 9 - Industry, Innovation and Infrastructure | 22% |
| SDG 10 - Reduced Inequalities | 44% |
| SDG 11 - Sustainable Cities and Communities | 52% |
| SDG 12 - Responsible Consumption and Production | 43% |
| SDG 13 - Climate Action | 55% |
| SDG 14 - Life Below Water | 37% |
| SDG 15 - Life on Land | 50% |
| SDG 16 - Peace and Justice Strong Institutions | 66% |
| SDG 17 - Partnership for the Goals | 100% |

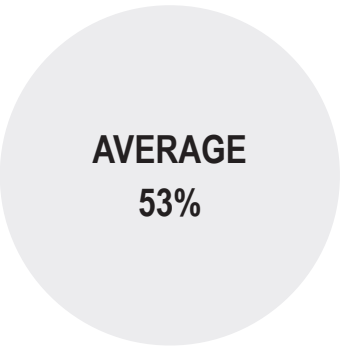
Diagram 12 – Percentage breakdown of progress against each SDG.

6.3 ACTION PLANS

6.3.1 Internal Action Plan

This data has been broken down one step further using the Future-Fit Business Coach. This tool has allowed for more detailed analysis and interpretation of the data. Based on the assessment, the EMRC has been able to generate a percentage of progress against each of the SDGs based on a number of assumptions. This gives an indicative indications of the level of impact that is currently being assumed with each Break-Even Goal (Diagram 12). Based on this analysis, the EMRC is sitting at an average of 53% progress towards the SDGs goals.

Future steps will be for EMRC to collect actual data and justify the progress score with verified information. This action is yet to be undertaken.





Based on Stakeholder engagement at the time of the development of the Sustainability Strategy, the following SDGs have been identified as EMRCs priorities.

Priority SDGs:

SDG 09 – Industry, Innovation, and Infrastructure (22% progress)

SDG 11 – Sustainable Cities and Communities (52% progress)

SDG 12 – Responsible Consumption and Production (43% progress)

SDG 13 – Climate Action (55% progress)

SDG 17 – Partnership for the Goals (100% achievement)

Building upon priority SDGs, the linked Break-Even Goals have been reviewed and prioritised to generate an action plan (**Table 1**). The priority assessment included the following considerations:

1. Risk Profile potential impact.
2. Number of times the Break-Even Goal repeats as a linkage to the priority SDGs.
3. Achievability of the Break-Even Goal.
4. Internal and external stakeholder intervention requirements.
5. EMRC's strengths and opportunities to be able to make meaningful change.

The EMRC has a strong skillset to deliver this level of service internally. Having an officer with Future-Fit Accreditation allows this work to be undertaken and monitored internally, rather than consulting through a third party.

The EMRC has an opportunity to be able to assist other local governments as well as strengthen its own business. The EMRC needs to lessen its dependence on landfill operations and focus on more effective and sustainable methods of creating a circular economy to operate within and this is part of the organisation's strategic direction.

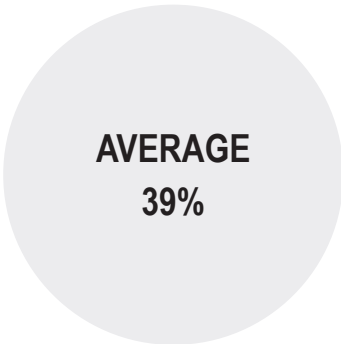
| BREAK-EVEN (BE) GOAL ACTION | RESPONSIBILITY | TIMEFRAME |
|---|--------------------------------|-----------------------|
| High Priority – Long Term Actions – due 2029/2030 | | |
| BE04 – Procurement safeguards the pursuit for future-fitness | Procurement | Long Term – 5 years |
| BE21 – The right tax is paid in the right place at the right time | Finance | Long Term – 5 years |
| BE 23– Financial assets safeguard the pursuit for future-fitness | Finance | Long Term – 5 years |
| Medium Priority – Medium Term Actions – due 2027/2028 | | |
| BE05 – Operational emissions do not harm people or the environment | Sustainability | Medium Term – 3 years |
| BE07 – Operational waste is eliminated | Sustainability | Medium Term – 3 years |
| BE08 – Operations do not encroach on ecosystems or communities | Waste Management | Medium Term – 3 years |
| BE17 – Products do not harm people or the environment | Waste Management | Medium Term – 3 years |
| BE19 – Products can be repurposed | Waste Management | Medium Term – 3 years |
| BE15 – Product communications are honest, ethical, and promote responsible use | Waste Management and Marketing | Medium Term – 3 years |
| BE16 – Product concerns are actively solicited, impartially judged, and transparently addressed | Waste Management and Marketing | Medium Term – 3 years |
| BE18 – Products emit no greenhouse gases | Waste Management and Marketing | Medium Term – 3 years |
| LOW PRIORITY – SHORT TERM ACTIONS – DUE 2024/2025 | | |
| BE01 – Energy is from renewable sources | Sustainability | Short Term – 1 year |
| BE02 – Water is environmentally responsible and socially equitable | Sustainability | Short Term – 1 year |
| BE03 – Natural resources are managed to respect the welfare of ecosystems, people, and animals | Sustainability | Short Term – 1 year |
| BE06 – Operations emit no greenhouse gases | Sustainability | Short Term – 1 year |
| BE09 – Community health is safeguarded. | Waste Management | Short Term – 1 year |

Table 1 – Internal Action Plan

6.3.2 External Action Plan

Using the Future-Fit Business Coach and further analysing and interpreting the data, the following results have been generated to provide a progress assumption against the SDGs for actions that are consisted as Positive Pursuits. These are actions the EMRC can assist within above and beyond its own internal operations (Diagram 13). Based on this analysis, the EMRC is averaging 39% towards assisting others meet their SDGs goals.

As above, future steps will be for EMRC to collect actual data and justify the progress score with verified information. This action is yet to be undertaken.



| PROGRESS SCORE | |
|---|------|
| SDG 1 - No Poverty | 33% |
| SDG 2 - Zero Hunger | 36% |
| SDG 3 - Good Health and Wellbeing | 25% |
| SDG 4 - Quality Education | 33% |
| SDG 5 - Gender Equality | 25% |
| SDG 6 - Clean Water and Sanitation | 36% |
| SDG 7 - Affordable and Clean Energy | 33% |
| SDG 8 - Decent Work and Economic Growth | 42% |
| SDG 9 - Industry, Innovation and Infrastructure | 36% |
| SDG 10 - Reduced Inequalities | 29% |
| SDG 11 - Sustainable Cities and Communities | 33% |
| SDG 12 - Responsible Consumption and Production | 67% |
| SDG 13 - Climate Action | 44% |
| SDG 14 - Life Below Water | 42% |
| SDG 15 - Life on Land | 33% |
| SDG 16 - Peace and Justice Strong Institutions | 14% |
| SDG 17 - Partnership for the Goals | 100% |

Diagram 13 - Percentage breakdown of progress against each SDG.

During the strategic review undertaken in 2020/21, the EMRC’s activities beyond operational was not a key focus. However, based on the review of the EMRC’s Positive Pursuits, the following SDGs have come up as areas the EMRC is currently performing the highest in.

Leading areas:

SDG 08 – Decent Work and Economic Growth (42%)

SDG 12 – Responsible Consumption and Production (67%)

SDG 13 – Climate Action (44%)

SDG 14 – Life Below Water (42%)

SDG 17 – Partnership for the Goals (100%)

The EMRC strengths include collaboration; skill building; sharing resources; and sharing knowledge. EMRC weaknesses included an inability to directly control others’ actions and a lack of consistent/useful data for validation of the goals. Example SDG 13 – Climate Action (44%) and SDG 14 – Life Below Water (42%) are reflective of the Achieving Carbon Emissions Reduction (ACER) Program and Water Sensitive Futures Program which is aimed at helping member Councils reduce carbon emissions and water use. However, EMRC has not taken this opportunity itself (internally).

The EMRC has an opportunity to lead by example and take up the actions that they are working with member Councils to implement. Also given the strategic position of the EMRC, there is a strong opportunity to test and improve the process of new projects and frameworks, such as this one, as well as advocating for policy change and impacting social norms.

As the EMRC moves beyond BAU it will experience new successes and new challenges with some positive and negative learnings/lesson being experienced along the way. The EMRC intends to share these findings with the Future-Fit Asia Pacific Alliance to help everyone learn from their findings.



| POSITIVE PURSUITS (PP) ACTIONS | RESPONSIBILITY | TIMEFRAME |
|---|-----------------------------|-----------|
| PP01 - Others depend less on non-renewable energy | Sustainability & Operations | Ongoing |
| PP03 - Others contribute less to water stress | Sustainability & Operations | Ongoing |
| PP05 - Others depend less on inadequately managed natural resources | Sustainability & Operations | Ongoing |
| PP06 - Others generate fewer greenhouse emissions | Sustainability & Operations | Ongoing |
| PP08 - Others generate fewer harmful emissions | Sustainability & Operations | Ongoing |
| PP10 - Others generate less waste | Sustainability & Operations | Ongoing |
| PP12 - Others cause less ecosystem degradation | Sustainability & Operations | Ongoing |
| PP17 - People's capabilities are strengthened | Sustainability & Operations | Ongoing |
| PP21 - Infrastructure is strengthened in pursuit of future-fitness | Sustainability & Operations | Ongoing |

Table 2 – External Action Plan



7.1 ACTION PROGRESS

Future-Fit Business Benchmark has a dedicated, comprehensive spreadsheet for each of the 24 Break-Even Goals that the EMRC will work on over the coming year to compile evidence, identify gaps and work towards continued improvement.

A Break-Even Goal will not be considered achieved until all evidence is collected for each individual goal and every possible success is achieved.

By breaking down the priority areas as discussed in Section 6.3 of this Report, the EMRC will be able to progress through the validation process in a more streamlined and achievable manner. Local Governments have limited finances, time and resources and it is believed that this step process will be more achievable for LGAs to move through.

7.2 ANNUAL PROGRESS REPORTING

At the end of each Financial Year, the EMRC will provide a Progress Report which will update the advancement of the actions plan outlined within this report as well as review EMRC's data in verifying impact progression.

7.3 CONTINUED REINDORSEMENT OF ACCREDITATION

The EMRC will continue to pay for the re-endorsement of its Sustainability Officer to retain their Advisor accreditation for the foreseeable future. This will allow the EMRC, as well as member Councils, to know that the quality of work delivered is of the highest possible standard and that the EMRC will remain committed to the emerging changes in system science and the methodology put forward.

The EMRC's Accredited Advisor is a member of the Future-Fit Asia Pacific Alliance which meets monthly to share learnings and experiences, as well as work collaboratively to improve the Future-Fit tools. This will ensure that the EMRC will be at the forefront, advocating for innovation in the local government sector.

7.4 MEMBER COUNCIL PARTICIPATION

Two of the EMRC's four member councils have committed to undertaking a benchmark review of the SDGs in 2024/2025. This will include undertaking the Risk Assessment and Positive Activities review.

8 LEARNINGS

Learning from others helps to improve processes as well as striving for continued progress. Engaging with others helps to share experiences, insight, and expertise and helps build skills, avoid mistakes, and avoid duplication of effort.

SDG 17 – Partnerships for the Goals emphasises the importance of global collaboration and partnerships in achieving sustainable development. It recognises that addressing complex challenges requires collaboration and working with stakeholders and sharing challenges and successes.

8.1 CHALLENGES

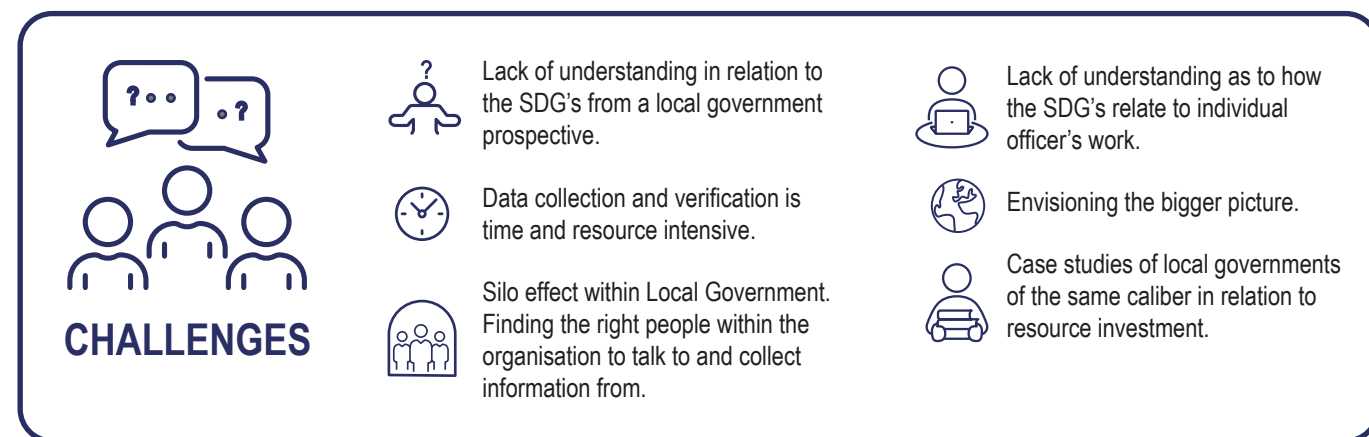


Diagram 14 – Challenges from implementing framework.

Learnings include:

- There are very few SDG reviews that have been undertaken at a local government level. Those that have been presented are for large capital cities which have the necessary finances, resources, and access to university research to undertake this type of work.
- The term 'sustainability' is still very environmentally focused as a word, both to internal and external stakeholders. A challenge has been trying to get people to refocus their attention that sustainability is more than just an environmental issue and that we all play a role personally and professionally.
- The EMRC is the first local government to use the Future-Fit Benchmark to review progress against the SDGs. As the first to embark on this review, using this methodology comes with a level of uncertainty.
- Data collection is always a massive challenge with any task that requires monitoring. One major challenge is locating the right people who have the data (if it exists) and the second is maintaining consistent information over time.
- Future-Fit Benchmark, as well as the SDGs are complex concepts for people to comprehend and this adds an additional layer of complexity to what is already considered a wicked problem.
- Local Governments tend to operate in silos within their own organisation. There is also the additional difficulty of breaking down those barriers and getting different departments to



8.2 SUCCESS

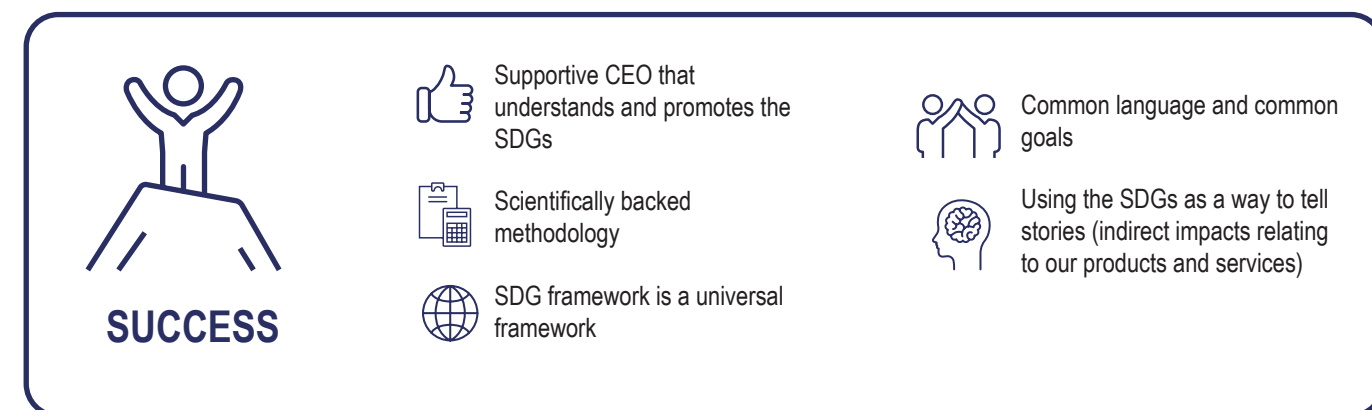


Diagram 15 – Successes from implementing framework.

Learnings include:

- The Future-Fit Business Benchmark is backed by scientific research.
- The Sustainable Development Goals are an international framework that allows for standardisation and consistency within sustainability reporting. It allows for global collaboration, resource sharing, marketing collateral and common terminology shared throughout all levels of organisations.
- The EMRC's CEO is a strong supporter of the Sustainable Development Goals. He promotes the SDGs both internally and externally with a wide array of stakeholders. This has led to both commitment for change internally but also allowed for the education of member Councils CEOs and Councillors as well as their upper management teams. As a result, the EMRC has a bottom-up as well as top-down approach in place.
- Work slowly and educate staff before seeking information from them. The EMRC has fully embraced the SDGs and have been using the language over the past 3 years so that all staff are aware of the SDG framework. The EMRC has SDG decals in all meeting rooms at its three sites as well as embedding the SDGs within reports. This has embedded, as a minimum, a basic level of understanding for EMRC staff.
- Collecting information for the analysis via one-on-one interviews with staff was a great success. This attributed to broader communication about the SDGs and what it meant to staff and their roles. By focusing on the Positive Activities that they and their staff undertake, gives meaning and real tangible examples for the SDGs. At the conclusion of the interviews, interviewees felt the experience was positive and informative and this will build further buy-in when the action plan is implemented.
- By undertaking the Future-Fit Benchmark, the EMRC has been able to gain a deeper understanding that making a positive impact in one area, doesn't mean it is truly sustainable as it could be negatively impacting another area. Therefore, this holistic approach has allowed the EMRC to further understand the full impact of its actions which will improve over time as knowledge improves.

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9.2 INTERNAL REFERENCE

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[D2023/11283 – TEMPLATE – Future-Fit Progress Calculator – Main Report](#)

[D2023/11284 – TEMPLATE – Future-Fit Progress Calculator – SDG – Summary](#)

[D2023/11287 – TEMPLATE – Future-Fit Progress Calculator – Main – Site Information](#)

[D2023/11288 – TEMPLATE – Future-Fit Progress Calculator – Main – Employee Information](#)

[D2023/11289 – TEMPLATE – Future-Fit Progress Calculator – Main – Product Information](#)

[D2023/11290 – TEMPLATE – Future-Fit Progress Calculator – Governance](#)

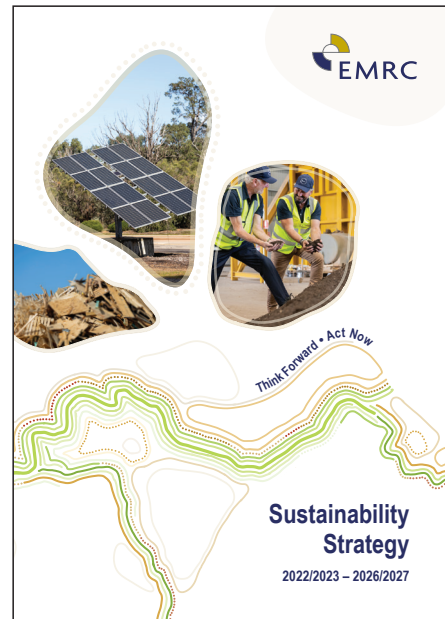
[D2023/11291 – TEMPLATE – Future-Fit Progress Calculator – Financial Assets](#)

[D2023/11292 – TEMPLATE – Future-Fit Progress Calculator – Procurement](#)

[D2023/11293 – Future-Fit Progress Calculator – SDG – Summary – Coach – Data File – 2023/2024](#)



10.1 APPENDIX 1 - EMRCS SUSTAINABILITY STRATEGY 2022/2023 – 2026/2027



10.2 APPENDIX 2 – BREAK-EVEN GOALS AND LINKAGES TO THE SDGS

| In a Future-Fit Society... | Break-Even Goals that every business must strive to reach | SDG alignment | | | | | | | | | | | | | | | | | | |
|--|---|---|----|----|----|----|----|-----|-----|-----|-----|----|----|----|----|----|----|----|----|----|
| Energy is renewable and available to all | Energy is from renewable sources | <table><tr><td>1</td><td>2</td><td>3</td><td>4</td><td>5</td><td>6</td><td>7</td><td>8</td><td>SDG</td></tr><tr><td>9</td><td>10</td><td>11</td><td>12</td><td>13</td><td>14</td><td>15</td><td>16</td><td>17</td></tr></table> | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | SDG | 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 |
| 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | SDG | | | | | | | | | | | | |
| 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 | | | | | | | | | | | | |
| Water is responsibly sourced and available to all | Water use is environmentally responsible and socially equitable | <table><tr><td>1</td><td>2</td><td>3</td><td>4</td><td>5</td><td>6</td><td>7</td><td>8</td><td>SDG</td></tr><tr><td>9</td><td>10</td><td>11</td><td>12</td><td>13</td><td>14</td><td>15</td><td>16</td><td>17</td></tr></table> | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | SDG | 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 |
| 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | SDG | | | | | | | | | | | | |
| 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 | | | | | | | | | | | | |
| Natural Resources are managed to safeguard communities, animals and ecosystems | Natural resources are managed to respect the welfare of ecosystems, people and animals | <table><tr><td>1</td><td>2</td><td>3</td><td>4</td><td>5</td><td>6</td><td>7</td><td>8</td><td>SDG</td></tr><tr><td>9</td><td>10</td><td>11</td><td>12</td><td>13</td><td>14</td><td>15</td><td>16</td><td>17</td></tr></table> | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | SDG | 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 |
| 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | SDG | | | | | | | | | | | | |
| 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 | | | | | | | | | | | | |
| The environment is free from pollution | Operational emissions do not harm people or the environment | <table><tr><td>1</td><td>2</td><td>3</td><td>4</td><td>5</td><td>6</td><td>7</td><td>8</td><td>SDG</td></tr><tr><td>9</td><td>10</td><td>11</td><td>12</td><td>13</td><td>14</td><td>15</td><td>16</td><td>17</td></tr></table> | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | SDG | 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 |
| | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | SDG | | | | | | | | | | | |
| | 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 | | | | | | | | | | | |
| | Operations emit no greenhouse gases | <table><tr><td>1</td><td>2</td><td>3</td><td>4</td><td>5</td><td>6</td><td>7</td><td>8</td><td>SDG</td></tr><tr><td>9</td><td>10</td><td>11</td><td>12</td><td>13</td><td>14</td><td>15</td><td>16</td><td>17</td></tr></table> | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | SDG | 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 |
| 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | SDG | | | | | | | | | | | | |
| 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 | | | | | | | | | | | | |
| Products emit no greenhouse gases | <table><tr><td>1</td><td>2</td><td>3</td><td>4</td><td>5</td><td>6</td><td>7</td><td>8</td><td>SDG</td></tr><tr><td>9</td><td>10</td><td>11</td><td>12</td><td>13</td><td>14</td><td>15</td><td>16</td><td>17</td></tr></table> | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | SDG | 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 | |
| 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | SDG | | | | | | | | | | | | |
| 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 | | | | | | | | | | | | |
| | Products do not harm people or the environment | <table><tr><td>1</td><td>2</td><td>3</td><td>4</td><td>5</td><td>6</td><td>7</td><td>8</td><td>SDG</td></tr><tr><td>9</td><td>10</td><td>11</td><td>12</td><td>13</td><td>14</td><td>15</td><td>16</td><td>17</td></tr></table> | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | SDG | 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 |
| 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | SDG | | | | | | | | | | | | |
| 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 | | | | | | | | | | | | |
| Waste does not exist | Operational waste is eliminated | <table><tr><td>1</td><td>2</td><td>3</td><td>4</td><td>5</td><td>6</td><td>7</td><td>8</td><td>SDG</td></tr><tr><td>9</td><td>10</td><td>11</td><td>12</td><td>13</td><td>14</td><td>15</td><td>16</td><td>17</td></tr></table> | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | SDG | 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 |
| | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | SDG | | | | | | | | | | | |
| 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 | | | | | | | | | | | | |
| | Products can be repurposed | <table><tr><td>1</td><td>2</td><td>3</td><td>4</td><td>5</td><td>6</td><td>7</td><td>8</td><td>SDG</td></tr><tr><td>9</td><td>10</td><td>11</td><td>12</td><td>13</td><td>14</td><td>15</td><td>16</td><td>17</td></tr></table> | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | SDG | 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 |
| 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | SDG | | | | | | | | | | | | |
| 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 | | | | | | | | | | | | |
| Our physical presence protects the health of ecosystems and communities | Operations do not encroach on ecosystems or communities | <table><tr><td>1</td><td>2</td><td>3</td><td>4</td><td>5</td><td>6</td><td>7</td><td>8</td><td>SDG</td></tr><tr><td>9</td><td>10</td><td>11</td><td>12</td><td>13</td><td>14</td><td>15</td><td>16</td><td>17</td></tr></table> | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | SDG | 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 |
| 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | SDG | | | | | | | | | | | | |
| 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 | | | | | | | | | | | | |
| People have the capacity and opportunity to lead fulfilling lives | Community health is safeguarded | <table><tr><td>1</td><td>2</td><td>3</td><td>4</td><td>5</td><td>6</td><td>7</td><td>8</td><td>SDG</td></tr><tr><td>9</td><td>10</td><td>11</td><td>12</td><td>13</td><td>14</td><td>15</td><td>16</td><td>17</td></tr></table> | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | SDG | 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 |
| | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | SDG | | | | | | | | | | | |
| | 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 | | | | | | | | | | | |
| | Employee health is safeguarded | <table><tr><td>1</td><td>2</td><td>3</td><td>4</td><td>5</td><td>6</td><td>7</td><td>8</td><td>SDG</td></tr><tr><td>9</td><td>10</td><td>11</td><td>12</td><td>13</td><td>14</td><td>15</td><td>16</td><td>17</td></tr></table> | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | SDG | 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 |
| | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | SDG | | | | | | | | | | | |
| | 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 | | | | | | | | | | | |
| | Employees are paid at least a living wage | <table><tr><td>1</td><td>2</td><td>3</td><td>4</td><td>5</td><td>6</td><td>7</td><td>8</td><td>SDG</td></tr><tr><td>9</td><td>10</td><td>11</td><td>12</td><td>13</td><td>14</td><td>15</td><td>16</td><td>17</td></tr></table> | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | SDG | 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 |
| | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | SDG | | | | | | | | | | | |
| 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 | | | | | | | | | | | | |
| Employees are subject to fair employment terms | <table><tr><td>1</td><td>2</td><td>3</td><td>4</td><td>5</td><td>6</td><td>7</td><td>8</td><td>SDG</td></tr><tr><td>9</td><td>10</td><td>11</td><td>12</td><td>13</td><td>14</td><td>15</td><td>16</td><td>17</td></tr></table> | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | SDG | 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 | |
| 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | SDG | | | | | | | | | | | | |
| 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 | | | | | | | | | | | | |
| Employees are not subject to discrimination | <table><tr><td>1</td><td>2</td><td>3</td><td>4</td><td>5</td><td>6</td><td>7</td><td>8</td><td>SDG</td></tr><tr><td>9</td><td>10</td><td>11</td><td>12</td><td>13</td><td>14</td><td>15</td><td>16</td><td>17</td></tr></table> | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | SDG | 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 | |
| 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | SDG | | | | | | | | | | | | |
| 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 | | | | | | | | | | | | |
| Employee concerns are actively solicited, impartially judged and transparently addressed | <table><tr><td>1</td><td>2</td><td>3</td><td>4</td><td>5</td><td>6</td><td>7</td><td>8</td><td>SDG</td></tr><tr><td>9</td><td>10</td><td>11</td><td>12</td><td>13</td><td>14</td><td>15</td><td>16</td><td>17</td></tr></table> | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | SDG | 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 | |
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| 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 | | | | | | | | | | | | |
| Product communications are honest, ethical, and promote responsible use | <table><tr><td>1</td><td>2</td><td>3</td><td>4</td><td>5</td><td>6</td><td>7</td><td>8</td><td>SDG</td></tr><tr><td>9</td><td>10</td><td>11</td><td>12</td><td>13</td><td>14</td><td>15</td><td>16</td><td>17</td></tr></table> | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | SDG | 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 | |
| 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | SDG | | | | | | | | | | | | |
| 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 | | | | | | | | | | | | |
| Social norms, global governance and economic growth drive the pursuit of future-fitness | Product concerns are actively solicited, impartially judged and transparently addressed | <table><tr><td>1</td><td>2</td><td>3</td><td>4</td><td>5</td><td>6</td><td>7</td><td>8</td><td>SDG</td></tr><tr><td>9</td><td>10</td><td>11</td><td>12</td><td>13</td><td>14</td><td>15</td><td>16</td><td>17</td></tr></table> | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | SDG | 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 |
| | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | SDG | | | | | | | | | | | |
| | 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 | | | | | | | | | | | |
| | Procurement safeguards the pursuit of future-fitness | <table><tr><td>1</td><td>2</td><td>3</td><td>4</td><td>5</td><td>6</td><td>7</td><td>8</td><td>SDG</td></tr><tr><td>9</td><td>10</td><td>11</td><td>12</td><td>13</td><td>14</td><td>15</td><td>16</td><td>17</td></tr></table> | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | SDG | 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 |
| | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | SDG | | | | | | | | | | | |
| 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 | | | | | | | | | | | | |
| Financial assets safeguard the pursuit of future-fitness | <table><tr><td>1</td><td>2</td><td>3</td><td>4</td><td>5</td><td>6</td><td>7</td><td>8</td><td>SDG</td></tr><tr><td>9</td><td>10</td><td>11</td><td>12</td><td>13</td><td>14</td><td>15</td><td>16</td><td>17</td></tr></table> | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | SDG | 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 | |
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| 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 | | | | | | | | | | | | |
| Lobbying and advocacy safeguard the pursuit of future-fitness | <table><tr><td>1</td><td>2</td><td>3</td><td>4</td><td>5</td><td>6</td><td>7</td><td>8</td><td>SDG</td></tr><tr><td>9</td><td>10</td><td>11</td><td>12</td><td>13</td><td>14</td><td>15</td><td>16</td><td>17</td></tr></table> | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | SDG | 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 | |
| 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | SDG | | | | | | | | | | | | |
| 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 | | | | | | | | | | | | |
| | The right tax is paid in the right place at the right time | <table><tr><td>1</td><td>2</td><td>3</td><td>4</td><td>5</td><td>6</td><td>7</td><td>8</td><td>SDG</td></tr><tr><td>9</td><td>10</td><td>11</td><td>12</td><td>13</td><td>14</td><td>15</td><td>16</td><td>17</td></tr></table> | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | SDG | 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 |
| 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | SDG | | | | | | | | | | | | |
| 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 | | | | | | | | | | | | |
| | Business is conducted ethically | <table><tr><td>1</td><td>2</td><td>3</td><td>4</td><td>5</td><td>6</td><td>7</td><td>8</td><td>SDG</td></tr><tr><td>9</td><td>10</td><td>11</td><td>12</td><td>13</td><td>14</td><td>15</td><td>16</td><td>17</td></tr></table> | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | SDG | 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 |
| 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | SDG | | | | | | | | | | | | |
| 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 | | | | | | | | | | | | |

10.3 APPENDIX 3 – POSITIVE PURSUITS AND LINKAGES TO THE SDGS

| In a Future-Fit Society... | Positive Pursuits that any business <i>may</i> undertake | SDG alignment |
|--|--|---|
| Energy is renewable and available to all | Others depend less on non-renewable energy | 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 |
| | More people have access to energy | 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 |
| Water is responsibly sourced and available to all | Others contribute less to water stress | 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 |
| | More people have access to clean water | 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 |
| Natural Resources are managed to safeguard communities, animals and ecosystems | Others depend less on inadequately-managed natural resources | 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 |
| The environment is free from pollution | Others generate fewer greenhouse gas emissions | 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 |
| | Greenhouse gases are removed from the atmosphere | 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 |
| | Others generate fewer harmful emissions | 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 |
| | Harmful emissions are removed from the environment | 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 |
| Waste does not exist | Others generate less waste | 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 |
| | Waste is reclaimed and repurposed | 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 |
| Our physical presence protects the health of ecosystems and communities | Others cause less ecosystem degradation | 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 |
| | Ecosystems are restored | 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 |
| | Others cause less damage to areas of high social or cultural value | 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 |
| | Areas of high social or cultural value are restored | 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 |
| People have the capacity and opportunity to lead fulfilling lives | More people are healthy and safe from harm | 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 |
| | People's capabilities are strengthened | 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 |
| | More people have access to economic opportunity | 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 |
| | Individual freedoms are upheld for more people | 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 |
| | Social cohesion is strengthened | 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 |
| Social norms, global governance and economic growth drive the pursuit of future-fitness | Infrastructure is strengthened in pursuit of future-fitness | 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 |
| | Governance is strengthened in pursuit of future-fitness | 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 |
| | Market mechanisms are strengthened in pursuit of future-fitness | 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 |
| | Social norms increasingly support the pursuit of future-fitness | 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 |

<https://benchmark.futurefitbusiness.org/mg-pp.html>



FOR FURTHER INFORMATION PLEASE CONTACT

Eastern Metropolitan Regional Council

226 Great Eastern Highway

Belmont WA 6104

T: 9424 2222



7 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

SECONDED

7.1 DEED OF LICENCE FOR FLARE SITE AT RED HILL WASTE MANAGEMENT FACILITY (D2024/19377)

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

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

SECONDED

8 FUTURE AGENDA FORUMS

The next meeting of Agenda Forum will be held on Thursday 12 September 2024 (if required) at the EMRC Administration Office, 1st Floor, 226 Great Eastern Highway, Ascot WA 6104 commencing at 6.00pm.

Forums 2024

| | | | | | |
|----------|----|-----------|---------------|----|----------------------------|
| Thursday | 12 | September | (if required) | at | EMRC Administration Office |
| Thursday | 10 | October | (if required) | at | EMRC Administration Office |
| Thursday | 14 | November | (if required) | at | EMRC Administration Office |

9 DECLARATION OF CLOSURE OF MEETING