



AGENDA

D2026/00278

Agenda Forum 12 February 2026

Notice of Meeting

Dear Councillors

The next Agenda Forum will be held on Thursday, 12 February 2026 at the EMRC Administration Office, 1st Floor, 226 Great Eastern Highway, Ascot WA 6104 commencing at 4:30pm.

A handwritten signature in black ink, appearing to read 'Hua Jer Liew', is written over a horizontal line.

Hua Jer Liew | Acting Chief Executive Officer

6 February 2026

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 2.00pm on the day of the meeting to CouncilEnquiry@emrc.org.au.



EMRC Council Members

Cr Filomena Piffaretti	Chairperson	City of Bayswater
Cr Paul Poliwka	Deputy Chairperson	Town of Bassendean
Cr Kathryn Hamilton	EMRC Member	Town of Bassendean
Cr Steven Ostaszewskyj	EMRC Member	City of Bayswater

EMRC Council Deputies

Cr Jennie Carter	EMRC Deputy Member	Town of Bassendean
Cr Michelle Sutherland	EMRC Deputy Member	City of Bayswater

Agenda Forum 12 February 2026

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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:

- Legal Update – Wood Waste to Energy Plant – Anergy Australia Pty Ltd
- East Rockingham Waste to Energy Project Update
- Strategic Discussion

6 EMPLOYEE REPORTS

- 6.1 FINANCIAL REPORT FOR THE PERIOD ENDING 30 NOVEMBER 2025 (D2026/00279)
- 6.2 FINANCIAL REPORT FOR THE PERIOD ENDING 31 DECEMBER 2025 (D2026/00966)
- 6.3 REVIEW OF COUNCIL POLICY 2.2 – BROADCAST AND RECORDING OF COUNCIL MEETINGS (D2026/01797)
- 6.4 REVIEW OF COUNCIL POLICY 5.1 – ENVIRONMENTAL POLICY (D2026/01839)
- 6.5 REQUEST FOR TENDER – RFT 2025-003 – DESIGN AND CONSTRUCTION OF SHADE STRUCTURE AT THE FOGO PROGRESSING AREA – RED HILL WASTE MANAGEMENT FACILITY (D2026/01954)
- 6.6 FEE AND CHARGES AMENDMENT – FEBRUARY 2026 (D2026/01952)
- 6.7 INFORMATION BULLETIN - CORPORATE BUSINESS PLAN 2025/2026 – 2028/2029 (D2026/00239)



6.1 FINANCIAL REPORT FOR THE PERIOD ENDING 30 NOVEMBER 2025

D2025/00279

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 November 2025.

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 November 2025 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 November 2025.

SOURCE OF REPORT

Employee Disclosure under s.5.70 of the *Local Government Act 1995*:

Author(s)	Manager Financial Services	Nil
Responsible Officer	Chief Financial Officer	Nil

BACKGROUND

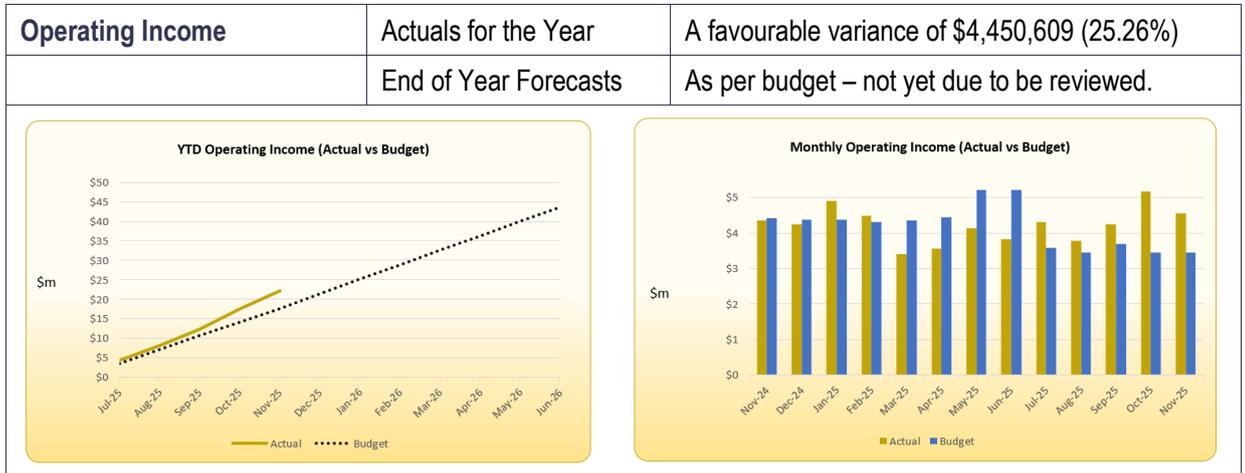
- 1 It is a requirement of the *Local Government (Financial Management) Regulations 1996* (r.34) that a Local Government is to prepare and present to Council financial reports in such a form as the Local Government considers to be appropriate.
- 2 Submitted to each meeting of Council is a financial report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

REPORT

- 3 Outlined below are financial statements for the period ended 30 November 2025. 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.

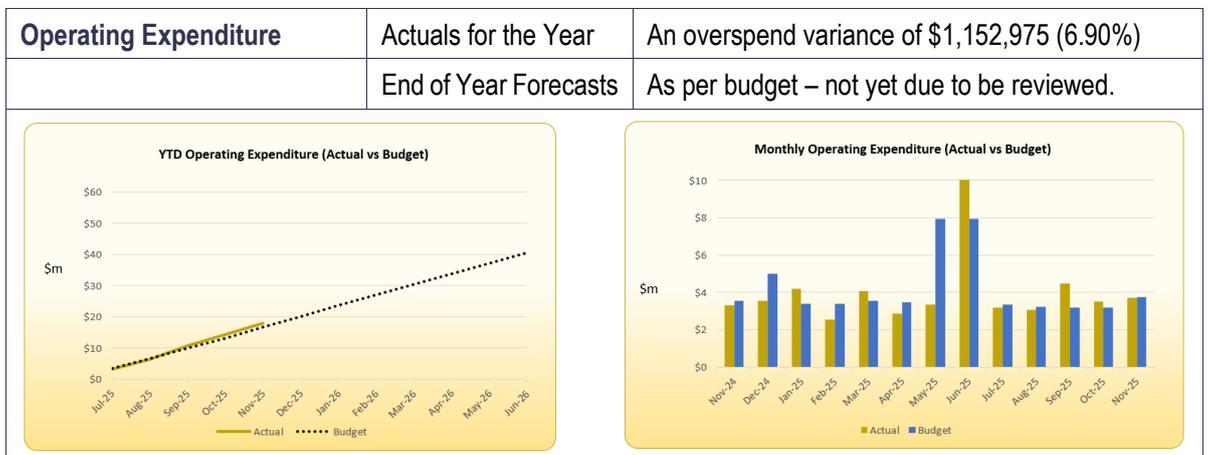
Statement of Comprehensive Income - Nature and Type (refer Attachment 1)

- 4 The net operating result as at 30 November 2025 is an favourable variance of \$3,297,634 (362.86%) against budget. The following information is provided on key aspects of Council's year to date financial performance:



Operating Income Variances previously reported to Council

- 5 Net User Charges of \$17,935,930 is above the budget by \$3,076,670 (20.71%). The variance is attributed to higher commercial tonnages received than anticipated.
- 6 Interest on Municipal Cash Investments of \$181,977 is above the budget by \$115,747 (174.77%) due to the higher investment rate achieved (4.49% average interest vs 3.25% budgeted) and higher available funds for investments.
- 7 Interest on Restricted Cash Investments of \$912,519 is above the budget by \$401,109 (78.43%). The variance is attributed to a higher balance in Restricted Cash Investments.
- 8 Other Income is \$873,292 (85.92%) higher the budgeted amount of \$1,016,375 is due to the additional income from the sale of Australian carbon credit units (ACCU) and ferricrete.
- 9 There were no further significant Operating Income variances as at 30 November 2025.



Operating Expenditure Variances previously reported to Council

- 10 Fuel Expenses of \$655,194 is \$210,734 (24.34%) below the budget. The variance is attributed to reduced plant utilisation resulting in lower fuel expenditure.
- 11 Insurance Expenses is \$90,850 (25.73%) below the budget of \$353,061 due to the lower than budgeted insurance premium for Waste Transfer Station from previous financial year.
- 12 Depreciation Expenses of \$4,951,778 is \$2,167,420 (77.84%) higher than the budget. The variance is primarily due to higher tonnages received in Class III and the new depreciation rate that has been applied to Class III cells in use.
- 13 Miscellaneous Expenses is below the budget by \$129,554 (19.18%) due to lower transportation costs incurred at the Waste Transfer Station. This decrease was a result of lower tonnages being received at the station.
- 14 Provision Expenses is above the budget by \$241,072 (24.40%). The main reason for this variance is the increased Class III tonnages received which has resulted in higher provisions for Post Closure Site Rehabilitation and Environmental Monitoring being required.

Operating Expenditure Variances not previously reported to Council

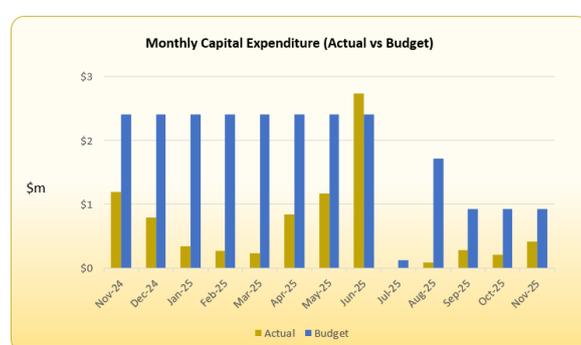
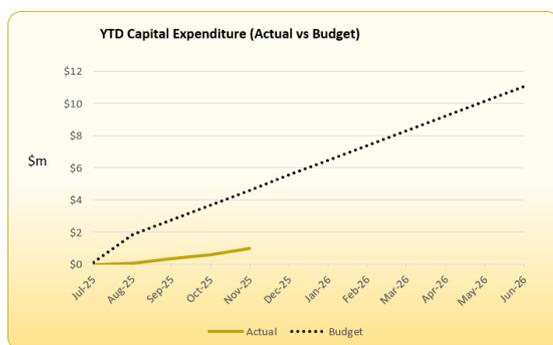
- 15 Salary Expenses is below the budget by \$838,281 (12.55%). This variance relates to budgeted positions yet to be filled together with unfilled vacant positions.
- 16 There were no further significant Operating Expenditure variances as at 30 November 2025.

Other Comprehensive Income	Actuals for the Year	Nil
	End of Year Forecasts	Nil

- 17 There were no significant Other Comprehensive Income variances as at 30 November 2025.

Capital Expenditure Statement (refer Attachment 2)

Capital Expenditure	Actuals for the Year	An underspend variance of \$3,623,198
	End of Year Forecasts	As per budget – not yet due to be reviewed.



Capital Expenditure Variances

- 18 An underspend variance of \$3,623,198 existed as at 30 November 2025 when compared to the budget of \$4,617,160

19 Capital expenditure totalling \$993,962 with the major capital expenditure being undertaken on the following:

- Construct Class III Cell Stage 18 - RHWMF - \$669,664;
- Purchase / Replace Minor Plant and Equipment - HRRP - \$54,012;
- Purchase / Replace Miscellaneous Equipment - HRRP - \$50,525;
- Construct Class III Cell Stage 17 - RHWMF - \$37,170;
- Purchase / Replace Vehicles - RHWMF - \$33,987;
- FOGO Pad Fence - RHWMF - \$26,698;
- FOGO Picking Station - RHWMF - \$26,500;
- Purchase FOGO Processing Plant - RHWMF - \$25,489;
- Construct Class III Cell Stage 19 - RHWMF - \$22,770;
- Construct Waste Transfer Station - HRRP - \$15,202 and
- FOGO Pad Cover & Associated Works - RHWMF - \$11,850.

20 As end of year forecasts are yet to be reviewed, the forecast balances as at 30 November 2025 are as per the budget estimates.

Statement of Financial Position (refer Attachment 3)

21 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.

22 Total Equity as at 30 November 2025 is \$56,575,123 showing a decrease of \$120,610,052 from the equity of \$177,185,175 as at 30 June 2025. The decrease is primarily attributed to the City of Swan Payout Provision of \$100,775,706 and Shire of Mundaring Payout Provision of \$24,040,764, partially offset by a surplus of \$4,206,418 on the Comprehensive Income Statement as at 30 November 2025.

23 As end of year forecasts are yet to be reviewed, the forecast balances as at 30 November 2025 are as per the budget estimates.

Statement of Cash and Investments (refer Attachment 4)

24 The level of cash and investments in the Municipal Fund as at 30 November 2025 is \$10,625,981 and Restricted Cash amount to \$69,983,270.

25 The net movement for the month is an increase of \$4,505,310.

26 As end of year forecasts are yet to be reviewed, the forecast balances as at 30 November 2025 are as per the budget estimates.

Statement of Financial Activity (refer Attachment 5)

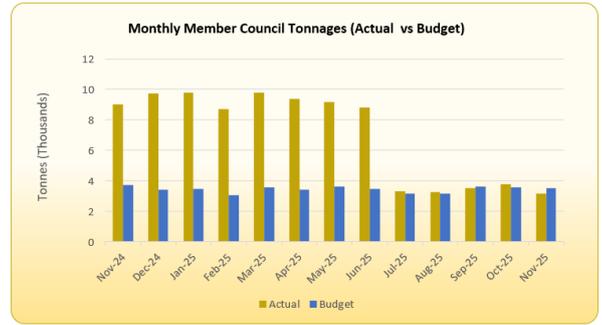
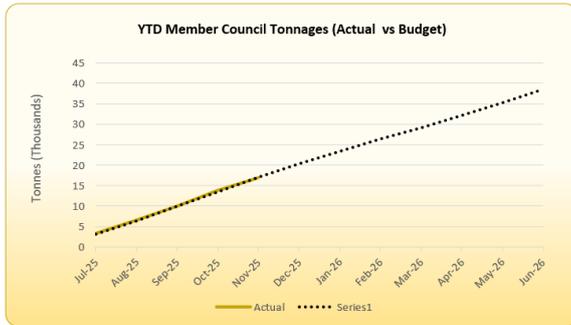
27 The Statement of Financial Activity combines information from other report to include Operating Revenue and Expenditure, Capital Income and Expenditure, and transfers to and from reserves.

28 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)

- 29 Term deposits valued at \$7,500,000 matured during November 2025 and the entire amount was reinvested into further term deposits.

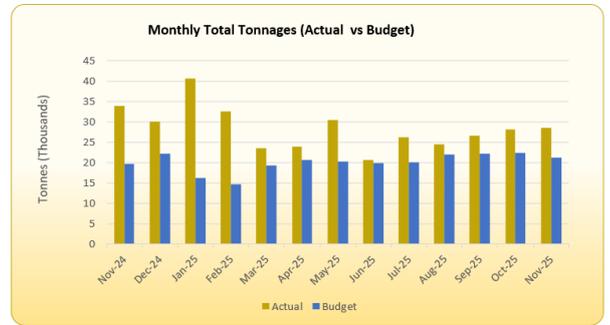
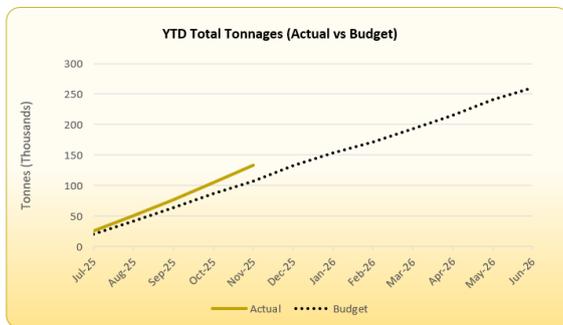
Red Hill Tonnages - Member Councils



- 30 Tonnages received from Member Councils at Red Hill Waste Management Facility were 16,989 tonnes compared to the budget of 17,031 tonnes.

- 31 This compared with 51,605 tonnes in the previous corresponding period. The main variance is due to the change in number of member councils.

Red Hill Tonnages – Total Tonnages



- 32 Total Red Hill tonnages received from all sources were 133,762 tonnes compared to the budget of 107,610 tonnes. The current market mix between commercial customers and member Council is 87.30% and 12.70% respectively.

- 33 Over the same period in 2024/2025 tonnages received from all sources totalled 133,714 tonnes.

STRATEGIC/POLICY IMPLICATIONS

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

FINANCIAL IMPLICATIONS

- 35 As outlined within the report and attachments.

SUSTAINABILITY IMPLICATIONS

36 Nil

RISK MANAGEMENT

Risk – Non-Compliance with Financial Regulations		
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 City of Bayswater	Nil

ATTACHMENT(S)

1. Statement of Comprehensive Income by Nature and Type (D2025/00281)
2. Capital Expenditure Statement (D2025/00282)
3. Statement of Financial Position (D2025/00283)
4. Statement of Cash and Investments (D2025/00284)
5. Statement of Financial Activity (D2025/00285)
6. Investment Report (D2025/00286)

VOTING REQUIREMENT

Simple Majority

RECOMMENDATION(S)

That Council receives the Statement of Comprehensive Income, Capital Expenditure Statement, Statement of Financial Position, Statement of Cash and Investments, Statement of Financial Activity and the Investment Report for the period ended 30 November 2025.

COUNCIL RESOLUTION(S)

MOVED

SECONDED

STATEMENT OF COMPREHENSIVE INCOME

Nature and Type

Year to Date			November 2025			Full Year		
Actual	Budget	Variance			Forecast	Budget	Variance	
Operating Income								
\$27,370,769	\$23,170,415	\$4,200,354	(F)	User Charges	\$55,608,977	\$55,608,977		\$0 (F)
(\$9,434,839)	(\$8,311,155)	(\$1,123,684)	(U)	<u>Less</u> Landfill Levy Charges	(\$19,946,784)	(\$19,946,784)		\$0 (F)
\$17,935,930	\$14,859,260	\$3,076,670	(F)	Net User Charges	\$35,662,193	\$35,662,193		\$0 (F)
\$0	\$614	(\$614)	(U)	Contributions	\$7,365	\$7,365		\$0 (F)
\$357,400	\$357,000	\$400	(F)	Operating Grants	\$2,107,000	\$2,107,000		\$0 (F)
\$181,977	\$66,230	\$115,747	(F)	Interest Municipal Cash Investments	\$158,951	\$158,951		\$0 (F)
\$912,519	\$511,410	\$401,109	(F)	Interest Restricted Cash Investments	\$1,227,375	\$1,227,375		\$0 (F)
\$761,069	\$779,860	(\$18,791)	(U)	Reimbursements	\$1,871,673	\$1,871,673		\$0 (F)
\$1,889,667	\$1,016,375	\$873,292	(F)	Other	\$2,439,285	\$2,439,285		\$0 (F)
\$32,045	\$29,249	\$2,796	(F)	Proceeds from Sale of Assets	\$160,000	\$160,000		\$0 (F)
\$22,070,607	\$17,619,998	\$4,450,609	(F)	Total Operating Income	\$43,633,842	\$43,633,842		\$0 (F)
Operating Expenditure								
\$5,843,437	\$6,681,718	\$838,281	(F)	Salary Expenses	\$15,855,118	\$15,855,118		\$0 (F)
\$3,552,280	\$3,455,272	(\$97,008)	(U)	Contract Expenses	\$9,102,046	\$9,102,046		\$0 (F)
\$604,667	\$669,523	\$64,856	(F)	Material Expenses	\$1,583,122	\$1,583,122		\$0 (F)
\$225,685	\$225,091	(\$594)	(U)	Utility Expenses	\$542,444	\$542,444		\$0 (F)
\$655,194	\$865,928	\$210,734	(F)	Fuel Expenses	\$2,069,203	\$2,069,203		\$0 (F)
\$262,211	\$353,061	\$90,850	(F)	Insurance Expenses	\$918,074	\$918,074		\$0 (F)
\$4,951,778	\$2,784,358	(\$2,167,420)	(U)	Depreciation Expenses	\$6,674,450	\$6,674,450		\$0 (F)
\$545,861	\$675,415	\$129,554	(F)	Miscellaneous Expenses	\$1,458,798	\$1,458,798		\$0 (F)
\$1,228,967	\$987,895	(\$241,072)	(U)	Provision Expenses	\$2,370,947	\$2,370,947		\$0 (F)
(\$5,891)	\$12,953	\$18,844	(F)	Costs Allocated	\$0	\$0		\$0 (F)
\$0	\$0	\$0	(F)	Carrying Amount of Assets Disposed Of	\$98,783	\$98,783		\$0 (F)
\$17,864,189	\$16,711,214	(\$1,152,975)	(U)	Total Operating Expenditure	\$40,672,985	\$40,672,985		\$0 (F)
4,206,418	\$908,784	\$3,297,634	(F)	NET RESULT BEFORE OTHER COMPREHENSIVE INCOME	\$2,960,857	\$2,960,857		\$0 (F)
Surplus	Surplus				Surplus	Surplus		
Other Comprehensive Income								
\$0	\$0	\$0	(F)	Revaluation of Assets/Accumulated Depreciation Reversal	\$0	\$0		\$0 (F)
\$0	\$0	\$0	(F)	Total Other Comprehensive Income	\$0	\$0		\$0 (F)
\$4,206,418	\$908,784	\$3,297,634	(F)	CHANGE IN NET ASSETS FROM OPERATIONS	\$2,960,857	\$2,960,857		\$0 (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



CAPITAL EXPENDITURE STATEMENT

NOVEMBER 2025

Year to Date			On Order	Full Year			
Actual	Budget	Variance		Forecast*	Budget*	Variance	
Business Support							
\$0	\$550	\$550	\$0	Extend Ascot PV & EV Charging (24399/28)	\$1,320	\$1,320	\$0
\$0	\$2,000	\$2,000	\$0	Purchase Furniture Fittings & Equipment - Corporate Services (24510/01)	\$4,800	\$4,800	\$0
\$0	\$73,330	\$73,330	\$0	Purchase Information Technology & Communication Equipment (24550/00)	\$176,000	\$176,000	\$0
\$1,425	\$0	(\$1,425)	(\$682)	Capital Improvement Administration Building (25240/01)	\$0	\$0	\$0
\$0	\$1,020	\$1,020	\$0	Upgrade Security Equipment - Ascot Place (25530/01)	\$2,450	\$2,450	\$0
\$1,425	\$76,900	\$75,475	\$0		\$184,570	\$184,570	\$0



CAPITAL EXPENDITURE STATEMENT

NOVEMBER 2025

Year to Date			On Order		Full Year		
Actual	Budget	Variance			Forecast*	Budget*	Variance
Operations Team							
\$0	\$16,665	\$16,665	\$13,885	Construct Waste Management Facility Buildings - Red Hill Landfill Facility (24250/01)	\$40,000	\$40,000	\$0
\$15,202	\$166,665	\$151,463	\$0	Construct Waste Transfer Station - HRRP (24259/10)	\$400,000	\$400,000	\$0
\$0	\$0	\$0	\$0	Construct Wood Waste to Energy Building (Commissioning) - HRRP (24259/18)	\$0	\$0	\$0
\$37,170	\$0	(\$37,170)	\$0	Construct Class III Cell Stage 17 - Red Hill Landfill Facility (24310/21)	\$0	\$0	\$0
\$669,664	\$1,078,485	\$408,821	\$0	Construct Class III Cell Stage 18 - Red Hill Landfill Facility (24310/22)	\$2,588,374	\$2,588,374	\$0
\$22,770	\$239,580	\$216,810	\$0	Construct Class III Cell Stage 19 - Red Hill Landfill Facility (24310/23)	\$575,000	\$575,000	\$0
\$0	\$31,250	\$31,250	\$0	Construct Class III Cell Stage 20 - Red Hill Landfill Facility (24310/24)	\$75,000	\$75,000	\$0
\$0	\$20,830	\$20,830	\$0	Design and Construct Class IV Cell Stage 3 - Red Hill Landfill Facility (24330/05)	\$50,000	\$50,000	\$0
\$0	\$20,830	\$20,830	\$0	Construct Leachate and Stormwaste Infrastructure and Siltation Ponds - Red Hill Landfill Facility (24350/01)	\$50,000	\$50,000	\$0
\$0	\$20,830	\$20,830	\$42,420	Construct Roads / Carparks - Red Hill Landfill Facility (24370/00)	\$50,000	\$50,000	\$0
\$0	\$137,500	\$137,500	\$0	Construct Access Road to Lots 8 9 10 - Red Hill Landfill Facility (24370/02)	\$330,000	\$330,000	\$0
\$0	\$20,830	\$20,830	\$0	Construct Drainage Diversion and Earthworks Infrastructures - Red Hill Landfill Facility (24380/00)	\$50,000	\$50,000	\$0
\$3,683	\$91,660	\$87,977	\$0	Construct Drainage Works to Lots 8 9 10 - Red Hill Landfill Facility (24380/01)	\$220,000	\$220,000	\$0



CAPITAL EXPENDITURE STATEMENT

NOVEMBER 2025

Year to Date			On Order		Full Year		
Actual	Budget	Variance			Forecast*	Budget*	Variance
Operations Team							
\$0	\$16,665	\$16,665	\$0	Construct Litter Fence - Redhill Landfill Facility (24394/05)	\$40,000	\$40,000	\$0
\$6,651	\$570,830	\$564,179	\$1,316,574	Relocate Garden Organics Processing area - Red Hill Landfill Facility (24395/04)	\$1,370,000	\$1,370,000	\$0
\$3,000	\$20,830	\$17,830	\$4,545	Construct FOGO Processing Area - Red Hill Landfill Facility (24395/05)	\$50,000	\$50,000	\$0
\$26,500	\$20,830	(\$5,670)	\$0	FOGO Picking Station - Red Hill Landfill Facility (24395/11)	\$50,000	\$50,000	\$0
\$26,698	\$62,500	\$35,802	\$0	FOGO Pad Fence - Red Hill Landfill Facility (24395/12)	\$150,000	\$150,000	\$0
\$11,850	\$754,770	\$742,920	\$0	FOGO Pad Cover & Associated Works - Red Hill Landfill Facility (24395/13)	\$1,811,456	\$1,811,456	\$0
\$0	\$52,080	\$52,080	\$0	Project & Engineering Hazelmere - Construct Other (24399/03)	\$125,000	\$125,000	\$0
\$0	\$10,415	\$10,415	\$29,502	Air Supply lines - Waste Management Structures - Red Hill Landfill Facility (24399/10)	\$25,000	\$25,000	\$0
\$0	\$41,665	\$41,665	\$0	Develop Lots 8 9 & 10 For Future Waste Activities - Red Hill Landfill Facility (24399/19)	\$100,000	\$100,000	\$0
\$0	\$10,415	\$10,415	\$2,961	Gas Extraction System Wells - Red Hill Landfill Facility (24399/20)	\$25,000	\$25,000	\$0
\$0	\$0	\$0	\$0	Design and Construct Air Pollution Control Residue Facility (APCR) Monocell - Red Hill Landfill Faci (24399/32)	\$0	\$0	\$0
\$0	\$625,000	\$625,000	\$1,029,958	Purchase / Replace Plant - Red Hill Landfill Facility (24410/00)	\$1,500,000	\$1,500,000	\$0
\$0	\$229,165	\$229,165	\$0	Purchase / Replace Plant - Hazelmere (24410/01)	\$550,000	\$550,000	\$0
\$25,489	\$20,830	(\$4,659)	\$0	Purchase FOGO Processing Plant - Red Hill Landfill Facility (24410/10)	\$50,000	\$50,000	\$0



CAPITAL EXPENDITURE STATEMENT

NOVEMBER 2025

Year to Date			On Order	Full Year			
Actual	Budget	Variance		Forecast*	Budget*	Variance	
Operations Team							
\$0	\$67,080	\$67,080	\$0	Purchase / Replace Minor Plant and Equipment-Red Hill Landfill Facility (24420/00)	\$161,000	\$161,000	\$0
\$54,012	\$55,000	\$988	\$0	Purchase / Replace Minor Plant and Equipment - Hazelmere (24420/02)	\$132,000	\$132,000	\$0
\$33,987	\$19,580	(\$14,407)	\$488	Purchase / Replace Vehicles - Red Hill Landfill Facility (24430/00)	\$47,000	\$47,000	\$0
\$0	\$4,165	\$4,165	\$0	Purchase / Replace Security System - Hazelmere (24530/10)	\$10,000	\$10,000	\$0
\$0	\$4,165	\$4,165	\$0	Waste Transfer Station - CCTV and Network - HRRP (24530/11)	\$10,000	\$10,000	\$0
\$0	\$11,665	\$11,665	\$0	Purchase Information Technology & Communication Equipment - Hazelmere (24550/03)	\$28,000	\$28,000	\$0
\$0	\$5,000	\$5,000	\$0	Purchase Information Technology & Communication Equipment - Baywaste (24550/04)	\$12,000	\$12,000	\$0
\$0	\$11,250	\$11,250	\$0	Purchase Information Technology & Communication Equipment - Red Hill Admin (24550/05)	\$27,000	\$27,000	\$0
\$0	\$2,500	\$2,500	\$0	Purchase Information Technology & Communication Equipment - Red Hill Weighbridge (24550/06)	\$6,000	\$6,000	\$0
\$0	\$20,830	\$20,830	\$0	Purchase / Replace Other Equipment - Red Hill Landfill Facility (24590/00)	\$50,000	\$50,000	\$0
\$50,525	\$8,330	(\$42,195)	\$0	Purchase / Replace Miscellaneous Equipment - Hazelmere (24590/02)	\$20,000	\$20,000	\$0



CAPITAL EXPENDITURE STATEMENT

NOVEMBER 2025

Year to Date			On Order	Full Year			
Actual	Budget	Variance		Forecast*	Budget*	Variance	
Operations Team							
\$0	\$2,080	\$2,080	\$0	Purchase Office Furniture and Fittings - Hazelmere Office (24610/10)	\$5,000	\$5,000	\$0
\$0	\$2,080	\$2,080	\$0	Purchase Furniture and Fittings - Hazelmere Workshop (24610/11)	\$5,000	\$5,000	\$0
\$0	\$45,415	\$45,415	\$0	Refurbish Plant - Red Hill Landfill Facility (25410/00)	\$109,000	\$109,000	\$0
\$5,336	\$0	(\$5,336)	\$0	Refurbish Plant - Hazelmere (25410/01)	\$0	\$0	\$0
\$992,537	\$4,540,260	\$3,547,723	\$2,440,333		\$10,896,831	\$10,896,831	(\$0)
\$993,962	\$4,617,160	\$3,623,198	\$2,440,333	TOTAL CAPITAL EXPENDITURE	\$11,081,401	\$11,081,401	\$0



STATEMENT OF FINANCIAL POSITION

NOVEMBER 2025

Actual June 2025	Actual Year to Date	(F) = Favourable variation (U) = Unfavourable variation	Full Year		
			Forecast	Budget	Variance
Current Assets					
\$2,307,218	\$2,609,251	Cash and Cash Equivalents	\$33,594,001	\$33,594,001	\$0 (F)
\$71,500,000	\$78,000,000	Investments	\$0	\$0	\$0 (F)
\$5,795,731	\$4,695,184	Trade and Other Receivables	\$4,088,629	\$4,088,629	\$0 (F)
\$112,987	\$117,303	Inventories	\$39,035	\$39,035	\$0 (F)
\$39,308	\$525,183	Other Assets	\$67,382	\$67,382	\$0 (F)
\$79,755,244	\$85,946,921	Total Current Assets	\$37,789,047	\$37,789,047	\$0 (F)
Current Liabilities					
\$11,152,225	\$8,036,629	Trade and Other Payables	\$7,302,539	\$7,302,539	\$0 (F)
\$34,409,635	\$34,323,706	Provisions*	\$2,888,934	\$2,888,934	\$0 (F)
\$45,561,860	\$42,360,335	Total Current Liabilities	\$10,191,473	\$10,191,473	\$0 (F)
\$34,193,384	\$43,586,586	Net Current Assets	\$27,597,574	\$27,597,574	\$0 (F)
Non Current Assets					
\$73,340,000	\$73,340,000	Land	\$47,850,257	\$47,850,257	\$0 (F)
\$21,391,459	\$21,075,221	Buildings	\$30,976,537	\$30,976,537	\$0 (F)
\$32,593,577	\$31,411,504	Structures	\$56,149,200	\$56,149,200	\$0 (F)
\$14,906,252	\$12,798,563	Plant	\$22,381,126	\$22,381,126	\$0 (F)
\$1,273,012	\$1,081,282	Equipment	\$2,955,435	\$2,955,435	\$0 (F)
\$127,459	\$120,199	Furniture and Fittings	\$209,836	\$209,836	\$0 (F)
\$8,169,031	\$8,016,204	Work in Progress	\$10,562,667	\$10,562,667	\$0 (F)
\$151,800,790	\$147,842,973	Total Non Current Assets	\$171,085,058	\$171,085,058	\$0 (F)
Non Current Liabilities					
\$8,808,999	\$134,854,436	Provisions*	\$135,803,992	\$135,803,992	\$0 (F)
\$8,808,999	\$134,854,436	Total Non Current Liabilities	\$135,803,992	\$135,803,992	\$0 (F)
\$177,185,175	\$56,575,123	Net Assets	\$62,878,640	\$62,878,640	\$0 (F)
Equity					
\$33,793,552	\$47,656,865	Accumulated Surplus/Deficit	\$1,282,614	\$1,282,614	\$0 (F)
\$62,297,674	\$62,297,674	Asset Revaluation Reserve	\$30,374,026	\$30,374,026	\$0 (F)
\$67,230,636	\$67,230,636	Cash Backed Reserves	\$28,261,143	\$28,261,143	\$0 (F)
\$0	(\$124,816,470)	Equity Payout	\$0	\$0	\$0 (F)
\$13,863,313	\$4,206,418	Net change in assets from operations	\$2,960,857	\$2,960,857	\$0 (F)
\$177,185,175	\$56,575,123	Total Equity	\$62,878,640	\$62,878,640	\$0 (F)

*Current Liabilities - Provisions include City of Kalamunda Payout Provision of \$31,717,882.

*Non Current Liabilities - Provisions include City of Swan Payout Provision of \$100,775,706 and Shire of Mundaring Payout Provision of \$24,040,764.



CASH AND INVESTMENTS NOVEMBER 2025

Actual June 2025	Actual Year to Date	(F) = Favourable variation (U) = Unfavourable variation	Full Year		
			Forecast	Budget	Variance
Municipal Cash and Investments					
2,303,368	2,605,401	Cash at Bank - Municipal Fund 01001/00	2,158,951	2,158,951	0 (F)
3,850	3,850	Cash on Hand 01019/00 - 02	3,850	3,850	0 (F)
4,269,364	8,016,730	Investments - Municipal Fund 02021/00	3,170,057	3,170,057	0 (F)
6,576,582	10,625,981	Total Municipal Cash	5,332,858	5,332,858	0 (F)
Restricted Cash and Investments					
1,479,731	546,916	Restricted Investments - Plant and Equipment 02022/01	1,475,254	1,475,254	0 (F)
4,853,325	5,030,794	Restricted Investments - Post Closure Site Rehabilitation Red Hill 02022/02	3,395,153	3,395,153	0 (F)
6,991,417	5,250,321	Restricted Investments - Future Development 02022/03	6,510,148	6,510,148	0 (F)
4,404,275	4,565,324	Restricted Investments - Environmental Monitoring Red Hill 02022/04	917,544	917,544	0 (F)
5,669,768	5,878,828	Restricted Investments - Class IV Cells Red Hill 02022/07	4,901,634	4,901,634	0 (F)
1,595,150	1,861,856	Restricted Investments - Class III Cells 02022/10	711,402	711,402	0 (F)
6,268,110	6,497,313	Restricted Investments - EastLink Relocation 02022/13	1,416,772	1,416,772	0 (F)
6,162,728	10,499,711	Restricted Investments - Committed Funds 02022/14	6,823,043	6,823,043	0 (F)
28,546,094	28,546,094	Restricted Investments - Equity Reserve 02022/15	782,061	782,061	0 (F)
1,260,038	1,306,113	Restricted Investments - Long Service Leave 02022/90	1,328,132	1,328,132	0 (F)
67,230,636	69,983,270	Total Restricted Cash	28,261,143	28,261,143	0 (F)
73,807,218	80,609,251	TOTAL CASH AND INVESTMENTS	33,594,001	33,594,001	0 (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.



STATEMENT OF FINANCIAL ACTIVITY November 2025

Year to Date				Full Year		
Actual	Budget	Variance		Forecast	Budget	Variance
(F) = Favourable variation (U) = Unfavourable variation						
OPERATING ACTIVITIES						
Revenue from operating activities						
\$27,370,769	\$23,170,415	\$4,200,354	(F)	\$55,608,977	\$55,608,977	\$0 (F)
\$1,118,469	\$1,137,474	(\$19,005)	(U)	\$3,986,038	\$3,986,038	\$0 (F)
\$1,094,496	\$577,640	\$516,856	(F)	\$1,386,326	\$1,386,326	\$0 (F)
\$1,889,667	\$1,016,375	\$873,292	(F)	\$2,439,285	\$2,439,285	\$0 (F)
\$32,045	\$29,249	\$2,796	(F)	\$61,217	\$61,217	\$0 (F)
\$31,505,446	\$25,931,153	\$5,574,293	(F)	\$63,481,843	\$63,481,843	\$0 (F)
Expenditure from operating activities						
(\$5,843,437)	(\$6,681,718)	\$838,281	(F)	(\$15,855,118)	(\$15,855,118)	\$0 (F)
(\$4,156,947)	(\$4,124,795)	(\$32,152)	(U)	(\$10,685,168)	(\$10,685,168)	\$0 (F)
(\$225,685)	(\$225,091)	(\$594)	(U)	(\$542,444)	(\$542,444)	\$0 (F)
(\$4,951,778)	(\$2,784,358)	(\$2,167,420)	(U)	(\$6,674,450)	(\$6,674,450)	\$0 (F)
(\$262,211)	(\$353,061)	\$90,850	(F)	(\$918,074)	(\$918,074)	\$0 (F)
(\$11,858,970)	(\$10,853,346)	(\$1,005,624)	(U)	(\$25,845,732)	(\$25,845,732)	\$0 (F)
(\$27,299,028)	(\$25,022,369)	(\$2,276,659)	(U)	(\$60,520,986)	(\$60,520,986)	\$0 (F)
\$7,062,772	\$14,380,858	(\$7,318,086)	(U)	\$8,631,722	\$8,631,722	\$0 (F)
\$11,269,190	\$15,289,642	(\$4,020,452)	(U)	\$11,592,579	\$11,592,579	\$0 (F)
Amount attributable to operating activities						
INVESTING ACTIVITIES						
Inflows from investing activities						
\$32,045	\$29,249	\$2,796	(F)	\$160,000	\$160,000	\$0 (F)
\$32,045	\$29,249	\$2,796	(F)	\$160,000	\$160,000	\$0 (F)
Outflows from investing activities						
(\$544,405)	(\$1,629,335)	\$1,084,930	(F)	(\$3,910,450)	(\$3,910,450)	\$0 (F)
(\$1,363,627)	(\$3,508,185)	\$2,144,558	(F)	(\$7,170,950)	(\$7,170,950)	\$0 (F)
(\$1,908,032)	(\$5,137,520)	\$3,229,488	(F)	(\$11,081,401)	(\$11,081,401)	\$0 (F)
(\$1,875,987)	(\$5,108,271)	\$3,232,284	(F)	(\$10,921,401)	(\$10,921,401)	\$0 (F)
Amount attributable to investing activities						
FINANCING ACTIVITIES						
Inflows from financing activities						
\$6,187,835	\$7,678,110	(\$1,490,275)	(U)	\$18,427,499	\$18,427,499	\$0 (F)
\$6,187,835	\$7,678,110	(\$1,490,275)	(U)	\$18,427,499	\$18,427,499	\$0 (F)
Outflows from financing activities						
(\$8,940,469)	(\$1,466,300)	(\$7,474,169)	(U)	(\$3,519,176)	(\$3,519,176)	\$0 (F)
(\$8,940,469)	(\$1,466,300)	(\$7,474,169)	(U)	(\$3,519,176)	(\$3,519,176)	\$0 (F)
(\$2,752,634)	\$6,211,810	(\$8,964,444)	(U)	\$14,908,323	\$14,908,323	\$0 (F)
Amount attributable to financing activities						
MOVEMENT IN SURPLUS OR DEFICIT						
(\$33,037,253)	(\$16,243,070)	(\$16,794,183)	(U)	(\$16,243,070)	(\$16,243,070)	\$0 (F)
\$11,269,190	\$15,289,642	(\$4,020,452)	(U)	\$11,592,579	\$11,592,579	\$0 (F)
(\$1,875,987)	(\$5,108,271)	\$3,232,284	(F)	(\$10,921,401)	(\$10,921,401)	\$0 (F)
(\$2,752,634)	\$6,211,810	(\$8,964,444)	(U)	\$14,908,323	\$14,908,323	\$0 (F)
(\$26,396,684)	\$150,111	(\$26,546,795)	(U)	(\$663,569)	(\$663,569)	\$0 (F)

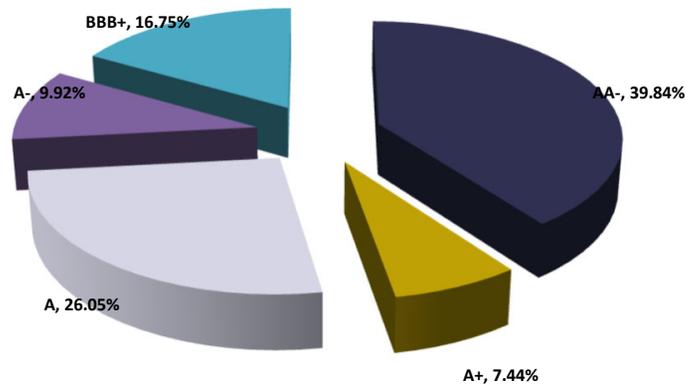
EMRC Investment Report

November 2025

I. Overall Portfolio Limits

S&P Long Term Rating	% Portfolio	Investment Maximum %
AA-	39.84%	100.00%
A+	7.44%	100.00%
A	26.05%	100.00%
A-	9.92%	100.00%
BBB+	16.75%	40.00%
	100.00%	

Investment by S&P Rating



II. Single Entity Exposure

	S&P Long Term Rating	% Portfolio	
ANZ Banking Group	AA-	0.00%	
AMP	BBB+	16.75%	*
NAB	AA-	3.72%	
Westpac / St. George Bank	AA-	36.12%	
Suncorp	A+	7.44%	*
BOQ / ME Bank	A-	9.92%	*
Rabobank	A	26.05%	
Bendigo	A-	0.00%	*
Commonwealth Bank	AA-	0.00%	
		100.00%	

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

III. Term to Maturity Framework

Maturity Profile	Investment Policy Guidelines		
	% 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	34.12%
Fossil Fuel ADI's	65.88%
	100.00%



6.2 FINANCIAL REPORT FOR THE PERIOD ENDING 31 DECEMBER 2025

D2025/00966

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 31 December 2025.

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 31 December 2025 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 31 December 2025.

SOURCE OF REPORT

Employee Disclosure under s.5.70 of the *Local Government Act 1995*:

Author(s)	Manager Financial Services	Nil
Responsible Officer	Chief Financial Officer	Nil

BACKGROUND

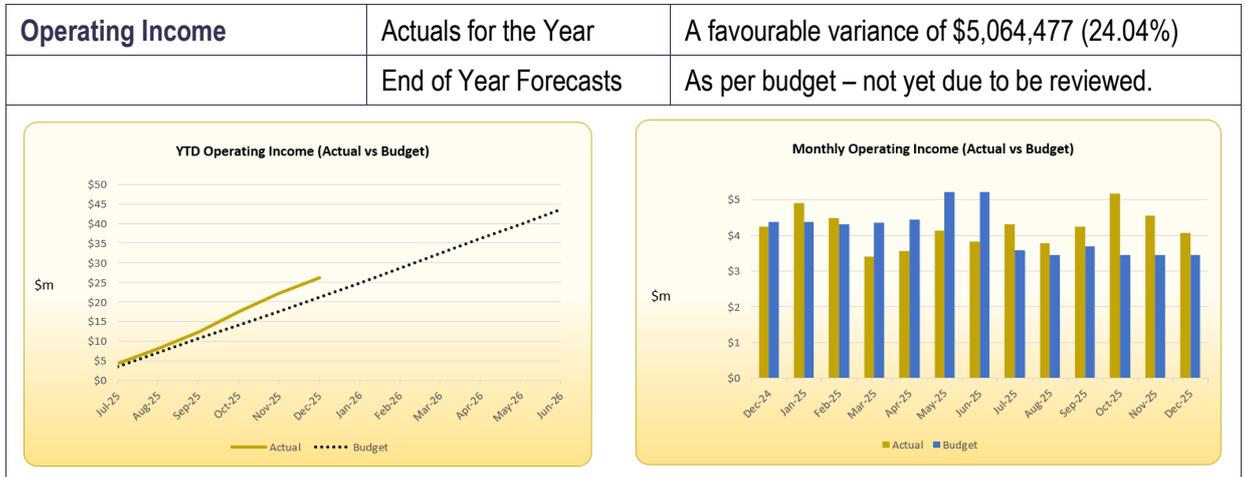
- 1 It is a requirement of the *Local Government (Financial Management) Regulations 1996* (r.34) that a Local Government is to prepare and present to Council financial reports in such a form as the Local Government considers to be appropriate.
- 2 Submitted to each meeting of Council is a financial report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

REPORT

- 3 Outlined below are financial statements for the period ended 31 December 2025. 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.

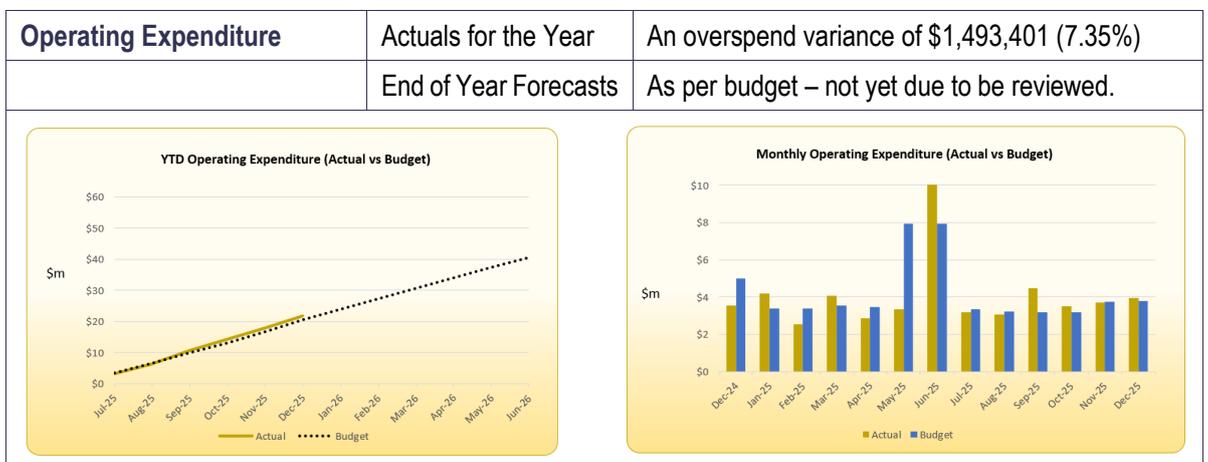
Statement of Comprehensive Income - Nature and Type (refer Attachment 1)

- 4 The net operating result as at 31 December 2025 is an favourable variance of \$3,571,076 (471.29%) against budget. The following information is provided on key aspects of Council's year to date financial performance:



Operating Income Variances previously reported to Council

- 5 Net User Charges of \$21,459,533 is above the budget by \$3,628,421 (20.35%). The variance is attributed to higher commercial tonnages received than anticipated.
- 6 Interest on Municipal Cash Investments of \$243,044 is above the budget by \$163,568 (205.81%) due to the higher investment rate achieved (4.49% average interest vs 3.25% budgeted) and higher available funds for investments.
- 7 Interest on Restricted Cash Investments of \$1,090,047 is above the budget by \$476,355 (77.62%). The variance is attributed to a higher balance in Restricted Cash Investments.
- 8 Other Income is \$844,942 (69.28%) higher the budgeted amount of \$1,219,650 is due to the additional income from the sale of Australian carbon credit units (ACCU) and ferricrete.
- 9 There were no further significant Operating Income variances as at 31 December 2025.



Operating Expenditure Variances previously reported to Council

- 10 Material Expenses of \$683,076 is \$127,706 (15.75%) lower than budget of \$810,782 due to the timing of variance projects from different business units. Areas where the expenditures are lower than budget for various business units include the Office of the CEO (\$49,573), Business Support (\$29,928), Sustainability (\$8,393) and Operations (\$39,812).
- 11 Fuel Expenses of \$780,162 is \$259,450 (24.96%) below the budget. The variance is attributed to reduced plant utilisation resulting in lower fuel expenditure.
- 12 Insurance Expenses is \$107,354 (25.33%) below the budget of \$423,825 due to the lower than budgeted insurance premium for Waste Transfer Station from previous financial year.
- 13 Depreciation Expenses of \$6,238,117 is \$2,896,446 (86.68%) higher than the budget. The variance is primarily due to higher tonnages received in Class III and the new depreciation rate that has been applied to Class III cells.
- 14 Miscellaneous Expenses is below the budget by \$194,737 (24.93%) due to lower transportation costs incurred at the Waste Transfer Station. This decrease was a result of lower tonnages being received at the station.
- 15 Provision Expenses is above the budget by \$275,850 (23.27%). The main reason for this variance is the increased Class III tonnages received which has resulted in higher provisions for Post Closure Site Rehabilitation and Environmental Monitoring being required.

Operating Expenditure Variances not previously reported to Council

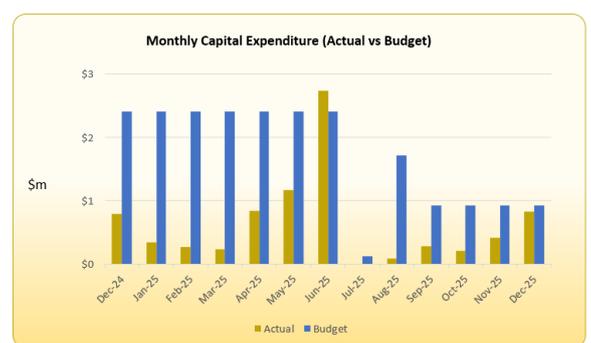
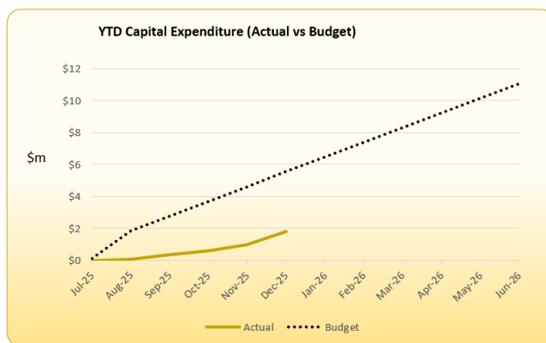
- 16 Utility Expenses is below the budget by \$29,764 (10.72%). The major various is due to lower costs of water consumption and service charges for Hazelmere Resource Recovery Park.
- 17 There were no further significant Operating Expenditure variances as at 31 December 2025.

Other Comprehensive Income	Actuals for the Year	Nil
	End of Year Forecasts	Nil

- 18 There were no significant Other Comprehensive Income variances as at 31 December 2025.

Capital Expenditure Statement (refer Attachment 2)

Capital Expenditure	Actuals for the Year	An underspend variance of \$3,713,989
	End of Year Forecasts	As per budget – not yet due to be reviewed.



Capital Expenditure Variances

- 19 An underspend variance of \$3,713,989 existed as at 31 December 2025 when compared to the budget of \$5,540,592.
- 20 Capital expenditure totalling \$1,826,603 with the major capital expenditure being undertaken on the following:
- Construct Class III Cell Stage 18 - RHWMF - \$1,168,514;
 - Purchase / Replace Miscellaneous Equipment - HRRP - \$119,386;
 - FOGO Picking Station - RHWMF - \$105,438;
 - Refurbish Plant - RHWMF - \$101,305;
 - Purchase / Replace Minor Plant and Equipment - RHWMF - \$69,200;
 - Purchase / Replace Minor Plant and Equipment - HRRP - \$59,498;
 - Construct Class III Cell Stage 17 - RHWMF - \$37,170;
 - Purchase / Replace Vehicles - RHWMF - \$33,987;
 - Construct Class III Cell Stage 19 - RHWMF - \$31,550;
 - FOGO Pad Fence - RHWMF - \$26,698;
 - Purchase FOGO Processing Plant - RHWMF - \$25,489;
 - Construct Waste Transfer Station - HRRP - \$15,202 and
 - FOGO Pad Cover & Associated Works - RHWMF - \$11,850.
- 21 As end of year forecasts are yet to be reviewed, the forecast balances as at 31 December 2025 are as per the budget estimates.

Statement of Financial Position (refer Attachment 3)

- 22 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.
- 23 Total Equity as at 31 December 2025 is \$56,697,498 showing a decrease of \$120,487,677 from the equity of \$177,185,175 as at 30 June 2025. The decrease is primarily attributed to the City of Swan Payout Provision of \$100,775,706 and Shire of Mundaring Payout Provision of \$24,040,764, partially offset by a surplus of \$4,328,793 on the Comprehensive Income Statement as at 31 December 2025.
- 24 As end of year forecasts are yet to be reviewed, the forecast balances as at 31 December 2025 are as per the budget estimates.

Statement of Cash and Investments (refer Attachment 4)

- 25 The level of cash and investments in the Municipal Fund as at 31 December 2025 is \$12,962,565 and Restricted Cash amount to \$69,653,981.
- 26 The net movement for the month is an increase of \$4,328,793.
- 27 As end of year forecasts are yet to be reviewed, the forecast balances as at 31 December 2025 are as per the budget estimates.

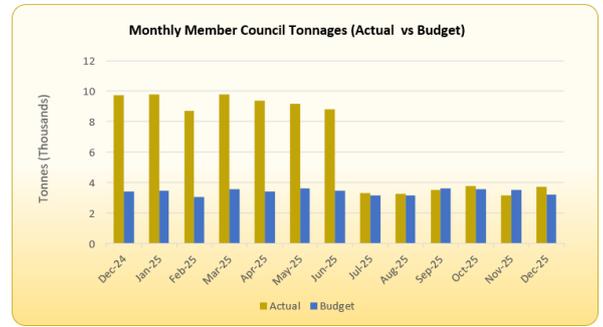
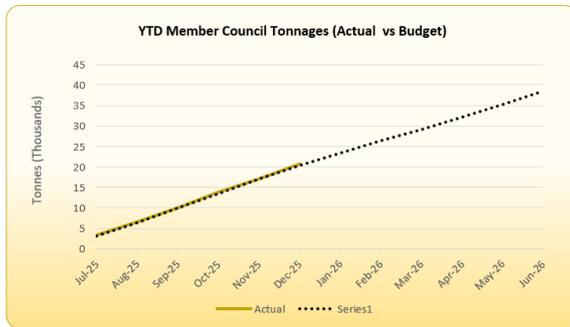
Statement of Financial Activity (refer Attachment 5)

- 28 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.
- 29 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)

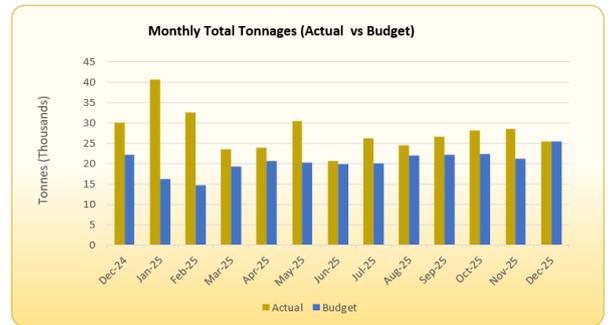
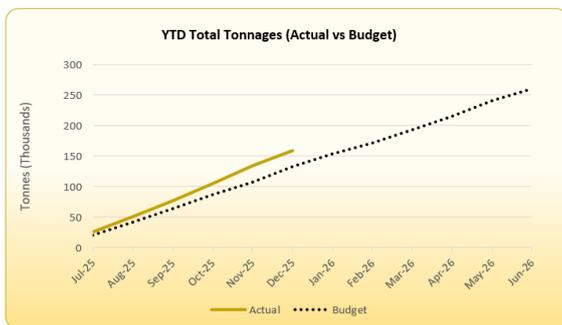
- 30 Term deposits valued at \$30,000,000 matured during December 2025 and the entire amount was reinvested into further term deposits.

Red Hill Tonnages - Member Councils



- 31 Tonnages received from Member Councils at Red Hill Waste Management Facility were 20,705 tonnes compared to the budget of 20,222 tonnes.
- 32 This compared with 61,336 tonnes in the previous corresponding period. The main variance is due to the change in number of member councils.

Red Hill Tonnages – Total Tonnages



- 33 Total Red Hill tonnages received from all sources were 159,210 tonnes compared to the budget of 132,976 tonnes. The current market mix between commercial customers and member Council is 87.00% and 13.00% respectively.
- 34 Over the same period in 2024/2025 tonnages received from all sources totalled 163,672 tonnes.

STRATEGIC/POLICY IMPLICATIONS

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



FINANCIAL IMPLICATIONS

36 As outlined within the report and attachments.

SUSTAINABILITY IMPLICATIONS

37 Nil

RISK MANAGEMENT

Risk – Non-Compliance with Financial Regulations		
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	

ATTACHMENT(S)

1. Statement of Comprehensive Income by Nature and Type (D2026/00967)
2. Capital Expenditure Statement (D2026/00968)
3. Statement of Financial Position (D2026/00969)
4. Statement of Cash and Investments (D2026/00970)
5. Statement of Financial Activity (D2026/00971)
6. Investment Report (D2026/00972)

VOTING REQUIREMENT

Simple Majority

RECOMMENDATION(S)

That Council receives the Statement of Comprehensive Income, Capital Expenditure Statement, Statement of Financial Position, Statement of Cash and Investments, Statement of Financial Activity and the Investment Report for the period ended 31 December 2025.

COUNCIL RESOLUTION(S)

MOVED

SECONDED

STATEMENT OF COMPREHENSIVE INCOME Nature and Type

Year to Date			December 2025			Full Year			
Actual	Budget	Variance			Forecast	Budget	Variance		
Operating Income									
\$32,678,686	\$27,804,498	\$4,874,188	(F)	User Charges	\$55,608,977	\$55,608,977		\$0	(F)
(\$11,219,153)	(\$9,973,386)	(\$1,245,767)	(U)	<u>Less</u> Landfill Levy Charges	(\$19,946,784)	(\$19,946,784)		\$0	(F)
\$21,459,533	\$17,831,112	\$3,628,421	(F)	Net User Charges	\$35,662,193	\$35,662,193		\$0	(F)
\$0	\$614	(\$614)	(U)	Contributions	\$7,365	\$7,365		\$0	(F)
\$357,400	\$357,000	\$400	(F)	Operating Grants	\$2,107,000	\$2,107,000		\$0	(F)
\$243,044	\$79,476	\$163,568	(F)	Interest Municipal Cash Investments	\$158,951	\$158,951		\$0	(F)
\$1,090,047	\$613,692	\$476,355	(F)	Interest Restricted Cash Investments	\$1,227,375	\$1,227,375		\$0	(F)
\$884,441	\$935,832	(\$51,391)	(U)	Reimbursements	\$1,871,673	\$1,871,673		\$0	(F)
\$2,064,592	\$1,219,650	\$844,942	(F)	Other	\$2,439,285	\$2,439,285		\$0	(F)
\$32,045	\$29,249	\$2,796	(F)	Proceeds from Sale of Assets	\$160,000	\$160,000		\$0	(F)
\$26,131,102	\$21,066,625	\$5,064,477	(F)	Total Operating Income	\$43,633,842	\$43,633,842		\$0	(F)
Operating Expenditure									
\$7,401,411	\$7,906,319	\$504,908	(F)	Salary Expenses	\$15,855,118	\$15,855,118		\$0	(F)
\$4,091,866	\$4,540,499	\$448,633	(F)	Contract Expenses	\$9,102,046	\$9,102,046		\$0	(F)
\$683,076	\$810,782	\$127,706	(F)	Material Expenses	\$1,583,122	\$1,583,122		\$0	(F)
\$247,912	\$277,676	\$29,764	(F)	Utility Expenses	\$542,444	\$542,444		\$0	(F)
\$780,162	\$1,039,612	\$259,450	(F)	Fuel Expenses	\$2,069,203	\$2,069,203		\$0	(F)
\$316,471	\$423,825	\$107,354	(F)	Insurance Expenses	\$918,074	\$918,074		\$0	(F)
\$6,238,117	\$3,341,671	(\$2,896,446)	(U)	Depreciation Expenses	\$6,674,450	\$6,674,450		\$0	(F)
\$586,313	\$781,050	\$194,737	(F)	Miscellaneous Expenses	\$1,458,798	\$1,458,798		\$0	(F)
\$1,461,324	\$1,185,474	(\$275,850)	(U)	Provision Expenses	\$2,370,947	\$2,370,947		\$0	(F)
(\$5,890)	\$0	\$5,890	(F)	Costs Allocated	\$0	\$0		\$0	(F)
\$1,547	\$2,000	\$453	(F)	Carrying Amount of Assets Disposed Of	\$98,783	\$98,783		\$0	(F)
\$21,802,309	\$20,308,908	(\$1,493,401)	(U)	Total Operating Expenditure	\$40,672,985	\$40,672,985		\$0	(F)
4,328,793	\$757,717	\$3,571,076	(F)	NET RESULT BEFORE OTHER COMPREHENSIVE INCOME	\$2,960,857	\$2,960,857		\$0	(F)
Surplus	Surplus				Surplus	Surplus			
Other Comprehensive Income									
\$0	\$0	\$0	(F)	Revaluation of Assets/Accumulated Depreciation Reversal	\$0	\$0		\$0	(F)
\$0	\$0	\$0	(F)	Total Other Comprehensive Income	\$0	\$0		\$0	(F)
\$4,328,793	\$757,717	\$3,571,076	(F)	CHANGE IN NET ASSETS FROM OPERATIONS	\$2,960,857	\$2,960,857		\$0	(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



CAPITAL EXPENDITURE STATEMENT

DECEMBER 2025

Year to Date			On Order	Full Year			
Actual	Budget	Variance		Forecast*	Budget*	Variance	
Business Support							
\$0	\$660	\$660	\$0	Extend Ascot PV & EV Charging (24399/28)	\$1,320	\$1,320	\$0
\$0	\$2,400	\$2,400	\$0	Purchase Furniture Fittings & Equipment - Corporate Services (24510/01)	\$4,800	\$4,800	\$0
\$0	\$87,996	\$87,996	\$0	Purchase Information Technology & Communication Equipment (24550/00)	\$176,000	\$176,000	\$0
\$1,425	\$0	(\$1,425)	(\$682)	Capital Improvement Administration Building (25240/01)	\$0	\$0	\$0
\$0	\$1,224	\$1,224	\$0	Upgrade Security Equipment - Ascot Place (25530/01)	\$2,450	\$2,450	\$0
\$1,425	\$92,280	\$90,855	\$0		\$184,570	\$184,570	\$0



CAPITAL EXPENDITURE STATEMENT

DECEMBER 2025

Year to Date			On Order		Full Year		
Actual	Budget	Variance			Forecast*	Budget*	Variance
Operations Team							
\$0	\$19,998	\$19,998	\$13,885	Construct Waste Management Facility Buildings - Red Hill Landfill Facility (24250/01)	\$40,000	\$40,000	\$0
\$15,202	\$199,998	\$184,796	\$0	Construct Waste Transfer Station - HRRP (24259/10)	\$400,000	\$400,000	\$0
\$0	\$0	\$0	\$0	Construct Wood Waste to Energy Building (Commissioning) - HRRP (24259/18)	\$0	\$0	\$0
\$37,170	\$0	(\$37,170)	\$0	Construct Class III Cell Stage 17 - Red Hill Landfill Facility (24310/21)	\$0	\$0	\$0
\$1,168,514	\$1,294,182	\$125,668	\$0	Construct Class III Cell Stage 18 - Red Hill Landfill Facility (24310/22)	\$2,588,374	\$2,588,374	\$0
\$31,550	\$287,496	\$255,946	\$0	Construct Class III Cell Stage 19 - Red Hill Landfill Facility (24310/23)	\$575,000	\$575,000	\$0
\$0	\$37,500	\$37,500	\$0	Construct Class III Cell Stage 20 - Red Hill Landfill Facility (24310/24)	\$75,000	\$75,000	\$0
\$0	\$24,996	\$24,996	\$0	Design and Construct Class IV Cell Stage 3 - Red Hill Landfill Facility (24330/05)	\$50,000	\$50,000	\$0
\$0	\$24,996	\$24,996	\$0	Construct Leachate and Stormwaste Infrastructure and Siltation Ponds - Red Hill Landfill Facility (24350/01)	\$50,000	\$50,000	\$0
\$0	\$24,996	\$24,996	\$42,420	Construct Roads / Carparks - Red Hill Landfill Facility (24370/00)	\$50,000	\$50,000	\$0
\$0	\$165,000	\$165,000	\$0	Construct Access Road to Lots 8 9 10 - Red Hill Landfill Facility (24370/02)	\$330,000	\$330,000	\$0
\$0	\$24,996	\$24,996	\$0	Construct Drainage Diversion and Earthworks Infrastructures - Red Hill Landfill Facility (24380/00)	\$50,000	\$50,000	\$0
\$3,683	\$109,992	\$106,309	\$0	Construct Drainage Works to Lots 8 9 10 - Red Hill Landfill Facility (24380/01)	\$220,000	\$220,000	\$0



CAPITAL EXPENDITURE STATEMENT

DECEMBER 2025

Year to Date			On Order		Full Year		
Actual	Budget	Variance			Forecast*	Budget*	Variance
Operations Team							
\$0	\$19,998	\$19,998	\$0	Construct Litter Fence - Redhill Landfill Facility (24394/05)	\$40,000	\$40,000	\$0
\$7,875	\$684,996	\$677,121	\$1,316,574	Relocate Garden Organics Processing area - Red Hill Landfill Facility (24395/04)	\$1,370,000	\$1,370,000	\$0
\$3,000	\$24,996	\$21,996	\$4,545	Construct FOGO Processing Area - Red Hill Landfill Facility (24395/05)	\$50,000	\$50,000	\$0
\$105,438	\$24,996	(\$80,442)	\$0	FOGO Picking Station - Red Hill Landfill Facility (24395/11)	\$50,000	\$50,000	\$0
\$26,698	\$75,000	\$48,302	\$0	FOGO Pad Fence - Red Hill Landfill Facility (24395/12)	\$150,000	\$150,000	\$0
\$11,850	\$905,724	\$893,874	\$0	FOGO Pad Cover & Associated Works - Red Hill Landfill Facility (24395/13)	\$1,811,456	\$1,811,456	\$0
\$0	\$62,496	\$62,496	\$0	Project & Engineering Hazelmere - Construct Other (24399/03)	\$125,000	\$125,000	\$0
\$0	\$12,498	\$12,498	\$29,502	Air Supply lines - Waste Management Structures - Red Hill Landfill Facility (24399/10)	\$25,000	\$25,000	\$0
\$0	\$49,998	\$49,998	\$0	Develop Lots 8 9 & 10 For Future Waste Activities - Red Hill Landfill Facility (24399/19)	\$100,000	\$100,000	\$0
\$0	\$12,498	\$12,498	\$2,961	Gas Extraction System Wells - Red Hill Landfill Facility (24399/20)	\$25,000	\$25,000	\$0
\$0	\$0	\$0	\$0	Design and Construct Air Pollution Control Residue Facility (APCR) Monocell - Red Hill Landfill Faci (24399/32)	\$0	\$0	\$0
\$0	\$750,000	\$750,000	\$1,029,958	Purchase / Replace Plant - Red Hill Landfill Facility (24410/00)	\$1,500,000	\$1,500,000	\$0
\$0	\$274,998	\$274,998	\$0	Purchase / Replace Plant - Hazelmere (24410/01)	\$550,000	\$550,000	\$0
\$25,489	\$24,996	(\$493)	\$0	Purchase FOGO Processing Plant - Red Hill Landfill Facility (24410/10)	\$50,000	\$50,000	\$0



CAPITAL EXPENDITURE STATEMENT

DECEMBER 2025

Year to Date			On Order		Full Year		
Actual	Budget	Variance			Forecast*	Budget*	Variance
Operations Team							
\$69,200	\$80,496	\$11,296	\$0	Purchase / Replace Minor Plant and Equipment-Red Hill Landfill Facility (24420/00)	\$161,000	\$161,000	\$0
\$59,498	\$66,000	\$6,502	\$0	Purchase / Replace Minor Plant and Equipment - Hazelmere (24420/02)	\$132,000	\$132,000	\$0
\$33,987	\$23,496	(\$10,491)	\$488	Purchase / Replace Vehicles - Red Hill Landfill Facility (24430/00)	\$47,000	\$47,000	\$0
\$0	\$4,998	\$4,998	\$0	Purchase / Replace Security System - Hazelmere (24530/10)	\$10,000	\$10,000	\$0
\$0	\$4,998	\$4,998	\$0	Waste Transfer Station - CCTV and Network - HRRP (24530/11)	\$10,000	\$10,000	\$0
\$0	\$13,998	\$13,998	\$0	Purchase Information Technology & Communication Equipment - Hazelmere (24550/03)	\$28,000	\$28,000	\$0
\$0	\$6,000	\$6,000	\$0	Purchase Information Technology & Communication Equipment - Baywaste (24550/04)	\$12,000	\$12,000	\$0
\$0	\$13,500	\$13,500	\$0	Purchase Information Technology & Communication Equipment - Red Hill Admin (24550/05)	\$27,000	\$27,000	\$0
\$0	\$3,000	\$3,000	\$0	Purchase Information Technology & Communication Equipment - Red Hill Weighbridge (24550/06)	\$6,000	\$6,000	\$0
\$0	\$24,996	\$24,996	\$0	Purchase / Replace Other Equipment - Red Hill Landfill Facility (24590/00)	\$50,000	\$50,000	\$0
\$119,386	\$9,996	(\$109,390)	\$0	Purchase / Replace Miscellaneous Equipment - Hazelmere (24590/02)	\$20,000	\$20,000	\$0



CAPITAL EXPENDITURE STATEMENT

DECEMBER 2025

Year to Date			On Order	Full Year			
Actual	Budget	Variance		Forecast*	Budget*	Variance	
Operations Team							
\$0	\$2,496	\$2,496	\$0	Purchase Office Furniture and Fittings - Hazelmere Office (24610/10)	\$5,000	\$5,000	\$0
\$0	\$2,496	\$2,496	\$0	Purchase Furniture and Fittings - Hazelmere Workshop (24610/11)	\$5,000	\$5,000	\$0
\$101,305	\$54,498	(\$46,807)	\$0	Refurbish Plant - Red Hill Landfill Facility (25410/00)	\$109,000	\$109,000	\$0
\$5,333	\$0	(\$5,333)	\$0	Refurbish Plant - Hazelmere (25410/01)	\$0	\$0	\$0
\$1,825,178	\$5,448,312	\$3,623,134	\$2,440,333		\$10,896,831	\$10,896,831	(\$0)
\$1,826,603	\$5,540,592	\$3,713,989	\$2,440,333	TOTAL CAPITAL EXPENDITURE	\$11,081,401	\$11,081,401	\$0



STATEMENT OF FINANCIAL POSITION

DECEMBER 2025

Actual June 2025	Actual Year to Date	(F) = Favourable variation (U) = Unfavourable variation	Full Year		
			Forecast	Budget	Variance
Current Assets					
\$2,307,218	\$2,616,546	Cash and Cash Equivalents	\$33,594,001	\$33,594,001	\$0 (F)
\$71,500,000	\$80,000,000	Investments	\$0	\$0	\$0 (F)
\$5,795,731	\$5,171,151	Trade and Other Receivables	\$4,088,629	\$4,088,629	\$0 (F)
\$112,987	\$84,717	Inventories	\$39,035	\$39,035	\$0 (F)
\$39,308	\$437,762	Other Assets	\$67,382	\$67,382	\$0 (F)
\$79,755,244	\$88,310,176	Total Current Assets	\$37,789,047	\$37,789,047	\$0 (F)
Current Liabilities					
\$11,152,225	\$9,589,893	Trade and Other Payables	\$7,302,539	\$7,302,539	\$0 (F)
\$34,409,635	\$34,323,723	Provisions*	\$2,888,934	\$2,888,934	\$0 (F)
\$45,561,860	\$43,913,616	Total Current Liabilities	\$10,191,473	\$10,191,473	\$0 (F)
\$34,193,384	\$44,396,560	Net Current Assets	\$27,597,574	\$27,597,574	\$0 (F)
Non Current Assets					
\$73,340,000	\$73,340,000	Land	\$47,850,257	\$47,850,257	\$0 (F)
\$21,391,459	\$21,007,729	Buildings	\$30,976,537	\$30,976,537	\$0 (F)
\$32,593,577	\$30,730,805	Structures	\$56,149,200	\$56,149,200	\$0 (F)
\$14,906,252	\$12,523,010	Plant	\$22,381,126	\$22,381,126	\$0 (F)
\$1,273,012	\$1,145,695	Equipment	\$2,955,435	\$2,955,435	\$0 (F)
\$127,459	\$118,722	Furniture and Fittings	\$209,836	\$209,836	\$0 (F)
\$8,169,031	\$8,521,770	Work in Progress	\$10,562,667	\$10,562,667	\$0 (F)
\$151,800,790	\$147,387,731	Total Non Current Assets	\$171,085,058	\$171,085,058	\$0 (F)
Non Current Liabilities					
\$8,808,999	\$135,086,793	Provisions*	\$135,803,992	\$135,803,992	\$0 (F)
\$8,808,999	\$135,086,793	Total Non Current Liabilities	\$135,803,992	\$135,803,992	\$0 (F)
\$177,185,175	\$56,697,498	Net Assets	\$62,878,640	\$62,878,640	\$0 (F)
Equity					
\$33,793,552	\$47,656,865	Accumulated Surplus/Deficit	\$1,282,614	\$1,282,614	\$0 (F)
\$62,297,674	\$62,297,674	Asset Revaluation Reserve	\$30,374,026	\$30,374,026	\$0 (F)
\$67,230,636	\$67,230,636	Cash Backed Reserves	\$28,261,143	\$28,261,143	\$0 (F)
\$0	(\$124,816,470)	Equity Payout	\$0	\$0	\$0 (F)
\$13,863,313	\$4,328,793	Net change in assets from operations	\$2,960,857	\$2,960,857	\$0 (F)
\$177,185,175	\$56,697,498	Total Equity	\$62,878,640	\$62,878,640	\$0 (F)

*Current Liabilities - Provisions include City of Kalamunda Payout Provision of \$31,717,882.

*Non Current Liabilities - Provisions include City of Swan Payout Provision of \$100,775,706 and Shire of Mundaring Payout Provision of \$24,040,764.

CASH AND INVESTMENTS DECEMBER 2025

Actual June 2025	Actual Year to Date	(F) = Favourable variation (U) = Unfavourable variation	Full Year		
			Forecast	Budget	Variance
Municipal Cash and Investments					
2,303,368	2,612,696	Cash at Bank - Municipal Fund 01001/00	2,158,951	2,158,951	0 (F)
3,850	3,850	Cash on Hand 01019/00 - 02	3,850	3,850	0 (F)
4,269,364	10,346,019	Investments - Municipal Fund 02021/00	3,170,057	3,170,057	0 (F)
6,576,582	12,962,565	Total Municipal Cash	5,332,858	5,332,858	0 (F)
Restricted Cash and Investments					
1,479,731	641,110	Restricted Investments - Plant and Equipment 02022/01	1,475,254	1,475,254	0 (F)
4,853,325	5,061,581	Restricted Investments - Post Closure Site Rehabilitation Red Hill 02022/02	3,395,153	3,395,153	0 (F)
6,991,417	5,282,451	Restricted Investments - Future Development 02022/03	6,510,148	6,510,148	0 (F)
4,404,275	4,593,262	Restricted Investments - Environmental Monitoring Red Hill 02022/04	917,544	917,544	0 (F)
5,669,768	5,920,301	Restricted Investments - Class IV Cells Red Hill 02022/07	4,901,634	4,901,634	0 (F)
1,595,150	2,503,204	Restricted Investments - Class III Cells 02022/10	711,402	711,402	0 (F)
6,268,110	6,537,075	Restricted Investments - EastLink Relocation 02022/13	1,416,772	1,416,772	0 (F)
6,162,728	9,254,797	Restricted Investments - Committed Funds 02022/14	6,823,043	6,823,043	0 (F)
28,546,094	28,546,094	Restricted Investments - Equity Reserve 02022/15	782,061	782,061	0 (F)
1,260,038	1,314,106	Restricted Investments - Long Service Leave 02022/90	1,328,132	1,328,132	0 (F)
67,230,636	69,653,981	Total Restricted Cash	28,261,143	28,261,143	0 (F)
73,807,218	82,616,546	TOTAL CASH AND INVESTMENTS	33,594,001	33,594,001	0 (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.



STATEMENT OF FINANCIAL ACTIVITY December 2025

Year to Date				Full Year		
Actual	Budget	Variance	(F) = Favourable variation (U) = Unfavourable variation	Forecast	Budget	Variance
OPERATING ACTIVITIES						
Revenue from operating activities						
\$32,678,686	\$27,804,498	\$4,874,188	(F)	\$55,608,977	\$55,608,977	\$0 (F)
\$1,241,841	\$1,293,446	(\$51,605)	(U)	\$3,986,038	\$3,986,038	\$0 (F)
\$1,333,091	\$693,168	\$639,923	(F)	\$1,386,326	\$1,386,326	\$0 (F)
\$2,064,592	\$1,219,650	\$844,942	(F)	\$2,439,285	\$2,439,285	\$0 (F)
\$30,498	\$27,249	\$3,249	(F)	\$61,217	\$61,217	\$0 (F)
\$37,348,708	\$31,038,011	\$6,310,697	(F)	\$63,481,843	\$63,481,843	\$0 (F)
Expenditure from operating activities						
(\$7,401,411)	(\$7,906,319)	\$504,908	(F)	(\$15,855,118)	(\$15,855,118)	\$0 (F)
(\$4,774,942)	(\$5,351,281)	\$576,339	(F)	(\$10,685,168)	(\$10,685,168)	\$0 (F)
(\$247,912)	(\$277,676)	\$29,764	(F)	(\$542,444)	(\$542,444)	\$0 (F)
(\$6,238,117)	(\$3,341,671)	(\$2,896,446)	(U)	(\$6,674,450)	(\$6,674,450)	\$0 (F)
(\$316,471)	(\$423,825)	\$107,354	(F)	(\$918,074)	(\$918,074)	\$0 (F)
(\$14,041,062)	(\$12,979,522)	(\$1,061,540)	(U)	(\$25,845,732)	(\$25,845,732)	\$0 (F)
(\$33,019,915)	(\$30,280,294)	(\$2,739,621)	(U)	(\$60,520,986)	(\$60,520,986)	\$0 (F)
\$8,583,016	\$10,380,875	(\$1,797,859)	(U)	\$8,631,722	\$8,631,722	\$0 (F)
\$12,911,809	\$11,138,592	\$1,773,217	(F)	\$11,592,579	\$11,592,579	\$0 (F)
Amount attributable to operating activities						
INVESTING ACTIVITIES						
Inflows from investing activities						
\$32,045	\$29,249	\$2,796	(F)	\$160,000	\$160,000	\$0 (F)
\$32,045	\$29,249	\$2,796	(F)	\$160,000	\$160,000	\$0 (F)
Outflows from investing activities						
(\$1,377,050)	(\$1,955,202)	\$578,152	(F)	(\$3,910,450)	(\$3,910,450)	\$0 (F)
(\$1,363,627)	(\$4,209,822)	\$2,846,195	(F)	(\$7,170,950)	(\$7,170,950)	\$0 (F)
(\$2,740,677)	(\$6,165,024)	\$3,424,347	(F)	(\$11,081,401)	(\$11,081,401)	\$0 (F)
(\$2,708,632)	(\$6,135,775)	\$3,427,143	(F)	(\$10,921,401)	(\$10,921,401)	\$0 (F)
Amount attributable to investing activities						
FINANCING ACTIVITIES						
Inflows from financing activities						
\$7,432,749	\$9,213,732	(\$1,780,983)	(U)	\$18,427,499	\$18,427,499	\$0 (F)
\$7,432,749	\$9,213,732	(\$1,780,983)	(U)	\$18,427,499	\$18,427,499	\$0 (F)
Outflows from financing activities						
(\$9,856,094)	(\$1,759,560)	(\$8,096,534)	(U)	(\$3,519,176)	(\$3,519,176)	\$0 (F)
(\$9,856,094)	(\$1,759,560)	(\$8,096,534)	(U)	(\$3,519,176)	(\$3,519,176)	\$0 (F)
(\$2,423,345)	\$7,454,172	(\$9,877,517)	(U)	\$14,908,323	\$14,908,323	\$0 (F)
Amount attributable to financing activities						
MOVEMENT IN SURPLUS OR DEFICIT						
(\$33,037,253)	(\$16,243,070)	(\$16,794,183)	(U)	(\$16,243,070)	(\$16,243,070)	\$0 (F)
\$12,911,809	\$11,138,592	\$1,773,217	(F)	\$11,592,579	\$11,592,579	\$0 (F)
(\$2,708,632)	(\$6,135,775)	\$3,427,143	(F)	(\$10,921,401)	(\$10,921,401)	\$0 (F)
(\$2,423,345)	\$7,454,172	(\$9,877,517)	(U)	\$14,908,323	\$14,908,323	\$0 (F)
(\$25,257,421)	(\$3,786,081)	(\$21,471,340)	(U)	(\$663,569)	(\$663,569)	\$0 (F)
Surplus or deficit after imposition of general rates						

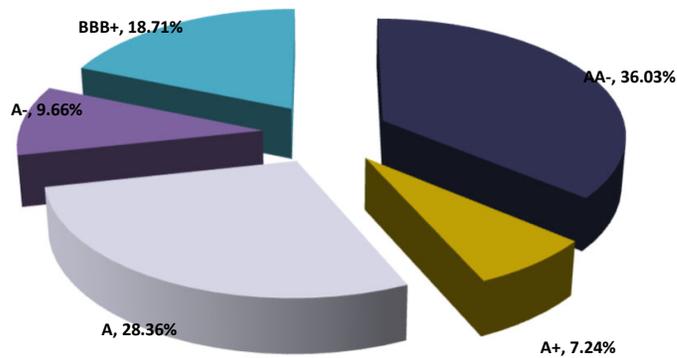
EMRC Investment Report

December 2025

I. Overall Portfolio Limits

S&P Long Term Rating	% Portfolio	Investment Maximum %
AA-	36.03%	100.00%
A+	7.24%	100.00%
A	28.36%	100.00%
A-	9.66%	100.00%
BBB+	18.71%	40.00%
	100.00%	

Investment by S&P Rating



II. Single Entity Exposure

	S&P Long Term Rating	% Portfolio	
ANZ Banking Group	AA-	0.00%	
AMP	BBB+	18.71%	*
NAB	AA-	3.62%	
Westpac / St. George Bank	AA-	22.75%	
Suncorp	A+	7.24%	*
BOQ / ME Bank	A-	9.66%	*
Rabobank	A	28.36%	
Bendigo	A-	0.00%	*
Commonwealth Bank	AA-	9.66%	
		100.00%	

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

III. Term to Maturity Framework

Maturity Profile	Investment Policy Guidelines		
	% 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	35.61%
Fossil Fuel ADI's	64.39%
	100.00%



6.3 REVIEW OF COUNCIL POLICY 2.2 – BROADCAST AND RECORDING OF COUNCIL MEETINGS

D2026/01797

PURPOSE OF REPORT

The purpose of this report is for Council to review Council Policy 2.2 – Broadcast and Recording of Council Meetings and to adopt the recommended changes to improve the accuracy of minute taking and record keeping,

KEY POINT(S)

- Council Policy 2.2 – Broadcast and Recording of Council Meetings was last fully reviewed at the meeting of Council held on 24 October 2024 (D2024/27039).
- The revised policy adds the audio recording of Committee Meetings.
- It is proposed that the existing policy, as revised, be adopted.

RECOMMENDATION(S)

That:

1. Council adopts the Council Policy 2.2 – Broadcast and Recording of Council Meetings as reviewed and amended forming Attachment 2 to this report.
2. The adopted policy, as reviewed and amended be scheduled to be reviewed again in four years.

SOURCE OF REPORT

Employee Disclosure under s.5.70 of the *Local Government Act 1995*:

Author(s)	Manager Information Services	Nil
Responsible Officer	Chief Financial Officer Acting Chief Executive Officer	Nil

BACKGROUND

- 1 Council Policy 2.2 – Audio Recording of Council Meetings was last fully reviewed at the meeting of Council held on 24 October 2024 (D2024/27039).
- 2 Section 58 of the *Local Government Amendment Act 2023* introduced a new section 5.23A into the *Local Government Act 1995* covering electronic broadcasting (livestreaming) and video and audio recording of council meetings. The requirements were incorporated into the 2024 review of the policy.

REPORT

- 3 The policies of the EMRC, determined by Council as required under 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 To support consistent and accurate record keeping, officers propose that audio recordings be extended to include all meetings of Committees. This measure will enhance the reliability of minutes and ensure that administrative records reflect the proceedings accurately.



- 5 Officers have recommended that live streaming continues to be limited to Ordinary and Special Meetings of Council, and that Agenda Forums and meetings of Committees be recorded for administrative purposes only.
- 6 A summary of the requirements for the EMRC is as follows:
- video and audio livestreaming of council meetings (open proceedings);
 - no livestreaming of closed proceedings;
 - video and audio recording of council meetings (open proceedings);
 - audio recordings of closed proceedings;
 - audio recordings of Agenda Forums and meetings of Committees;
 - livestreaming and recording technology installed at the council’s usual meeting place; and
 - portable technology for meetings held outside of the usual meeting place or in case of a technological failure.
- 7 It is recommended Council adopt the Council Policy 2.2 Broadcast and Recording of Council Meetings forming attachment 2 of this report.

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 Support for live streaming and recording has been allowed for in the adopted Annual Budget.

SUSTAINABILITY IMPLICATIONS

- 10 The policy under review contributes to sustainability by informing management and the public about a key Council policy 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 Policy 2.2		

MEMBER COUNCIL IMPLICATIONS

Member Council	Implication Details
Town of Bassendean } City of Bayswater }	Nil



ATTACHMENT(S)

1. Council Policy 2.2 - Broadcast and Recording of Council Meetings – With Track Changes (D2026/01799)
2. Council Policy 2.2 - Broadcast and Recording of Council Meetings - Clean Copy (D2026/01801)

VOTING REQUIREMENT

Simple Majority

RECOMMENDATION(S)

That:

1. Council adopts the Council Policy 2.2 – Broadcast and Recording of Council Meetings as reviewed and amended forming Attachment 2 to this report.
2. The adopted policy, as reviewed and amended be scheduled to be reviewed again following the local government elections in 2029.

COUNCIL RESOLUTION(S)

MOVED

SECONDED



Council Policy 2.2

Broadcast and Recording of Council Meetings

Strategic Plan Objective

To report against the revised 10 Year Strategic Plan 2017-2027 and the Sustainability Strategy 2022/2023 – 2026/2027 objectives.

Purpose

To ensure open, transparent and accountable decision making and access to Council meetings.

To ensure the accuracy of the minutes of Council and Committee meetings-minutes.

To emphasise that the reason for the broadcast and recording of Council Meetings is to ensure compliance with the *Local Government (Administration) Regulations 1996 Part 2A*.

To ensure that there is a process in place to outline the access to recorded Council meetings.

Legislation and Standards

Local Government Act 1995

Local Government (Administration) Regulations 1996

State Records Act 2000

[Standing Orders Local Law 2013](#)[Meeting Procedures Local Law 2023](#)

Policy Statement

Broadcast and Recording of Proceedings

1. All Ordinary and Special meetings of Council will, wherever technically possible, be broadcast (both video and audio) and recorded by the EMRC in their entirety, excluding where Council has resolved to close the meeting to members of the public in accordance with section 5.23 of the *Local Government Act 1995* and the [EMRC's Standing Orders Local Law 2013](#)[EMRC's Meeting Procedures Local Law 2023](#).
2. All Agenda Forums and Meetings of Committees will, wherever technically possible, be audio recorded by the EMRC in their entirety for administrative purposes but not broadcast.
23. Clear signage will be placed in the Council Chamber advising members of the public ~~that the~~of those meetings ~~that~~ will be broadcast and recorded.
43. At the commencement of each Ordinary and Special meetings of Council ~~meeting~~ the Chairperson will publicly announce that the meeting will be broadcast and recorded.
54. Other than in accordance with this Policy, a person must not use any electronic, visual or audio recording device or instrument to record the proceedings of Council without the written permission of the Chairperson or Chief Executive Officer.
65. Opinions expressed or statements made by persons during the course of a Council meeting, and contained within the recording, are the opinions or statements of those individual persons and do not represent opinions or statements of the EMRC. The recording is not, and shall not be taken to be, a confirmed official record of Council, or of any meeting or discussion to which it relates or may appear to relate.



- ~~76.~~ The recording of Council meetings shall assist in the preparation of the minutes of Council consistent with the objectives of section 1.3(2)(c) of the *Local Government Act 1995*.
- ~~87.~~ The official record of the meeting will be the written minutes prepared in accordance with the requirements of the *Local Government Act 1995* and the *Local Government (Administration) Regulations 1996*, which require confirmation by Council resolution and must be signed by the person presiding at the meeting when the minutes are confirmed.
- ~~8.~~ ~~Livestreaming of Council meetings will commence from the first meeting in 2025, or earlier if the facilities are available.~~

Access to and Permitted Use of Recordings

- ~~98.~~ The recording ~~of Ordinary and Special Council meetings of Council~~, excluding those parts of the meeting that were closed to the public by resolution of Council shall be made available on the EMRC's website following the Council meeting.
- ~~109.~~ For the avoidance of doubt any confidential items that have been closed to the public will be recorded, but not broadcast.
11. The EMRC prohibits any reproduction, distribution, republication and/or retransmission of Council meeting recordings without the prior written consent of the EMRC.

Retention and Disposal of Recordings

12. Recordings will be retained in accordance with the *Local Government (Administration) Regulations 1996 Part 2A*.
13. Disposal will be in accordance with the *Local Government (Administration) Regulations 1996 Part 2A* which allow for the destruction of the recordings of Council meetings five (5) years after the meeting day.

Dispute Resolution

14. All disputes in regard to this Policy will be referred to the Chief Financial Officer in the first instance. In the event that an agreement cannot be reached, the matter will be submitted to the Chief Executive Officer for determination.

Financial Considerations

The costs of implementing the broadcast and recording and making it publicly accessible have been budgeted for.

Adopted/Reviewed

- 19 March 2020
- 22 June 2023
- 24 October 2024
- 26 ~~February 2026~~

Next Review

~~October 2028~~ ~~February 2030~~ Following the Local Government Election in 2029

Responsible Unit

Business Support Team



Council Policy 2.2

Broadcast and Recording of Council Meetings

Strategic Plan Objective

To report against the revised 10 Year Strategic Plan 2017-2027 and the Sustainability Strategy 2022/2023 – 2026/2027 objectives.

Purpose

To ensure open, transparent and accountable decision making and access to Council meetings.

To ensure the accuracy of the minutes of Council and Committee meetings.

To emphasise that the reason for the broadcast and recording of Council Meetings is to ensure compliance with the *Local Government (Administration) Regulations 1996 Part 2A*.

To ensure that there is a process in place to outline the access to recorded Council meetings.

Legislation and Standards

Local Government Act 1995

Local Government (Administration) Regulations 1996

State Records Act 2000

Meeting Procedures Local Law 2023

Policy Statement

Broadcast and Recording of Proceedings

1. All Ordinary and Special meetings of Council will, wherever technically possible, be broadcast (both video and audio) and recorded by the EMRC in their entirety, excluding where Council has resolved to close the meeting to members of the public in accordance with section 5.23 of the *Local Government Act 1995* and the *EMRC's Meeting Procedures Local Law 2023*.
2. All Agenda Forums and Meetings of Committees will, wherever technically possible, be audio recorded by the EMRC in their entirety for administrative purposes but not broadcast.
3. Clear signage will be placed in the Council Chamber advising members of the public of those meetings that will be broadcast and recorded.
4. At the commencement of each Ordinary and Special meetings of Council the Chairperson will publicly announce that the meeting will be broadcast and recorded.
5. Other than in accordance with this Policy, a person must not use any electronic, visual or audio recording device or instrument to record the proceedings of Council without the written permission of the Chairperson or Chief Executive Officer.
6. Opinions expressed or statements made by persons during the course of a Council meeting, and contained within the recording, are the opinions or statements of those individual persons and do not represent opinions or statements of the EMRC. The recording is not, and shall not be taken to be, a confirmed official record of Council, or of any meeting or discussion to which it relates or may appear to relate.



7. The recording of Council meetings shall assist in the preparation of the minutes of Council consistent with the objectives of section 1.3(2)(c) of the *Local Government Act 1995*.
8. The official record of the meeting will be the written minutes prepared in accordance with the requirements of the *Local Government Act 1995* and the *Local Government (Administration) Regulations 1996*, which require confirmation by Council resolution and must be signed by the person presiding at the meeting when the minutes are confirmed.

Access to and Permitted Use of Recordings

9. The recording of Ordinary and Special Council meetings, excluding those parts of the meeting that were closed to the public by resolution of Council shall be made available on the EMRC's website following the Council meeting.
10. For the avoidance of doubt any confidential items that have been closed to the public will be recorded, but not broadcast.
11. The EMRC prohibits any reproduction, distribution, republication and/or retransmission of Council meeting recordings without the prior written consent of the EMRC.

Retention and Disposal of Recordings

12. Recordings will be retained in accordance with the *Local Government (Administration) Regulations 1996 Part 2A*.
13. Disposal will be in accordance with the *Local Government (Administration) Regulations 1996 Part 2A* which allow for the destruction of the recordings of Council meetings five (5) years after the meeting day.

Dispute Resolution

14. All disputes in regard to this Policy will be referred to the Chief Financial Officer in the first instance. In the event that an agreement cannot be reached, the matter will be submitted to the Chief Executive Officer for determination.

Financial Considerations

The costs of implementing the broadcast and recording and making it publicly accessible have been budgeted for.

Adopted/Reviewed

- 19 March 2020
- 22 June 2023
- 24 October 2024
- 26 February 2026

Next Review

Following the Local Government Election in 2029

Responsible Unit

Business Support Team



6.4 REVIEW OF COUNCIL POLICY 5.1 – ENVIRONMENTAL POLICY

D2026/01839

PURPOSE OF REPORT

The purpose of this report is for Council to adopt the revised Council Policy 5.1 Environmental Policy.

KEY POINT(S)

- The policy has been substantially revised to incorporate guidance provided by SGS ISO1400:2015 Environmental Management System internal auditor trainers to further align with the standards, as well as reflect recent organisational changes within the EMRC

RECOMMENDATION(S)

That Council:

1. Adopts revised EMRC Policy 5.1 – Environmental Policy, forming attachment 2 to this report; and
2. Reviews Policy 5.1 annually with the next review scheduled for February 2027.

SOURCE OF REPORT

Employee Disclosure under s.5.70 of the *Local Government Act 1995*

Author(s)	Chief Transformation Officer	Nil
Responsible Officer	Chief Executive Officer	Nil

BACKGROUND

- 1 The EMRC has had an Environmental Policy since 1998 as part of the EMRC’s Environmental Management System (EMS) which received accreditation to the International Standards for Environmental Management Systems – ISO 14001:2015 in 2019.
- 2 EMRC Policy 5.1 – Environmental Policy was last reviewed at the meeting of Council held on June 2024 (D2024/15432).

REPORT

- 3 The policies of the EMRC, determined by Council as required under 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 the policy reflects current strategic direction;
 - To ensure 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;



- To realign the policy with the adopted revised 10 Year Strategic Plan 2017-2027 and the Sustainability Strategy; 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 it has been incorporated into another policy
- 6 Proposed amendments to the EMRC Environmental Policy are as follows:
- To further align with compliance obligations under the ISO 14001:2015 standards; and
 - Reflect internal changes at the EMRC.

STRATEGIC/POLICY IMPLICATIONS

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

FINANCIAL IMPLICATIONS

- 8 Nil

SUSTAINABILITY IMPLICATIONS

- 9 The proposed amendments to the Environmental Policy further align with the compliance obligations under the ISO 14001:2015 standards, as well as address internal changes within the EMRC.

RISK MANAGEMENT

Risk: Non-compliance with EMRC’s responsibility to maintain responsible and accountable governance and management of the organisation

Consequence	Likelihood	Rating
Moderate	Unlikely	Moderate
Action/Strategy		
➤ Council to adopt the revised Council Policy 5.1		

MEMBER COUNCIL IMPLICATIONS

Member Council	Implication Details
Town of Bassendean City of Bayswater	As reflected in the respective reports



ATTACHMENT(S)

1. Council Policy 5.1 – Eastern Metropolitan Regional Council Environmental Policy – With Track Changes (D2026/01844)
2. Council Policy 5.1 – Eastern Metropolitan Regional Council Environmental Policy – Clean Copy (D2026/01846)

VOTING REQUIREMENT

Simple Majority

RECOMMENDATION(S)

That Council:

1. Adopts revised EMRC Policy 5.1 – Environmental Policy, forming attachment 2 to this report; and
2. Reviews Policy 5.1 annually with the next review scheduled for February 2027.

COUNCIL RESOLUTION(S)

MOVED

SECONDED

Council Policy 5.1

Eastern Metropolitan Regional Council Red Hill Waste Management Facility and Hazelmere Resource Recovery Park Environmental Policy

Strategic Plan Objective

To achieve the Eastern Metropolitan Regional Council 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 provide guiding principles of environmental management at the Eastern Metropolitan Regional Council EMRC and meet compliance obligations under the ISO14001:2015 standards for the Red Hill Waste Management Facility and Hazelmere Resource Recovery Park.

Legislation

Environmental Protection Act 1986

Contaminated Sites Act 2003

Environmental Protection Biodiversity Conservation Act 1999

Policy Statement

Commitment

The EMRC manages the Red Hill Waste Management Facility and the Hazelmere Resource Recovery Park on behalf of its four member Councils in the eastern region of the Perth metropolitan area. The EMRC is committed to minimising the environmental and social impacts of operations by working towards best practice management. Our Environmental Management System (EMS), aligned with ISO14001, provides the framework that guides our decisions, shapes our responsibilities, and ensures we operate with integrity and accountability.

Environmental Policy Objectives

The EMRC recognises the critical role our facility plays in safeguarding the environment and supporting our local community. To meet these responsibilities, The EMRC commits to:

To fulfil these commitments the EMRC will:

1. Compliance with Legal and Other Requirements

Comply with all applicable environmental laws, regulations, license conditions, and other requirements relevant to our operations. Compliance is a baseline expectation and a shared responsibility across all levels of the organisation.

2. Environmental Protection and Pollution Prevention

Prevent pollution by minimising emissions, managing leachate and landfill gas and ensuring waste materials are handled, stored, and disposed of in a manner that protects the environment.

4.3. Continual Improvement of Environmental Performance

~~Continually improve our EMS and environmental performance by identifying risks and opportunities, setting measurable objectives, investing in new technologies where feasible, and regularly reviewing our results to maximise positive environmental outcomes. Comply, as a minimum, with all applicable environmental legal obligations and internal EMRC standards;~~

~~Openly and transparently report our environmental performance;~~

~~Strive to meet community expectations through addressing concerns and providing avenues for them to liaise with EMRC staff and management;~~

~~Strive for continual improvement by implementing and maintaining an Environmental Management System (Red Hill) that is communicated and supported from management to operational staff and contractors (at all levels) to enhance environmental performance and achieve best practice management;~~

~~Continue to be innovative by supporting research into the understanding of the environment which will enable the use of sound data as the basis for all environmental and operational decisions;~~

4. Transparency and Community Responsibility

~~Communicate openly with regulators, stakeholders, and our local community. We aim to build trust through transparency, responsible operations, and proactive engagement. Encourage and support better waste management practices through education and diversion strategies;~~

5. Employee Involvement and Environmental Culture

~~Provide the training, tools, and resources needed to ensure all employees understand their environmental responsibilities and are empowered to contribute to our environmental goals.~~

~~Additionally, we will ensure that contractors receive the necessary inductions and support to fully understand and adhere to our environmental objectives, enabling them to contribute effectively to our sustainability efforts. Prevent pollution and protect the environment by assessing the environmental implications of planning decisions associated with the design, construction and operation of the Red Hill Waste Management Facility and Hazelmere Resource Recovery Park;~~

~~Raise environmental awareness for staff and contractors to be aware of and accountable for their individual contributions to environmental performance and encourage every employee and contractor to demonstrate respect for the environment;~~

~~➤ Be committed to reducing greenhouse gas emissions through appropriate mitigation and adaptation strategies and evaluate the climate change implications of operational and strategic decisions; and~~

~~➤ Focus on meeting the needs of current and future generations by integrating environmental sustainability, social opportunities and economic development into the Red Hill Waste Management Facility and Hazelmere Resource Recovery Park operations.~~

Responsibilities

The EMRC expects every employee, contractor, and partner to uphold these commitments and support the effective operation of our EMS. Through collective effort and a shared dedication to responsible and sustainable landfill management, the EMRC will mitigate potential risks to protect our environment today for future generations. Each employee and contractor have a personal obligation to comply with the Red Hill and Hazelmere Environmental Policy.

~~Management is responsible for taking this policy into consideration when making any planning or operational decisions. Management is also responsible for ensuring the policy is communicated to and implemented by all staff, contractors, suppliers, local community and visitors.~~

~~The environmental program will be audited on a regular basis to confirm and improve performance against the requirements of this policy.~~

~~The EMRC publicly reports its environmental performance in its annual monitoring and compliance report.~~

Financial Considerations

Funding for environmental management activities are included in the annual budgets related to the Red Hill Waste Management Facility and Hazelmere Resource Recovery Park.

Adopted/Reviewed

23 April 1998

22 July 1999

02 May 2002

20 May 2004

23 February 2006

18 September 2008

24 September 2009

23 September 2010

18 September 2014

24 August 2017

06 December 2018

24 June 2021

27 June 2024

~~20 January 2026~~ 26 February 2026

Next Review

February 2027

Responsible Unit

~~Environmental and Waste Compliance Team~~ Sustainability Team



Council Policy 5.1

Eastern Metropolitan Regional Council Environmental Policy

Strategic Plan Objective

To achieve the Eastern Metropolitan Regional Council 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 provide guiding principles of environmental management at the EMRC and meet compliance obligations under the ISO14001:2015 standards.

Legislation and Standards

Environmental Protection Act 1986

Contaminated Sites Act 2003

Environmental Protection Biodiversity Conservation Act 1999

Policy Statement

Commitment

Our Environmental Management System (EMS), aligned with ISO14001, provides the framework that guides our decisions, shapes our responsibilities, and ensures we operate with integrity and accountability.

Environmental Policy Objectives

The EMRC recognises the critical role our facilities plays in safeguarding the environment and supporting our local community. To meet these responsibilities, The EMRC commits to:

1. Compliance with Legal and Other Requirements

Comply with all applicable environmental laws, regulations, license conditions, and other requirements relevant to our operations. Compliance is a baseline expectation and a shared responsibility across all levels of the organisation.

2. Environmental Protection and Pollution Prevention

Prevent pollution by minimising emissions, managing leachate and landfill gas and ensuring waste materials are handled, stored, and disposed of in a manner that protects the environment.

3. Continual Improvement of Environmental Performance

Continually improve our EMS and environmental performance by identifying risks and opportunities, setting measurable objectives, investing in new technologies where feasible, and regularly reviewing our results to maximise positive environmental outcomes.



4. Transparency and Community Responsibility

Communicate openly with regulators, stakeholders, and our local community. We aim to build trust through transparency, responsible operations, and proactive engagement.

5. Employee Involvement and Environmental Culture

Provide the training, tools, and resources needed to ensure all employees understand their environmental responsibilities and are empowered to contribute to our environmental goals.

Additionally, we will ensure that contractors receive the necessary inductions and support to fully understand and adhere to our environmental objectives, enabling them to contribute effectively to our sustainability efforts.

Responsibilities

The EMRC expects every employee, contractor, and partner to uphold these commitments and support the effective operation of our EMS. Through collective effort and a shared dedication to responsible and sustainable landfill management, the EMRC will mitigate potential risks to protect our environment today for future generations.

Financial Considerations

Funding for environmental management activities are included in the annual budgets related to the Red Hill Waste Management Facility and the Hazelmere Resource Recovery Park.

Adopted/Reviewed

- 23 April 1998
- 22 July 1999
- 02 May 2002
- 20 May 2004
- 23 February 2006
- 18 September 2008
- 24 September 2009
- 23 September 2010
- 18 September 2014
- 24 August 2017
- 06 December 2018
- 24 June 2021
- 27 June 2024
- 26 February 2026

Next Review

February 2027

Responsible Unit

Environmental and Waste Compliance Team



6.5 REQUEST FOR TENDER – RFT 2025-003 – DESIGN AND CONSTRUCTION OF SHADE STRUCTURE AT THE FOGO PROCESSING AREA – RED HILL WASTE MANAGEMENT FACILITY

D2026/01954

PURPOSE OF REPORT

The purpose of this report is to inform Council of the results of a Request for Tender (RFT) 2025-003 for the Design and Construction of Shade Structure at the FOGO Processing Area for the Red Hill Waste Management Facility (RHWMF) and recommend acceptance of the tender submission from Byte Construct Pty Ltd.

KEY POINT(S)

- A tender for the construction of shade structure at the FOGO processing area at RHWMF was advertised and released to the market on Wednesday, 12 November 2025 in 'The West Australian' newspaper, EMRC Website, member Council Notice Boards and Libraries and issued to the market via Tenderlink.
- Tenders closed on Wednesday, 12 December 2025 with one (1) submission being received with two (2) options.
- The tender called for construction of structural steel shade structure at the RHWMF FOGO processing area.
- The new structural steel shade structure will be located on Lot 11.
- A 10% contingency allowance of the contract sum is advised to address unforeseen issues that may occur when building on an old landfill cell.

RECOMMENDATION(S)

That:

1. Council awards Tender RFT 2025-003 – Design and Construction of Shade Structure at the FOGO Processing Area at the Red Hill Waste Management Facility to Byte Construct Pty Ltd for a lump sum fixed price of \$2,019,927 (ex GST) based on Option 2 in its submission.
2. The CEO be authorised on behalf of the EMRC to enter into a contract with Byte Construct Pty Ltd in accordance with their submitted tender, subject to any minor variations that may be agreed on between the CEO and Byte Construct Pty Ltd.
3. The Council authorises a 10% contingency, calculated from the tendered price schedule, to cover any possible contract variation as a result of approved changes during construction.
4. The attachment 4 remain confidential and be certified by the Chairperson and the CEO.

SOURCE OF REPORT

Employee Disclosure under s.5.70 of the Local Government Act 1995

Author(s)	Acting Chief Operating Officer	Nil
Responsible Officer	Chief Executive Officer	Nil

BACKGROUND

- 1 The EMRC requires a suitably experienced and qualified Contractor for the Design and Construction of Shade Structure at the FOGO Processing Area at the RHWMF, 1094 Toodyay Road, Red Hill WA 6056.
- 2 The RFT was advertised and released to the market on Wednesday, 12 November 2025 in The West Australian newspaper, EMRC Website, member Council Notice Boards and Libraries and issued to the market on Tenderlink and closed on Wednesday, 12 December 2025.
- 3 A full statement of the services and specifications required under the proposed contract, appears in the Scope of Supply.
- 4 The successful tenderer will be reporting to the respective Principal representative to fulfil the requirements as described in this report.

REPORT

- 5 Tender RFT 2025-003 – Design and Construction of Shade Structure at the FOGO Processing Area at RHWMF was advertised on Wednesday, 12 November 2025. Tenders closed on Wednesday, 12 December 2025.
- 6 A set of drawings forming Attachments 1 to 3 shows the location and extent of the proposed Shade Structure at the FOGO Processing Area.
- 7 Representatives from 5 companies attended the compulsory site inspection and only one (1) complying submission was received from the following respondent:
 - Byte Construct Pty Ltd
- 8 A detailed bill of quantities was submitted by the tenderer under seven (7) main tasks:
 - Preliminaries and Project Management
 - Design, Documentation and Approvals
 - Civil and Site Works
 - Structural Steel Supply and Installation
 - Roofing and Cladding Systems
 - Electrical, Fire and Ancillary Systems
 - Concrete
- 9 An evaluation panel of EMRC officers assessed the submission on the following yes/no basis as to whether the criterion was satisfactorily met:

Compliance Criteria		Yes/No
(a)	Compliance with the Specification contained in the Request	Yes
(b)	Compliance with the Conditions of RFT for this Request	Yes
(c)	Compliance with the RFT Delivery Date	Yes
(d)	Compliance with and completion of the Price Schedule	Yes

- 10 The one tenderer met the requirements of the compliance checks and progressed to the next stage of the evaluation process.
- 11 The overall score for the qualitative criteria was weighted at 70% of the evaluation.
- 12 The construction period is 9 months.
- 13 Two (2) pricing options were provided in the submission.
- 14 The Option 1 in the submission from Byte Construction Pty Ltd far exceeded the budget provisions and based on the panel's evaluation is not recommended.
- 15 Based on the panel's evaluation and supported by consultant advice, the Option 2 in the submission from Byte Construction Pty Ltd for a lump sum fixed price of \$2,019,927 offers the best value for money, while still achieving the required scope of works.
- 16 A 10% contingency allowance of the contract sum is advised for contract variations that may arise to address unforeseen issues that may occur during construction on an old landfill cell.
- 17 The cost of the Option 2 will still be more than the current 2025/2026 Annual Budget allocated for this project.
- 18 It should be noted that the project is also linked to an external grant worth \$2m and failure to proceed may result in the EMRC forfeiting this grant funding.
- 19 Consequently, it is recommended that the shortfall in budget allocation for this project is to be funded from existing approved budget from other projects and ensure that no further funds are required to be sought for Council's consideration.

STRATEGIC/POLICY IMPLICATIONS

- 20 Reporting on EMRC Strategic Policy implications align with the revised Strategic Plan 2017-2027 and the Sustainability Strategy.
- Goal: Demonstrate Circular Economy Leadership
- Target: Enabling circular economy initiatives through advocacy networks by 2025
80% Recovery of waste generated in the region by 2030
Recover 80% of material generated at all EMRC operated sites by 2040

FINANCIAL IMPLICATIONS

- 21 The estimated cost of the proposed FOGO Shade Structure project is included within the EMRC's adopted 2025/2026 Annual Budget. However, the total contract value exceeds the allocated budget, and additional internal funding will be required to meet the full cost of the works.
- 22 A "10% contingency allowance" is recommended to manage potential unforeseen issues associated with constructing the structure on Lot 11, an old landfill cell. This contingency may increase overall expenditure if ground conditions or other complexities arise during construction.
- 23 The project is also linked to a \$2 million external grant, and failure to proceed poses a significant financial risk, as the EMRC may be required to forfeit this funding.



SUSTAINABILITY IMPLICATIONS

- 24 The funds allocated in the adopted 2025/2026 Annual Budget are insufficient to cover the estimated costs of the FOGO Shade Structure project. Therefore, additional internal funding from other projects will be necessary to deliver the project.
- 25 The project supports the EMRC’s broader sustainability objectives by contributing to improved environmental management at the Red Hill Waste Management Facility and aligning with the organisation’s long-term strategic targets for increased resource recovery and circular economy outcomes.

RISK MANAGEMENT

Risk: Failure to proceed and the requirements of our licence will impact on the \$2 million grant and increase environmental impacts for the FOGO operations license		
Consequence	Likelihood	Rating
Moderate	Unlikely	Moderate
Action/Strategy		
The FOGO shade structure project aims to provide covered areas for waste processing operations, improving worker safety and operational efficiency. The project is linked to a \$2 million grant. Should the project not proceed, there is a risk that the EMRC may forfeit this funding.		

MEMBER COUNCIL IMPLICATIONS

Member Council	Implication Details
Town of Bassendean City of Bayswater	Nil

ATTACHMENT(S)

1. TC25030-C-101 B P Site Plan and Drainage System (D2026/01955)
2. TC25030-S 101 B P Footing and Section (D2026/01956)
3. TC25030-S 102 B P Roof Layout and Section (D2026/01957)
4. Confidential - RFT 2025-003 Recommendation Report (D2026/02016)

VOTING REQUIREMENT

Simple Majority



RECOMMENDATION(S)

That:

1. Council awards Tender RFT 2025-003 – Design and Construction of Shade Structure at the FOGO Processing Area at the Red Hill Waste Management Facility to Byte Construct Pty Ltd for a lump sum fixed price of \$2,019,927 (ex GST) based on Option 2 in its submission.
2. The CEO be authorised on behalf of the EMRC to enter into a contract with Byte Construct Pty Ltd in accordance with their submitted tender, subject to any minor variations that may be agreed on between the CEO and Byte Construct Pty Ltd.
3. The Council authorises a 10% contingency, calculated from the tendered price schedule, to cover any possible contract variation as a result of approved changes during construction.
4. The attachment 4 remain confidential and be certified by the Chairperson and the CEO.

COUNCIL RESOLUTION(S)

MOVED

SECONDED

NOTES:

1. ALL SITE DRAINAGE TO BE CLOSED AND SELF-CONTAINED. NO WATER SHALL ENTER THE LANDFILL. DO NOT USE SOAK WELLS OR SIMILAR.
2. CONTRACTOR TO KEEP DRAINAGE WITHIN THE LANDFILL CAP, OR DEMONSTRATE TO THE PRINCIPAL'S SATISFACTION THAT THE DRAINAGE SYSTEM WILL NOT INTRODUCE WATER INTO THE LANDFILL OR CAUSE ADVERSE ENVIRONMENTAL EFFECTS.



SITE PLAN
SCALE: 1:1000

PRELIMINARY ONLY
NOT FOR CONSTRUCTION



FILENAME: Y:\SECTIONS\ENGINEERING\PROJECTS\TC2025\TC25030-EMRC FOGO\DRAWINGS\1_DRAWINGS\TC25030-EMRC SITE PLAN.DWG Printed by Colin O'Neill on 27.08.2025 10:08 AM



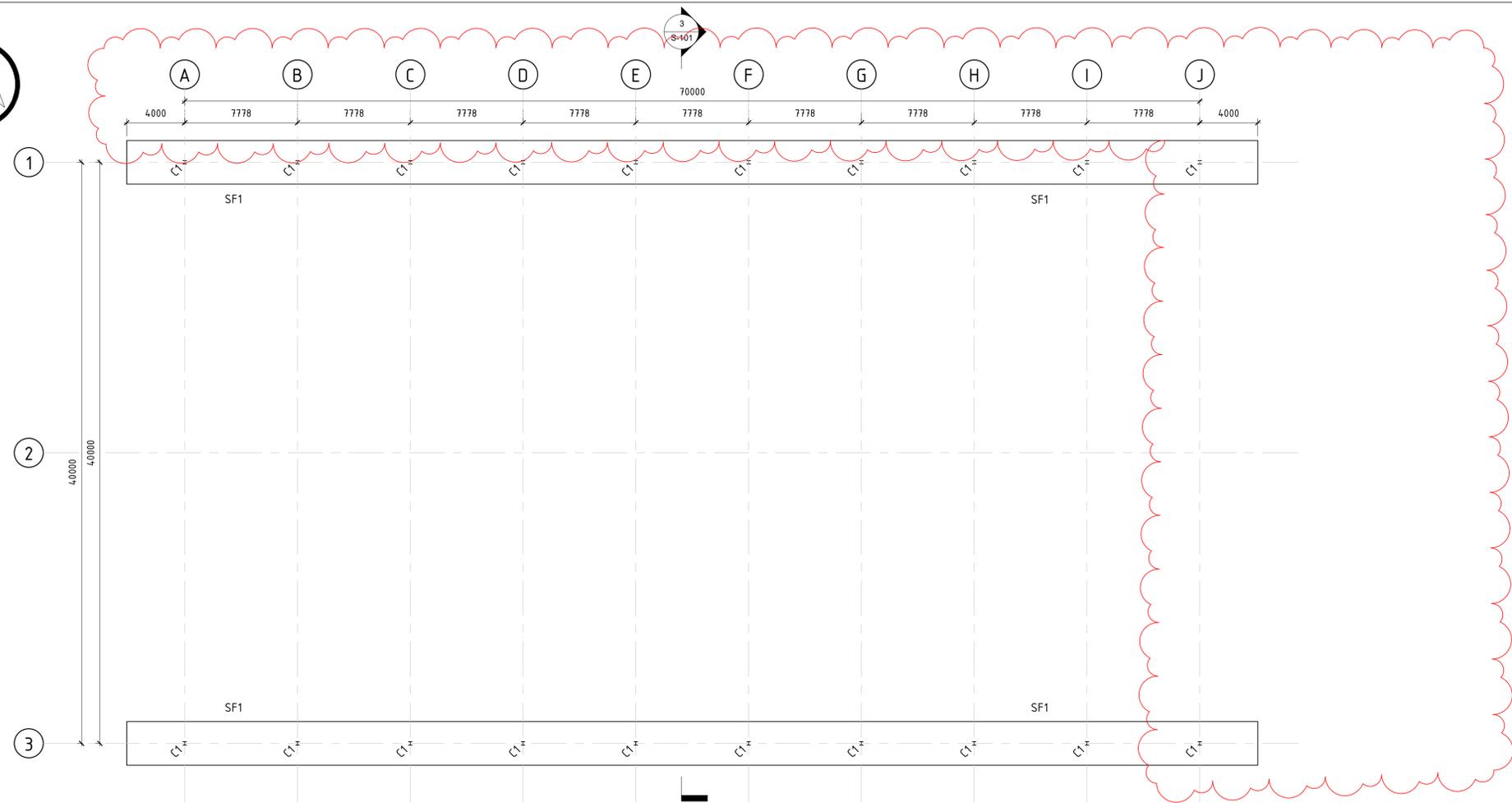
NOTES					
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No.	Date	Drawn	Chk.	Amendment / Issue	App.
B	10.10.2025	CON	EP	DESIGN UPDATE	
A	29.08.2025	CON	EP	PRELIMINARY ISSUE	

Project:
RED HILL FOGO SHADE STRUCTURE

Title:
SITE PLAN AND DRAINAGE SYSTEM

Scale: AS SHOWN @ A3	Date: 10.10.2025	
Drawn: CON	Checked: EP	Approved:
Job No: TC25030	Drg. No: C-101	Rev: B
Filename: TC25030-EMRC SITE PLAN.DWG		

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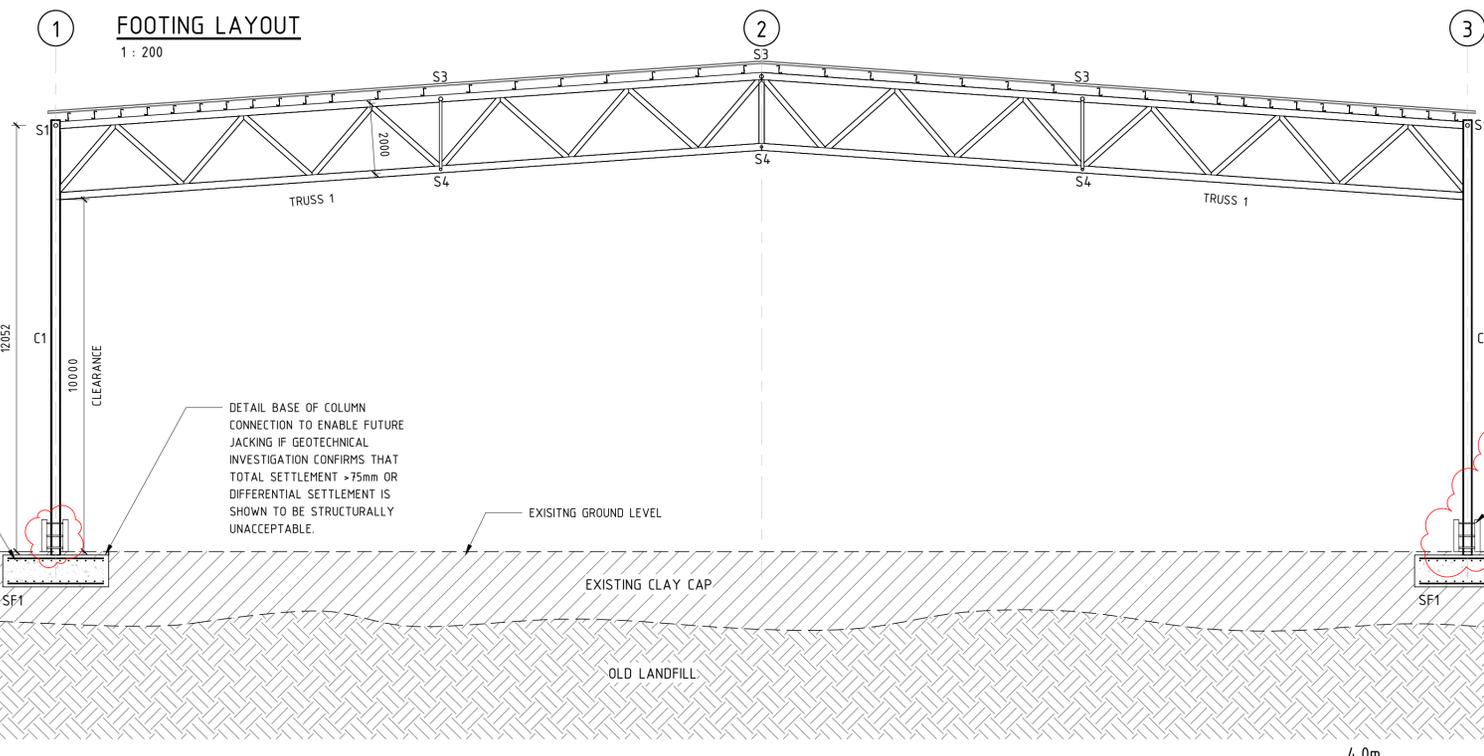


- NOTES:**
1. THE CONTRACTOR SHALL READ AND CONFORM WITH ALL OTHER TENDER DOCUMENTS INCLUDING THE PERFORMANCE SPECIFICATION.
 2. THE CONTRACTOR SHALL ALLOW TO UNDERTAKE THEIR OWN SITE INVESTIGATIONS INCLUDING GEOTECHNICAL AND ENVIRONMENTAL INVESTIGATIONS.
 3. THIS STRUCTURAL DESIGN IS SHOWN FOR REFERENCE ONLY. IT IS EXPECTED THAT THE CONTRACTOR'S STRUCTURAL ENGINEER WILL OPTIMISE THE STRUCTURE TO ACHIEVE BEST VALUE FOR THE PRINCIPAL.
 4. THE CONTRACTOR SHALL DESIGN AND PROVIDE FLOODLIGHTING TO ILLUMINATE THE AREA AROUND THE STRUCTURE, AND LED LIGHTING TO ILLUMINATE THE AREA WITHIN THE STRUCTURE. THE CONTRACTOR SHALL DESIGN, SUPPLY AND INSTALL ALL ELECTRICAL WIRING AND A SWITCHBOARD FOR THE LIGHTING SYSTEM. THE SYSTEM SHALL BE READY AND FIT FOR PURPOSE FOR THE PRINCIPAL TO CONNECT THEIR GENERATOR TO THE SYSTEM.
 5. CONTRACTOR TO KEEP FOOTINGS WITHIN THE LANDFILL CAP, OR DEMONSTRATE TO THE PRINCIPAL'S SATISFACTION THAT THEY WILL NOT INTRODUCE WATER INTO THE LANDFILL OR CAUSE ADVERSE ENVIRONMENTAL EFFECTS.

FOUNDATION & COLUMN SCHEDULE	
MARK	SIZE
SF1	3000 WIDE x 900 DEEP
C1	250UC72.9

FRAMING SCHEDULE		
MARK	TYPE	NOTE
RB1	75x75x6EA	ROOF BRACING
S1	114.3x3.2 CHS	ROOF STRUTS
S2	60.3x3.6 CHS	ROOF STRUTS
S3	114.3x4.5 CHS	ROOF STRUTS
S4	76.1x3.6 CHS	ROOF STRUTS
WB1	75x75x6EA	WALL BRACING

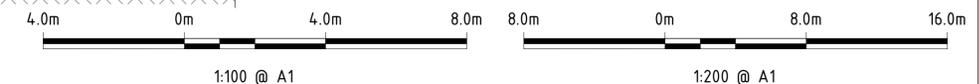
TRUSS SCHEDULE			
TRUSS	TOP CHORD	BOTTOM CHORD	DIAGONALS
TRUSS 1	300x200x8 RHS ON FLAT	300x200x8 RHS ON FLAT	150x150x4 SHS



CONTRACTOR TO CONDUCT THEIR OWN GEOTECHNICAL INVESTIGATION TO GROUND CONDITIONS AND FOOTING TYPE.

**PRELIMINARY ONLY
NOT FOR CONSTRUCTION**

3 SECTION
S-101 SCALE 1:100



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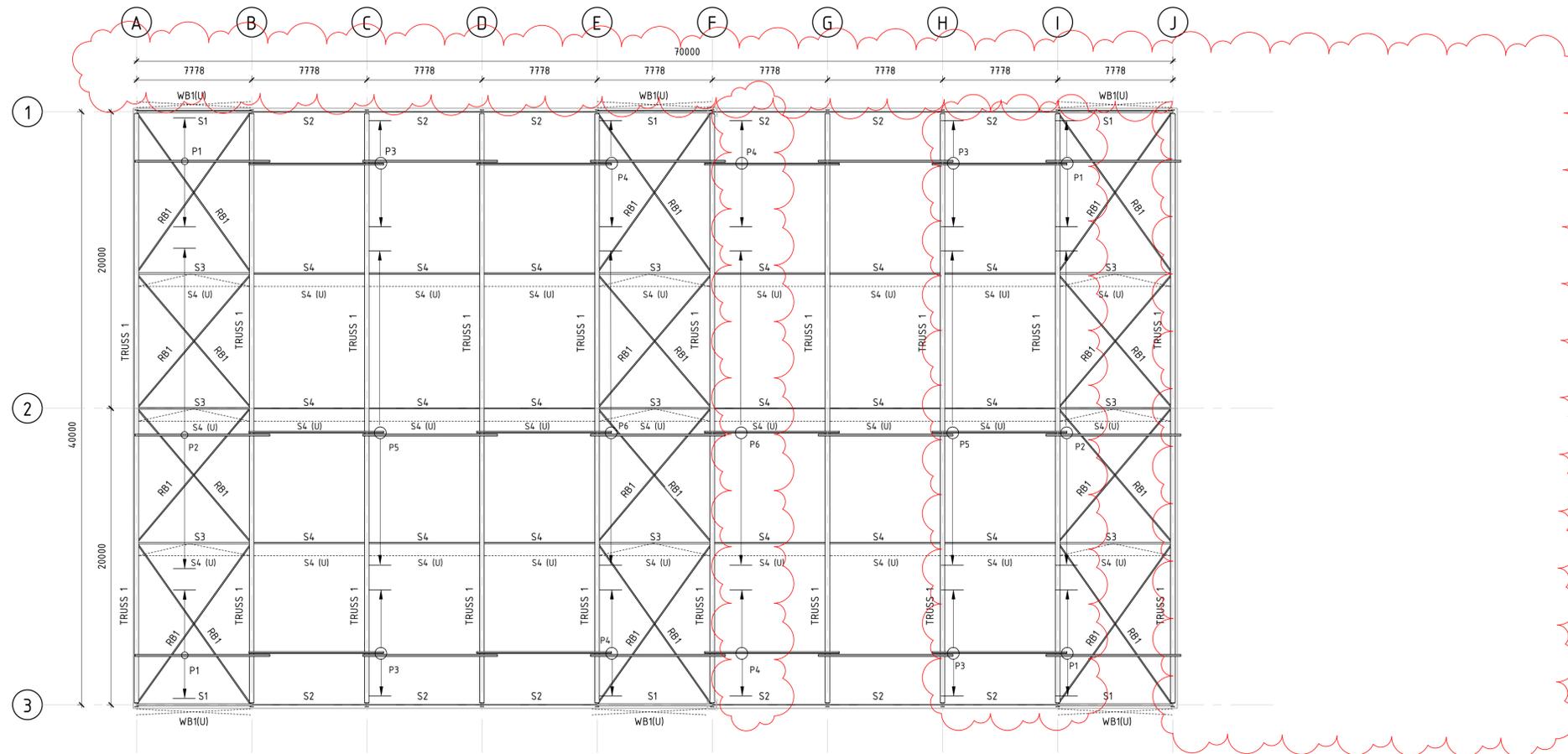
- NOTES**
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No.	Date	Dr	Ch	Amendment / Issue
B	10.10.2025	CON	EP	DESIGN UPDATED
A	29.08.2025	CON	EP	PRELIMINARY ISSUE

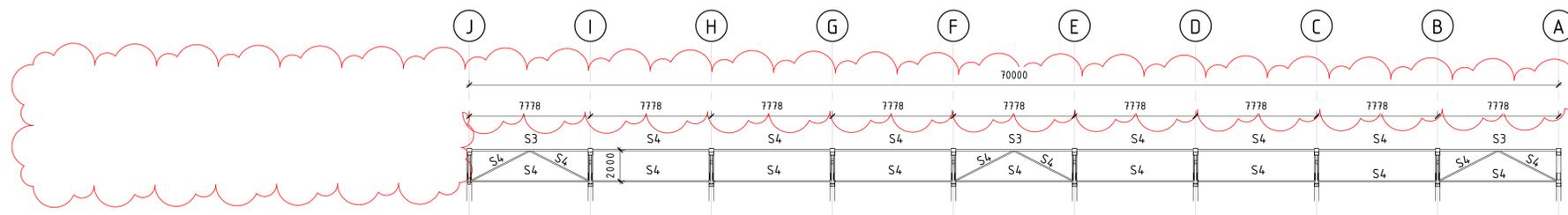
Project: RED HILL FOGO SHADE STRUCTURE

Title: FOOTING LAYOUT AND SECTION

Scale: AS SHOWN	Date: 10.10.2025	
Drawn: CON	Checked: EP	Approved: EP
Job No: TC25030	Dr. No: S-101	REV: B
Filename: \\server\talis\SECTIONS\Engineering\Projects\TC2025\TC25030-EMRC_FOGO\Drawings\8_Rev\TC25030-EMRC_FOGO Model.rvt		



ROOF STEELWORK FRAMING LAYOUT PLAN
1 : 200



2 SECTION
SCALE 1 : 200

FRAMING SCHEDULE		
MARK	TYPE	NOTE
RB1	75x75x6EA	ROOF BRACING
S1	114.3x3.2 CHS	ROOF STRUTS
S2	60.3x3.6 CHS	ROOF STRUTS
S3	114.3x4.5 CHS	ROOF STRUTS
S4	76.1x3.6 CHS	ROOF STRUTS
WB1	75x75x6EA	WALL BRACING

TRUSS SCHEDULE			
TRUSS	TOP CHORD	BOTTOM CHORD	DIAGONALS
TRUSS 1	300x200x8 RHS ON FLAT	300x200x8 RHS ON FLAT	150x150x4 SHS

PURLIN SCHEDULE		
MARK	TYPE	COMMENTS
P1	Z20024	@750 CTRS MAX. TWO BRIDGES TO MANUFACTURER'S SPEC. (GRADE 8.8 BOLTS)
P2	Z20024	@1300 CTRS MAX. TWO BRIDGES TO MANUFACTURER'S SPEC. (GRADE 8.8 BOLTS)
P3	Z20019	@750 CTRS MAX. TWO BRIDGES TO MANUFACTURER'S SPEC.
P4	Z20015	@750 CTRS MAX. TWO BRIDGES TO MANUFACTURER'S SPEC.
P5	Z20019	@1300 CTRS MAX. TWO BRIDGES TO MANUFACTURER'S SPEC.
P6	Z20019	@1300 CTRS MAX. ONE BRIDGES TO MANUFACTURER'S SPEC.

PRELIMINARY ONLY
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1:200 @ A1



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No.	Date	Dr	Ch	Amendment / Issue
B	10.10.2025	CON	EP	DESIGN UPDATED
A	29.08.2025	CON	EP	PRELIMINARY ISSUE

Project: **RED HILL FOGO SHADE STRUCTURE**

Title: **ROOF LAYOUT AND SECTION**

Scale: AS SHOWN	Date: 10.10.2025	
Drawn: CON	Checked: EP	Approved: EP
Job No: TC25030	Dr. No: S-102	REV: B
Filename: \\server\talis\SECTIONS\Engineering\Projects\TC2025\TC25030-EMRC FOGO\Drawings\8_Rev\TC25030-EMRC FOGO Model.rvt		



6.6 FEE AND CHARGES AMENDMENT – FEBRUARY 2026

D2026/01952

PURPOSE OF REPORT

The purpose of this report is to seek Council approval for amendments to the fees and charges applicable to Wood Waste Sorting & Recycling at the Hazelmere Resource Recovery Park (HRRP) and to introduce additional fees and charges for Mixed Mulch and Soil Improver at the Red Hill Waste Management Facility (RHWMF).

KEY POINT(S)

- EMRC officers have reviewed and determined that current fees and charges for Wood Waste Sorting & Recycling at HRRP do not adequately recover processing costs, and consequently increases are required.
- The change from per-tonne to per-cubic metre pricing in 2025/2026 has resulted in declining sales of Mixed Mulch and Soil Improver at RHWMF following the change from per-tonne to per-cubic-metre pricing.
- Customers have requested dual pricing to support purchasing flexibility.
- The amended fees and charges require Council approval under s.6.16(3)(b) of the *Local Government Act 1995*.
- Local public notice must be given in accordance with s.6.19 of the Act.
- The proposed effective date for new fees and charges is 9 March 2026

RECOMMENDATION(S)

That:

1. Council, by absolute majority in accordance with s.6.16(3)(b) of the *Local Government Act 1995*, approves the amended Wood Waste Sorting & Recycling charges at the Hazelmere Resource Recovery Park and introduces additional per tonne charges for Mixed Mulch and Soil Improver at the Red Hill Waste Management Facility, to take effect from 9 March 2026.
2. Council authorises the giving of public notice of these changes in accordance with s.6.19 of the *Local Government Act 1995*.

SOURCE OF REPORT

Employee Disclosure under s.5.70 of the *Local Government Act 1995*:

Author(s)	Acting Chief Operating Officer	Nil
Responsible Officer	Chief Executive Officer	Nil



BACKGROUND

- 1 The current schedule of fees and charges was adopted as part of the 2025/2026 Annual Budget in accordance with s.6.16(3) of the *Local Government Act 1995* (the Act).
- 2 Fees and Charges may be amended from time to time during the financial year in accordance with s.6.16(3)(b) of the Act.

REPORT

Wood Waste Charges

- 3 Wood waste processing at the Hazelmere Resource Recovery Park has traditionally been focused on producing feedstock for the proposed Wood Waste to Energy (WWtE) facility as well as the wood fines supplied to the broiler industry.
- 4 Following the cancellation of the WWtE project in November 2025, the organisation no longer has a primary end-use market for its processed wood chips, creating an urgent need to identify new commercial outlets to sustain the wood waste program.
- 5 The Sales & Marketing team have been pursuing opportunities within the landscaping and horticultural sectors as potential markets for processed wood chips.
- 6 A review was undertaken by EMRC officers and it was determined that the existing wood waste processing charges no longer recover the full cost of converting wood waste into chips and fines at the Hazelmere Resource Recovery Park.
- 7 To address this shortfall, EMRC officers recommend increasing charges for Grade 1 and Grade 2 wood waste, while retaining current rates for contaminated wood waste and unloading fees

Proposed Fees and Charges – Wood Waste Charges (HRRP)

Description	2025/2026 Current adopted charges to be updated inc. GST (\$/Tonne)	Proposed and Updated Charges inc. GST (\$/Tonne)
Wood Waste - Grade 1	\$71.00	\$141.00
Wood Waste - Grade 2	\$79.00	\$158.00

Mixed Mulch and Soil Improver Charges

- 8 For 2025/2026, the change of the charge rate from per tonne basis to per m³ basis has resulted in a decline in sales.
- 9 Feedback from RHWMF customers has emphasised the need for pricing flexibility for mixed mulch and soil improver, particularly to reintroduce a per tonne rate.
- 10 EMRC officers recommend a reintroduction of per tonne pricing, in addition to existing per m³ rates, which will ensure greater accessibility and supports a greater diversity of consumer needs.

Proposed Fees and Charges – Mixed Mulch and Soil Improver Charges

Description	2025/2026 Current adopted charges to be retained inc. GST (\$/m ³)	Proposed New Charges inc. GST (\$/Tonne)
Mixed Mulch	\$22.00	\$13.50
Soil Improver (Blended)	\$24.00	\$22.00

Governance and Compliance

- 11 In accordance with s.6.16(3)(b) of the Act amendments to adopted fees require approval by an absolute majority of Council.
- 12 Following Council approval, in accordance with s.6.19 of the Act local public notice will be provided specifying the intention to impose the amended charges and the date from which they will apply.
- Public Notice will be given 3 of the ways prescribed under r.3A(2) of the *Local Government (Administration) Regulations 1996* via:
1. A newspaper circulating generally in the State;
 2. Display on notice boards at EMRC offices and member Council libraries;
 3. Posting on an EMRC-administered social media account.
- 13 The proposed commencement date for the amended charges is 9 March 2026, providing sufficient time for statutory notice requirements, system updates, and customer communication.

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

SUSTAINABILITY IMPLICATIONS

- 16 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 <i>Local Government Act 1995</i>		
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



Implication Details

Improved cost recovery will improve the financial outcome of the EMRC.

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*, approves the amended Wood Waste Sorting & Recycling charges at the Hazelmere Resource Recovery Park and introduces additional per tonne charges for Mixed Mulch and Soil Improver at the Red Hill Waste Management Facility, to take effect from 9 March 2026.
2. Council authorises the giving of public notice in accordance with s.6.19 of the *Local Government Act 1995*.

COUNCIL RESOLUTION(S)

MOVED

SECONDED



6.7 INFORMATION BULLETIN

CORPORATE BUSINESS PLAN 2025/2026 – 2028/2029 – SECOND QUARTER REPORTING FROM OCTOBER TO DECEMBER 2025

D2026/00239

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 2025/2026 – 2028/2029 for the reporting period October to December 2025, 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 10year timeframe; and
 - ⇒ A Corporate Business Plan – a four-to-five-year plan, which translates the 10year 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 2025/2026 – 2028/2029 In August 2025 (D2025/17301) for activities commencing 1 July 2025.
- Council adopted the EMRC’s Sustainability Strategy 2022/2023 – 2026/2027 on 25 August 2022 (D2022/14122).
- The attachment to this report provides the second quarter reporting, against the final key actions identified within the Corporate Business Plan 2025/2026 – 2028/2029, for the period October to December 2025, inclusive.

SOURCE OF REPORT

Employee Disclosure under s.5.70 of the <i>Local Government Act 1995</i>		
Author(s)	Chief Transformation Officer	Nil
Responsible Officer	Chief Executive Officer	Nil

BACKGROUND

- 1 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:
- 2 A Strategic Community Plan – a minimum 10year timeframe.
- 3 A Corporate Business Plan – a four-to-five-year plan, which translates the 10year strategic plan into actions.
- 4 Council adopted the EMRC’s Revised Strategic Community Plan titled Revised 10 Year Strategic Plan 2017 – 2027 on 24 November 2022 (D2022/20404).

- 5 Council adopted the EMRC’s revised Corporate Business Plan 2025/2026 TO 2028/2029 in August 2025 for activities progressed from 1 July 2025 onwards (D2025/17301).

REPORT

- 6 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.”
- 7 The Corporate Business Plan 2025/2026 – 2028/2029 has been developed to articulate the strategic direction into operational activities. It is designed to ensure that the organisation is able to deliver on Council’s high-level priorities, and summarises the services, operations and projects the EMRC will deliver over the next four years, commencing as of 1 July 2025.
- 8 Council adopted the EMRC’s Sustainability Strategy 2022/2023 – 2026/2027 on 25 August 2022 (D2022/14122).
- 9 The attachment to this report relates to the Corporate Business Plan actions for the second quarter reporting period of October to December 2025.

STRATEGIC/POLICY IMPLICATIONS

- 10 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

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

SUSTAINABILITY IMPLICATIONS

- 12 The Corporate Business Plan 2025/2026 – 2028/2029 identified projects, programs and services for the benefit and sustainability of Perth’s Eastern Region.

RISK MANAGEMENT

Risk – The Council agreed Key Actions are not delivered in accordance with the Corporate Business Plan

Consequence	Likelihood	Rating
Moderate	Unlikely	Moderate
Action/Strategy		
➤ Regular and ongoing reviews and quarterly updates ensure staff continue to be apprised of the deliverables and agreed timeframes.		

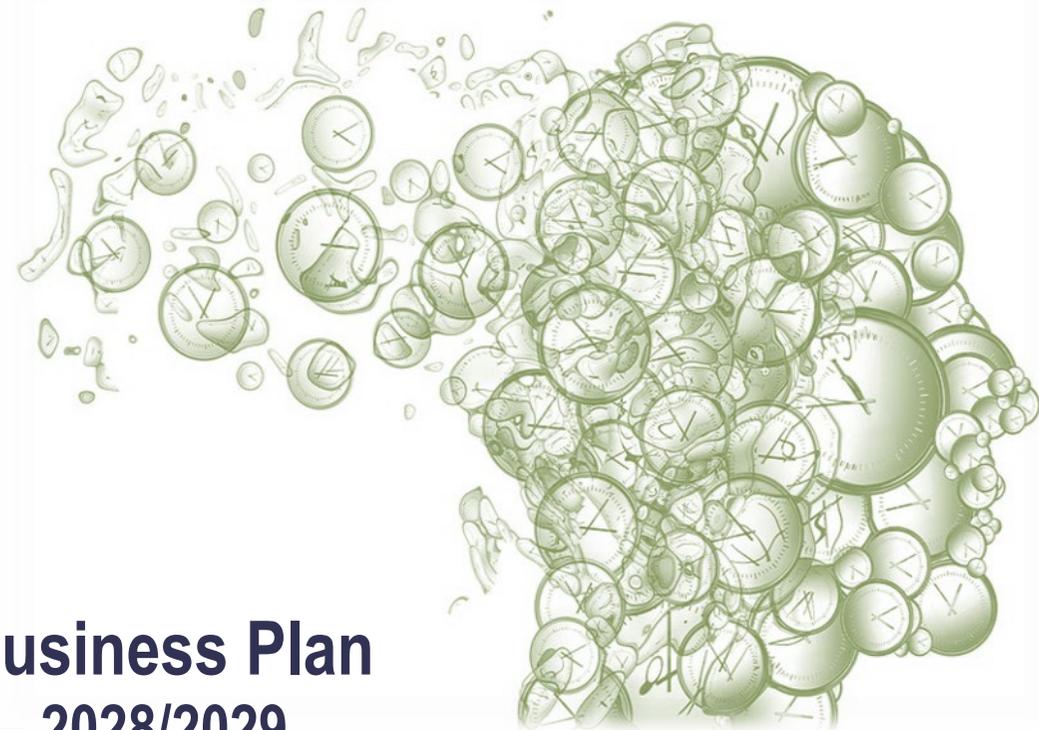


MEMBER COUNCIL IMPLICATIONS

Member Council	Implication Details
Town of Bassendean	} As outlined in the attachment
City of Bayswater	

ATTACHMENT(S)

Corporate Business Plan 2025/2026 – 2028/2029 Second Quarter Progress Report for the period October to December 2025. (D2025/02130)



Corporate Business Plan 2025/2026 – 2028/2029

**Progress Report – Second Quarter
October to December 2025**



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 2025/2026 – 2028/2029 (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 August 2025. 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 2025 to June 2026 are provided quarterly within this document and are against the current adopted Corporate Business Plan.

Hua Jer Liew
Acting 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)	CEO	●	July - September 2025	➤ A Sales and Marketing Plan is being developed, and discussions are underway with commercial customers
				October - December 2025	➤ The Sales and Marketing Plan is being reviewed, for further refinements.
				January - March 2026	➤
				April - June 2026	➤
1.1.2	Create and maintain 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 2025	➤ The Executive Team continues to foster strategic partnerships and alliances
				October - December 2025	➤ The strategic imperative is ongoing.
				January - March 2026	➤
				April - June 2026	➤

1.2 80% Reuse of Material at all EMRC Operated Sites by 2040

Key Actions	Responsible Officer	Status	Quarter	Comments
1.2.1 Develop a sales model for use of recovered material.	Operations	●	July – September 2025	➤ The draft sales model (document reference: D2025/24763) has been prepared to facilitate the use of recovered material. This initial draft forms the basis for future sales strategies and operational planning. To ensure the model meets organisational objectives and operational requirements, it is scheduled for review by the Executive Leadership Team (ELT). The ELT will assess the draft and provide feedback to guide further development and the eventual implementation of the sales model. This review process is an essential step towards establishing a robust and effective sales framework that supports the EMRC's commitment to maximising material reuse across all operated sites.
			October – December 2025	➤ The work on the sales model remains in progress, with development continuing following the initial draft completed in July–September 2025.
			January – March 2026	➤
			April – June 2026	➤
1.2.2 Determine high-value use for the existing C&I processing building at Hazelmere RRP	Operations	●	July – September 2025	➤ The C&I (Commercial & Industrial) processing building is currently not in use. All polystyrene operations have ceased, and the disposal and sorting of C&I waste has been transferred to the Waste Transfer Station (WTS) to streamline operations and achieve greater efficiencies. ⇒ Looking ahead, several potential high-value uses for the C&I processing building have been identified: ⇒ Upgrading sorting systems to capture and resell high-value recyclables such as plastics, metals, and timber. ⇒ Establishing a circular economy innovation zone through partnerships with industry, enabling the piloting of reuse and remanufacturing projects and using the building as a platform for sustainable technology trials, such as solar recycling and/or plastics recycling.
			October – December 2025	➤ No operational changes have occurred since the previous quarter. Work continues to assess and refine potential high-value uses for the C&I processing building, with concept development and feasibility considerations ongoing.
			January – March 2026	➤
			April – June 2026	➤
1.2.3 Map our current waste production profile for benchmarking (as an organisation) and align with the EMRC's FOGO Strategy where applicable	CEO	●	July – September 2025	➤ The waste production profile continues to be mapped to ensure there is alignment with the FOGO Strategy
			October – December 2025	➤ A review of the FOGO processing process was undertaken with specific focus to reduce contamination resulting in improved FOGO compost.
			January - March 2026	➤
			April - June 2026	➤

Key Actions	Responsible Officer	Status	Quarter	Comments
1.2.4 Regularly review and implement initiatives in line with the Red Hill and Hazelmere Development Plans	Operations	●	July - September 2025	➤ Red Hill Development Plan updated in June 2025. Additional updates are under way to include potential landfill development to Lots 3 – 7.
			October - December 2025	➤ The investigation into Lots 3–7 has now been completed, and the Red Hill Development Plan will be updated next quarter to incorporate the additional development requirements.
			January - March 2026	➤
			April - June 2026	➤
1.2.5 Regularly review local government procurement guidelines and processes for sustainable decision making	Business Support	●	July - September 2025	➤ A review of the tender process including the scoring matrix has been undertaken. Guidelines were also updated to reflect up to date processes.
			October - December 2025	➤ The updated process has been utilised and implemented in the various tenders organised during this period.
			January - March 2026	➤
			April - June 2026	➤
1.2.6 Identify and facilitate supply chain awareness for product production e.g. FOGO products, woodchips and construction material including ferricrete	Operations	●	July - September 2025	➤ Presently seeking buyers for the woodchip stockpiles at Hazelmere. There is significant overstock due to delays to the WWtE project.
			October - December 2025	➤ A buyer has been secured for the WWtE woodchip stockpiles, with removal scheduled for completion by June 2026. The sales team has refocused its efforts on product sales from Red Hill.
			January - March 2026	➤
			April - June 2026	➤

Respond to a Climate Emergency

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

2.1 Infrastructure Adaptation by 2030

Key Actions	Responsible Officer	Status	Quarter	Comments
2.1.1 Undertake asset management assessment, workforce planning and long-term financial planning for all EMRC owned infrastructure	Business Support	●	July - September 2025	<ul style="list-style-type: none"> ➤ Long Term Financial Planning-Review of the 10 Year Financial Plan will be undertaken as part of the 2026/2027 Budget deliberation process and is expected to commence in Feb/Mar'26 following the half year budget review in Jan/Feb'26. ➤ Strategic IT Plan – Implemented new tape library for backups, Replaced network storage device (SAN) at Ascot office.
			October - December 2025	<ul style="list-style-type: none"> ➤ Long Term Financial Planning-Review of the 10 Year Financial Plan will be undertaken as part of the 2026/2027 Budget deliberation process and is expected to commence in Feb/Mar 2026 following the half year budget review in Jan/Feb 2026.
			January - March 2026	<ul style="list-style-type: none"> ➤
			April - June 2026	<ul style="list-style-type: none"> ➤
2.1.2 Identify and evaluate land-use options at EMRC sites	Operations	●	July - September 2025	<ul style="list-style-type: none"> ➤ At present, the Hazelmere facility is operating at full capacity, primarily serving as a storage site for woodchips. These woodchips are being retained for anticipated future use in the Waste-to-Energy (WWE) facility. ➤ The Red Hill site is undergoing development for several potential uses. These include the establishment of an Air Pollution Control Residue (APCr) processing plant, which will be accompanied by a dedicated Class IV landfill moncell. In addition, there are plans to explore the use of lots 3 to 7 for potential landfill purposes, specifically targeting Class landfill applications.
			October - December 2025	<ul style="list-style-type: none"> ➤ The Red Hill site remains consistent with the previous reporting period, with both sites continuing normal operational development.
			January - March 2026	<ul style="list-style-type: none"> ➤
			April - June 2026	<ul style="list-style-type: none"> ➤

Key Actions	Responsible Officer	Status	Quarter	Comments
2.1.3	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	●	<ul style="list-style-type: none"> ➤ 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, ended on 31 March 2025. Council resolved at its OCM on the 27 February 2025, to enter new contract with WALGA for a Sustainable Energy solution. ➤ The transfer of Asset management for Hazelmere into MyOSH is complete Red Hill to commence in the next quarter.
				<ul style="list-style-type: none"> ➤ There has been no significant progress this quarter due to competing priorities.
				<ul style="list-style-type: none"> ➤
				<ul style="list-style-type: none"> ➤

2.2 Sustainability Integrated into Management Processes

Key Actions	Responsible Officer	Status	Quarter	Comments
2.2.1 Establish a decision-making framework to include sustainability for operational and capital expenditure	Operations	●	July – September 2025	<ul style="list-style-type: none"> ➤ Red Hill Development Plan has been updated July 2025. ➤ Landfill air space calculations for the quarter have been reviewed to ensure adequate airspace and landfill planning is being undertaken. ➤ Landfill air space calculation projections have been reviewed for the remaining life of the facility which is dependent on a number of critical key consideration such as the Waste to Energy facilities comment. ➤ Red Hill project works are running on time and on budget. ➤ The WWtE plant business case is currently being undertaken and will be represented to Council at the November meeting.
			October – December 2025	<ul style="list-style-type: none"> ➤ Key planning and operational activities continued during the quarter, including maintenance of the updated Red Hill Development Plan and ongoing landfill airspace monitoring and projections. Red Hill project works remained on schedule and within budget.
			January – March 2026	<ul style="list-style-type: none"> ➤
			April – June 2026	<ul style="list-style-type: none"> ➤
2.2.2 Include sustainable decision-making frameworks in procurement templates, evaluation and processes of all projects	Business Support	●	July – September 2025	<ul style="list-style-type: none"> ➤ The templates, evaluation and processes are refined to include sustainable decision-making frameworks. This will be an ongoing process of continuous improvement.
			October – December 2025	<ul style="list-style-type: none"> ➤ Ongoing refinement continues to ensure best practice sustainable decision frameworks are utilised.
			January – March 2026	<ul style="list-style-type: none"> ➤
			April – June 2026	<ul style="list-style-type: none"> ➤
2.2.3 Implement a sustainability performance review for each team and identify sustainability criteria for environmental, social, governance (ESG) decision making	CEO	●	July – September 2025	<ul style="list-style-type: none"> ➤ Team performance includes and considers environmental, social and governance decision making
			October – December 2025	<ul style="list-style-type: none"> ➤ Ongoing team performance reviews include criteria for ESG decision making.
			January – March 2026	<ul style="list-style-type: none"> ➤
			April – June 2026	<ul style="list-style-type: none"> ➤
2.2.4 Establish regular internal collaboration sessions to identify new sustainability initiatives	Sustainability	●	July – September 2025	<ul style="list-style-type: none"> ➤ Internal collaboration continues on a regular basis to identify sustainability opportunities
			October – December 2025	<ul style="list-style-type: none"> ➤ Internal collaboration continues on a regular basis to identify sustainability opportunities
			January – March 2026	<ul style="list-style-type: none"> ➤
			April – June 2026	<ul style="list-style-type: none"> ➤

3 Reduce Our Environmental Impact

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

3.1 Contribute to a decrease in illegal waste disposal by 2040

	Key Actions	Responsible Officer	Status	Quarter	Comments
3.1.1	Consider programs for recovery of construction and demolition waste e.g. bricks, timber, sand, soil, concrete and other resource recovery initiatives	Operations	●	July - September 2025	➤ No progress has been this quarter.
				October - December 2025	➤ No progress has been this quarter.
				January - March 2026	➤
				April - June 2026	➤

3.2 EMRC Wide Environmental Management System

	Key Actions	Responsible Officer	Status	Quarter	Comments
3.2.1	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 2025	➤ Yearly Surveillance Audit undertaken on 16 th September by SGS. Audit recorded no non-compliance and no non-conformance. Only three areas for improvement have been recommended.
				October - December 2025	➤ Contractor audit was undertaken with Terrestrial Ecosystem on 27 th November 2025 ➤ Internal audit undertaken on the Odour Monitoring Procedure in December 2025 ➤ Work commenced on the internal audit for the NPI Reporting Procedure in December 2025.
				January - March 2026	➤
				April - June 2026	➤
3.2.2	Establish compliance monitoring, reporting and review processes in alignment with the EMRC's Environmental Management System (e.g. NGERs, NPI etc)	Sustainability	●	July - September 2025	➤ NPI report was completed and lodged with DWER on 25 th September prior to the deadline of 30 th ➤ Work has commenced on the NGER report which is due 31 October. ➤ Yearly Surveillance Audit undertaken on 16 th September by SGS. Audit recorded no non-compliance and no non-conformance. Only three areas for improvement have been recommended.
				October - December 2025	➤ Contractor audit was undertaken with Terrestrial Ecosystem on 27 th November 2025 ➤ Internal audit undertaken on the Odour Monitoring Procedure in December 2025 ➤ Work commenced on the internal audit for the NPI Reporting Procedure in December 2025.
				January - March 2026	➤
				April - June 2026	➤

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 Source Separation Initiatives by 2027

Key Actions	Responsible Officer	Status	Quarter	Comments
4.1.1 Utilise EMRC fleet and other EMRC owned assets as educational billboards for source separation education and requirements	Operations	●	July - September 2025	➤ All EMRC collection trucks and bulk waste transport trailers have EMRC educational liveries
			October - December 2025	➤ All EMRC collection trucks and bulk waste transport trailers have EMRC educational liveries
			January - March 2026	➤
			April - June 2026	➤
4.1.2 Consider shared valet service programs for verge collection. This includes a waste classification program for different materials and costings	Operations	●	July - September 2025	➤ No verge collection services have been implemented
			October - December 2025	➤ No verge collection services have been implemented
			January - March 2026	➤
			April - June 2026	➤

4.2 Use of Recovered Material in the Region by 2040

Key Actions	Responsible Officer	Status	Quarter	Comments
4.2.1 Continue to establish and promote community recycling and reuse networks for exchange of products and reuse initiatives	Operations	●	July - September 2025	➤ Resue shops are established at Coppin and Matheson Road transfer stations
			October - December 2025	➤ No further developments this quarter.
			January - March 2026	➤
			April - June 2026	➤
4.2.2 Identify uses for recovered materials e.g. woodchip mulching, FOGO products, construction materials for road surfacing and energy reuse	Operations	●	July - September 2025	➤ Service to current member Councils continued to be delivered, opportunities to secure the supply of goods and services with the departing members have been progressing.
			October - December 2025	➤ The Sales team is developing a marketing campaign for the sale of Red Hill products.
			January - March 2026	➤
			April - June 2026	➤

Key Actions	Responsible Officer	Status	Quarter	Comments
4.2.3	Provide waste solutions that are in line with WA Waste Strategy and waste hierarchy	Sustainability	●	➤ EMRC staff are cognisant of the need to ensure the waste solutions we provide are in line with the state's waste strategy
			July - September 2025	➤ The EMRC strategic imperatives are in line with the WA State Strategy.
			October - December 2025	➤
			January - March 2026	➤
			April - June 2026	➤

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 LEGAL UPDATE - WOOD WASTE TO ENERGY PLANT - ANERGY AUSTRALIA PTY LTD (D2026/00872)

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

7.2 EAST ROCKINGHAM WASTE TO ENERGY PROJECT UPDATE (D2026/01817)

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

7.3 STRATEGIC DISCUSSION (D2026/01817) (D2026/01931)

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.

COUNCIL RESOLUTION(S)

MOVED

SECONDED

8 FUTURE AGENDA FORUMS

The next meeting of Agenda Forum will be held on 12 March 2026 (if required) at the EMRC Administration Office, 1st Floor, 226 Great Eastern Highway, Ascot WA 6104 commencing at 4:30pm.

Agenda Forums 2026

Thursday	12	March		at	EMRC Administration Office
Thursday	9	April	(if required)	at	EMRC Administration Office
Thursday	14	May	(if required)	at	EMRC Administration Office
Thursday	11	June	(if required)	at	EMRC Administration Office
Thursday	9	July	(if required)	at	EMRC Administration Office
Thursday	13	August	(if required)	at	EMRC Administration Office
Thursday	10	September	(if required)	at	EMRC Administration Office
Thursday	8	October	(if required)	at	EMRC Administration Office
Thursday	12	November		at	EMRC Administration Office

9 DECLARATION OF CLOSURE OF MEETING