



MINUTES

CERTIFICATION OF CONFIRMATION OF AUDIT COMMITTEE MINUTES

7 JUNE 2018

I, Cr Melissa Mykytiuk hereby certify that the minutes from the Audit Committee Meeting held on 7 June 2018 pages (1) to (135) were confirmed at a Committee meeting held on 4 October 2018.

A handwritten signature in dark ink, appearing to read "Melissa Mykytiuk", is written over a horizontal line.

Signature

Cr Melissa Mykytiuk
Person presiding at Meeting

AUDIT COMMITTEE

MINUTES

7 June 2018

(REF: D2018//06269)

A meeting of the Audit Committee was held at the EMRC Administration Office, 1st Floor, 226 Great Eastern Highway, BELMONT WA 6104 on **Thursday, 7 June 2018**. The meeting commenced at **5:30pm**.

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1 DECLARATION OF OPENING AND ANNOUNCEMENT OF VISITORS

The Chairman opened the meeting at 5:30pm.

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

Councillor Attendance

Cr Melissa Mykytiuk (Chairman)	EMRC Member	Town of Bassendean
Cr Geoff Stallard (Deputy Chairman)	EMRC Member	City of Kalamunda
Cr Sally Palmer	EMRC Member	City of Bayswater
Cr Janet Powell	EMRC Member	City of Belmont
Cr John Daw (Deputising for Cr Lavell)	EMRC Deputy Member	Shire of Mundaring
Cr David McDonnell	EMRC Member	City of Swan

Leave of Absence Previously Approved

Cr Lavell (from 6 June 2018 to 14 June 2018 inclusive and 1 July 2018 to 31 July 2018 inclusive).

EMRC Officers

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

3 DISCLOSURE OF INTERESTS

Nil

4 ANNOUNCEMENTS BY THE CHAIRMAN OR PRESIDING MEMBER WITHOUT DISCUSSION

Nil

5 PETITIONS, DEPUTATIONS AND PRESENTATIONS

Nil



6 CONFIRMATION OF MINUTES OF PREVIOUS MEETINGS

6.1 MINUTES OF AUDIT COMMITTEE MEETING HELD ON 8 MARCH 2018

That the Minutes of the Audit Committee meeting held on 8 March 2018 which have been distributed, be confirmed.

AC RESOLUTION(S)

MOVED CR STALLARD

SECONDED CR MCDONNELL

THAT THE MINUTES OF THE AUDIT COMMITTEE HELD ON 8 MARCH 2018 WHICH HAVE BEEN DISTRIBUTED, BE CONFIRMED.

CARRIED UNANIMOUSLY

7 QUESTIONS BY MEMBERS OF WHICH DUE NOTICE HAS BEEN GIVEN

Nil

8 QUESTIONS BY MEMBERS WITHOUT NOTICE

Cr Stallard asked if it would be preferable for the officer of the report to receive questions prior to the meeting. Any questions and answers could then be forwarded to other members if the Councillor was happy for this to happen.

The CEO advised that the EMRC encourages Councillors to send any questions ahead of time and if they would like them circulated to other members of the meeting, the EMRC could do so.

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

Nil

10 BUSINESS NOT DEALT WITH FROM A PREVIOUS MEETING

Nil



11 REPORTS OF EMPLOYEES

11.1 DRAFT CORPORATE BUSINESS PLAN 2018/2019 TO 2022/2023

REFERENCE: D2018/06261

PURPOSE OF REPORT

The purpose of this report is to present the draft Corporate Business Plan 2018/2019 to 2022/2023 to Council for adoption.

KEY ISSUES AND RECOMMENDATION(S)

- Sections 5.56(1) and (2) of the *Local Government Act 1995* (the Act) require that each local government is 'to plan for the future of the district', by developing plans in accordance with the regulations. The *Local Government (Administration) Regulations 1996* specify that a 'plan for the future' comprises the following:
 - A Strategic Community Plan – a minimum 10 year timeframe (r.19C).
 - A Corporate Business Plan – a four to five year plan, which translates the 10 year strategic plan into operations (r.19DA).
- Council adopted the EMRC's Strategic Community Plan titled *10 Year Strategic Plan to 2017 to 2027* on 18 August 2016 for implementation from 1 July 2017 onwards.
- Regulation 19DA states that each local government must review its Corporate Business Plan annually.
- The previous Corporate Business Plan 2017/2018 to 2021/2022 has been reviewed and the *draft Corporate Business Plan 2018/2019 to 2022/2023* has been prepared (attached).
- The *draft Corporate Business Plan 2018/2019 to 2022/2023* sets out the actions that staff will undertake over the next five years to deliver on the 10 Year Strategic Plan 2017 to 2027.
- It is intended to report to Council against the Corporate Business Plan each quarter.
- Section 5.53 of the Act requires that an overview of the 'plan for the future' must be made in the Annual Report, including major initiatives that are proposed to commence or to continue in the next financial year. Therefore a report will be provided within the 2017/2018 Annual Report.
- In accordance with Section 6.2(2) of the Act, Council is to give regard to the "plan for the future" when adopting the EMRC's Annual Budget.
- The 2018/2019 draft Annual Budget is tabled separately for adoption.
- In accordance with r.19DA, Council is to determine whether or not to adopt the Corporate Business Plan by absolute majority.

Recommendation(s)

That:

1. Council by absolute majority, in accordance with r.19DA(6) of the *Local Government (Administration) Regulations 1996*, adopt the Corporate Business Plan 2018/2019 to 2022/2023 forming an attachment to this report.
2. Local public notice of the adoption of the Corporate Business Plan 2018/2019 to 2022/2023 be given in accordance with r.19D of the *Local Government (Administration) Regulations 1996*.

SOURCE OF REPORT

Director Corporate Services



Item 11.1 continued

BACKGROUND

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

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

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

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

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

Council adopted EMRC's Strategic Community Plan titled *10 Year Strategic Plan to 2017 to 2027* (10 Year Strategic Plan) on 18 August 2016 (Ref: D2016/06163) for implementation from 1 July 2017 onwards and EMRC's Corporate Business Plan 2017/2018 to 2021/2022 on 22 June 2017 (Ref: D2017/06618).

REPORT

Draft Corporate Business Plan 2018/2019 to 2022/2023

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

The 10 Year Strategic Plan guides, at a strategic level, the direction that the EMRC will take over the next ten years towards achievement of its vision: *"To be a responsive and innovative leader in assisting Perth's Eastern Region to be a great place to live, work, play and do business"*.

The draft *Corporate Business Plan 2018/2019 to 2022/2023* is an element of the integrated planning framework and has been developed to articulate the strategic direction into operational activities. Both documents form the EMRC's 'plan for the future'.

Structure of the draft Corporate Business Plan 2018/2019 to 2022/2023

The draft *Corporate Business Plan 2018/2019 to 2022/2023* sets out the actions that staff will undertake over the next five years to deliver on the 10 Year Strategic Plan. It provides high level information on capital and operating projects planned over the next five years.



Item 11.1 continued

Annual Budget

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

Both the 10 Year Strategic Plan and the draft *Corporate Business Plan 2018/2019 to 2022/2023* constitute the ‘plan for the future’, and Council is to give regard to both these when adopting the EMRC’s Annual Budget.

The 2018/2019 draft Annual Budget is tabled separately for adoption as part of this Agenda (Ref: D2018/06262).

Reporting

It is intended to report to Council against the Corporate Business Plan each quarter.

Section 5.53 of the Act requires that an overview of the ‘plan for the future’ must be made in the Annual Report, including major initiatives that are proposed to commence or to continue in the next financial year. A report will be provided within the 2018/2019 Annual Report.

Review & Significant Modifications

Regulation 19CA requires that any significant modifications to the adopted *Corporate Business Plan 2018/2019 to 2022/2023* must be reported through the Annual Report. The Act does not define what constitutes a ‘significant’ modification. Therefore there will be a need to exercise judgement and apply a test of materiality in determining whether to report any changes.

Adoption requirements

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

The draft *Corporate Business Plan 2018/2019 to 2022/2023* (attached) is before Council for adoption.

STRATEGIC/POLICY IMPLICATIONS

Key Result Area 3 – Good Governance

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

FINANCIAL IMPLICATIONS

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

SUSTAINABILITY IMPLICATIONS

Nil



Item 11.1 continued

MEMBER COUNCIL IMPLICATIONS

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

ATTACHMENT(S)

Draft Corporate Business Plan 2018/2019 to 2022/2023 (Ref: D2018/06660)

VOTING REQUIREMENT

Absolute Majority

RECOMMENDATION(S)

That:

1. Council by absolute majority, in accordance with r.19DA(6) of the *Local Government (Administration) Regulations 1996*, adopt the Corporate Business Plan 2018/2019 to 2022/2023 forming an attachment to this report.
2. Local public notice of the adoption of the Corporate Business Plan 2018/2019 to 2022/2023 be given in accordance with r.19D of the *Local Government (Administration) Regulations 1996*.

AC RECOMMENDATION(S)

MOVED CR MCDONNELL

SECONDED CR STALLARD

That:

1. Council by absolute majority, in accordance with r.19DA(6) of the *Local Government (Administration) Regulations 1996*, adopt the Corporate Business Plan 2018/2019 to 2022/2023 forming an attachment to this report.
2. Local public notice of the adoption of the Corporate Business Plan 2018/2019 to 2022/2023 be given in accordance with r.19D of the *Local Government (Administration) Regulations 1996*.



CORPORATE BUSINESS PLAN 2018/2019 – 2022/2023



Advancing Perth's Eastern Region ➡

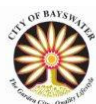
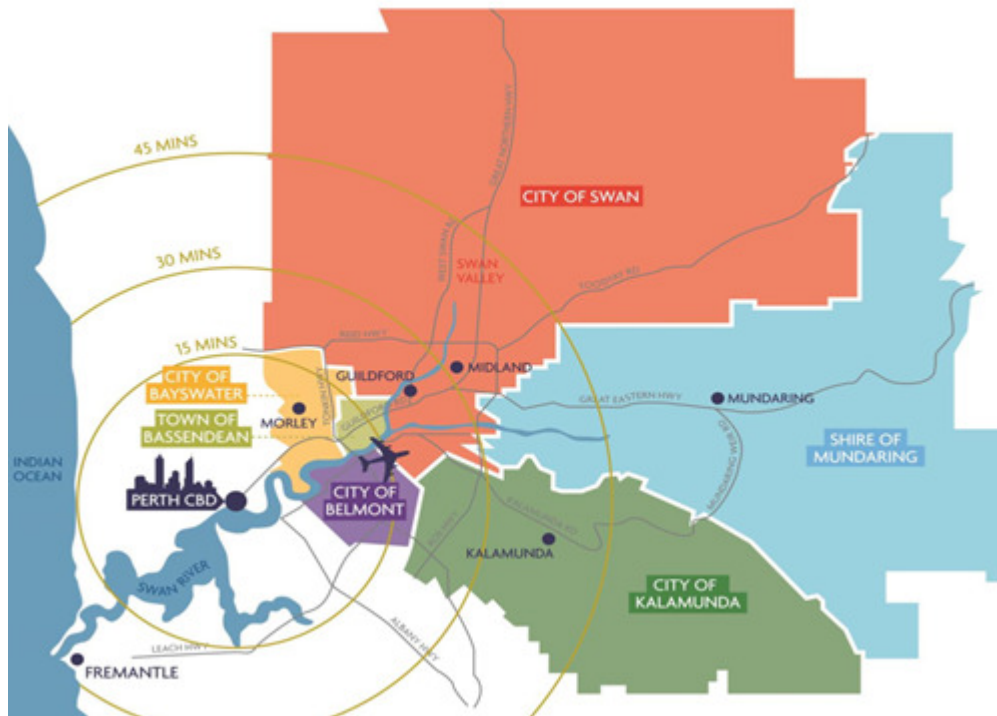




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Perth's Eastern Region – a snapshot



Perth's Eastern Region is an area of Perth which comprises six local governments: the Town of Bassendean, City of Bayswater, City of Belmont, City of Kalamunda, Shire of Mundaring and City of Swan. The region constitutes around one-third of Perth's metropolitan area encompassing a land area of about 2,100 square kilometres and an estimated population of 365,500¹ people. The Region hosts Western Australia's major air, road and rail transport hub for movement of freight and passengers throughout Perth, intrastate, interstate and overseas. The region is considered the gateway to greater Perth, through the domestic and international airports or from the highways to the north and east. With a diverse regional economy, access to a skilled workforce and a range of leisure, lifestyle and living opportunities, Perth's Eastern Region is well positioned for continued growth and represents an attractive investment destination.

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

¹ Source: Australian Bureau of Statistics 2016 Census



About the Eastern Metropolitan Regional Council

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



OUR VISION

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



OUR VALUES

The values that govern the EMRC are:

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

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

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

RESPONSIVENESS – Dynamic and flexible service delivery.

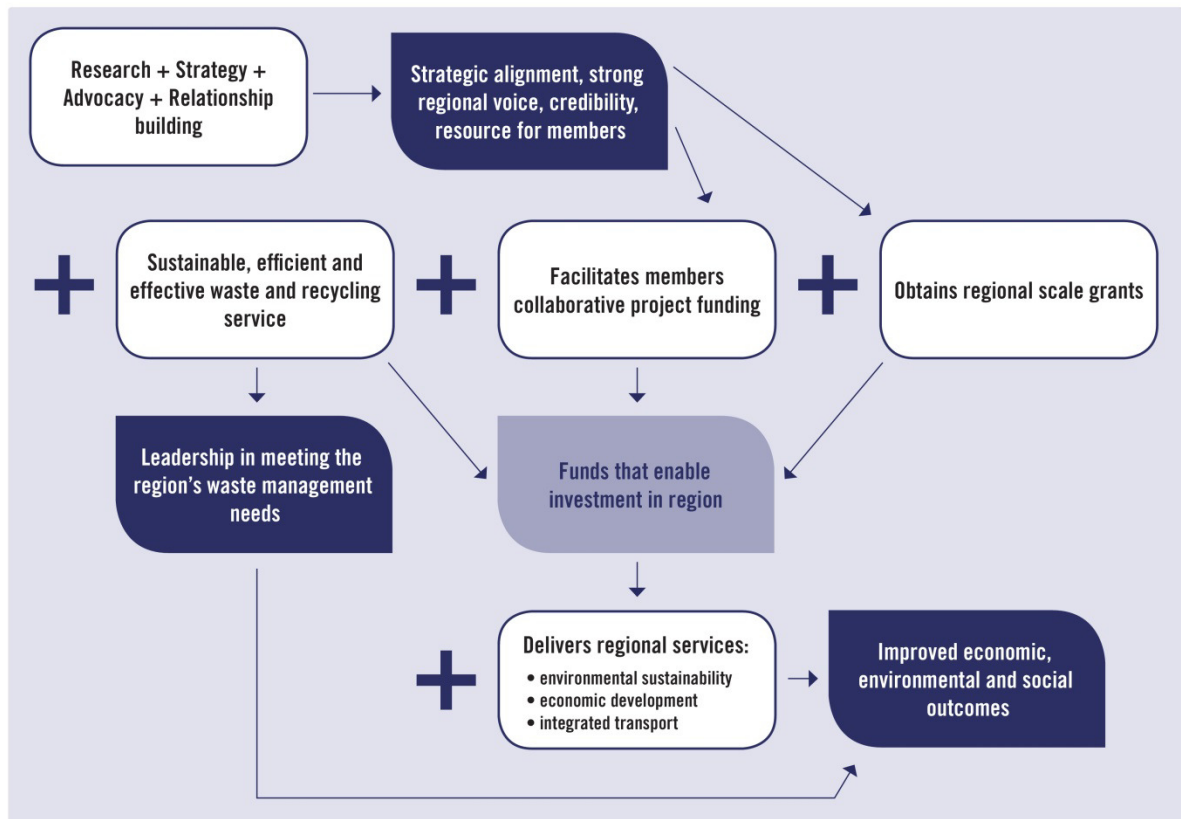
INTEGRITY – Accountability and consistency in all that we do.



OUR MISSION

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

The EMRC's Service Delivery Model



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

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



Key Stakeholders

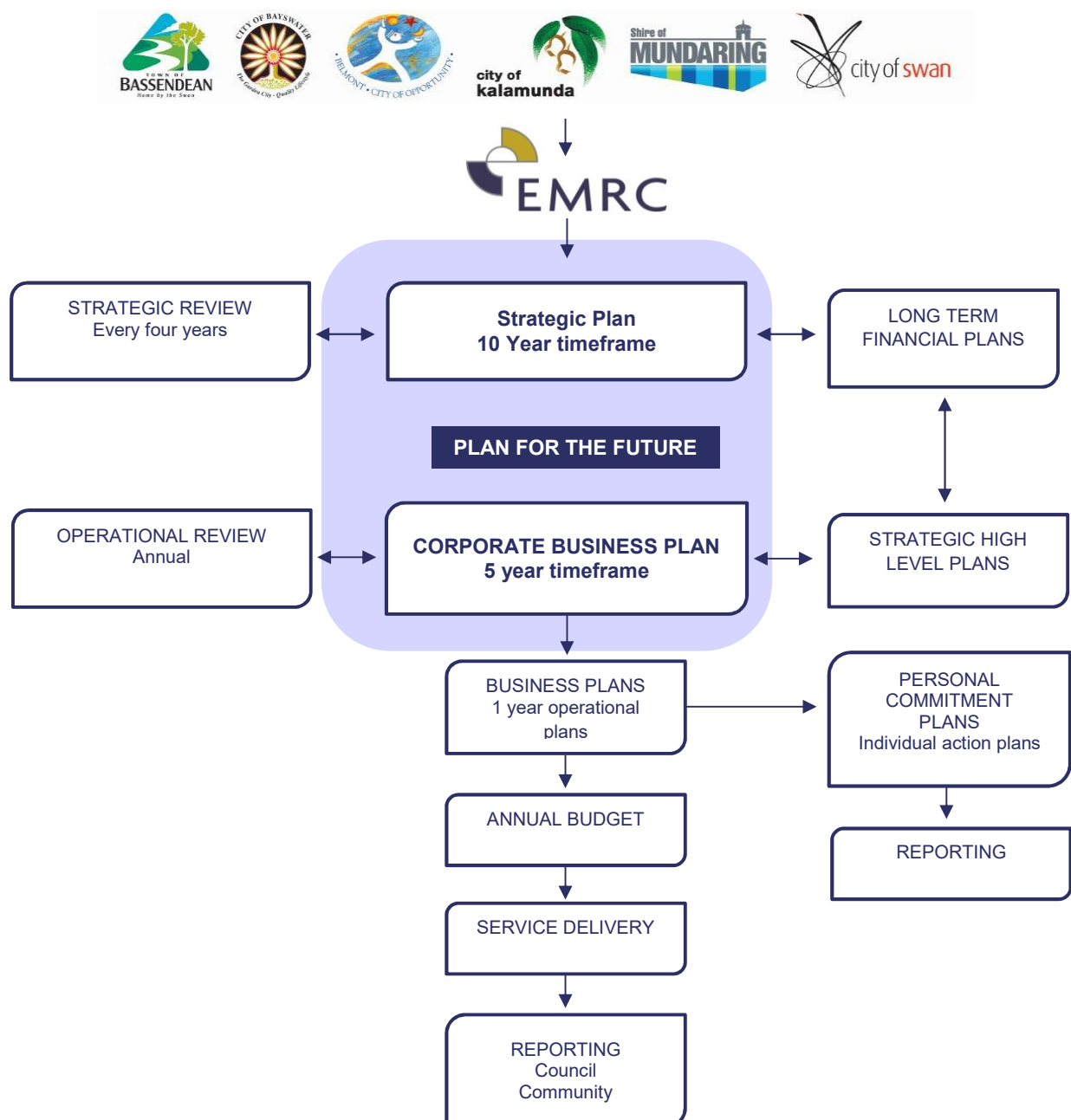
Whilst the EMRC takes a lead role in implementing a range of initiatives, the partnership with stakeholders is critical in delivering sustainable outcomes for Perth's Eastern Region. The EMRC's stakeholders are:

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



Integrated Planning Framework

The EMRC's Integrated Planning Framework has been developed to ensure that programs and services are being delivered in alignment with the strategic priorities of the EMRC's key stakeholders. The 10 Year Strategic Plan identifies the overarching outcomes that the EMRC Council aspires to achieve. The Corporate Business Plan is used to drive operational activities and is aligned to the priorities identified in the 10 Year Strategic Plan. These two documents 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.





Corporate Business Plan – Legislative Requirements

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

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

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

With reference to the Corporate Business Plan the Regulations state:

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

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

*Absolute majority required.

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



How to use the Corporate Business Plan

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

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

Notes:

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



Delivering the Corporate Business Plan

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

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





Organisational Structure

Office of the Chief Executive Officer

BUSINESS UNIT	SERVICES
CEO's Office	<ul style="list-style-type: none"> ✓ Advocacy ✓ Public relations ✓ Governance and strategic risk ✓ Strategic and corporate planning ✓ Organisational development

FTE*:	3
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Waste Services

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

FTE*:	54.37
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Regional Services

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

FTE*:	10.01
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Corporate Services

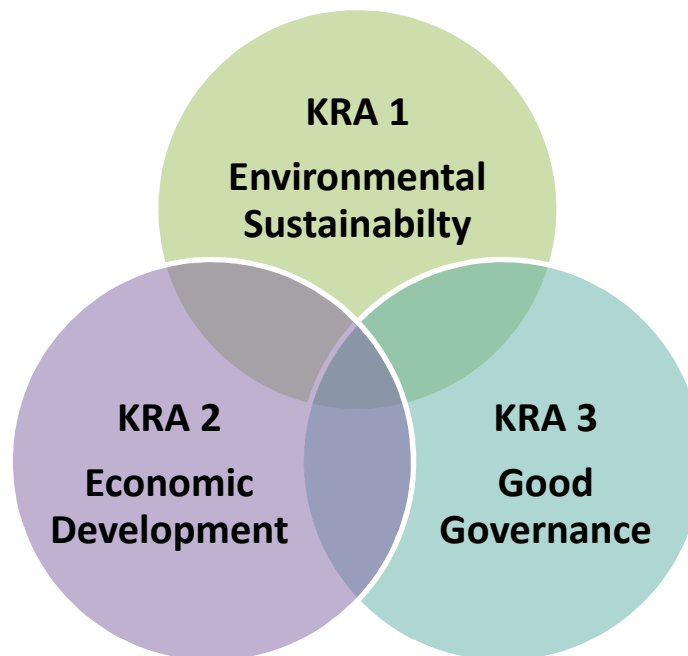
BUSINESS UNIT	SERVICES
Administration and Compliance	<ul style="list-style-type: none">✓ Procurement, Fleet & Building (Ascot Place)✓ Compliance✓ Corporate events
Human Resources	<ul style="list-style-type: none">✓ Human resource management✓ Occupational safety and health
Communications	<ul style="list-style-type: none">✓ Corporate communications✓ Corporate websites
Information Services	<ul style="list-style-type: none">✓ Help Desk✓ IT Projects✓ Records management
Finance Services	<ul style="list-style-type: none">✓ Financial management and reporting✓ Asset management✓ Payroll

FTE*:	16.89
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*FTE count is as at 31 March 2018

Structure of the Corporate Business Plan

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



KRA 1: Environmental Sustainability

Our aim is to:

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

KRA 2: Economic Development

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

KRA 3: Good Governance

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



Key Result Area 1 Environmental Sustainability

OBJECTIVE

1.1 To provide sustainable waste disposal operations

Minimise the environmental impact of waste management operations

Key Actions	Budget	18/19	19/20	20/21	21/22	22/23
Construct Class III leachate pond	Capex	✓				
Leachate Project (transfer leachate from Class IV Cell and recommission)	Capex	✓				
Construct stormwater and siltation ponds, as required	Capex	✓				
Prepare and submit annual Monitoring and Compliance Reports: <ul style="list-style-type: none"> Hazelmere Offset Compliance Red Hill 	Opex	✓	✓	✓	✓	✓
Develop and implement programs to ensure compliance with environmental legislative requirements: <ul style="list-style-type: none"> Water monitoring Revegetation Native Fauna Feral Animal Control 	Opex	✓	✓	✓	✓	✓
Rehabilitate former landfill cells	Opex	✓	✓	✓	✓	✓
Prepare National Greenhouse and Energy (NGERS) Report	Opex	✓	✓	✓	✓	✓
Prepare National Pollutants Inventory (NPI) Report	Opex	✓	✓	✓	✓	✓
Implement Offset Program (Lots 501 and 82)	Opex	✓	✓	✓	✓	✓
Transition the Environmental Management System for the Red Hill Waste Management Facility from ISO14001:2004 to ISO14001:2015	Opex	✓	✓	✓	✓	✓
Responsible:	Waste Engineering / Waste Environmental Operations					



Provide a waste disposal service at Red Hill Waste Management Facility

Key Actions	Budget	18/19	19/20	20/21	21/22	22/23
Operate Red Hill Waste Management Facility	Opex	✓	✓	✓	✓	✓
Construct site infrastructure, as required (roads and car parks)	Capex	✓	✓	✓	✓	✓
Review costs related to post closure management of the Red Hill Waste Management Facility	Opex		✓	✓	✓	✓
Construct access roads to Lots 8,9 &10	Capex			✓		
Resolve potential fire ban closure of Red Hill with the Minister of Environment.	Opex	✓				
Undertake Greenwaste (MGB) audit	Opex	✓				
Establish new waste processing facility	Capex	✓				
Responsible:	Waste Engineering & Operations					

Review and implement the Red Hill Development Plan

Key Actions	Budget	18/19	19/20	20/21	21/22	22/23
Develop a Master Plan for the Red Hill Waste Management Facility	Opex	✓				
Implement the Red Hill Development Plan	Opex	✓	✓	✓	✓	✓
Construct Class III Landfill Cell (Farm Stage 3)	Capex	✓	✓	✓		
Construct Class III Cell Stage 15B	Capex	✓				
Design and Construct Class IV Cell (Stage 2)	Capex	✓				
Construct drainage diversion and earthworks infrastructure, as required	Capex	✓	✓		✓	
Construct water storage dams	Capex	✓				
Relocate Greenwaste Processing area	Capex			✓		
Responsible:	Waste Engineering & Operations					

Operate member Council's transfer Stations where applicable

Key Actions	Budget	18/19	19/20	20/21	21/22	22/23
Operate Shire of Mundaring Transfer Stations	Opex	✓	✓	✓	✓	✓
Responsible:	Waste Engineering & Operations					



1.2 To improve regional waste management

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

Key Actions	Budget	18/19	19/20	20/21	21/22	22/23
Implement the Household Hazardous Waste Program	Opex	✓	✓	✓	✓	✓
Implement the Battery Collection Program	Opex	✓	✓	✓	✓	✓
Responsible:	Waste Engineering & Operations / Resource Recovery					

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

Key Actions	Budget	18/19	19/20	20/21	21/22	22/23
Develop the Waste and Recycling Guide and distribute to member Councils.	Opex	✓	✓	✓	✓	✓
Review and implement the Waste Education Strategy	Opex	✓	✓	✓	✓	✓
Develop and deliver waste education resources and tools at workshops and events to support behaviour change.	Opex	✓	✓	✓	✓	✓
Facilitate the Earth Carer's training course	Opex	✓	✓	✓	✓	✓
Support WA Waste initiatives regarding: <ul style="list-style-type: none"> Container Deposit Scheme Illegal dumping Plastic bag ban 	Opex	✓	✓	✓	✓	✓
Promote and co-ordinate Waste Education Tours	Opex	✓	✓	✓	✓	✓
Responsible:	Waste Education					

Provide a Waste Management Advisory Service

Key Actions	Budget	18/19	19/20	20/21	21/22	22/23
Undertake contaminated sites investigations (where required)	Opex	✓	✓	✓	✓	✓
Provide environmental consultancy service to member Councils and other clients (where required)	Opex	✓	✓	✓	✓	✓
Responsible:	Waste Environmental Operations					



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

Establish a Resource Recovery Facility (RRF)

Key Actions	Budget	18/19	19/20	20/21	21/22	22/23
Implement Council resolution relating to RRF tender	Opex	✓	✓	✓	✓	✓
Prepare annual report on Ministerial Conditions for the RRF	Opex	✓	✓	✓	✓	✓
Investigate modular model options for an Anaerobic Digestion Plant at the Red Hill Waste Management Facility	Opex	✓	✓	✓	✓	✓
Responsible:	Resource Recovery / Waste Environmental Operations					

Develop the Hazelmere Resource Recovery Park

Key Actions	Budget	18/19	19/20	20/21	21/22	22/23
Review and update Hazelmere Development Plan	Opex	✓	✓	✓	✓	✓
C&I Facility (Stage 2)	Capex					✓
Research and scope Community Transfer Station and Community Reuse Store	Opex	✓				
Construct and commission Community Transfer Station	Capex		✓			
Construct and commission Administration Building	Capex		✓			
Construct and commission Community Reuse Store	Capex		✓			
Construct and commission Materials Recovery Facility (MRF) building	Capex			✓		
Construct and commission Commercial Transfer Station	Capex		✓			
Construct and commission Site Workshop	Capex		✓			
Construct and commission weighbridges (x2)	Capex	✓				
Construct and commission site infrastructure – Commercial Entrance	Capex	✓	✓			
Construct Reuse Store infrastructure (car park)	Capex		✓			
Construct and commission Wood Waste to Energy (WWTE) Facility	Capex	✓				
Prepare and submit WWTE Facility commissioning compliance Report to DWER	Opex	✓				
Prepare and submit Ministerial Conditions Report to the EPA	Opex	✓	✓	✓	✓	✓
Construct Storage Bunkers for wood fines (QA process)	Capex	✓				



Develop the Hazelmere Resource Recovery Park

Key Actions	Budget	18/19	19/20	20/21	21/22	22/23
Develop a monitoring regime for the WWTE Facility to meet regulatory requirements: <ul style="list-style-type: none"> Woodwaste feedstock monitoring Stack emissions monitoring Ambient monitoring	Opex	✓	✓	✓	✓	✓
Monitor groundwater at the Hazelmere Resource Recovery Park with the aim of removing the site as a 'potentially' contaminated site.	Opex	✓	✓	✓	✓	✓
Responsible:	Resource Recovery / Waste Education					

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

Key Actions	Budget	18/19	19/20	20/21	21/22	22/23
Investigate markets for plastics (C&I Facility)	Opex	✓	✓	✓	✓	✓
Undertake research and market development for Biochar (WWTE)	Opex	✓	✓	✓	✓	✓
Investigate markets for Ferricrete and PFAS	Opex	✓	✓	✓	✓	✓
Develop and implement programs to increase sales of Red Hill by-products	Opex	✓	✓	✓	✓	✓
Develop and implement programs to increase sales of Hazelmere by-products	Opex	✓	✓	✓	✓	✓
Responsible:	Sales and Market Development					

1.4 To investigate leading edge waste management practices

Undertake research into Integrated Waste Management

Key Actions	Budget	18/19	19/20	20/21	21/22	22/23
Investigate feasibility of a MRF at the Hazelmere Resource Recovery Park	Opex	✓				
Responsible:	Resource Recovery / Waste Environmental Operations					



Provide leadership in the development of waste policy and practices

Key Actions	Budget	18/19	19/20	20/21	21/22	22/23
Provide input to development of a Container deposit system in WA	Opex	✓				
Provide input to new DWER policies and regulations affecting waste disposal, composting etc. (where required)	Opex	✓				
Responsible:	Resource Recovery / Waste Engineering					

Identify, investigate and develop new waste management practices and services

Key Actions	Budget	18/19	19/20	20/21	21/22	22/23
Seek approval for a reduction in water monitoring frequency at the Red Hill Waste Management Facility.	Opex	✓				
Develop a business case for the acceptance of new waste at the Red Hill Waste Management Facility	Opex	✓				
Undertake a cost-benefit analysis to determine the feasibility of in-house processing of: <ul style="list-style-type: none"> crushing ferricrete grinding greenwaste 	Opex	✓				
Develop a monitoring regime for the Wood Waste to Energy Facility to meet regulatory requirements: <ul style="list-style-type: none"> Woodwaste feedstock monitoring Stack emissions monitoring Ambient monitoring 	Opex	✓				
Investigate costs related to power supply to the southern end of the Red Hill site	Opex	✓				
Investigate an EMRC regional waste collection service	Opex	✓				
Seek Greenwaste licence amendment at the Red Hill Waste Management Facility	Opex	✓				
Seek license amendment the for construction of leachate evaporation ponds at the Red Hill Waste Management Facility	Opex	✓				
Responsible:	Waste Engineering / Waste Environmental Operations / Sales and Market Development					



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

Review and implement the Environmental Strategy

Key Actions	Budget	18/19	19/20	20/21	21/22	22/23
Implement priority initiatives and progress regional environmental management under the global Sustainable Development Goals (SDGs) framework. (refer Regional Environmental Strategy 2016-2020)	Opex	✓	✓	✓	✓	✓
Responsible:	Environmental Services					

Review and implement the Eastern Region Catchment Management Program

Key Actions	Budget	18/19	19/20	20/21	21/22	22/23
Implement the Eastern Region Catchment Management Program	Opex	✓	✓	✓	✓	✓
Implement the Bush Skills 4 Youth Program	Opex	✓	✓	✓	✓	✓
Implement the Creating a Capable Community in NRM project	Opex	✓				
Responsible:	Environmental Services					

Review and implement the Water Quality and Conservation Program

Key Actions	Budget	18/19	19/20	20/21	21/22	22/23
Implement the Water Quality and Conservation Program	Opex	✓	✓	✓	✓	✓
Responsible:	Environmental Services					

Review and implement the Regional Climate Change Program

Key Actions	Budget	18/19	19/20	20/21	21/22	22/23
Implement the Regional Climate Change Program	Opex	✓	✓	✓	✓	✓
Responsible:	Environmental Services					



Review and implement the Achieving Carbon Emissions Reduction (ACER Program

Key Actions	Budget	18/19	19/20	20/21	21/22	22/23
Implement the ACER Program	Opex	✓	✓	✓	✓	✓
Responsible:	Environmental Services					

Review and implement the Swan and Helena Rivers Management Framework

Key Actions	Budget	18/19	19/20	20/21	21/22	22/23
Implement priority projects and initiatives for the Swan and Helena Rivers	Opex	✓	✓	✓	✓	✓
Responsible:	Environmental Services					



Key Result Area 2 Economic Development

OBJECTIVE

2.1 To facilitate and advocate for increased investment in regional infrastructure

Review and implement the Regional Integrated Transport Strategy (RITS)

Key Actions	Budget	18/19	19/20	20/21	21/22	22/23
Facilitate the Regional Integrated Transport Strategy Implementation Advisory Group (RITS IAG) meetings and implement actions	Opex	✓	✓	✓	✓	✓
Deliver actions and initiatives from the RITS 2017-2021	Opex	✓	✓	✓	✓	✓
Facilitate Regional TravelSmart Working Group meetings as required	Opex	✓	✓	✓	✓	✓
Promote and implement the Regional Congestion Management Action Plan	Opex	✓	✓	✓	✓	✓
Develop and implement Active/Public Transport Campaigns	Opex	✓	✓	✓	✓	✓
Develop and implement Road Safety Initiatives and campaigns	Opex	✓	✓	✓	✓	✓
Responsible:	Regional Development					

2.2 To facilitate and advocate for regional economic development activities

Review and implement the Regional Economic Development Strategy (REDS)

Key Actions	Budget	18/19	19/20	20/21	21/22	22/23
Implement actions from the Regional Economic Development Strategy 2017-2021 (REDS)	Opex	✓	✓	✓	✓	✓
Facilitate the Economic Development Officers Group (EDOG) meetings	Opex	✓	✓	✓	✓	✓
Provide access to REMPLAN profiling tools to member Councils	Opex	✓	✓	✓	✓	✓
Facilitate tours or forums that Advance Perth's Eastern Region	Opex	✓	✓	✓	✓	✓
Facilitate forums that have a focus on technology and innovation	Opex	✓	✓	✓	✓	✓
Responsible:	Regional Development					



Identify and investigate strategic regional development project and investment opportunities

Key Actions	Budget	18/19	19/20	20/21	21/22	22/23
Progress the Business Exemplar project	Opex	✓	✓	✓	✓	✓
Progress the Business and Investment Attraction project	Opex	✓	✓	✓	✓	✓
Responsible:	Regional Development					

2.3 To facilitate regional cultural and recreational activities

Continue the coordination, marketing and promotion of regional events

Key Actions	Budget	18/19	19/20	20/21	21/22	22/23
Co-ordinate the Avon Descent Family Fun Days	Opex	✓	✓	✓	✓	✓
Co-ordinate the Perth's Autumn Festival	Opex	✓	✓	✓	✓	✓
Coordinate Hello Spring campaign	Opex	✓	✓	✓	✓	✓
Administer the pertheasternregion.com.au website	Opex	✓	✓	✓	✓	✓
Responsible:	Regional Development					



Key Result Area 3 Good Governance

OBJECTIVE

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

Key Actions	Budget	18/19	19/20	20/21	21/22	22/23
Develop and implement advocacy campaigns to support regional priorities in consultation with member Councils.	Opex	✓	✓	✓	✓	✓
Continue to advocate for and promote the "Connect Perth's East City Deal" proposal	Opex	✓	✓	✓	✓	✓
Continue to advocate for Regional Youth priorities as identified by RITS IAG, EDOG and member Council Youth Officers	Opex	✓	✓	✓	✓	✓
Responsible:	Office of the Chief Executive Officer / Regional Services					

3.2 To manage partnerships and relationships with stakeholders

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

Key Actions	Budget	18/19	19/20	20/21	21/22	22/23
Develop and implement an EMRC Reconciliation Action Plan (RAP)	Opex	✓	✓	✓	✓	✓
Responsible:	Regional Services					
Review and make recommendations to Council regarding alternatives to the EMRC's formal Stakeholder Cocktail function.	Opex	✓				
Responsible:	Administration & Compliance					
Implement biennial Stakeholder Perception Survey	Opex		✓		✓	
Co-ordinate EMRC's Community Grants Program	Opex	✓	✓	✓	✓	✓
Produce EMRC's Annual Report	Opex	✓	✓	✓	✓	✓
Responsible:	Communications					



Review and implement the Marketing and Communications Plan

Key Actions	Budget	18/19	19/20	20/21	21/22	22/23
Implement priority initiatives (refer Marketing and Communications Plan)	Opex	✓	✓	✓	✓	✓
Responsible:	Communications					

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

Continue to improve organisational governance

Key Actions	Budget	18/19	19/20	20/21	21/22	22/23
Implement the Recordkeeping Plan	Opex	✓	✓	✓	✓	✓
Responsible:	Information Services					
Review and update Council Policies	Opex	✓		✓		✓
Co-ordinate Council and Committee elections	Opex		✓		✓	
Review and update Management Guidelines as required	Opex	✓	✓	✓	✓	✓
Responsible:	Administration and Compliance					

Review and implement EMRC's Integrated Planning Framework

Key Actions	Budget	18/19	19/20	20/21	21/22	22/23
Review the 10 Year Strategic Plan	Opex					✓
Review the Corporate Business Plan	Opex	✓	✓	✓	✓	✓
Responsible:	Human Resources					

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

Key Actions	Budget	18/19	19/20	20/21	21/22	22/23
Review and implement the DAIP	Opex	✓	✓	✓	✓	✓
Responsible:	Human Resources					



3.4 To continue to improve financial and asset management practices

Review and implement long term financial plans

Key Actions	Budget	18/19	19/20	20/21	21/22	22/23
Review the Five and Ten year financial plans	Opex	✓	✓	✓	✓	✓
Monitor and review financial investment portfolio	Opex	✓	✓	✓	✓	✓
Responsible:	Finance Services					

Review and Implement the Asset Management Plan (AMP)

Key Actions	Budget	18/19	19/20	20/21	21/22	22/23
Review and implement the AMP	Opex	✓	✓	✓	✓	✓
Responsible:	Finance Services					
Capital improvements to Ascot Place Building	Capex	✓				
Responsible:	Administration and Compliance					

Review and implement the Strategic IT Plan

Key Actions	Budget	18/19	19/20	20/21	21/22	22/23
Develop and implement a new five year Strategic IT Plan	Opex	✓	✓	✓	✓	✓
Develop an IT Disaster Recovery Plan incorporating the Red Hill Disaster Recovery site	Opex	✓	✓	✓	✓	✓
Review IT policies and procedures as required	Opex	✓	✓	✓	✓	✓
Responsible:	Information Services					



3.4 To improve organisational culture, health, welfare and safety

Review and implement the Workforce Plan

Key Actions	Budget	18/19	19/20	20/21	21/22	22/23
Review and implement the Workforce Plan	Opex	✓	✓	✓	✓	✓
Responsible:	Human Resources					

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

Key Actions	Budget	18/19	19/20	20/21	21/22	22/23
Co-ordinate the OS&H Program	Opex	✓	✓	✓	✓	✓
Responsible:	Occupational Safety & Health					



Strategic Key Performance Indicators

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

Reporting & Review

Reporting

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

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

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

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

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

Reviewing

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

Any significant modifications will be reported through the Annual Report



Appendix One - Strategic High Level Plans

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



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



Appendix Two - Abbreviations

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



For further information please contact:

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226 Great Eastern Highway, Belmont WA 6104
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THIS PLAN IS AVAILABLE IN ALTERNATIVE FORMATS



11.2 EASTERN METROPOLITAN REGIONAL COUNCIL (EMRC) 2018/2019 DRAFT ANNUAL BUDGET

REFERENCE: D2018/06262

PURPOSE OF REPORT

The purpose of this report is to present the 2018/2019 Draft Annual Budget for Council adoption.

KEY ISSUES AND RECOMMENDATION(S)

- The 2018/2019 Draft Annual Budget has been prepared using the Ten Year Financial Plan 2018/2019 - 2027/2028 that has been reviewed and adjusted to take into consideration:
 - Forecast financial results for 2017/2018;
 - Budget provisions from 2017/2018 required to be carried forward into the 2018/2019 Budget;
 - The draft 2018/2019 fees and charges relating to Waste Management, Regional Services, and Administration; and
 - Other variations and adjustments as outlined within the report.

AC RESOLUTION(S)

That:

1. The Audit Committee endorses the EMRC 2018/2019 Annual Budget.
2. The EMRC 2018/2019 Annual Budget be referred to Council for adoption at its 21 June 2018 meeting.

AC RECOMMENDATION(S)

That:

1. Council, by absolute majority, in accordance with section 6.2(1) of the *Local Government Act 1995* and *Local Government (Financial Management) Regulations 1996*, adopts the EMRC 2018/2019 Annual Budget and supporting schedules which have been prepared in compliance with the Australian Accounting Standards.
2. For the 2018/2019 financial year a material variance percentage of 10% of the appropriate base, or a dollar value of \$20,000, whichever is the greater, be adopted for reporting variances in the statements of financial activity.
3. In accordance with Regulation 33 of the *Local Government (Financial Management) Regulations 1996*, a copy of the 2018/2019 Annual Budget be submitted to the Departmental CEO, Department of Local Government, Sport and Cultural Industries, within 30 days of its adoption by Council.

SOURCE OF REPORT

Director Corporate Services



Item 11.2 continued

BACKGROUND

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

EMRC’s Strategic Community Plan titled *EMRC 2022 - 10 Year Strategic Plan*, adopted by Council on 6 December 2012 (Ref: DMDOC/172950) and the Corporate Business Plan 2018/2019 to 2022/2023 (Ref: D2018/05836), considered as part of this Council Agenda, together constitute the EMRC’s ‘Plan for the Future’ in accordance with section 5.56 of the *Local Government Act 1995*. From 30 June 2013 onwards, both plans must be taken into account in budget preparations.

The 2018/2019 Annual Budget draws from the priorities as identified in the EMRC’s ‘Plan for the Future’.

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

The revised plan includes key assumptions which provide the framework for the 2018/2019 budget and includes fees and charges for Waste Management and Regional Services and project funding for Regional Services.

Budget review meetings were undertaken by the Executive Management Team during February to April 2018 to ensure the budget accurately reflected the planned operations for 2018/2019 and beyond.

The proposed Regional Services Consulting Rates 2018/2019 and Miscellaneous Administration Fees were presented to Council at its meeting dated 15 February 2018 (Ref: D2018/02019) where it was resolved as follows:

“THAT THE PROPOSED 2018/2019 REGIONAL SERVICES CONSULTING RATES, ADMINISTRATION FEES AND CHARGES AND STEAM WEEDER HIRE CHARGES, FORMING ATTACHMENT 1 AND 2 TO THIS REPORT, BE UTILISED IN DEVELOPING THE DRAFT 2018/2019 BUDGET.”

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

All business units have developed detailed financial estimates for 2018/2019 to 2027/2028. These estimates have been entered into the EMRC’s financial management system to produce the ten year financial forecasts.

As the EMRC will not commence the process of preparing its Annual Financial Statements for 2017/2018 until July 2018, the forecast results for 2017/2018 have been used as a basis for the finalisation of the 2018/2019 Budget.

REPORT

In producing the 2018/2019 Budget, the EMRC’s Ten Year Financial Plan has been reviewed and adjusted to take into consideration the following:

- Forecast financial results for 2017/2018; and
- Budget provisions from 2017/2018 required to be carried forward into the 2018/2019 Budget.

The budgeted 2018/2019 Net Result from operations of \$7,084,278 compares to a forecast surplus in 2017/2018 of \$5,975,220.



Item 11.2 continued

Major variances to the 2017/2018 forecasts are attributable to an increase in user charges resulting from increased fees and charges together with an increase in budgeted tonnages of 207,730 for 2018/2019 compared to the 2017/2018 tonnage forecast of 173,551, an increase in depreciation expenses resulting from the proposed capital expenditure during 2018/2019, an increase in salary expenses for which full budget provisions have been allowed for unfilled positions and an increase in miscellaneous expenses relating to the landfill levy which will increase from \$65 per tonne to \$70 per tonne from 1 July 2018.

Key Budget Assumptions

The following key assumptions have been used in development of the Ten Year Financial Plan and the 2018/2019 Budget:

- An increase of \$5.50 per tonne (ex GST) for 2018/2019 in the member Council base waste disposal charge;
- The Comprehensive Waste Education Strategy (CWES) Levy of \$3.50 per tonne (ex GST) to remain unchanged for 2018/2019;
- An annual increase of \$2.00 per tonne (ex GST) for 2018/2019 for member Councils in the Secondary Waste charge as per Council resolution at its 2 June 1999 meeting (Ref: DMDOC/23134);
- An increase in the State Government's Landfill Levy of \$5.00 per tonne (ex GST);
- A reduction of \$5.00 per tonne (ex GST) in the Commercial Waste Disposal charge to \$145.45 (ex GST);
- The C & I Commercial and member Council rate of \$135.00 per tonne (ex GST) remains unchanged for 2018/2019;
- The C & I Bulk Verge collection rate is increased by \$15.00 to \$150.00 per (ex GST) for 2018/2019.
- The Regional Services consulting rates for 2017/2018 to remain unchanged;
- A 3% increase in Insurance Premiums for 2018/2019;
- A 5% increase in Fuel costs for 2018/2019;
- The interest rate for term deposit investments for the 2018/2019 financial year is budgeted at 2.60% per annum; and
- The funding for Regional Services projects is based on the schedules used in the Regional Services Funding Program presented to Council at its meeting held on 7 December 2017 (Ref:D2017/18690).

Tonnages - (page 39 of 83)

Budgeted total tonnages for 2018/2019 of 207,730 tonnes is above the 2017/2018 forecast of 173,551 tonnes and below the 2017/2018 budget of 224,137 tonnes.

Class IV tonnages which have been budgeted at 3,800 tonnes for 2018/2019 is above the 2017/2018 forecast of 1,000 tonnes and above the 2017/2018 budget of 275 tonnes.

	Actual 2015/2016	Actual 2016/2017	Budget 2017/2018	Forecast 2017/2018	Budget 2018/2019
Class II & III	209,971	182,255	211,425	162,030	191,156
Class IV & V	1,316	167	275	1,000	5,840
Greenwaste	9,481	11,264	12,437	10,521	10,734
Total	220,768	193,686	224,137	173,551	207,730



Item 11.2 continued

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

The member Council disposal charge for Class III waste has increased from \$166.00 per tonne (ex GST) to \$178.50 (ex GST). This increase of \$12.50 per tonne (ex GST) is attributable to a \$5.00 per tonne increase in the State Government's Landfill Levy, a \$2.00 per tonne increase in the Secondary Waste charge (Council resolution 2 June 1999), and \$5.50 per tonne increase in the general disposal charge.

EMRC Consulting Fees - (page 36 of 83)

The proposed 2018/2019 Regional Services consulting fees were accepted by Council at its meeting held on 15 February 2018 (Ref: D2018/02019) for use in developing the draft budget for 2018/2019.

No increase in the Regional Services consulting rates has been proposed for 2018/2019.

EMRC Administration Fees and Charges - (page 37 of 83)

No increase in the photocopier charges has been proposed for 2018/2019. However, a new fee has been introduced effective from the 2018/2019 financial year for the usage of an online induction system to deliver efficiencies for contractor inductions applicable to OH&S and Environmental divisions. The EMRC will be charging external contractors for inductions as a partial recovery of costs.

Statement of Comprehensive Income - (pages 2-4 of 83)

The Statement of Comprehensive Income provides a "*normal operating result*" before "*other revenues and expenses*".

The "*Normal Operating Result*" has been calculated by removing the impact of the Secondary Waste levy, Resource Recovery expenditure and capital revenues and expenses and thus provides a better indication of underlying operating performance.

The proposed "*Normal Operating Result*" of \$2,190,161 surplus for 2018/2019 is above the budgeted surplus of \$934,309 for 2017/2018 and below the forecast surplus of \$2,231,484 for 2017/2018.

As outlined earlier in this report, the variance in budgeted normal operating result year on year is attributable to an increase in:

- Depreciation expenses resulting from the proposed capital expenditure during 2018/2019;
- An increase in salary expenses for which full budget provisions have been allowed for unfilled positions;
- An increase in miscellaneous expenses relating to the landfill levy which will increase from \$65 per tonne to \$70 per tonne from 1 July 2018 offset by an increase in user charges resulting from increased fees and charges together with an increase in budgeted tonnages of 207,730 for 2018/2019 compared to the 2017/2018 tonnage forecast of 173,551.

The "*Net Result*" includes Secondary Waste Disposal Charge Income which is dependent on the volume of member Councils tonnages accepted at the Red Hill Waste Management Facility.

The budgeted "*Net Result*" is a surplus of \$7,084,278 for 2018/2019 compared with a budgeted surplus of \$5,975,220 for 2017/2018 and a forecast surplus of \$11,854,636 for 2017/2018.

Also provided is a Statement of Comprehensive Income by (Local Government) Program.



Item 11.2 continued

Staffing Levels

As part of the budget development, the following nine (9) new positions have been identified in the 2018/2019 budget:

- 2 Plant Operators, 1 Labourer and 1 Technician - Provision made to staffing level for proposed new waste project at the Red Hill Waste Management Facility proposed to commence during the 2018/2019 financial year.
- 1 Plant Operator and 4 Labourers/Pickers - Provision made to current staffing level for the Hazelmere C&I Facility based on a forecast increase in tonnages.

These new positions identified will not be filled automatically and will need to be supported by a business case at the appropriate time.

Capital Works - (pages 76-83 of 83)

The total proposed Capital Works expenditure for 2018/2019 is \$19,951,903 which includes carried forward capital expenditure of \$16,147,432. This compares with the 2017/2018 budgeted expenditure of \$25,956,194 and 2017/2018 forecast expenditure of \$4,785,885.

Major capital expenditure items for 2018/2019 including carry forwards are:

• Purchase/Replace Plant - Red Hill Waste Management Facility (\$3,539,497 carried forward from 2017/2018).	\$3,910,000
• Construct and Commission Resource Recovery Park - Site Infrastructure (\$2,650,000 carried forward from 2017/2019).	\$2,650,000
• Resource Recovery Park - Wood Waste to Energy Building, Infrastructure, Plant and Equipment (\$1,888,040 carried forward from 2017/2018).	\$2,263,407
• Purchase/Replace Plant - Hazelmere (\$1,866,276 carried forward from 2017/2018).	\$2,001,276
• Construction of Class III Cell (Stage 15B) - Red Hill Waste Management Facility (\$1,511,222 carried forward from 2017/2018).	\$1,511,222
• New Waste Project Structure - Red Hill Waste Management Facility	\$850,000
• Construction of Class III Cell (Farm Stage 3) - Red Hill Waste Management Facility (\$750,000 carried forward from 2017/2019).	\$750,000
• Purchase Plant & Minor Plant for Leachate Project - Red Hill Waste Management Facility (\$548,800 carried forward from 2017/2018).	\$548,800
• Construction of Class III Leachate Pond - Red Hill Waste Management Facility (\$450,000 carried forward from 2017/2018).	\$530,000
• Design and Construct Class IV Cell Stage 2 - Red Hill Waste Management Facility (\$500,000 carried forward from 2017/2018).	\$500,000
• Construction of Storage Bunkers for Wood Fines - Hazelmere Resource Recovery Park	\$500,000
• Resource Recovery Park - C & I Building, Plant and Equipment.	\$500,000
• Leachate Project - Red Hill Waste Management Facility (\$471,192 carried forward from 2017/2018).	\$471,192
• Purchase/Replace Minor Plant and Equipment - Red Hill Waste Management Facility (\$121,536 carried forward from 2017/2018).	\$382,000
• Purchase Information Technology and Communications Equipment - Ascot Place (\$132,000 carried forward from 2017/2018).	\$282,000



Item 11.2 continued

Statement of Cash Flows - (page 6 of 83)

The format of the Statement of Cash Flows separates “*Normal Operating Activities*” from Resource Recovery activities.

The budgeted net cash provided by normal operating activities is \$7,037,071. This represents an increase of \$1,576,296 when compared with the 2017/2018 budget and an increase of \$5,393,544 compared with the forecast position in 2017/2018.

Municipal Cash and Restricted Investments (Reserves) - (pages 7-10 of 83)

The cash and investments (Municipal and Restricted Investments) as at 30 June 2019 has been forecast to be \$91,723,171 compared with the forecast cash and investments as at 30 June 2018 of \$99,088,104.

The overall decrease in budgeted cash (Municipal and Restricted Investments) year on year is attributable to the capital expenditure exceeding the net budgeted cash flow from normal and other operating activities during the 2018/2019 financial year. Funds have been set aside in Reserve funds and will be utilised in accordance with the budgeted expenditure.

Approximately 59.5% of total cash and restricted investments budgeted for 30 June 2019 will be held in the Secondary Waste Reserve (\$54,618,921) to fund the development of a Resource Recovery Projects. Other restricted cash investments will be used to fund future capital works projects including:

- Major plant replacements at the Red Hill and Hazelmere Waste Management Facilities;
- Site rehabilitation at Red Hill Waste Management Facility; and
- Future Class III cell construction.

Reporting Requirements

It is a requirement of the *Local Government (Financial Management) Regulations 1996 - Regulation 34(5)* that a local government is to establish and adopt materiality levels either as a percentage and/or dollar value to be used in statements of financial activity for reporting variances.

The concept of materiality is defined in the accounting standard, AASB 108 as:

“Omissions or misstatements of items are material if they could, individually or collectively, influence the economic decisions that users make on the basis of the financial statements. Materiality depends on the size and nature of the omission or misstatement judged in the surrounding circumstances. The size or nature of the item, or a combination of both, could be the determining factor.”

In determining whether the variance amount of an item is material, the variance is to be compared with the corresponding budgeted revenue and expense amount to the end of the month to which the statement of financial activity relates.

Council adopted 10% as the percentage, or a dollar value of \$20,000, whichever is the greater to be used during the 2017/2018 financial year when reporting variances. It is recommended that for the 2018/2019 financial year the materiality percentage of 10% or a dollar value of \$20,000, whichever is the greater, be retained and adopted for reporting variances in the statements of financial activity.



Item 11.2 continued

Post Budget Preparation Event

Following the completion of the budget preparation that is contained within this report, correspondence was received from the City of Bayswater on 30 May 2018 advising that they will not be renewing their greenwaste processing agreement with the EMRC. This agreement was to have expired on the 30 June 2018. Prior to this, there has been no indication that it would not be renewed as had been the case on many occasions in the past.

The financial impact on this latest information would be a reduction in revenue of approximately \$660,000 per annum. While this is a processing agreement done at a cost neutral basis there will nonetheless be an impact on the revenue from the sale of products from greenwaste operations offset by any operational cost savings.

In the same correspondence, the City of Bayswater also requested an extension to the greenwaste processing agreement for a short term period between 1 July 2018 to 31 October 2018 to facilitate the handover to their new operators. This request for extension will be subject to a separate Council report seeking Council approval at the 21 June 2018 meeting.

Due to the timing of this advice from the City of Bayswater, which was received two days prior to this report and the Audit Committee Agenda to be issued to Councillors, there is insufficient time to adjust the draft budget. EMRC officers have done a preliminary assessment and it is proposed not to amend the current draft budget and officers will work towards minimising any impact.

STRATEGIC/POLICY IMPLICATIONS

Key Result Area 3 - Good Governance

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

FINANCIAL IMPLICATIONS

As detailed in the attachment to this report.

SUSTAINABILITY IMPLICATIONS

Nil

MEMBER COUNCIL IMPLICATIONS

Member Council	Implication Details
Town of Bassendean	} As per budget implications
City of Bayswater	
City of Belmont	
City of Kalamunda	
Shire of Mundaring	
City of Swan	

ATTACHMENT(S)

Financial Statements - 2018/2019 Budget (Ref: D2018/06816)

VOTING REQUIREMENT

Absolute Majority



Item 11.2 continued

AC RESOLUTION(S)

That:

1. The Audit Committee endorses the EMRC 2018/2019 Annual Budget.
2. The EMRC 2018/2019 Annual Budget be referred to Council for adoption at its 21 June 2018 meeting.

The CEO provided a brief overview of the EMRC 2018/2019 budget and discussion ensued.

The CEO commended the executive management team and the finance team for the rigorous review in developing the budget.

Cr McDonnell moved an alternative substantive motion with an amendment to Item 1 of the resolution to add the words “with a further 0.5% increase to the wages and salaries budget” after the words “Annual Budget”.

AC RESOLUTION(S)

MOVED CR MCDONNELL

SECONDED CR PALMER

THAT:

1. THE AUDIT COMMITTEE ENDORSES THE EMRC 2018/2019 ANNUAL BUDGET WITH A FURTHER 0.5% INCREASE TO THE WAGES AND SALARIES BUDGET.
2. THE EMRC 2018/2019 ANNUAL BUDGET BE REFERRED TO COUNCIL FOR ADOPTION AT ITS 21 JUNE 2018 MEETING.

CARRIED UNANIMOUSLY

AC RECOMMENDATION(S)

That:

1. Council, by absolute majority, in accordance with section 6.2(1) of the *Local Government Act 1995* and *Local Government (Financial Management) Regulations 1996*, adopts the EMRC 2018/2019 Annual Budget and supporting schedules which have been prepared in compliance with the Australian Accounting Standards.
2. For the 2018/2019 financial year a material variance percentage of 10% of the appropriate base, or a dollar value of \$20,000, whichever is the greater, be adopted for reporting variances in the statements of financial activity.
3. In accordance with Regulation 33 of the *Local Government (Financial Management) Regulations 1996*, a copy of the 2018/2019 Annual Budget be submitted to the Department of Local Government, Sport and Cultural Industries, within 30 days of its adoption by Council.



Item 11.2 continued

AC RECOMMENDATION(S)

MOVED CR STALLARD

SECONDED CR DAW

That:

1. Council, by absolute majority, in accordance with section 6.2(1) of the *Local Government Act 1995 and Local Government (Financial Management) Regulations 1996*, adopts the EMRC 2018/2019 Annual Budget and supporting schedules which have been prepared in compliance with the Australian Accounting Standards.
2. For the 2018/2019 financial year a material variance percentage of 10% of the appropriate base, and a dollar value of \$20,000, whichever is the greater, be adopted for reporting variances in the statements of financial activity.
3. In accordance with Regulation 33 of the *Local Government (Financial Management) Regulations 1996*, a copy of the 2018/2019 Annual Budget be submitted to the Departmental CEO, Department of Local Government and Communities, within 30 days of its adoption by Council.

CARRIED UNANIMOUSLY

Post Meeting Note

As a result of the Audit Committee recommendation the report and the attachments have been updated to reflect the additional 0.5% increase in wages and salaries.



FINANCIAL STATEMENTS

**2018/2019
BUDGET**

**STATEMENT OF COMPREHENSIVE INCOME
FOR THE YEAR ENDING 30 JUNE 2019**

	NOTE	BUDGET 2017/2018 \$	FORECAST 2017/2018 \$	BUDGET 2018/2019 \$
REVENUE FROM ORDINARY ACTIVITIES				
User Charges	5	29,714,288	23,291,308	30,773,308
Special Charges	5	467,651	435,537	445,165
Contributions		589,972	538,943	488,557
Operating Grants		560,175	550,000	382,426
Interest Municipal Cash Investments	9	400,000	693,000	400,000
Reimbursements		749,688	939,427	776,185
Other		2,484,662	2,826,544	3,041,744
TOTAL REVENUE FROM ORDINARY ACTIVITIES		34,966,436	29,274,759	36,307,385
OPERATING EXPENSES FROM ORDINARY ACTIVITIES				
Salary Expenses		8,911,576	7,706,752	8,519,311
Contract Expenses		6,129,201	3,979,077	5,482,741
Material Expenses		1,036,679	940,859	1,787,559
Fuel Expenses		615,656	606,145	643,908
Utility Expenses		310,517	297,486	302,318
Insurance Expenses		260,979	253,305	237,806
Provision Expenses		204,047	167,481	202,373
Miscellaneous Expenses		13,513,783	10,490,110	13,499,714
Depreciation Expenses		4,312,811	3,473,099	4,634,193
Costs Allocated		(1,263,122)	(871,039)	(1,192,699)
TOTAL OPERATING EXPENSES FROM ORDINARY ACTIVITIES		34,032,127	27,043,275	34,117,224
NORMAL OPERATING RESULT		934,309	2,231,484	2,190,161

**STATEMENT OF COMPREHENSIVE INCOME
FOR THE YEAR ENDING 30 JUNE 2019**

	NOTE	BUDGET 2017/2018 \$	FORECAST 2017/2018 \$	BUDGET 2018/2019 \$
REVENUE FROM OTHER ACTIVITIES				
User Charges	5	1,350,000	486,000	1,012,500
Secondary Waste Charge	5	4,810,120	4,479,804	4,833,222
Interest Restricted Cash Investments	9	1,759,626	2,108,000	2,371,599
Reimbursements		50	40,050	50
Other		1,216,891	155,000	1,010,112
Proceeds from Sale of Assets		605,924	672,500	274,418
TOTAL REVENUE FROM OTHER ACTIVITIES		9,742,611	7,941,354	9,501,901
OPERATING EXPENSES FROM OTHER ACTIVITIES				
Salary Expenses		578,888	573,778	855,131
Contract Expenses		1,280,297	366,448	1,510,454
Material Expenses		122,368	21,451	126,850
Fuel Expenses		10,000	0	1,000
Utility Expenses		92,584	18,624	42,800
Insurance Expenses		57,167	19,334	71,894
Miscellaneous Expenses		483,627	19,454	193,175
Depreciation Expenses		315,322	82,602	432,660
Costs Allocated		1,190,122	803,853	1,169,699
Carrying Amount of Assets Disposed Of		571,325	648,303	204,121
TOTAL OPERATING EXPENSES FROM OTHER ACTIVITIES		4,701,700	2,553,847	4,607,784
OTHER COMPREHENSIVE INCOME				
Other		0	4,235,645	0
TOTAL OTHER COMPREHENSIVE INCOME		0	4,235,645	0
NET RESULT		5,975,220	11,854,636	7,084,278

**STATEMENT OF COMPREHENSIVE INCOME BY PROGRAM
FOR THE YEAR ENDING 30 JUNE 2019**

	NOTE	BUDGET 2017/2018 \$	FORECAST 2017/2018 \$	BUDGET 2018/2019 \$
REVENUE FROM ORDINARY ACTIVITIES				
General Purpose Funding		2,159,626	2,801,000	2,771,599
Governance		135,105	196,278	179,532
Community Amenities		40,548,121	32,312,206	41,595,222
Other Property and Services		1,260,271	1,234,129	988,515
TOTAL REVENUE FROM ORDINARY ACTIVITIES		44,103,123	36,543,613	45,534,868
EXPENSES FROM ORDINARY ACTIVITIES				
Governance		1,100,954	996,458	1,046,798
Community Amenities		32,413,238	24,180,326	33,877,381
Other Property and Services		4,648,310	3,772,035	3,596,708
TOTAL EXPENSES FROM ORDINARY ACTIVITIES		38,162,502	28,948,819	38,520,887
INCREASE / (DECREASE)		5,940,621	7,594,794	7,013,981
DISPOSAL OF ASSETS				
Proceeds from Sale of Assets		605,924	672,500	274,418
Less Carrying Amount of Assets Disposed Of		(571,325)	(648,303)	(204,121)
PROFIT / (LOSS) ON DISPOSALS	10	34,599	24,197	70,297
OTHER COMPREHENSIVE INCOME				
Other		0	4,235,645	0
TOTAL OTHER COMPREHENSIVE INCOME		0	4,235,645	0
NET RESULT		5,975,220	11,854,636	7,084,278

**STATEMENT OF FINANCIAL POSITION
AS AT 30 JUNE 2019**

	NOTE	BUDGET 2017/2018 \$	FORECAST 2017/2018 \$	BUDGET 2018/2019 \$
CURRENT ASSETS				
Cash and Cash Equivalents	4(i)	77,736,317	99,088,104	91,723,171
Investments		0	0	0
Trade and Other Receivables		3,267,011	2,578,375	2,578,375
Inventories		27,842	28,834	28,834
Other Assets		85,059	115,197	115,197
TOTAL CURRENT ASSETS		81,116,229	101,810,510	94,445,577
CURRENT LIABILITIES				
Trade and Other Payables		5,889,919	3,846,227	3,846,227
Provisions		1,427,968	1,467,299	1,496,643
TOTAL CURRENT LIABILITIES		7,317,887	5,313,526	5,342,870
NET CURRENT ASSETS		73,798,342	96,496,984	89,102,707
NON CURRENT ASSETS				
Land		48,504,912	50,570,000	50,570,000
Buildings		7,224,987	7,404,525	7,785,986
Structures		30,616,054	17,901,166	24,919,226
Plant		17,390,630	9,704,238	16,624,030
Equipment		1,808,238	734,342	1,064,458
Furniture and Fittings		197,871	162,264	193,763
Work in Progress		7,860,423	7,402,372	7,402,372
TOTAL NON CURRENT ASSETS		113,603,115	93,878,907	108,559,835
NON CURRENT LIABILITIES				
Provisions		7,812,460	3,511,483	3,713,856
TOTAL NON CURRENT LIABILITIES		7,812,460	3,511,483	3,713,856
NET ASSETS		179,588,997	186,864,408	193,948,686
EQUITY				
Accumulated Surplus		107,046,422	100,289,015	107,270,376
Reserves		72,542,575	86,575,393	86,678,310
TOTAL EQUITY		179,588,997	186,864,408	193,948,686

**STATEMENT OF CASH FLOWS
FOR THE YEAR ENDING 30 JUNE 2019**

	NOTE	BUDGET 2017/2018 \$	FORECAST 2017/2018 \$	BUDGET 2018/2019 \$
CASH FLOWS FROM NORMAL OPERATING				
Cash receipts in the course of normal operations		35,400,985	29,123,758	36,693,080
Cash payments in the course of normal operations		(30,340,210)	(28,173,231)	(30,056,009)
Interest receipts - Municipal Cash		400,000	693,000	400,000
Net Cash Provided by Normal Operating Activities	4(ii)	5,460,775	1,643,527	7,037,071
CASH FLOWS FROM OTHER OPERATING				
<u>Resource Recovery</u>				
Cash receipts from secondary waste charge		4,810,120	4,479,804	4,833,222
Cash receipts from resource recovery project		2,566,941	4,916,695	2,022,662
Cash payments for resource recovery project		(3,796,054)	(1,801,442)	(3,952,003)
Interest receipts - secondary waste restricted		1,195,844	1,559,200	1,429,157
<u>Other Activities</u>				
Interest receipts - other restricted investments		563,782	548,800	942,442
Net Cash Provided by Other Operating Activities	4(ii)	5,340,633	9,703,057	5,275,480
CASH FLOWS FROM INVESTING ACTIVITIES				
Cash receipts from sale of property, plant and		605,924	672,500	274,418
Cash payments for property, plant and equipment		(25,956,194)	(4,785,885)	(19,951,902)
Net Cash Provided by Investing Activities		(25,350,270)	(4,113,385)	(19,677,484)
CASH FLOWS FROM FINANCE ACTIVITIES				
Cash receipts from sale of investments		0	0	0
Net Cash Used in Financing Activities		0	0	0
SUMMARY OF CASH FLOWS				
Cash at the beginning of the year		92,285,179	91,854,905	99,088,104
Net Increase (Decrease) in Cash Held		(14,548,862)	7,233,199	(7,364,933)
Cash at the end of the year	4(i)	77,736,317	99,088,104	91,723,171

**BUDGETED STATEMENT OF CASH MOVEMENTS
FOR THE YEAR ENDING 30 JUNE 2019**

	NOTE	BUDGET 2017/2018 \$	FORECAST 2017/2018 \$	BUDGET 2018/2019 \$
Municipal Fund (Cash and Investment)				
Opening Balance		26,017,980	26,253,403	11,596,211
Transfer to Restricted Investments		(26,922,808)	(20,715,513)	(16,540,220)
Transfer from Restricted Investments		21,491,410	933,121	18,762,273
Transfer to/from Municipal Investments		0	0	0
Interest on Municipal Funds		400,000	693,000	400,000
Payments and Receipts		(16,708,487)	4,432,200	(10,136,533)
Movement in Accrued Interest		0	0	0
Closing Balance		4,278,095	11,596,211	4,081,731
Plant and Equipment Reserve				
Opening Balance		1,526,891	1,372,015	3,312,798
Transfer to Restricted Investments		5,551,377	2,134,690	3,884,207
Transfer from Restricted Investments		(6,299,497)	(238,907)	(6,861,076)
Interest on Restricted Investments		29,543	45,000	47,177
Closing Balance		808,314	3,312,798	383,106
Site Rehabilitation Reserve				
Opening Balance		2,330,654	2,314,792	2,491,398
Transfer to Restricted Investments		126,226	103,606	125,190
Transfer from Restricted Investments		0	0	0
Interest on Restricted Investments		61,136	73,000	66,954
Closing Balance		2,518,016	2,491,398	2,683,542
Future Development Reserve				
Opening Balance		6,272,601	6,238,460	16,138,460
Transfer to Restricted Investments		13,945,000	9,695,000	3,595,000
Transfer from Restricted Investments		0	0	0
Interest on Restricted Investments		346,626	205,000	594,382
Closing Balance		20,564,227	16,138,460	20,327,842
Environmental Monitoring Reserve				
Opening Balance		892,253	885,502	977,377
Transfer to Restricted Investments		77,821	63,875	77,183
Transfer from Restricted Investments		0	0	0
Interest on Restricted Investments		23,800	28,000	26,650
Closing Balance		993,874	977,377	1,081,210

**BUDGETED STATEMENT OF CASH MOVEMENTS
FOR THE YEAR ENDING 30 JUNE 2019**

	NOTE	BUDGET 2017/2018 \$	FORECAST 2017/2018 \$	BUDGET 2018/2019 \$
Environmental Insurance Reserve				
Opening Balance		13,734	13,506	11,906
Transfer to Restricted Investments		40,000	40,000	45,000
Transfer from Restricted Investments		(42,000)	(42,000)	(44,100)
Interest on Restricted Investments		305	400	323
Closing Balance		12,039	11,906	13,129
Risk Management Reserve				
Opening Balance		14,456	14,378	14,778
Transfer to Restricted Investments		0	0	0
Transfer from Restricted Investments		0	0	0
Interest on Restricted Investments		369	400	388
Closing Balance		14,825	14,778	15,166
Class IV Cell Reserve				
Opening Balance		566,846	563,778	593,464
Transfer to Restricted Investments		3,214	11,686	68,245
Transfer from Restricted Investments		(500,000)	0	(500,000)
Interest on Restricted Investments		7,908	18,000	9,583
Closing Balance		77,968	593,464	171,292
Regional Development Reserve				
Opening Balance		197,255	195,232	329,222
Transfer to Restricted Investments		580,000	580,000	660,000
Transfer from Restricted Investments		(637,738)	(452,010)	(598,252)
Interest on Restricted Investments		4,292	6,000	9,372
Closing Balance		143,809	329,222	400,342
Secondary Waste Reserve				
Opening Balance		48,985,881	48,550,081	56,498,092
Transfer to Restricted Investments		4,810,120	6,388,811	5,189,295
Transfer from Restricted Investments		(8,635,749)	0	(8,497,623)
Interest on Restricted Investments		1,195,844	1,559,200	1,429,157
Closing Balance		46,356,096	56,498,092	54,618,921

**BUDGETED STATEMENT OF CASH MOVEMENTS
FOR THE YEAR ENDING 30 JUNE 2019**

	NOTE	BUDGET 2017/2018 \$	FORECAST 2017/2018 \$	BUDGET 2018/2019 \$
Class III Cells Reserve				
Opening Balance		4,370,133	4,344,485	5,963,540
Transfer to Restricted Investments		1,767,464	1,676,259	2,873,756
Transfer from Restricted Investments		(5,376,426)	(200,204)	(2,261,222)
Interest on Restricted Investments		65,423	143,000	161,367
Closing Balance		826,594	5,963,540	6,737,441
Long Service Leave - Restricted Asset				
Opening Balance		871,543	866,914	916,500
Transfer to Restricted Investments		21,586	21,586	22,344
Transfer from Restricted Investments		0	0	0
Interest on Restricted Investments		22,518	28,000	24,285
Closing Balance		915,647	916,500	963,129
Building Refurbishment Reserve				
Opening Balance		72,990	72,594	74,594
Transfer to Restricted Investments		0	0	0
Transfer from Restricted Investments		0	0	0
Interest on Restricted Investments		1,862	2,000	1,961
Closing Balance		74,852	74,594	76,555
Cash and Investments at the end of the Year		77,584,356	98,918,339	91,553,406
<u>Add</u> Accrued Interest - Restricted Assets		151,961	169,765	169,765
Cash and Investments as per Statement of Financial Position		77,736,317	99,088,104	91,723,171

**BUDGETED STATEMENT OF CASH MOVEMENTS
FOR THE YEAR ENDING 30 JUNE 2019**

	NOTE	BUDGET 2017/2018 \$	FORECAST 2017/2018 \$	BUDGET 2018/2019 \$
SUMMARY				
MUNICIPAL FUND (CASH AND INVESTMENTS)				
Opening Balance		26,017,980	26,253,403	11,596,211
Transfer to Restricted Investments		(26,922,808)	(20,715,513)	(16,540,220)
Transfer from Restricted Investments		21,491,410	933,121	18,762,273
Interest on Municipal Funds		400,000	693,000	400,000
Payments and Receipts		(16,708,487)	4,432,200	(10,136,533)
Movement in Accrued Interest		0	0	0
Closing Balance	4(i)	4,278,095	11,596,211	4,081,731
RESTRICTED INVESTMENTS				
Opening Balance		66,115,237	65,431,737	87,322,129
Transfer to Restricted Investments		26,922,808	20,715,513	16,540,220
Transfer from Restricted Investments		(21,491,410)	(933,121)	(18,762,273)
Interest on Restricted Investments		1,759,626	2,108,000	2,371,599
Closing Balance		73,306,261	87,322,129	87,471,675
Sub Total		77,584,356	98,918,339	91,553,406
<u>Less</u> Unrealised Losses from change in fair value of investments		0	0	0
<u>Add</u> Accrued Interest - Restricted Assets		151,961	169,765	169,765
Cash and Investments as per Statement of Financial Position		77,736,317	99,088,104	91,723,171

**NET CURRENT ASSETS CARRIED FORWARD
FOR THE YEAR ENDING 30 JUNE 2019**

	BUDGET 2017/2018 \$	FORECAST 2017/2018 \$	BUDGET 2018/2019 \$
NET CURRENT ASSETS REPRESENTED BY			
CURRENT ASSETS			
Cash at Bank - Unrestricted	4,278,095	11,596,211	4,081,731
Receivables	3,267,011	2,578,375	2,578,375
Inventory	27,842	28,834	28,834
Prepayments	85,059	115,197	115,197
	<hr/> 7,658,007	<hr/> 14,318,617	<hr/> 6,804,137
LESS: CURRENT LIABILITIES			
Creditors	5,889,919	3,846,227	3,846,227
Current Provisions	1,427,968	1,467,299	1,496,643
	<hr/> 7,317,887	<hr/> 5,313,526	<hr/> 5,342,870
(DEFICIT) SURPLUS - OTHER FUNDS	<hr/> 340,120	<hr/> 9,005,091	<hr/> 1,461,267
ADD BALANCE OF NET RESTRICTED INVESTMENTS	73,458,222	87,491,893	87,641,440
ESTIMATED NET CURRENT ASSET POSITION	<hr/> 73,798,342	<hr/> 96,496,984	<hr/> 89,102,707

BUDGET NOTES

2018/2019 BUDGET

**EASTERN METROPOLITAN REGIONAL COUNCIL
NOTES TO AND FORMING PART OF THE BUDGET
FOR THE YEAR ENDING 30 JUNE 2019**

1. SIGNIFICANT ACCOUNTING POLICIES

The significant accounting policies which have been adopted in the preparation of this financial report are presented below and have been consistently applied unless stated otherwise:

Basis of Preparation

The financial report is a general purpose financial report which has been prepared in accordance with Australian Accounting Standards (as they apply to local governments and not-for-profit entities), Australian Accounting Interpretations, other authoritative pronouncements of the Australian Accounting Standards Board, the *Local Government Act 1995* and accompanying regulations.

Except for cash flow information, the report has also been prepared on the accrual basis and is based on historical costs, modified, where applicable, by the measurement at fair value of selected non-current assets, financial assets and liabilities.

The Local Government Reporting Entity

All funds through which the Council controls resources to carry on its functions have been included in the financial statements forming part of this financial report.

In the process of reporting on the local government as a single unit, all transactions and balances between those funds (for example, loans and transfers between Funds) have been eliminated.

(a) Trust Funds

Any monies held in the Trust Fund, which Council holds in a custodian role, are excluded from the Financial Report.

The EMRC currently does not hold any trust fund monies.

(b) Cash and Cash Equivalents

Cash and cash equivalents in the Statement of Financial Position comprise cash at bank and in hand and short-term deposits that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value.

For the purposes of the Statement of Cash Flows, cash and cash equivalents consist of cash and cash equivalents as defined above, net of outstanding bank overdrafts. Bank overdrafts, where applicable, are included as short-term borrowings in current liabilities on the Statement of Financial Position.

The EMRC currently does not hold any bank overdrafts.

(c) Fixed Assets

Each class of fixed assets within either property, plant and equipment or infrastructure, is carried at cost or fair value as indicated less, where applicable, any accumulated depreciation and impairment losses.

Mandatory Requirements to Revalue Non-Current Assets

Effective from 1 July 2012, the *Local Government (Financial Management) Regulations 1996* were amended and the measurement of non-current assets at Fair Value became mandatory.

During the year ended 30 June 2013, the EMRC commenced the process of adopting Fair Value in accordance with the Regulations. Whilst the amendments initially allowed for a phasing in of fair value in relation to fixed assets over three years, as at 30 June 2015 all non-current assets were carried at Fair Value in accordance with the requirements.

Thereafter, each asset class must be revalued in accordance with the regulatory framework established and the EMRC revalues its asset classes in accordance with this mandatory timetable. Relevant disclosures, in accordance with the requirements of Australian Accounting Standards, have been made in the financial report as necessary.

**EASTERN METROPOLITAN REGIONAL COUNCIL
NOTES TO AND FORMING PART OF THE BUDGET
FOR THE YEAR ENDING 30 JUNE 2019**

1. SIGNIFICANT ACCOUNTING POLICIES (Continued)

Land Under Control

In accordance with *Local Government (Financial Management) Regulations 1996 r.16(a)*, the Council is required to include as an asset (by 30 June 2013), Crown Land operated by the local government as a golf course, showground, racecourse or other sporting or recreational facility of State or regional significance.

The Council does not have any crown land which comes under this regulation.

Land Under Roads

In Western Australia, all land under roads is Crown land, the responsibility for managing which, is vested in the local government.

Effective as at 1 July 2008, Council elected not to recognise any value for land under roads acquired on or before 30 June 2008. This accords with the treatment available in Australian Accounting Standard AASB 1051 *Land Under Roads* and the fact *Local Government (Financial Management) Regulations 1996 r.16 (a)(i)* prohibits local governments from recognising such land as an asset.

In respect of land under roads acquired on or after 1 July 2008, as detailed above, *Local Government (Financial Management) Regulations 1996 r.16(a)(i)* prohibits local governments from recognising such land as an asset.

Whilst such treatment is inconsistent with the requirements of AASB 1051, *Local Government (Financial Management) Regulations 1996 r.4(2)* provides, in the event of such an inconsistency, the *Local Government (Financial Management) Regulations* prevail.

Consequently, any land under roads acquired on or after 1 July 2008 is not included as an asset of the Council.

The EMRC does not hold any land under roads.

Initial Recognition and Measurement between Mandatory Revaluation Dates

All assets are initially recognised at cost and subsequently revalued in accordance with the mandatory measurement framework detailed above.

In relation to this initial measurement, cost is determined as the fair value of the assets given as consideration plus costs incidental to the acquisition. For assets acquired at no cost or for nominal consideration, cost is determined as fair value at the date of acquisition. The cost on non-current assets constructed by the Council includes the cost of all materials used in construction, direct labour on the project and an appropriate proportion of variable and fixed overheads.

Individual assets acquired between initial recognition and the next revaluation of the asset class in accordance with the mandatory measurement framework detailed above, are carried at cost less accumulated depreciation as management believed this approximates fair value. They will be subject to subsequent revaluation at the next anniversary date in accordance with the mandatory measurement framework detailed above.

Revaluation

Increases in the carrying amount arising on revaluation of assets are credited to a revaluation surplus in equity. Decreases that offset previous increases of the same asset are recognised against revaluation surplus directly in equity. All other decreases are recognised in the Statement of Comprehensive Income.

**EASTERN METROPOLITAN REGIONAL COUNCIL
NOTES TO AND FORMING PART OF THE BUDGET
FOR THE YEAR ENDING 30 JUNE 2019**

1. SIGNIFICANT ACCOUNTING POLICIES (Continued)

(c) Fixed Assets (continued)

Depreciation

The depreciable amount of all fixed assets including buildings but excluding freehold land, are depreciated on a straight-line basis over the individual asset's useful life from the time the asset is held ready for use. Leasehold improvements are depreciated over the shorter of either the unexpired period of the lease or the estimated useful life of the improvements.

When an item of property, plant and equipment is revalued, any accumulated depreciation at the date of the revaluation is treated in one of the following ways:

- a) Restated proportionately with the change in the gross carrying amount of the asset so that the carrying amount of the asset after revaluation equals its revalued amount; or
- b) Eliminated against the gross carrying amount of the asset and the net amount restated to the revalued amount of the asset.

Major depreciation rates used for each class of depreciable asset are:

• Buildings	0.48 - 6.67% (based on components)
• Structures	
General	1.10 - 18.10% (based on components)
Class III and IV Waste Cells	% of actual usage
• Plant	15.00 - 40.00%
• Furniture and fittings	10.00 - 40.00%
• Equipment	10.00 - 40.00%

The asset residual values and useful lives are reviewed, and adjusted if appropriate, at the end of each reporting period.

An asset's carrying amount is written down immediately to its recoverable amount if the asset's carrying amount is greater than its estimated recoverable amount.

Gains and losses on disposals are determined by comparing proceeds with the carrying amount. These gains and losses are included in the Statement of Comprehensive Income in the period in which they arise.

When revalued assets are disposed of, amounts included in the revaluation surplus relating to that asset are transferred to retained surplus.

Capitalisation Threshold

Expenditure on items of major equipment under \$5,000 and minor equipment under \$1,000 are not capitalised. Rather, they are recorded on an asset inventory listing.

(d) Fair Value of Assets and Liabilities

When performing a revaluation, the Council uses a mix of both independent and management valuations using the following as a guide:

Fair Value is the price that Council would receive to sell the asset or would have to pay to transfer the liability, in an orderly (i.e. unforced) transaction between independent, knowledgeable and willing market participants at the measurement date.

**EASTERN METROPOLITAN REGIONAL COUNCIL
NOTES TO AND FORMING PART OF THE BUDGET
FOR THE YEAR ENDING 30 JUNE 2019**

1. SIGNIFICANT ACCOUNTING POLICIES (Continued)

(d) Fair Value of Assets and Liabilities (continued)

As fair value is a market-based measure, the closest equivalent observable market pricing information is used to determine fair value. Adjustments to market values may be made having regard to the characteristics of the specific asset. The fair values of assets that are not traded in an active market are determined using one or more valuation techniques. These valuation techniques maximise, to the extent possible, the use of observable market data.

Where possible, market information is extracted from either the principal market for the asset (i.e. the market with the greatest volume and level of activity for the asset) or, in the absence of such a market, the most advantageous market available to the entity at the end of the reporting period (i.e. the market that maximises the receipts from the sale of the asset after taking into account transaction costs and transport costs).

For non-financial assets, the fair value measurement also takes into account a market participant's ability to use the asset in its highest and best use or to sell it to another market participant that would use the asset in its highest and best use.

Fair Value Hierarchy

AASB 13 requires the disclosure of fair value information by level of the fair value hierarchy, which categorises fair value measurement into one of three possible levels based on the lowest level that an input that is significant to the measurement can be categorised into as follows:

Level 1

Measurements based on quoted prices (unadjusted) in active markets for identical assets or liabilities that the entity can access at the measurement date.

Level 2

Measurements based on inputs other than quoted prices included in Level 1 that are observable for the asset or liability, either directly or indirectly.

Level 3

Measurements based on unobservable inputs for the asset or liability.

The fair value of assets and liabilities that are not traded in an active market are determined using one or more valuation techniques. These valuation techniques maximise, to the extent possible, the use of observable market data. If all significant inputs required to measure fair value are observable, the asset or liability is included in Level 2. If one or more significant inputs are not based on observable market data, the asset or liability is included in Level 3.

Valuation Techniques

The Council selects a valuation technique that is appropriate in the circumstances and for which sufficient data is available to measure fair value. The availability of sufficient and relevant data primarily depends on the specific characteristics of the asset or liability being measured. The valuation techniques selected by the Council are consistent with one or more of the following valuation approaches:

Market Approach

Valuation techniques that use prices and other relevant information generated by market transactions for identical or similar assets or liabilities.

Income Approach

Valuation techniques that convert estimated future cash flows or income and expenses into a single discounted present value.

**EASTERN METROPOLITAN REGIONAL COUNCIL
NOTES TO AND FORMING PART OF THE BUDGET
FOR THE YEAR ENDING 30 JUNE 2019**

1. SIGNIFICANT ACCOUNTING POLICIES (Continued)

(d) Fair Value of Assets and Liabilities (continued)

Cost Approach

Valuation techniques that reflect the current replacement cost of an asset at its current service capacity.

Each valuation technique requires inputs which reflect the assumptions that buyers and sellers would use when pricing the asset or liability, including assumptions about risks. When selecting a valuation technique, the Council gives priority to those techniques that maximise the use of observable inputs and minimise the use of unobservable inputs. Inputs that are developed using market data (such as publicly available information on actual transactions) and reflect the assumptions that buyers and sellers would generally use when pricing the asset or liability are considered observable, whereas inputs for which market data is not available and therefore are developed using the best information available about such assumptions are considered unobservable.

As detailed above, the mandatory measurement framework imposed by the *Local Government (Financial Management) Regulations 1996* requires, as a minimum, all assets carried at a revalued amount to be revalued in accordance with the regulatory framework.

(e) Intangible Assets

Easements

Regulation 16 of the *Local Government (Financial Management) Regulations 1996* requires easements to be recognised as assets. The EMRC does not have any easements.

(f) Rates

The EMRC does not levy rates. Accordingly, rating information as required under the *Local Government (Financial Management) Regulations 1996* has not been presented in this financial report.

(g) Grants, Donations and Other Contributions

Grants, donations and other contributions are recognised as revenues when the local government obtains control over the assets comprising the contributions.

Conditional grants and contributions income is recognised subject to conditions applicable to the use of such income. Expenditure of those monies has been made in the manner specified under the conditions upon which the EMRC received those monies.

(h) Trade and Other Payables

Trade and other payables represent liabilities for goods and services provided to the local government prior to the end of the financial year that are unpaid and arise when the local government becomes obliged to make future payments in respect of the purchase of these goods and services. The amounts are unsecured and are usually paid within 30 days of recognition.

(i) Impairment

In accordance with Australian Accounting Standards, the Council's assets, other than inventories, are assessed at each reporting date to determine whether there is any indication they may be impaired. Where such an indication exists, an estimate of the recoverable amount of the asset is made in accordance with AASB 136 'Impairment of Assets' and appropriate adjustments made.

**EASTERN METROPOLITAN REGIONAL COUNCIL
NOTES TO AND FORMING PART OF THE BUDGET
FOR THE YEAR ENDING 30 JUNE 2019**

1. SIGNIFICANT ACCOUNTING POLICIES (Continued)

(i) Impairment (continued)

An impairment loss is recognised whenever the carrying amount of an asset or its cash-generating unit exceeds its recoverable amount. Impairment losses are recognised immediately in profit or loss, unless the asset is carried at a revalued amount in accordance with another standard (e.g. *AASB 116 Property, Plant and Equipment*) whereby an impairment loss of a revalued asset is treated as a revaluation decrease in accordance with that other standard.

(j) Revenue Recognition

Waste Services

Revenue from waste services is recognised when the waste is received.

Generation of Gas Services

Revenue from the generation of gas services is recognised on an accrual basis. Proceeds from the sale of Renewable Energy Certificates are only recognised when the certificates are sold.

Interest Income

Interest income is recognised on an accrual basis.

Sale of Goods and Disposal of Assets

Revenue from the sale of goods and disposal of other assets is recognised when the Council has passed control of the goods or other assets to the buyer.

Rendering of Services

Revenue from the provision of services is recognised on an accrual basis.

Royalties

Royalty revenue is recognised on an accrual basis.

(k) Inventories

General

Inventories are valued at the lower of cost and net realisable value. Net realisable value is the estimated selling price in the ordinary course of business less the estimated costs of completion and the estimated costs necessary to make the sale.

Land Held for Resale

Land purchased for development and/or resale is valued at the lower of cost and net realisable value. Cost includes the cost of acquisition, development and interest incurred on the financing of that land during its development. Interest and holding charges incurred after development is complete are recognised as expenses.

(l) Goods and Services Tax

In accordance with recommended practice, revenues, expenses and assets capitalised are stated net of any GST recoverable. Receivables and payables in the Statement of Financial Position are stated inclusive of applicable GST. The net amount of GST recoverable from, or payable to the ATO is included with receivables or payables in the Statement of Financial Position.

Cash flows are included in the Statement of Cash Flows on a gross basis. The GST component of cash flows arising from investing and financing activities which is recoverable from, or payable to, the taxation authority is classified as operating cash flows.

**EASTERN METROPOLITAN REGIONAL COUNCIL
NOTES TO AND FORMING PART OF THE BUDGET
FOR THE YEAR ENDING 30 JUNE 2019**

1. SIGNIFICANT ACCOUNTING POLICIES (Continued)

(m) Provisions

Provisions are recognised when: The Council has a present legal or constructive obligation as a result of past events; it is more likely than not that an outflow of resources will be required to settle the obligation; and the amount has been reliably estimated.

Provisions are measured using the best estimate of the amounts required to settle the obligations at the end of the reporting period.

(n) Provision for Site Rehabilitation

A provision for the future costs associated with closing and restoring the landfill is recognised as liabilities within the financial accounts. The nature of work planned by Council includes cell capping, landform reconstruction, dismantling of site operating facilities and implementation of a revegetation plan to suit the final land use. The cost is based on estimated current costs, determined on a non-discounted basis.

The obligation for the EMRC to recognise the provision for site rehabilitation arises at the time the landfill cell is first put into use. Increments in the provision are calculated on the basis of the volumetric usage of the landfill cell air space during the year, present value of the costs for site rehabilitation and remaining capacity of the landfill site.

As per the independent engineers report from June 2015, the present value for the rehabilitation of the site has been calculated to be \$6,920,000 and has been deemed sufficient for post closure management purposes. This value will be reviewed on a five yearly cycle.

The provision is measured using the best estimate of the amounts required and is reassessed internally on an annual basis with an independent review being undertaken on a three year cycle in line with the revaluation of infrastructure assets.

In addition, Council has also adopted an incremental charge based on volumetric usage of landfill airspace for ongoing site rehabilitation during the in-use operations of the landfill.

(o) Provision for Environmental Monitoring

A provision for the future costs associated with closing and restoring the landfill is recognised as liabilities within the financial accounts. The nature of work planned by Council includes monitoring of groundwater, surface water, leachate and landfill gas generation. The cost is based on estimated current costs, determined on a non-discounted basis.

The obligation for the EMRC to recognise the provision for environmental monitoring arises at the time the landfill cell is first put into use. Increments in the provision are calculated on the basis of the volumetric usage of the landfill cell air space during the year, present value of the costs for environmental monitoring and remaining capacity of the landfill site.

As per the independent engineers report from June 2015, the present value for the environmental monitoring of the site has been calculated to be \$3,760,000 and has been deemed sufficient for post closure management purposes.

The provision is measured using the best estimate of the amounts required and is reassessed internally on an annual basis with an independent review being undertaken on a three year cycle in line with the revaluation of infrastructure assets.

(p) Borrowing Costs

Borrowing costs are recognised as an expense when incurred except where they are directly attributable to the acquisition, construction or production of a qualifying asset. Where this is the case, they are capitalised as part of the cost of the particular asset.

**EASTERN METROPOLITAN REGIONAL COUNCIL
NOTES TO AND FORMING PART OF THE BUDGET
FOR THE YEAR ENDING 30 JUNE 2019**

1. SIGNIFICANT ACCOUNTING POLICIES (Continued)

(q) Critical Accounting Estimates

The preparation of a financial report in conformity with Australian Accounting Standards requires management to make judgements, estimates and assumptions that effect the application of policies and reported amounts of assets and liabilities, income and expenses.

The estimates and associated assumptions are based on historical experience and various other factors that are believed to be reasonable under the circumstances. The results of this experience and other factors combine to form the basis of making judgements about carrying values of assets and liabilities not readily apparent from other sources. Actual results may differ from these estimates.

(r) Trade and Other Receivables

Trade and other receivables include amounts due from member Councils and non-members for unpaid fees and charges and other amounts due from third parties for goods sold and services performed in the ordinary course of business.

Receivables expected to be collected within 12 months of the end of the reporting period are classified as current assets. All other receivables are classified as non-current assets.

Collectability of trade receivables is reviewed on an ongoing basis. Debts that are known to be uncollectible are written off when identified. An allowance for doubtful debts is raised when there is objective evidence that they will not be collectible.

(s) Employee Entitlements

The provisions for employee benefits relate to amounts expected to be paid for long service leave, annual leave, wages and salaries and are calculated as follows:

(i) Short-term Employee Benefits

Provision is made for the Council's obligations for short-term employee benefits. Short-term employee benefits are benefits (other than termination benefits) that are expected to be settled wholly before 12 months after the end of the annual reporting period in which the employees render the related service, including wages, salaries and sick leave. Short-term employee benefits are measured at the (undiscounted) amounts expected to be paid when the obligation is settled.

The Council's obligations for short-term employee benefits such as wages, salaries and sick leave are recognised as a part of current trade and other payables in the statement of financial position. The Council's obligations for employees' annual leave and long service leave entitlements are recognised as provisions in the statement of financial position.

(ii) Other long-term Employee Benefits

Provision is made for employees' long service leave and annual leave entitlements not expected to be settled wholly within 12 months after the end of the annual reporting period in which the employees render the related service. Other long-term employee benefits are measured at the present value of the expected future payments to be made to employees. Expected future payments incorporate anticipated future wage and salary levels, durations of service and employee departures and are discounted at rates determined by reference to market yields at the end of the reporting period on government bonds that have maturity dates that approximate the terms of the obligations.

The Council's obligations for long-term employee benefits are presented as non-current provisions in its statement of financial position, except where the Council does not have an unconditional right to defer settlement for at least 12 months after the end of the reporting period, in which case the obligations are presented as current provisions.

**EASTERN METROPOLITAN REGIONAL COUNCIL
NOTES TO AND FORMING PART OF THE BUDGET
FOR THE YEAR ENDING 30 JUNE 2019**

1. SIGNIFICANT ACCOUNTING POLICIES (Continued)

(s) Employee Entitlements (continued)

(iii) Superannuation Fund

The Council contributes to the WA Local Government Superannuation Plan (LGSP) and other nominated funds for qualifying employees as per statutory requirements (9.50% for 2017/18). It also co-contributes to the LGSP and other nominated funds for full scheme members (5% for 2017/18). Contributions to defined contribution plans are recognised as an expense as they become payable.

(t) Rounding Of Amounts

All amounts shown in this annual financial report, other than the Schedule of Fees and Charges, are rounded to the nearest dollar. As a result of rounding, some minor reconciliation discrepancies may be present in the disclosures to the financial report.

(u) Comparative Figures

Where required, comparative figures have been adjusted to conform with changes in presentation for the current financial year.

(v) Budget Comparative Figures

Unless otherwise stated, the budget comparative figures shown in this annual financial budget relate to the original budget estimate for the relevant item of disclosure.

(w) Leases

Leases of property, plant and equipment, where substantially all the risks and benefits incidental to the ownership of the asset, but not legal ownership, are transferred to the Council, are classified as finance leases. Finance leases are capitalised recording an asset and a liability equal to the present value of the minimum lease payments, including any guaranteed residual value. Leased assets are amortised over their estimated useful lives. Lease payments are allocated between the reduction of the lease liability and the lease interest expense for the period.

The EMRC does not currently have any finance leases.

(x) Financial Instruments

Initial recognition and measurement

Financial assets and financial liabilities are recognised when the entity becomes a party to the contractual provisions to the instrument. For financial assets, this is equivalent to the date that the Council commits itself to either the purchase or sale of the asset (i.e. trade date accounting is adopted). Financial instruments are initially measured at fair value plus transactions costs, except where the instrument is classified 'at fair value through profit or loss', in which case transaction costs are expensed to profit or loss immediately.

Classification and subsequent measurement

Financial assets are subsequently measured at either fair value, amortised cost using the effective interest rate method or cost. Fair value represents the amount for which an asset could be exchanged or a liability settled, between knowledgeable, willing parties. Where available, quoted prices in an active market are used to determine fair value. In other circumstances, valuation techniques are adopted.

Amortised cost is calculated as:

- (i) the amount at which the financial asset or financial liability is measured at initial recognition;
- (ii) less principal repayments;
- (iii) plus or minus the cumulative amortisation of the differences, if any, between the amount initially recognised and the maturity amount calculated using the effective interest method; and
- (iv) less any reduction for impairment.

**EASTERN METROPOLITAN REGIONAL COUNCIL
NOTES TO AND FORMING PART OF THE BUDGET
FOR THE YEAR ENDING 30 JUNE 2019**

1. SIGNIFICANT ACCOUNTING POLICIES (Continued)

(x) Financial Instruments (continued)

The effective interest method is used to allocate interest income or interest expense over the related period and is equivalent to the rate that exactly discounts estimated future cash payments or receipts (including fees, transaction costs and other premiums or discounts) through the expected life (or when this cannot be reliably predicted, the contractual term) of the financial instrument to the net carrying amount of the financial asset or financial liability. Revisions to expected future net cash flows will necessitate an adjustment to the carrying value with a consequential recognition of an income or expense in profit or loss.

The Council does not designate any interest in subsidiaries, associates or joint venture entities as being subject to the requirements of accounting standards specifically applicable to financial instruments.

(i) Financial assets at fair value through profit or loss

Financial assets are classified at 'fair value through profit or loss' when they are either held for trading for the purpose of short term profit taking, derivatives not held for hedging purposes, or when they are designated as such to avoid an accounting mismatch or to enable performance evaluation where a group of financial assets is managed by key management personnel on a fair value basis in accordance with a documented risk management or investment strategy. Such assets are subsequently measured at fair value with changes in carrying value being included in profit or loss.

(ii) Loans and Receivables

Loans and receivables are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market are subsequently measured at amortised cost.

Loans and receivables are included in current assets, except for those which are not expected to mature within 12 months after the end of the reporting period. (All other loans and receivables are classified as non-current assets.)

(iii) Held-to-maturity investments

Held-to-maturity investments are non-derivative financial assets that have fixed maturities and fixed or determinable payments, and it is the Council's intention to hold these investments to maturity. They are subsequently measured at amortised cost.

Held-to-maturity investments are included in non-current assets, except for those which are expected to mature within 12 months after the end of the reporting period. (All other investments are classified as current assets.)

If during the period the Council sold or reclassified more than a significant amount of the held-to-maturity investments before maturity, the entire held-to-maturity investments category would be tainted and reclassified as available-for-sale.

(iv) Available for sale financial assets

Available-for-sale financial assets are non-derivative financial assets that are either not suitable to be classified into other categories of financial assets due to their nature, or they are designated as such by management. They comprise investments in the equity of other entities where there is neither a fixed maturity nor fixed or determinable payments.

Available-for-sale financial assets are included in non-current assets, except for those which are expected to mature within 12 months after the end of the reporting period. (All other financial assets are classified as current assets.)

**EASTERN METROPOLITAN REGIONAL COUNCIL
NOTES TO AND FORMING PART OF THE BUDGET
FOR THE YEAR ENDING 30 JUNE 2019**

1. SIGNIFICANT ACCOUNTING POLICIES (Continued)

(x) Financial Instruments (continued)

(v) Financial Liabilities

Non-derivative financial liabilities (excluding financial guarantees) are subsequently measured at amortised cost.

(vi) Fair Value

Fair value is determined based on current bid prices of all quoted investments. Valuation techniques are applied to determine the fair value of all unlisted securities, including arm's length transactions, reference to similar instruments and option pricing models.

Impairment

At each reporting date, the Council assesses whether there is objective evidence that a financial instrument has been impaired. In the case of available-for-sale financial instruments, a prolonged decline in the value of the instrument is considered to determine whether an impairment has arisen. Impairment losses are recognised in the statement of comprehensive income.

Derecognition

Financial assets are derecognised where the contractual rights to receipt of cash flows expires or the asset is transferred to another party whereby the entity no longer has any significant continuing involvement in the risks and benefits associated with the asset. Financial liabilities are derecognised where the related obligations are either discharged, cancelled or expired. The difference between the carrying value of the financial liability extinguished or transferred to another party and the fair value of consideration paid, including the transfer of non-cash assets or liabilities assumed is recognised in profit or loss.

(y) Current and Non-Current Classification

In the determination of whether an asset or liability is current or non-current, consideration is given to the time when each asset or liability is expected to be settled. The asset or liability is classified as current if it is expected to be settled within the next 12 months, being the Council's operational cycle. In the case of liabilities where the Council does not have the unconditional right to defer settlement beyond 12 months, such as vested long service leave, the liability is classified as current even if not expected to be settled within the next 12 months.

Inventories held for trading are classified as current even if not expected to be realised in the next 12 months except for land held for sale where it is held as non-current based on the Council's intentions to release for sale.

(z) Landfill Cells

There are three general components of cell construction:

- Cell excavation and development costs;
- Cell liner costs; and
- Cell capping costs.

All cell excavation and development costs and cell liner costs are capitalised and depreciated over the useful life of the cell based on the volumetric usage of the landfill cell air space during the year.

Cell capping costs are expensed as they occur as part of ongoing site rehabilitation.

**EASTERN METROPOLITAN REGIONAL COUNCIL
NOTES TO AND FORMING PART OF THE BUDGET
FOR THE YEAR ENDING 30 JUNE 2019**

2. PROGRAMS

The activities relating to the EMRC's programs reported on in the Operating Statement are as follows:

Governance

Records income and expenditure relating to the administration and operation of facilities and services to members of Council together with other administrative governance costs.

General Purpose Funding

Records interest revenue as well as other general purpose revenue.

Community Amenities

Records income and expenditure associated with the Class III cell, Class IV cell, weighbridge, and transfer station at the Red Hill Waste Management Facility, the Hazelmere Resource Recovery Site and the Coppin Road and Mathieson Road transfer stations.

Other Property and Services

Records income and expenditure for public works overheads, plant operation, materials, salaries and wages. It also records income and expenditure for the Environmental Service departments (incorporating various Environmental Projects), the operations of the Ascot Place activity, Risk Management services, and income and expenditure relating to the Regional Development activity incorporating various projects.

**EASTERN METROPOLITAN REGIONAL COUNCIL
NOTES TO AND FORMING PART OF THE BUDGET
FOR THE YEAR ENDING 30 JUNE 2019**

3. RECONCILIATION OF RATES LEVIED

The EMRC does not levy rates therefore a Rate Setting Statement [*Local Government (Financial Management) Regulations 1996: 22(1)(d) and 30(1)(c)*] has not been prepared.

4. NOTES TO THE STATEMENT OF CASH FLOWS

(i) Reconciliation of Cash

For the purpose of the statement of cash flows, The EMRC considers cash to include cash on hand, cash at bank and bank term deposits. Cash at the end of the reporting period as shown in the statement of cash flows is as follows:

	BUDGET 2017/2018 \$	FORECAST 2017/2018 \$	BUDGET 2018/2019 \$
Cash - Unrestricted	4,278,095	11,596,211	4,081,732
Cash - Restricted	73,458,222	87,491,893	87,641,439
Total Cash	77,736,317	99,088,104	91,723,171

(ii) Reconciliation of net cash used in operating activities to change in net assets arising from operations

	BUDGET 2017/2018 \$	FORECAST 2017/2018 \$	BUDGET 2018/2019 \$
Net Change in assets from operations	5,975,220	11,854,636	7,084,278
Write back Depreciation	4,628,133	3,555,701	5,066,853
Write back Provisions	204,047	167,481	202,373
Write back Accruals - Staff Entitlements	28,607	28,608	29,344
Write back (Profit)/Loss on sale of assets	(34,599)	(24,197)	(70,297)
Write back Movement in Accrued Interest earnings	0	0	0
Net cash from operating activities	10,801,408	15,582,229	12,312,551

(iii) Depreciation of Assets

Details of depreciation expenditure budgets for each program are as follows

	BUDGET 2017/2018 \$	FORECAST 2017/2018 \$	BUDGET 2018/2019 \$
Administration	485,478	345,920	367,434
Community Amenities	1,969,154	1,424,775	2,724,116
Other Property and Services	2,173,501	1,785,006	1,975,303
Total Depreciation all Programs	4,628,133	3,555,701	5,066,853

**EASTERN METROPOLITAN REGIONAL COUNCIL
NOTES TO AND FORMING PART OF THE BUDGET
FOR THE YEAR ENDING 30 JUNE 2019**

5. FEES AND CHARGES SUMMARY BY PROGRAM

	BUDGET 2017/2018 \$	FORECAST 2017/2018 \$	BUDGET 2018/2019 \$
Administration	0	0	0
Community Amenities	36,336,059	28,686,649	37,058,195
Other Property and Services	6,000	6,000	6,000
Total Statutory Fees and Charges	36,342,059	28,692,649	37,064,195

	BUDGET 2017/2018 \$	FORECAST 2017/2018 \$	BUDGET 2018/2019 \$
<u>User Charges</u>			
Ordinary activities	29,714,288	23,291,308	30,773,308
Other activities	1,350,000	486,000	1,012,500
<u>Special Charges</u>			
Ordinary activities	467,651	435,537	445,165
<u>Secondary Waste Charge</u>			
Other activities	4,810,120	4,479,804	4,833,222
Total Statutory Fees and Charges	36,342,059	28,692,649	37,064,195

**EASTERN METROPOLITAN REGIONAL COUNCIL
NOTES TO AND FORMING PART OF THE BUDGET
FOR THE YEAR ENDING 30 JUNE 2019**

6. LOAN BORROWINGS

(a) Loan Repayments

No loans existed as at 30 June 2018 and no loans are anticipated during the 2018/2019 financial year.

(b) Unspent Loans

No unspent loan funds existed as at 30 June 2018 and no unspent loan funds are anticipated during the 2018/2019 financial year.

(c) New Borrowings

The EMRC does not propose to undertake new borrowings during the 2018/2019 financial year.

(d) Overdraft

Council has not utilised an overdraft facility during the 2017/2018 financial year and it is not anticipated that any such facility will be utilised during the 2018/2019 financial year.

**EASTERN METROPOLITAN REGIONAL COUNCIL
NOTES TO AND FORMING PART OF THE BUDGET
FOR THE YEAR ENDING 30 JUNE 2019**

7. COUNCILLOR FEES AND ALLOWANCES

Each Councillor, other than the Chairman, is currently entitled to an annual meeting fee of \$10,455.

The Chairman is currently entitled to an annual meeting fee of \$15,682 as well as an annual Local Government fee of \$19,864.

The Deputy Chairman is currently entitled to an annual Local Government fee of \$4,966.

A provision of \$12,580 for meeting fees has been provided for deputy Councillors when deputising for a Councillor at a meeting. All fees paid to Councillors and the Chairman are paid quarterly in arrears.

The budget provided for Councilor(s) fee, allowances and expenses incorporating a 1.5%* increase from the 2017/2018 provisions is as follows:

* Subject to 2018 Salaries and Allowances (SAT) Tribunal determination.

	BUDGET 2017/2018 \$	FORECAST 2017/2018 \$	BUDGET 2018/2019 \$
Councillor(s) meeting fees	115,005	115,005	116,730
Chairman's meeting fees	15,682	15,682	15,917
Chairman's Local Government fee	19,864	19,864	20,162
Deputy Chairman's Local Government fee	4,966	4,966	5,040
Deputy Councillors' meeting fees	12,393	4,483	12,580
Total Fees and Allowances	167,910	160,000	170,429

8. INVESTMENT INTEREST

The total estimated earnings from interest on investments is made up as follows:

	BUDGET 2017/2018 \$	FORECAST 2017/2018 \$	BUDGET 2018/2019 \$
Interest on Restricted Assets			
Interest on funds held in Reserve	1,737,108	2,080,000	2,347,314
Interest on other restricted investments (LSL)	22,518	28,000	24,285
Sub-Total Interest on Restricted Assets	1,759,626	2,108,000	2,371,599
Interest on Other Funds			
Interest on Municipal funds	400,000	693,000	400,000
Total Interest on Investments	2,159,626	2,801,000	2,771,599

**EASTERN METROPOLITAN REGIONAL COUNCIL
NOTES TO AND FORMING PART OF THE BUDGET
FOR THE YEAR ENDING 30 JUNE 2019**

9. ASSET PROFIT OR LOSS ON DISPOSAL

	BUDGET 2017/2018 \$	FORECAST 2017/2018 \$	BUDGET 2018/2019 \$
Buildings			
Carrying Amount of Assets Disposed	0	0	0
(Profit) Loss on Disposal	0	0	0
Equipment			
Proceeds from Sale of Assets	0	0	0
Carrying Amount of Assets Disposed	0	0	0
(Profit) Loss on Disposal	0	0	0
Furniture and Fittings			
Carrying Amount of Assets Disposed	0	0	0
(Profit) Loss on Disposal	0	0	0
Land			
Proceeds from Sale of Assets	0	0	0
Carrying Amount of Assets Disposed	0	0	0
(Profit) Loss on Disposal	0	0	0
Plant			
Proceeds from Sale of Assets	605,924	672,500	274,418
Carrying Amount of Assets Disposed	(571,325)	(648,303)	(204,121)
(Profit) Loss on Disposal	34,599	24,197	70,297
Structures			
Carrying Amount of Assets Disposed	0	0	0
(Profit) Loss on Disposal	0	0	0
Net Profit / (Loss) on Disposal	34,599	24,197	70,297

10. PLAN FOR THE FUTURE

EMRC's Strategic Community Plan titled *EMRC 2022 - 10 Year Strategic Plan*, adopted by Council at its meeting held on 6 December 2012 and the Corporate Business Plan 2018/19 to 2022/23, which was adopted by Council at its meeting held on 21 June 2018 together constitute EMRC's 'Plan For The Future' in accordance with *section 5.56 of the Local Government Act 1995*.

The 2018/2019 Annual Budget draws from the priorities as identified in the EMRC's 'Plan For The Future'.

FEES AND CHARGES

**For the Year Ending
30 June 2019**

EASTERN METROPOLITAN REGIONAL COUNCIL
2018-2019 - WASTE MANAGEMENT SCHEDULE OF FEES AND CHARGES

Description	Unit	2017/2018 Charges		2017/2018 Charges		2018/2019 Charges		2018/2019	
		with no GST	Value of GST	inc GST		with no GST	Value of GST	Charges inc	GST
		\$	\$	\$		\$	\$	\$	\$
Waste Management Charges									
Disposal Rates									
Member Councils									
Base Tipping Fee	1 tonne	61.50				67.00			
CWES Levy		3.50				3.50			
Secondary Waste Reserve		36.00				38.00			
Landfill Levy		65.00				70.00			
Total Member Council disposal rate		166.00	16.59	182.59		178.50	17.85	196.35	
Councils - Other									
Domestic Refuse Tip Pass (Giddegannup @ 3bags/wk)	N/A	5.91	0.59	6.50		6.36	0.64	7.00	
Council Refuse Tip Passes - Trailers (up to 500kg)	N/A	54.55	5.45	60.00		59.10	5.90	65.00	
Council Greenwaste Tip Passes (up to 500 kg)	N/A	30.00	3.00	33.00		30.00	3.00	33.00	
General Waste									
Cars / Station Wagons	N/A	30.00	3.00	33.00		31.82	3.18	35.00	
Trailers (6 x 4)	N/A	52.73	5.27	58.00		54.55	5.45	60.00	
Trailers (6 x 4) High Sides	N/A	66.37	6.64	73.00		69.09	6.91	76.00	
Tandem/ Horse Floats (< 1 tonne)	N/A	98.19	9.81	108.00		102.73	10.26	113.00	
Vans / Utes	N/A	51.82	5.18	57.00		53.63	5.36	59.00	
240 Litre Mobile Garbage Bin	N/A	N/A	N/A	N/A		10.00	1.00	11.00	
Commercial (General)	1 tonne	150.45	15.05	165.50		145.45	14.55	160.00	
Minimum Commercial Charges	0.50 tonnes	75.23	7.52	82.75		72.73	7.27	80.00	
Greenwaste									
Greenwaste - Member Councils (uncontaminated - Red Hill & Hazelmere)	1 tonne	46.36	4.64	51.00		46.36	4.64	51.00	
Greenwaste - MGB (Member Councils)	1 tonne	111.00	11.09	122.09		118.50	11.85	130.35	
Greenwaste - Commercial (uncontaminated - Red Hill)	1 tonne	60.00	6.00	66.00		60.00	6.00	66.00	
Greenwaste - shredded to EMRC specification (to Red Hill)	1 tonne	50.00	5.00	55.00		10.00	1.00	11.00	
(Minimum charge for greenwaste 0.5 tonne)									

Note 1: Attractive discounts available to major customers and Local Governments.

Note 2:

In the event that the weighbridges at Red Hill Waste Management Facility are not operational, vehicles will be charged according to their carrying capacity (in tonnes) multiplied by the appropriate rate from the schedule of fees and charges according to the type of waste being disposed.

EASTERN METROPOLITAN REGIONAL COUNCIL
2018-2019 - WASTE MANAGEMENT SCHEDULE OF FEES AND CHARGES

Description	Unit	2017/2018 Charges		2017/2018 Charges		2018/2019 Charges		2018/2019	
		with no GST \$	Value of GST \$	inc GST \$	Value of GST \$	with no GST \$	Value of GST \$	Charges inc GST \$	
<u>Waste Management Charges continued ..</u>									
<u>Disposal Rates continued..</u>									
<u>Special Wastes</u>									
Asbestos (Wrapped)	1 tonne	170.00	17.00	187.00		170.00	17.00	187.00	
Asbestos (Wrapped) - Member Council residents only	1 tonne	92.73	9.27	102.00		92.73	9.27	102.00	
Asbestos (Wrapped) - Minimum Charge		29.09	2.91	32.00		29.09	2.91	32.00	
Car Bodies - Commercial	each	50.91	5.09	56.00		50.91	5.09	56.00	
Car Bodies - Member Council residents only	each	25.45	2.55	28.00		25.45	2.55	28.00	
Biosecurity Waste	1 tonne	184.55	18.46	203.01		189.55	18.95	208.50	
Burial Fee (for immediate burial requirements)	n/a	145.45	14.55	160.00		145.45	14.55	160.00	
Handling Fee (for special handling requirements)	n/a	145.45	14.55	160.00		145.45	14.55	160.00	
Tyre Disposal (off rim) *	each	5.00	0.50	5.50		5.00	0.50	5.50	
Tyre Disposal (with rim) *	each	6.82	0.68	7.50		6.82	0.68	7.50	
Tyre Recovery Charges (for tyres at the landfill face)	each	23.64	2.36	26.00		23.64	2.36	26.00	
Mattress disposal fee (Member Council Residents)	each	15.00	1.50	16.50		15.45	1.55	17.00	
Mattress disposal fee (Charitable Organisations)	each	15.00	1.50	16.50		15.45	1.55	17.00	
Mattress disposal fee (Commercial)	each	24.55	2.45	27.00		25.46	2.54	28.00	
E-Waste (Price applicable after quota has been reached under Infoactive agreement)	each	9.10	0.90	10.00		9.10	0.90	10.00	
Wash Facility Fee	n/a	36.36	3.64	40.00		36.36	3.64	40.00	
Class III Contaminated Waste	1 tonne	140.00	13.99	153.99		145.00	14.50	159.50	
Class III Contaminated Soil	1 tonne	140.00	13.99	153.99		145.00	14.50	159.50	
Class III Controlled Waste (Categories 1 - 5)	1 tonne	N/A	N/A	N/A		205.00	20.50	225.50	
Class IV Contaminated Waste	1 tonne	217.27	21.73	239.00		222.27	22.23	244.50	
Class IV Contaminated Soil	1 tonne	189.73	18.97	208.70		194.73	19.47	214.20	
Class V Waste - Concrete encapsulated drums (L 900mm D 600mm)	each	623.18	62.32	685.50		893.00	89.30	982.30	
Class V Waste - Concrete encapsulated bulka bags (1.1m x 1.1m x 1.1m)	each	1465.00	146.50	1611.50		1470.00	147.00	1617.00	
Administration Charge - Class III (for waste acceptance approvals)	consignment	118.18	11.82	130.00		118.18	11.82	130.00	
Administration Charge - Class IV (for waste acceptance approvals)	consignment	145.45	14.55	160.00		145.45	14.55	160.00	
Administration Charge - Reprinting of Signed Weighbridge Dockets	per docket	20.00	2.00	22.00		20.00	2.00	22.00	
Administration Charge - Reprinting of Unsigned Weighbridge Dockets	per docket	4.55	0.45	5.00		4.55	0.45	5.00	
Note 1: Attractive discounts available to major customers and Local Governments.									
* Only car and 4 wheel drive vehicle tyres accepted. Member Council residents only maximum 4 per person.									

Note 1: Attractive discounts available to major customers and Local Governments.

* Only car and 4 wheel drive vehicle tyres accepted. Member Council residents only maximum 4 per person.

EASTERN METROPOLITAN REGIONAL COUNCIL
2018-2019 - WASTE MANAGEMENT SCHEDULE OF FEES AND CHARGES

Description	Unit	2017/2018 Charges with no GST \$	Value of GST \$	2017/2018 Charges inc GST \$	2018/2019 Charges with no GST \$	Value of GST \$	2018/2019 Charges inc GST \$
Waste Management Charges continued ..							
Hazelmere							
Wood Waste (per cubic metre)							
- Grade 1	1 m ³	8.00	0.80	8.80	8.00	0.80	8.80
- Grade 2	1 m ³	9.00	0.90	9.90	9.00	0.90	9.90
- Contaminated	1 m ³	55.95	5.60	61.55	35.00	3.50	38.50
Wood Waste (per tonne)							
- Grade 1	1 tonne	52.00	5.20	57.20	52.00	5.20	57.20
- Grade 2	1 tonne	58.50	5.85	64.35	58.50	5.85	64.36
- Contaminated	1 tonne	363.64	36.36	400.00	227.27	22.73	250.00
Hazelmere - Commercial & Industrial Waste Sorting Facility							
Dry Commercial and Industrial Waste (Including Member Councils)	1 tonne	135.00	13.50	148.50	135.00	13.50	148.50
Bulk verge Collections	1 tonne	135.00	13.50	148.50	150.00	15.00	165.00
Minimum Charge (Member Councils)	0.50 tonnes	67.50	6.75	74.25	75.00	7.50	82.50
Minimum Charges (Commercial)							
Skip Bins	0.50 tonnes	67.50	6.75	74.25	67.50	6.75	74.25
Flat Bed Trucks	0.50 tonnes	67.50	6.75	74.25	67.50	6.75	74.25
< 15m ³ Roll on Roll off (RORO / Hook Lift)	1.50 tonnes	202.50	20.25	222.75	202.50	20.25	222.75
≥ 15m ³ Roll on Roll off (RORO / Hook Lift)	2.00 tonnes	270.00	27.00	297.00	270.00	27.00	297.00
Additional Charges for Recovered Items							
Tyre - Passenger car (off rim)	each	5.00	0.50	5.50	5.00	0.50	5.50
Tyre - Passenger car (with rim)	each	6.82	0.68	7.50	6.82	0.68	7.50
Tyre - Light truck, Light Industrial (off rim)	each	10.00	1.00	11.00	10.00	1.00	11.00
Tyre - Light truck, Light Industrial (with rim)	each	20.00	2.00	22.00	20.00	2.00	22.00
Fridges & Freezers / White Goods / Air Conditioning Units	each	30.00	3.00	33.00	30.00	3.00	33.00
Car Batteries	each	10.00	1.00	11.00	10.00	1.00	11.00
Handling Fee (for special handling requirements)	per load	145.45	14.55	160.00	145.45	14.55	160.00
Note 1 : If a C&I waste load is contaminated by more than 50% (by visual inspection) , a surcharge of 50% of the disposal charge per tonne will apply plus a handling fee will be applied to the consignment.							
Note 2 : Tyres other than mentioned above will be required to be removed from site by the customer.							
Note 3 : Contracts with attractive discounts available to major customers and local governments.							
Note 4 : In the event that the weighbridge at Hazelmere Resource Recovery Park is not operational, vehicles will be charged according to the estimated waste volumes in cubic metres converted to tonnes.							

EASTERN METROPOLITAN REGIONAL COUNCIL
2018-2019 - WASTE MANAGEMENT SCHEDULE OF FEES AND CHARGES

Description	Unit	2017/2018 Charges		2017/2018 Charges		2018/2019 Charges		2018/2019	
		with no GST \$	Value of GST \$	inc GST \$	with no GST \$	Value of GST \$	Charges inc GST \$		
Waste Management Charges continued ..									
Sale of Materials (all ex stockpile, minimum 10 tonnes)									
Bulk Fresh Water for construction/maintenance purposes	kL (1,000 litres)	N/A	N/A	N/A	1.00	0.10	1.10		
Mixed clay/fill (purchaser to load) **	1 tonne	4.55	0.45	5.00	4.55	0.45	5.00		
Mixed clay/fill (loaded) **	1 tonne	7.27	0.73	8.00	7.27	0.73	8.00		
Ferricrete/Laterite Filter Rock **	1 tonne	11.82	1.18	13.00	11.82	1.18	13.00		
Ferricrete sub-base) **	1 tonne	N/A	N/A	N/A	11.82	1.18	13.00		
Filter Rock (20 - 40 mm) **	1 tonne	11.82	1.18	13.00	11.82	1.18	13.00		
Filter Rock (40 - 80 mm) **	1 tonne	11.82	1.18	13.00	11.82	1.18	13.00		
Rock Spalls (150 - 300 mm) **	1 tonne	N/A	N/A	N/A	22.73	2.27	25.00		
Ferricrete (Member Councils)	1 tonne	10.00	1.00	11.00	10.00	1.00	11.00		
Manufactured Products (per cubic metre)									
Mixed Mulch	1 m ³	19.91	1.99	21.90	19.91	1.99	21.90		
Soil Improver	1 m ³	23.64	2.36	26.00	23.64	2.36	26.00		
Premium Recycled Wood Chip (Coloured) - Hazelmere	1 m ³	54.55	5.45	60.00	63.64	6.36	70.00		
Standard Recycled Wood Chip (Coloured) - Hazelmere	1 m ³	38.18	3.82	42.00	43.64	4.36	48.00		
Premium Recycled Wood Chip - Hazelmere	1 m ³	9.09	0.91	10.00	9.09	0.91	10.00		
Standard Recycled Wood Chip - Hazelmere	1 m ³	7.73	0.77	8.50	7.73	0.77	8.50		
Grade 3 Recycled Woodchip	1 m ³	5.00	0.50	5.50	5.00	0.50	5.50		
Wood Chip (fines) - Hazelmere	1 m ³	13.73	1.37	15.10	13.73	1.37	15.10		
Manufactured Products (per tonne)									
Mixed Mulch **	1 tonne	34.87	3.48	38.35	34.87	3.48	38.35		
Mulch (Member Councils)	1 tonne	21.41	2.14	23.55	21.41	2.14	23.55		
Soil Improver **	1 tonne	25.82	2.58	28.40	25.82	2.58	28.40		
Soil Improver (Member Councils)	1 tonne	20.00	2.00	22.00	20.00	2.00	22.00		
Premium Recycled Wood Chip (Coloured) - Hazelmere	1 tonne	272.73	27.27	300.00	318.18	31.82	350.00		
Standard Recycled Wood Chip (Coloured) - Hazelmere	1 tonne	190.91	19.09	210.00	218.18	21.82	240.00		
Premium Recycled Wood Chip - Hazelmere	1 tonne	44.55	4.45	49.00	44.55	4.45	49.00		
Standard Recycled Wood Chip - Hazelmere	1 tonne	35.45	3.55	39.00	35.45	3.55	39.00		
Wood Chip (fines) - Hazelmere	1 tonne	62.41	6.24	68.65	62.41	6.24	68.65		
Shredded, Unprocessed Greenwaste	1 tonne	10.00	1.00	11.00	10.00	1.00	11.00		
Trailer Loaded Products (per scoop)									
Soil Improver	1 scoop	14.09	1.41	15.50	14.09	1.41	15.50		
Mixed Mulch	1 scoop	14.09	1.41	15.50	14.09	1.41	15.50		
Note 1 : Quotes can be provided for delivery of material/products.									
** Material purchases in excess of 200 tonnes and 1,000 tonnes over the financial year are subject to a discount of 15% and 20% respectively.									

Note 1 : Quotes can be provided for delivery of material/products.

** Material purchases in excess of 200 tonnes and 1,000 tonnes over the financial year are subject to a discount of 15% and 20% respectively.

EASTERN METROPOLITAN REGIONAL COUNCIL
2018-2019 - WASTE MANAGEMENT SCHEDULE OF FEES AND CHARGES

Description	Unit	2017/2018 Charges with no GST \$	Value of GST \$	2017/2018 Charges inc GST \$	2018/2019 Charges with no GST \$	Value of GST \$	2018/2019 Charges inc GST \$
Waste Management Charges continued ..							
Member Councils Consulting Fees							
Consultant Director	1 hour	120.00	12.00	132.00	122.41	12.24	134.65
Consultant Manager	1 hour	105.50	10.55	116.05	107.59	10.76	118.35
Senior Consultant	1 hour	90.91	9.09	100.00	92.73	9.27	102.00
Consultant	1 hour	81.82	8.18	90.00	83.45	8.35	91.80
Project Officer	1 hour	63.64	6.36	70.00	64.91	6.49	71.40
Other Organisations Consulting Fees							
Consultant Director	1 hour	204.55	20.46	225.01	208.64	20.86	229.50
Consultant Manager	1 hour	180.91	18.09	199.00	184.54	18.46	203.00
Senior Consultant	1 hour	163.64	16.36	180.00	166.91	16.69	183.60
Consultant	1 hour	137.27	13.73	151.00	140.00	14.00	154.00
Project Officer	1 hour	109.09	10.91	120.00	111.27	11.13	122.40

Note: Attractive discounts available to major customers and Local Governments.

EASTERN METROPOLITAN REGIONAL COUNCIL
2018/2019 - REGIONAL SERVICES (ENVIRONMENTAL SERVICES & REGIONAL DEVELOPMENT) CONSULTING RATES

	Prior Year Rates					2018/2019 Rates	
	2013/2014 (exc. GST) \$	2014/2015 (exc. GST) \$	2015/2016 (exc. GST) \$	2016/2017 (exc. GST) \$	2017/2018 (exc. GST) \$	2018/2019 (exc. GST) \$	2018/2019 % Change (inc. GST) \$
<u>Member Council Consulting Fees</u>							
Consultant Director	\$105.00	\$108.00	\$111.00	\$111.00	\$111.00	\$111.00	0.00%
Consultant Manager	\$93.00	\$95.00	\$97.50	\$97.50	\$97.50	\$97.50	0.00%
Consultant Coordinator	\$80.00	\$82.00	\$84.00	\$84.00	\$84.00	\$84.00	0.00%
Consultant	\$72.00	\$74.00	\$76.00	\$76.00	\$76.00	\$76.00	0.00%
Project Officer	\$54.50	\$56.00	\$57.50	\$57.50	\$57.50	\$57.50	0.00%
<u>Other Organisations Consulting Fees</u>							
Consultant Director	\$187.50	\$187.50	\$187.50	\$187.50	\$187.50	\$187.50	0.00%
Consultant Manager	\$165.00	\$165.00	\$165.00	\$165.00	\$165.00	\$165.00	0.00%
Consultant Coordinator	\$150.00	\$150.00	\$150.00	\$150.00	\$150.00	\$150.00	0.00%
Consultant	\$125.00	\$125.00	\$125.00	\$125.00	\$125.00	\$125.00	0.00%
Project Officer	\$100.00	\$100.00	\$100.00	\$100.00	\$100.00	\$100.00	0.00%
<u>Hire Charges for Steam Weed Machine</u>							
<u>- Hire without an EMRC operator</u>							
Hourly Charge out rate (min 4 hrs applies)	N/A	N/A	N/A	N/A	\$18.87	\$18.87	N/A
Daily rate	N/A	N/A	N/A	N/A	\$150.00	\$150.00	N/A
<u>- EMRC Hourly Operator Charge</u>							
EMRC Operator (min 4 hrs applies)	N/A	N/A	N/A	N/A	\$57.50	\$57.50	N/A
							\$63.25

**EASTERN METROPOLITAN REGIONAL COUNCIL
2018/2019 - ADMINISTRATION FEES & CHARGES**

Details	\$ (Inclusive of GST)
<u>Photocopier Charges</u>	
Black & White A4 print	\$0.35 per page
Black & White A3 print	\$0.50 per page
Colour A4 print	\$0.45 per page
Colour A3 print	\$0.60 per page
<u>Other Charges</u>	
Contractor Online Induction Fee	\$38.50 per course

WASTE DISPOSAL TONNAGES

**For the Year Ending
30 June 2019**

TONNAGES ANALYSIS

COUNCIL	ACTUAL 2015/16 TONNES	ACTUAL 2016/17 TONNES	BUDGET 2017/18 TONNES	FORECAST 2017/18 TONNES	PROJECTED 2018/2019 TONNES
Bayswater	20,284	19,689	20,879	19,006	19,386
Belmont	13,348	13,396	14,096	13,288	13,554
Bassendean	6,345	6,260	7,171	6,440	6,599
Swan	50,589	50,307	51,051	49,361	50,580
Mundaring	13,469	13,358	15,147	11,810	12,046
Kalamunda	25,429	23,308	25,271	24,534	25,025
Sub-total - Member Councils (MSW)	129,465	126,317	133,614	124,439	127,190
Bayswater - Greenwaste	4,941	5,446	6,140	5,444	5,553
Swan - Greenwaste	4	442	471	600	615
Bassendean - Greenwaste	570	560	0	44	45
Belmont - Greenwaste	0	168	102	30	31
Kalamunda - Greenwaste	1,537	2,111	2,500	1,760	1,795
Mundaring - Greenwaste	453	646	1,316	957	976
Transfer Station - Greenwaste	937	903	877	834	851
Commercial/Other - Greenwaste	1,040	988	1,030	852	869
Sub-total - Greenwaste	9,481	11,264	12,437	10,521	10,734
Hazelmere - C & I, WWTE, Wood & Mattress Waste	0	3,446	10,000	4,200	5,735
Non-Member Local Governments	1,605	0	0	0	0
EMRC Transfer Stn (Trailers & Commercial etc)	6,690	5,984	6,385	5,634	5,747
Asbestos (Wrapped)	0	2,906	3,075	2,827	2,884
Commercial/Other Class III (exc. Asbestos)	66,924	40,660	56,500	23,400	45,350
Controlled Waste - Category 1 - 5	0	0	0	0	1,000
New Waste Project	0	0	0	0	1,250
Contaminated Class III	5,286	2,942	1,850	1,530	3,000
Class IV Waste	1,316	167	275	1,000	3,800
Class V - Concrete Encapsulation	0	0	0	0	2,040
Sub-total - Other Tonnages	81,822	56,104	78,086	38,591	69,805
TOTAL TONNAGES	220,768	193,686	224,137	173,551	207,730
Class III	209,971	182,254	211,425	162,030	191,155
Class IV & V	1,316	167	275	1,000	5,840
Greenwaste	9,481	11,264	12,437	10,521	10,734
TOTAL TONNAGES	220,768	193,686	224,137	173,551	207,730

BASE INCOME (INCLUDING LANDFILL LEVY) FROM TONNAGES ANALYSIS

COUNCIL	A/C#	IE	ACTUAL 2013/14 \$	ACTUAL 2014/15 \$	ACTUAL 2015/16 \$	ACTUAL 2016/17 \$	BUDGET 2017/18 \$	FORECAST 2017/18 \$	PROJECTED 2018/19 \$
Bayswater	53310/00	BB	1,553,049	1,704,041	2,060,027	2,173,640	2,641,244	2,404,260	2,655,898
Belmont	53310/00	BC	1,196,098	1,232,785	1,482,206	1,606,025	1,783,195	1,680,933	1,856,865
Bassendean	53310/00	BA	675,202	603,766	704,331	748,292	907,081	814,660	904,072
Swan	53310/00	BD	3,843,782	4,562,354	5,617,734	6,060,080	6,457,895	6,244,167	6,929,490
Mundaring	53310/00	BF	1,260,578	1,290,054	1,495,598	1,597,265	1,916,096	1,493,965	1,650,329
Kalamunda	53310/00	BE	2,110,587	2,425,327	2,823,831	2,740,924	3,196,718	3,103,551	3,428,381
Sub-total - Member Councils (MSW)			10,639,296	11,818,327	14,183,726	14,926,226	16,902,229	15,741,536	17,425,036
Bayswater - Greenwaste	58864/00	BB	437,578	567,049	501,687	569,642	681,584	604,284	658,016
Swan - Greenwaste	58864/00	BD	70,865	173,041	158	43,830	21,852	27,816	28,503
Bassendean - Greenwaste	58864/00	BA	24,457	0	25,645	25,217	0	2,040	2,081
Belmont - Greenwaste	58864/00	BC	5,930	14,421	0	7,539	4,729	1,391	1,419
Kalamunda - Greenwaste	58864/00	BE	116,179	127,683	69,184	94,458	115,900	81,594	83,225
Mundaring - Greenwaste	58864/00	BF	13,959	35,952	20,377	29,052	61,000	44,367	45,254
Commercial/Other - Greenwaste	58864/00	BK	164,875	147,502	153,109	147,752	114,955	101,612	103,644
Sub-total - Greenwaste			833,844	1,065,648	770,158	917,490	1,000,021	863,103	922,142
Non-Member Local Governments	53310/00	BS	1,276,942	224,500	219,194	0	0	0	0
Hazelmere - C & I, WWTE, Wood & Mattress Waste	53310/00	SN	0	0	0	411,965	1,265,000	531,300	785,695
EMRC Transfer Stn (Trailers etc) + Asbestos	58857/00	BI	1,414,362	1,517,545	1,285,011	1,181,632	1,656,423	1,484,097	1,589,308
EMRC Transfer Stn (Commercial)	58857/00	BK	262,259	354,386	297,542	320,163	316,067	278,883	307,447
New Waste Project	53330/02	BK	0	0	0	0	0	0	562,500
Contaminated Class III	53310/00	BK	714,698	2,729,178	757,575	384,277	259,000	214,200	435,000
Class IV Waste	53330/00	BK	298	526,350	191,666	18,293	52,176	189,730	739,974
Class V - Concrete Encapsulation	53330/01	BK	0	0	0	0	0	0	1,281,487
Commercial/Other Class III	53310/00	BK	12,155,481	8,798,172	8,066,773	5,605,661	8,193,425	3,520,530	6,494,158
Sub-total - Other			15,824,040	14,150,131	10,817,762	7,921,990	11,742,091	6,218,740	12,195,569
TOTAL BASE			27,297,180	27,034,106	25,771,647	23,765,706	29,644,341	22,823,378	30,542,747
Class III			26,463,038	25,442,108	24,809,822	22,829,922	28,592,144	21,770,546	27,599,144
Class IV			298	526,350	191,666	18,293	52,176	189,730	2,021,461
Greenwaste			833,844	1,065,648	770,158	917,490	1,000,021	863,103	922,142
TOTAL BASE			27,297,180	27,034,106	25,771,647	23,765,706	29,644,341	22,823,378	30,542,747

ANNUAL BUDGET SUMMARY

**For the Year Ending
30 June 2019**

Annual Budget Summary 2018/2019

	Budget 2017/2018	Forecast 2017/2018	Budget 2018/2019
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Governance

Operating Income	0	0	0
Less Operating Expenditure	851,495	710,666	740,924
Total for Governance - Net Income/(Expenditure)	(851,495)	(710,666)	(740,924)

Corporate Services

Operating Income	152,176	52,778	54,168
Less Operating Expenditure	(177,949)	(146,658)	(119,984)
Add Other Income	107,929	161,500	150,364
Less Other Expenditure	88,402	137,997	97,836
Less Capital Expenditure	926,256	306,006	573,493
Total for Corporate Services - Net Income/(Expenditure)	(576,604)	(83,067)	(346,813)

Waste Management Services

Operating Income	34,278,538	28,019,851	35,840,398
Less Operating Expenditure	30,505,059	23,904,316	31,148,343
Add Other Income	497,995	511,000	124,054
Less Other Expenditure	501,923	531,806	125,285
Less Capital Expenditure	17,809,305	3,186,759	13,401,003
Total for Waste Management Services - Net Income/(Expenditure)	(14,039,754)	907,970	(8,710,179)

Environmental Services

Operating Income	726,486	700,344	490,434
Less Operating Expenditure	1,855,510	1,608,242	1,489,236
Less Capital Expenditure	0	770	0
Total for Environmental Services - Net Income/(Expenditure)	(1,129,024)	(908,668)	(998,802)

Regional Development

Operating Income	368,785	368,785	333,081
Less Operating Expenditure	1,506,523	1,214,714	1,319,885
Less Capital Expenditure	0	0	0
Total for Regional Development - Net Income/(Expenditure)	(1,137,738)	(845,929)	(986,804)

Annual Budget Summary 2018/2019

	Budget 2017/2018	Forecast 2017/2018	Budget 2018/2019
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Risk Management Services

Operating Income	0	0	0
Less Operating Expenditure	(11,085)	868	90
Less Capital Expenditure	0	0	0
Total for Risk Management Services - Net Income/(Expenditure)	11,085	(868)	(90)

Resource Recovery

Other Income	7,377,061	9,396,499	6,855,884
Less Other Expenditure	4,111,376	1,884,044	4,384,663
Less Capital Expenditure	6,963,633	1,292,350	5,720,407
Total for Resource Recovery - Net Income/(Expenditure)	(3,697,948)	6,220,105	(3,249,186)

Ascot Place

Operating Income	0	0	0
Less Operating Expenditure	337,123	293,127	324,425
Less Capital Expenditure	257,000	0	257,000
Total for Ascot Place - Net Income/(Expenditure)	(594,123)	(293,127)	(581,425)

Investment

Operating Income	275,000	675,000	375,000
Add Other Income	1,759,627	2,108,000	2,371,599
Total for Investment - Net Income/(Expenditure)	2,034,627	2,783,000	2,746,599

Net Operating and Capital Expenditure

(19,980,974)	7,068,750	(12,867,624)
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FINANCIAL PERFORMANCE BY ACCOUNT

**For the Year Ending
30 June 2019**

Financial Performance by Account 2018/2019

Governance and Corporate Services

Budget
2017/2018

Forecast
2017/2018

Budget
2018/2019

Manage Governance and Corporate Services

Operating Income

54440/00	Income Vehicles - Ascot Place	100	100	100
59981/00	Income Governance and Corporate Services Business Unit	0	12	0
		100	112	100

Operating Expenditure

61440/00	Internal Revenue Vehicles - Ascot Place	(154,861)	(117,274)	(104,963)
65420/06	Operate and Maintain Power Supply Equipment - Ascot Place	13,136	8,818	15,503
65420/07	Operate and Maintain Office Furniture and Miscellaneous Plant and	15,605	51,972	9,440
65440/00	Operate and Maintain Vehicles - Ascot Place	203,135	140,510	111,805
66510/01	Operate and Maintain Office Equipment - Corporate Services	5,541	1,815	6,605
66520/10	Operate and Maintain Fire Fighting Equipment - Ascot Place	250	250	500
67610/01	Operate and Maintain Office Furniture and Fittings - Corporate	1,216	1,179	667
73918/01	Recruit Staff - Corporate Services	10,000	11,500	10,000
73918/08	Recruit Senior Staff	20,100	2,600	25,100
73981/00	Manage Governance and Corporate Services Business Unit	795,135	735,443	821,505
73987/00	Provide Corporate Environmental Advice and Monitor Business Risk	62,000	39,150	0
		971,257	875,963	896,162

Net Income/(Expenditure)

(971,157) **(875,851)** **(896,062)**

Provide Governance

Operating Expenditure

73993/00	Governance - Council Members	719,414	607,931	643,524
73994/00	Conduct Committee Meetings	7,931	3,000	3,090
73995/00	Conduct Council Meetings	32,650	26,000	26,850
73995/01	Catering Kitchen - Provisions	5,700	5,700	5,865
		765,695	642,631	679,329

Net Income/(Expenditure)

(765,695) **(642,631)** **(679,329)**

Allocate Corporate Services Costs

Operating Expenditure

71981/00	Internal Revenue Governance and Corporate Services Business	(4,585,828)	(3,802,608)	(3,831,695)
		(4,585,828)	(3,802,608)	(3,831,695)

Net Income/(Expenditure)

4,585,828 **3,802,608** **3,831,695**

Facilitate Continuous Organisational Improvement Programmes

Operating Expenditure

73988/02	Facilitate Continuous Improvement Programme	2,500	500	2,500
73988/03	Implement the Rewards and Recognition Programme	2,500	2,500	2,500
		5,000	3,000	5,000

Net Income/(Expenditure)

(5,000) **(3,000)** **(5,000)**

Financial Performance by Account 2018/2019

Governance and Corporate Services

Budget
2017/2018

Forecast
2017/2018

Budget
2018/2019

Identify and Coordinate Networking Opportunities

Operating Income

58996/00	Income Conduct Other Functions	25,926	26,146	28,518
		25,926	26,146	28,518

Operating Expenditure

73904/01	Attend Corporate and Award Functions and Events - Governance	1,300	0	1,300
73965/00	Conduct Promotions/Public Relations Events - Marketing	6,000	0	2,000
73992/00	Hold Biennial Dinner/ Cocktail Function	50,000	40,000	30,000
73996/00	Conduct Other Functions	23,500	19,035	20,540
73996/02	EMRC Staff Kitchen - Provisions	11,000	9,000	9,755
		91,800	68,035	63,595

Net Income/(Expenditure)

(65,874) **(41,889)** **(35,077)**

Implement Employee Assistance Programme (EAP)

Operating Expenditure

73911/00	Provide Staff Health Welfare - EAP	3,000	3,000	3,000
73911/01	Implement Health Promotion Activities	5,500	5,500	7,000
73911/02	Provide Staff Health Welfare - 1st Aid	500	500	1,000
		9,000	9,000	11,000

Net Income/(Expenditure)

(9,000) **(9,000)** **(11,000)**

Implement EMRC's Strategic Information Plan

Other Expenditure

83550/00	Disposal of Information Technology PC's and Printers	0	0	0
		0	0	0

Capital Expenditure

24550/00	Purchase Information Technology & Communication Equipment	681,050	185,300	282,000
		681,050	185,300	282,000

Net Income/(Expenditure)

(681,050) **(185,300)** **(282,000)**

Implement Governance and Corporate Services Staff Training and Development

Operating Expenditure

73919/00	Train and Develop Staff - Corporate General	5,200	4,000	6,000
73919/01	Train and Develop Staff - Governance and Corporate Services	38,600	36,435	38,400
		43,800	40,435	44,400

Net Income/(Expenditure)

(43,800) **(40,435)** **(44,400)**

Financial Performance by Account 2018/2019

Governance and Corporate Services

Budget
2017/2018

Forecast
2017/2018

Budget
2018/2019

Implement Governance and Corporate Services Study Assistance Programme

Operating Expenditure

73914/01	Implement Governance and Corporate Services Study Assistance	3,000	0	3,000
		3,000	0	3,000

Net Income/(Expenditure)

(3,000) **0** **(3,000)**

Integrate EMRC's Strategic Future Business Unit Plans and Budget Process

Operating Expenditure

73989/00	Undertake Strategic Planning Research and Special Projects	50,300	50,300	50,300
73999/00	Prepare Strategic Plan and Plan for the Future	12,500	201	12,500
73999/03	Implement Disability Access & Inclusion Plan	1,000	500	1,500
73999/04	Implement Workforce Plan Initiatives	5,000	2,000	2,000
		68,800	53,001	66,300

Net Income/(Expenditure)

(68,800) **(53,001)** **(66,300)**

Manage Corporate Administration Facilities (Ascot Place)

Operating Expenditure

63240/01	Operate and Maintain Administration Building - Ascot Place	306,266	261,827	286,612
63240/02	Clean Administration Building - Ascot Place	29,500	29,500	35,635
64394/02	Operate and Maintain Perimeter Fencing & Gates - Ascot Place	0	1,363	1,332
66530/01	Operate and Maintain Security System - Ascot Place	1,357	437	846
66590/00	Operate and Maintain Miscellaneous Equipment - Corporate	439	435	425
		337,562	293,562	324,850

Capital Expenditure

25240/01	Capital Improvement Administration Building - Ascot Place	257,000	0	257,000
		257,000	0	257,000

Net Income/(Expenditure)

(594,562) **(293,562)** **(581,850)**

Manage Portfolio of Assets

Other Income

82440/00	Income Disposal of Vehicles - Ascot Place	107,929	161,500	150,364
		107,929	161,500	150,364

Other Expenditure

83440/00	Disposal of Vehicles - Ascot Place	88,402	137,997	97,836
		88,402	137,997	97,836

Capital Expenditure

24440/00	Purchase Vehicles - Ascot Place	173,706	120,706	208,493
24510/01	Purchase Furniture Fittings & Equipment - Corporate Services	31,500	0	48,000
24620/00	Purchase Art Works	30,000	0	30,000
25530/01	Upgrade Security Equipment - Ascot Place	10,000	0	5,000
		245,206	120,706	291,493

Net Income/(Expenditure)

(225,679) **(97,203)** **(238,965)**

Financial Performance by Account 2018/2019

Governance and Corporate Services

Budget
2017/2018

Forecast
2017/2018

Budget
2018/2019

Monitor Stakeholder Satisfaction with Type and Quality of Services Provided

Operating Expenditure

73961/01	Conduct Biennial Stakeholder Perception Survey	0	0	25,000
		0	0	25,000

Net Income/(Expenditure)

0	0	(25,000)
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Provide Administration Services

Operating Income

59901/00	Income Administration Services	0	8,370	0
		0	8,370	0

Operating Expenditure

73901/00	Provide Administrative Service	323,362	310,673	279,181
		323,362	310,673	279,181

Net Income/(Expenditure)

(323,362)	(302,303)	(279,181)
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Provide Financial Services

Operating Income

59943/00	Income Financial Services	1,100	100	500
59945/00	Income Municipal Cash Investments	275,000	675,000	375,000
59945/02	Income Municipal Cash at Bank	125,000	18,000	25,000
		401,100	693,100	400,500

Operating Expenditure

73943/00	Provide Financial Services	811,262	579,027	562,648
73943/01	Provide Financial Services - Non GST Fees and Charges	930	1,250	1,440
93999/01	Clearing Account - Salaries Paid	0	6,750,000	0
93999/02	Clearing Account - Salaries Allocated	0	(6,750,000)	0
		812,192	580,277	564,088

Other Income

59945/01	Income Restricted Cash Investments	1,759,626	2,108,000	2,371,599
		1,759,626	2,108,000	2,371,599

Net Income/(Expenditure)

1,348,534	2,220,823	2,208,011
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Provide Human Resource Management Services

Operating Expenditure

73912/00	Provide Human Resource Management Service	507,884	440,740	467,561
73912/01	Conduct Staff Recognition Presentations	3,500	3,500	2,100
93999/99	Clearing Account - Payroll	0	0	0
		511,384	444,240	469,661

Net Income/(Expenditure)

(511,384)	(444,240)	(469,661)
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Financial Performance by Account 2018/2019

Governance and Corporate Services

Budget
2017/2018

Forecast
2017/2018

Budget
2018/2019

Provide Information and Technology Service

Operating Expenditure

66550/00	Operate and Maintain Information Technology & Communication	376,520	182,357	277,859
66560/00	Operate and Maintain Network Communications Equipment	1,454	692	1,527
66570/00	Operate and Maintain Information Technology Servers	1,454	692	1,527
73951/00	Manage Information Technology Services	478,947	416,701	365,213
73951/01	Provide Records Management Services	11,600	11,600	28,650
73952/00	Manage Application and Operating System Software	425,570	356,220	338,135
		1,295,545	968,262	1,012,911
Net Income/(Expenditure)		(1,295,545)	(968,262)	(1,012,911)

Provide Internal Audit and Compliance Services

Operating Expenditure

73906/00	Provide Compliance Services and Internal Audit	55,980	55,980	53,560
		55,980	55,980	53,560
Net Income/(Expenditure)		(55,980)	(55,980)	(53,560)

Provide Organisation Marketing and Communication Services

Operating Income

59961/00	Income Marketing and Communications	50	50	50
		50	50	50

Operating Expenditure

73961/00	Manage Marketing and Communications Services	119,808	105,193	127,153
73963/00	Prepare Annual Report	9,500	6,679	8,000
		129,308	111,872	135,153
Net Income/(Expenditure)		(129,258)	(111,822)	(135,103)

Update Maintain and Promote EMRC's Web Presence

Operating Expenditure

73953/00	Manage Telecommunications	117,812	110,812	118,870
73953/01	Support and Maintenance of EMRC Web Sites	55,000	92,000	25,000
		172,812	202,812	143,870
Net Income/(Expenditure)		(172,812)	(202,812)	(143,870)

Financial Performance by Account 2018/2019

Waste Management

Budget
2017/2018

Forecast
2017/2018

Budget
2018/2019

Manage Engineering and Waste Management Services

Operating Income

59982/00	Income Engineering / Waste Management Business Unit	150	3,762	150
		150	3,762	150

Operating Expenditure

66510/02	Operate and Maintain Office Equipment - Waste Management	5	5	5
66590/02	Operate and Maintain Miscellaneous Equipment -Waste	1,883	1,326	3,595
67610/02	Operate and Maintain Office Furniture and Fittings - Waste	578	577	575
67610/09	Operate and Maintain Office Furniture and Fittings - Hazelmere	483	149	281
71915/02	Internal Revenue Staff Leave Entitlements - Engineering and Waste	(251,910)	(128,627)	(249,823)
73917/02	Provide Staff Annual Leave - Engineering Waste Management	160,251	135,958	158,786
73918/02	Recruit Staff - Engineering / Waste Management	5,000	13,700	5,000
73921/02	Provide Staff Sick Leave - Engineering Waste Management	34,661	28,003	34,355
73922/02	Provide Staff Long Service Leave - Engineering Waste Management	4,637	16,532	5,000
73923/02	Provide Staff RDO and TIL Leave - Engineering Waste Management	0	(1,455)	0
73924/02	Provide Staff Public Holiday Leave - Engineering Waste	69,322	43,959	68,710
73982/00	Manage Engineering / Waste Management Business Unit	2,146,360	1,807,225	1,918,550
		2,171,270	1,917,352	1,945,034

Capital Expenditure

24590/03	Purchase/Replace Other Equipment - Engineering and Waste	2,000	6,550	2,000
24610/10	Purchase Office Furniture and Fittings-Hazelmere	4,000	4,000	2,000
		6,000	10,550	4,000

Net Income/(Expenditure)

(2,177,120) (1,924,140) (1,948,884)

By-Products - Red Hill Waste Management Facility

Operating Income

58857/05	Income Tip Face Steel Recycling - Red Hill Waste Management	500	7,500	500
58861/00	Income Surplus Clay	1,000	75	87
58862/00	Income Laterite	316,496	1,176,254	750,019
58863/00	Income Methane	700,000	600,000	700,000
		1,017,996	1,783,829	1,450,606

Operating Expenditure

72857/04	Manage Tip Face Steel Recycling - Red Hill Waste Management	2,828	2,305	7,500
72860/00	Market Waste Facility Products	23,927	28,394	26,730
72861/00	Manage Surplus Clay Stock Pile	13,737	7,716	5,992
72862/00	Manage Laterite	117,034	79,287	77,279
72862/02	Crush and Screen Lateritic Caprock	400,000	400,000	299,795
72863/00	Manage Methane	10,161	3,993	9,323
		567,687	521,695	426,619

Net Income/(Expenditure)

450,309 1,262,134 1,023,987

Financial Performance by Account 2018/2019

Waste Management	Budget 2017/2018	Forecast 2017/2018	Budget 2018/2019
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Collect Problematic Waste in the Region

Operating Expenditure

72866/00	Manage Household Hazardous Waste	21,488	15,064	18,289
72866/02	Dispose of Household Hazardous Waste	9,415	7,041	7,412
72866/03	Market Household Hazardous Waste Collections	2,000	1,000	2,000
		32,903	23,105	27,701

Net Income/(Expenditure)	(32,903)	(23,105)	(27,701)
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Coppin Road Transfer Station

Operating Income

58857/03	Income Coppin Road Transfer Station Operations	505,954	507,044	506,101
		505,954	507,044	506,101

Operating Expenditure

72857/03	Manage Coppin Road Transfer Station Operations	459,958	460,949	460,092
		459,958	460,949	460,092

Net Income/(Expenditure)	45,996	46,095	46,009
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Develop an Education Programme to Address Problematic Waste in the Region

Operating Expenditure

72866/01	Conduct School Battery Collection Programme	49,907	40,968	58,003
		49,907	40,968	58,003

Net Income/(Expenditure)	(49,907)	(40,968)	(58,003)
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Develop and implement an Education Programme for the Red Hill Education Centre

Operating Expenditure

68690/02	Operate and maintain miscellaneous Furniture and fittings - Edu	1,130	1,186	1,093
72873/00	Conduct Waste Education Programmes	63,150	55,211	53,404
		64,280	56,397	54,497

Capital Expenditure

24690/01	Purchase Miscellaneous Furniture and Fittings - Red Hill Education	1,000	1,000	1,000
		1,000	1,000	1,000

Net Income/(Expenditure)	(65,280)	(57,397)	(55,497)
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Develop Environmental Management System for Red Hill Waste Management Facility

Operating Expenditure

72856/00	Develop Environmental Management System - Red Hill Landfill	21,500	20,500	21,500
		21,500	20,500	21,500

Net Income/(Expenditure)	(21,500)	(20,500)	(21,500)
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Financial Performance by Account 2018/2019

Waste Management

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Greenwaste Operations - Red Hill Waste Management Facility

Operating Income

58864/00	Income Greenwaste Operations - General	1,265,421	1,010,004	1,196,801
58884/01	Income Greenwaste Waste Stream Audits	25,000	0	25,000
		1,290,421	1,010,004	1,221,801

Operating Expenditure

64395/00	Operate and Maintain Greenwaste Processing Area (Unsealed	54,526	54,028	52,783
72864/01	Manage Greenwaste Composting	155,723	181,859	248,126
72864/02	Manage Greenwaste Mulching	412,530	313,872	372,905
72884/03	Undertake Greenwaste Waste Stream Audits	50,000	0	50,000
		672,779	549,759	723,814

Capital Expenditure

24395/00	Construct Greenwaste Processing Area - Red Hill Landfill Facility	0	0	0
		0	0	0

Net Income/(Expenditure)

617,642 460,245 497,987

Identify and Coordinate Networking Opportunities

Operating Expenditure

73904/02	Attend Corporate and Award Functions and Events - Engineering	200	0	200
		200	0	200

Net Income/(Expenditure)

(200) 0 (200)

Implement Red Hill Master Plan Planning Recommendations

Capital Expenditure

24320/01	Construct Class III Leachate Pond - Red Hill Landfill Facility	600,000	150,000	530,000
24320/02	Leachate Project - Red Hill Landfill Facility	2,423,169	1,884,766	471,192
24350/01	Construct Stormwater and Siltation Ponds - Red Hill Landfill Facility	200,000	200,000	200,000
24370/00	Construct Roads / Carparks - Red Hill Landfill Facility	329,201	20,000	123,000
24370/02	Construct Access Road to Lots 8 9 10 - Red Hill Landfill Facility	475,000	0	15,000
24393/00	Construct Water Storage Dams - Red Hill Landfill Facility	150,000	0	150,000
24394/00	Construct Perimeter Fencing - Red Hill Landfill Facility	0	0	4,600
24394/04	Construct Litter Fence - Red Hill Farm	0	0	13,000
24394/05	Construct Litter Fence - Redhill Landfill Facility	50,000	20,526	29,474
24396/00	Construct Monitoring Bores - Red Hill Landfill Facility	60,000	40,000	40,000
24399/10	Air Supply lines - Waste Management Structures - Red Hill Landfill	50,000	50,000	50,000
24410/08	Purchase Plant for Leachate Project - Red Hill Landfill Facility	530,000	80,000	450,000
24420/06	Purchase Minor Plant for Leachate Project - Red Hill Landfill Facility	100,000	1,200	98,800
		4,967,370	2,446,492	2,175,066

Net Income/(Expenditure)

(4,967,370) (2,446,492) (2,175,066)

Financial Performance by Account 2018/2019

Waste Management		Budget 2017/2018	Forecast 2017/2018	Budget 2018/2019
Implement Red Hill Master Plan Recommendations (Other)				
Operating Expenditure				
73939/02	Update Red Hill Development Plan	500	500	80,500
		500	500	80,500
Net Income/(Expenditure)		(500)	(500)	(80,500)
Implement Regional Waste Education Plan				
Operating Income				
58873/01	Income Stakeholder Waste Education	467,652	435,537	445,165
		467,652	435,537	445,165
Operating Expenditure				
72873/01	Provide Stakeholder Waste Education Service	67,126	60,883	65,490
72873/02	Conduct Waste Education Research / Surveys	20,000	5,000	5,000
72873/04	Produce Regional Waste Education Marketing Materials	87,500	70,000	70,000
72873/06	Conduct Earth Carers Volunteer Program	15,157	14,348	14,783
		189,783	150,231	155,273
Net Income/(Expenditure)		277,869	285,306	289,892
Implement Waste Management Services Study Assistance Programme				
Operating Expenditure				
73914/02	Implement Engineering/Waste Management Services Study	1,000	0	1,000
73914/03	Implement Red Hill Landfill Facility Administration Staff Study	750	0	0
73914/08	Implement Red Hill Landfill Facility Operations Staff Study	500	0	0
		2,250	0	1,000
Net Income/(Expenditure)		(2,250)	0	(1,000)
Implement Waste Management Staff Training and Development				
Operating Expenditure				
73919/02	Train and Develop Staff - Engineering / Waste Management	46,623	33,482	44,302
73919/03	Train and Develop Staff - Red Hill Landfill Facility	18,094	10,980	17,814
73919/08	Train and Develop Staff - Waste Management Landfill Operations	10,542	20,161	12,051
73919/09	Train and Develop Staff - Hazelmere Operations Staff	8,090	9,103	9,923
		83,349	73,726	84,090
Net Income/(Expenditure)		(83,349)	(73,726)	(84,090)

Financial Performance by Account 2018/2019

Waste Management

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Manage Major & Minor Plant - Hazelmere

Operating Expenditure

65410/02	Operate and Maintain Plant - Hazelmere	375,328	287,389	367,962
65420/08	Operate and Maintain Miscellaneous Plant - Hazelmere	42,797	38,631	40,547
		418,125	326,020	408,509

Capital Expenditure

24410/01	Purchase / Replace Plant - Hazelmere	1,880,000	13,724	2,001,276
24420/02	Purchase / Replace Minor Plant and Equipment - Hazelmere	10,000	25,519	19,000
25410/01	Refurbish Plant - Hazelmere	70,000	10,000	35,000
		1,960,000	49,243	2,055,276

Net Income/(Expenditure)

(2,378,125) (375,263) (2,463,785)

Manage Major and Minor Plant (Red Hill Waste Disposal Facility)

Operating Income

58410/00	Income Plant	165,000	165,000	165,000
		165,000	165,000	165,000

Operating Expenditure

61410/00	Internal Revenue Plant	(2,209,219)	(2,040,613)	(2,256,207)
61430/00	Internal Revenue Vehicles - Red Hill Landfill Facility	(103,000)	(80,000)	(106,090)
65410/00	Operate and Maintain Plant - Waste Management Facilities	3,323,929	2,835,747	3,038,803
65410/01	Operate and Maintain Plant - Arrange for servicing repairs and	32,170	22,201	17,899
65410/07	Operate and Maintain Major Plant - Red Hill Leachate Project	13,341	37,051	20,910
65420/01	Operate and Maintain Minor Plant - Water Pumps	160,029	90,932	130,958
65420/02	Operate and Maintain Minor Plant - Generators	45,235	42,797	53,879
65420/03	Operate and Maintain Minor Plant - Water Tanker	3,454	3,395	3,155
65420/04	Operate and Maintain Minor Plant-Trailers-Red Hill	6,154	5,145	5,092
65420/11	Operate and Maintain Minor Plant - Red Hill Leachate Project	34,844	60,393	55,574
65420/99	Operate and Maintain Minor Plant - Misc Attachments - Red Hill	64,873	91,734	76,754
65430/00	Operate and Maintain Vehicles - Red Hill Landfill Facility	113,660	85,913	95,043
		1,485,470	1,154,695	1,135,770

Other Income

82410/00	Income Disposal of Plant - Red Hill Landfill Facility	456,000	456,000	100,000
82430/00	Income Disposal of Vehicles - Red Hill Landfill Facility	41,995	55,000	24,054
		497,995	511,000	124,054

Other Expenditure

83410/00	Disposal of Plant - Red Hill Landfill Facility	472,000	472,000	116,000
83420/00	Disposal of Minor Plant - Red Hill Landfill Facility	0	16,806	0
83430/00	Disposal of Vehicles - Red Hill Landfill Facility	29,923	43,000	9,285
		501,923	531,806	125,285

Capital Expenditure

24410/00	Purchase / Replace Plant - Red Hill Landfill Facility	3,589,497	50,000	3,910,000
24430/00	Purchase / Replace Vehicles - Red Hill Landfill Facility	69,276	72,965	40,044
25410/00	Refurbish Plant - Red Hill Landfill Facility	20,000	0	20,000
		3,678,773	122,965	3,970,044

Net Income/(Expenditure)

(5,003,171) (1,133,466) (4,942,045)

Financial Performance by Account 2018/2019

Waste Management		Budget 2017/2018	Forecast 2017/2018	Budget 2018/2019
Mathieson Road Transfer Station				
Operating Income				
58857/02	Income Mathieson Road Transfer Station Operations	383,546	387,100	382,026
		383,546	387,100	382,026
Operating Expenditure				
72857/02	Manage Mathieson Road Transfer Station Operations	348,678	351,909	347,296
		348,678	351,909	347,296
	Net Income/(Expenditure)	34,868	35,191	34,730
Mattress Project - Red Hill Waste Management Facility				
Operating Income				
58888/04	Income Mattress Project - Red Hill	794	0	0
		794	0	0
	Net Income/(Expenditure)	794	0	0
Mattress Project - Resource Recovery Park Hazelmere				
Operating Income				
58888/02	Income Mattress Project - Hazelmere	128,556	201,813	235,875
		128,556	201,813	235,875
Operating Expenditure				
72888/02	Manage Mattress Project - Hazelmere	125,691	202,912	165,165
		125,691	202,912	165,165
	Net Income/(Expenditure)	2,865	(1,099)	70,710
Operate & Maintain Site - Hazelmere				
Operating Income				
53221/00	Income - Hazelmere Site General Income	36,100	47,250	36,100
		36,100	47,250	36,100
Operating Expenditure				
62120/00	Operate and Maintain Hazelmere Site	226,517	182,931	202,031
63221/00	Operate and Maintain Hazelmere Buildings	54,564	37,335	33,963
63259/02	Operate and Maintain Other Waste Management Buildings	4,991	2,027	3,310
64392/01	Operate and Maintain Weighbridge Structure - Hazelmere	7,913	5,640	7,834
64393/01	Operate and Maintain Water Storage Dams/Tanks - Hazelmere	2,839	2,822	2,780
64394/01	Operate and Maintain Perimeter Fencing - Hazelmere	4,014	3,676	3,614
64395/02	Operate and Maintain Hardstand & Road - Hazelmere	50,709	46,385	51,982
64396/03	Operate and Maintain Monitoring Bores - Hazelmere	649	643	628
66520/09	Operate and Maintain Fire Fighting Equipment - Hazelmere	20,212	19,217	22,978
66530/09	Operate and Maintain Security System - Hazelmere	39,558	33,489	40,317
66590/09	Operate and Maintain Other Equipment - Hazelmere	10,840	9,546	10,686
		422,806	343,711	380,123
	Net Income/(Expenditure)	(386,706)	(296,461)	(344,023)

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Other Facilities - Hazelmere

Capital Expenditure

24250/05	Construct Storage Shed - Hazelmere	0	0	63,000
24395/01	Construct Hardstand and Road - Hazelmere	53,706	1,861	51,845
24520/07	Purchase Fire Fighting System/Equipment - Hazelmere	13,400	5,700	17,700
24530/10	Purchase / Replace Security System - Hazelmere	49,130	2,650	51,480
		116,236	10,211	184,025
Net Income/(Expenditure)		(116,236)	(10,211)	(184,025)

Promote Red Hill Landfill Facility Operations

Operating Income

58253/00	Income Battery Collection - Hazelmere Facility	10,000	0	0
		10,000	0	0

Operating Expenditure

63252/00	Operate and Maintain Training Centre Buildings (House) - Red Hill	10,714	7,262	10,315
63253/00	Operate and Maintain Environ. Education Centre Blds - Red Hill	24,370	18,468	23,857
63253/01	Education Centre Displays - Hazelmere Facility	8,500	0	0
66530/10	Operate and Maintain Security System Education / Training Centre	500	500	500
68690/01	Operate and Maintain Misc Furn and Fittings - Educ / Trng Centre	107	40	107
72851/03	Support EMRC Community Grants Program	15,783	1,923	15,791
72871/00	Provide Site Tours - Red Hill Landfill Facility	15,964	11,483	12,474
		75,938	39,676	63,044

Capital Expenditure

25253/00	Refurbish Environmental Education Centre - Redhill Landfill Facility	2,000	1,000	2,000
		2,000	1,000	2,000

Net Income/(Expenditure)		(67,938)	(40,676)	(65,044)
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Provide Environmental Consulting Services to External Organisations

Operating Income

58712/03	Income Waste Mngmt Environ. Cons. - Other Clients	5,000	5,000	5,000
58712/04	Income Waste Management Environmental Consulting - Member	20,000	2,976	20,000
		25,000	7,976	25,000

Operating Expenditure

72712/03	Provide Waste Management Consulting Services - Contaminated	143,218	11,994	11,359
		143,218	11,994	11,359

Net Income/(Expenditure)		(118,218)	(4,018)	13,641
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Financial Performance by Account 2018/2019

Waste Management		Budget 2017/2018	Forecast 2017/2018	Budget 2018/2019
Provide Waste Disposal Service (Class IV) - Red Hill Waste Management				
Operating Income				
53330/00	Income Class IV Cells - Red Hill Landfill Facility	52,176	189,730	739,974
		52,176	189,730	739,974
Operating Expenditure				
64330/01	Operate and Maintain Class IV Cells - Receive and Compact Waste	775	1,180	1,736
64330/02	Operate and Maintain Class IV Cells - Suppress Dust	1,518	1,856	1,614
64330/03	Operate and Maintain Class IV Cells - Maintain Liner / Sand Filter	500	500	100,000
64330/04	Operate and Maintain Class IV Cells - Manage Traffic and Maintain	1,393	934	418
64330/05	Operate and Maintain Class IV Cells - Supply and Maintain	1,351	716	766
64330/06	Operate and Maintain Class IV Cells - Sample / Test Materials /	20,000	0	20,000
64330/07	Operate and Maintain Class IV Cell Drainage System - Red Hill	61,159	47,236	50,703
64330/08	Operate and Maintain Class IV Cells - Cell Usage (Airspace)	19,942	72,514	450,340
64330/10	Rehabilitate Class IV Cells - Red Hill Landfill Facility	20,300	1,000	20,000
64330/11	Operate and Maintain Class IV Cell - Leachate Removal - Red Hill	750,000	0	400,000
		876,938	125,936	1,045,577
Capital Expenditure				
24330/04	Design and Construct Class IV Cell Stage 2 - Red Hill Landfill	500,000	0	500,000
		500,000	0	500,000
Net Income/(Expenditure)		(1,324,762)	63,794	(805,603)

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Waste Management

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Provide Waste Disposal Service (Red Hill Waste Disposal Facility)

Operating Income

58581/01	Income Workers Compensation Reimbursement - Red Hill Landfill	0	2,500	0
58851/00	Income Red Hill Landfill Administration	4,500	2,561	3,000
58857/00	Income Waste Transfer Station Operations - Red Hill Landfill	2,023,490	1,808,980	1,947,756
		2,027,990	1,814,041	1,950,756

Operating Expenditure

62150/00	Operate and Maintain Waste Management Land - Redhill Landfill	44,057	58,372	65,119
62150/03	Operate and Maintain Waste Management Land - Lot 501 (Lot 81 Hills Spine Road Realignment	2,500	2,430	2,500
62150/05		15,000	0	5,000
62150/06	Operate and Maintain Waste Management Land - Lots 8 9 and 10	5,600	2,000	3,500
62151/00	Operate and Maintain Waste Management Land - Red Hill Farm	18,347	17,786	18,506
63251/00	Operate and Maintain Administration Buildings - Red Hill Landfill	43,214	44,972	45,354
63259/00	Operate and Maintain Other Waste Management Buildings Red Hill	42,562	39,100	60,740
64320/01	Operate and Maintain Class III Leachate Ponds - Red Hill Landfill	174,162	104,009	125,609
64320/02	Operate and Maintain Leachate Project - Red Hill Landfill Facility	307,323	69,257	572,266
64340/01	Operate and Maintain Class IV Leachate Ponds - Red Hill Landfill	10,950	10,873	11,720
64350/00	Operate and Maintain Siltation Ponds - Red Hill Landfill Facility	110,327	90,063	113,048
64360/00	Operate and Maintain Nutrient Stripping Ponds - Red Hill Landfill	10,900	1,933	10,918
64370/00	Operate and Maintain Roads / Car Parks - Red Hill Landfill Facility	110,138	85,397	90,283
64380/00	Operate and Maintain Stormwater System - Red Hill Landfill Facility	80,642	55,202	91,026
64391/00	Operate and Maintain Waste Transfer Station Buildings - Red Hill	3,675	4,014	3,797
64392/00	Operate and Maintain Weighbridge Structure - Red Hill	30,817	28,801	27,777
64393/00	Operate and Maintain Water Storage Dams - Red Hill Landfill	3,100	1,600	1,500
64394/00	Operate and Maintain Perimeter Fencing - Red Hill Landfill Facility	45,992	33,259	35,121
64394/03	Operate and Maintain Perimeter Fencing - Lot 501 (81North)	1,273	1,266	1,248
64394/04	Operate and Maintain Perimeter Fencing - Red Hill Farm	8,835	9,279	8,586
64394/05	Operate and Maintain Perimeter Fencing - Lots 8 9 and 10 - Red	1,500	750	1,000
64396/00	Operate and Maintain Monitoring Bores - Red Hill Landfill Facility	21,002	22,128	76,644
64396/01	Operate and Maintain Monitoring Bores - Red Hill Farm	3,500	0	1,000
64398/00	Operate and Maintain Miscellaneous Waste Management Structures	47,049	42,499	72,627
66510/08	Operate and Maintain Office Equipment - Redhill Landfill Facility	3,374	1,423	2,472
66520/08	Operate and Maintain Fire Fighting Equipment - Red Hill Landfill	10,100	7,300	8,300
66530/08	Operate and Maintain Security System - Red Hill Waste	72,682	69,660	77,894
66590/08	Operate and Maintain Other Equipment - Red Hill Landfill Facility	62,276	15,858	25,175
67610/08	Operate and Maintain Office Furniture and Fittings - Red Hill Landfill	1,555	1,259	1,157
71915/03	Internal Revenue Staff Leave Entitlements - Red Hill Landfill	(82,040)	0	(73,414)
71916/00	Internal Revenue Red Hill Operations Staff On Costs	(789,992)	(802,398)	(826,416)
72851/00	Manage and Administer Red Hill Landfill Facility	2,074,586	1,812,713	1,784,377
72851/01	Market Waste Facilities	1,659	0	0
72851/02	Manage Red Hill Landfill Facility Safety Requirements	3,100	2,600	3,100
72857/00	Manage Waste Transfer Station Operations - Red Hill Landfill	998,015	845,320	939,681
72858/00	Manage Weighbridge Operations - Red Hill Landfill Facility	283,177	188,884	264,040
73916/00	Manage Red Hill Landfill Operations Staff On Costs	199,953	181,928	209,343
73917/03	Provide Staff Annual Leave - Red Hill Landfill Facility Administration	29,453	21,521	29,747
73917/08	Provide Staff Annual Leave - Waste Management Landfill	121,200	131,274	138,016
73918/03	Recruit Staff - Red Hill Landfill	4,000	2,500	4,000
73921/03	Provide Staff Sick Leave - Red Hill Landfill Facility Administration	6,267	5,681	6,329
73921/08	Provide Staff Sick Leave - Waste Management Landfill Operations	25,038	28,797	28,620
73922/08	Provide Staff Long Service Leave - Waste Management Landfill	7,878	25,335	8,000
73923/03	Provide Staff RDO and TIL Leave - Red Hill Landfill Facility	0	355	0
73923/08	Provide Staff RDO and TIL Leave - Waste Management Landfill	0	3,403	0
73924/03	Provide Staff Public Holiday Leave - Red Hill Landfill Facility	12,533	8,499	12,658
73924/08	Provide Staff Public Holiday Leave - Waste Management Landfill	50,075	35,379	57,241
73925/08	Provide Staff Workers' Compensation - Waste Management Landfill	0	1,981	0
73936/00	Manage Workshop Operations	11,605	11,305	11,764
73939/01	Undertake Geotechnical and Materials Investigations	2,000	2,000	2,000
		4,250,959	3,327,567	4,158,973

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Provide Waste Disposal Service (Red Hill Waste Disposal Facility)

Other Expenditure

83390/00	Disposal of Infrastructure - Red Hill Landfill Facility	0	0	0
		0	0	0

Capital Expenditure

24250/01	Construct Waste Management Facility Buildings - Red Hill Landfill	25,000	25,000	30,000
24259/14	Upgrade Power Supply to Transfer Station - Red Hill Landfill Facility	0	0	40,000
24259/15	Upgrade Power Supply to Workshop No 2 - Red Hill Landfill Facility	0	0	40,000
24380/00	Construct Drainage Diversion and Earthworks Infrastructures - Red	420,000	200,000	200,000
24399/04	Washdown bay Upgrade - Red Hill Landfill Facility	20,000	20,000	0
24399/05	Truck Washdown Bay for Member Councils - Red Hill Landfill	30,000	0	0
24420/00	Purchase / Replace Minor Plant and Equipment-Red Hill Landfill	190,000	68,464	382,000
24510/08	Purchase / Replace Office Equipment - Red Hill Landfill Facility	4,000	0	4,000
24530/08	Purchase / Replace Security System - Red Hill Waste Management	83,000	13,000	103,000
24590/00	Purchase / Replace Other Equipment - Red Hill Landfill Facility	424,000	16,130	93,870
24590/02	Purchase / Replace Miscellaneous Equipment - Hazelmere	2,500	2,500	2,500
24610/08	Purchase / Replace Office Furniture and Fittings - Red Hill Landfill	3,000	0	3,000
		1,201,500	345,094	898,370

Net Income/(Expenditure)

(3,424,469) **(1,858,620)** **(3,106,588)**

Provide Waste Disposal Services (Class III) - Red Hill Waste Management

Operating Income

53310/00	Income Class III Cells - Red Hill Landfill Facility	26,190,704	20,018,512	25,141,389
53310/01	Income Tyre Recovery Charge Class III Cells - Red Hill Landfill	7,500	7,500	7,500
		26,198,204	20,026,012	25,148,889

Operating Expenditure

64310/01	Operate and Maintain Class III Cells - Receive and Compact Waste	1,021,306	917,380	979,472
64310/02	Operate and Maintain Class III Cells - Suppress Dust	125,415	101,525	103,315
64310/03	Operate and Maintain Class III Cells - Manage Litter	143,784	128,212	168,420
64310/04	Operate and Maintain Class III Cells - Manage Traffic and Maintain	82,459	90,317	185,789
64310/05	Operate and Maintain Class III Cells - Supply and Maintain	638,945	562,950	562,877
64310/06	Operate and Maintain Class III Cells - Sample/Test Materials/Waste	790	4,000	2,182
64310/07	Operate and Maintain Class III Cell Drainage System - Red Hill	123,737	92,794	95,516
64310/08	Operate and Maintain Class III Cells - Cell Usage (Airspace)	13,058,702	10,039,138	13,318,643
64310/09	Operate and Maintain Class III Cells - Maintain Liner	80,942	50,775	44,052
64310/10	Rehabilitate Class III Cells - Red Hill Landfill Facility	471,800	308,584	315,423
		15,747,880	12,295,675	15,775,689

Capital Expenditure

24310/13	Construct Class III Landfill Cell Farm Stage 3 - Red Hill Landfill	3,765,204	100,204	750,000
24310/18	Construct Class III Cell Stage 15B - Red Hill Landfill Facility	1,611,222	100,000	1,511,222
		5,376,426	200,204	2,261,222

Net Income/(Expenditure)

5,073,898 **7,530,132** **7,111,978**

Financial Performance by Account 2018/2019

Waste Management

Budget
2017/2018

Forecast
2017/2018

Budget
2018/2019

Provide Waste Disposal Services (Class V) - Red Hill Waste Management

Operating Income

53330/01	Income Encapsulate Class V Material in Concrete - Red Hill Landfill	0	0	1,281,487
		0	0	1,281,487

Operating Expenditure

64330/20	Encapsulate Class V Material in Concrete - Red Hill Landfill Facility	0	0	1,011,840
		0	0	1,011,840

Net Income/(Expenditure)

0	0	269,647
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Provide Waste Disposal Services (Liquid Waste) - Red Hill Waste Management

Operating Income

53330/02	Income Class Liquid Waste - Red Hill Landfill Facility	0	0	562,500
		0	0	562,500

Operating Expenditure

64330/30	Operate and Maintain Liquid Waste Facility - Red Hill Waste	0	0	376,265
		0	0	376,265

Capital Expenditure

24399/16	Liquid Waste Structure - Red Hill Landfill Facility	0	0	850,000
		0	0	850,000

Net Income/(Expenditure)

0	0	(663,765)
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Satisfy Red Hill Legislative Environmental Requirements

Operating Expenditure

72853/00	Monitor Environmental Impacts - Red Hill Water Monitoring	237,797	139,800	258,500
72854/00	Monitor Environmental Impacts - Red Hill Groundwater Remediation	134,321	11,165	0
72859/00	Monitor Environmental Impacts - Red Hill Landfill Other	82,518	110,500	65,500
72859/02	Monitor Environmental Impacts - Red Hill & Hazelmere	5,500	5,000	15,500
72859/06	Monitor Environmental Impacts - Red Hill Odour Monitoring	20,000	2,000	2,000
72859/07	Monitor Environmental Impacts - Hazelmere Occupational Dust	5,000	5,000	5,000
72859/08	Monitor Environmental Impacts - Hazelmere Water Monitoring	11,050	20,060	19,500
72859/09	Monitor Environmental Impacts - Hazelmere Ambient Dust	10,000	10,000	10,000
72859/11	Monitor Environmental Impacts - Environmental Offsets	10,000	61,237	30,000
72859/12	Monitor Environmental Impacts - Hazelmere Fines Sampling	0	13,000	12,000
		516,186	377,762	418,000

Net Income/(Expenditure)

(516,186)	(377,762)	(418,000)
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Undertake Waste Management Research and Development

Operating Expenditure

73918/10	Recruit Staff - Hazelmere	150	200	500
73932/00	Undertake Engineering / Waste Management Research and	10,000	10,000	10,000
		10,150	10,200	10,500

Net Income/(Expenditure)

(10,150)	(10,200)	(10,500)
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Financial Performance by Account 2018/2019

Waste Management		Budget 2017/2018	Forecast 2017/2018	Budget 2018/2019
Woodwaste Project - Resource Recovery Park Hazelmere				
Operating Income				
58888/01	Income Woodwaste Project	1,939,000	1,404,987	1,673,968
58888/05	Income Woodwaste Project (broiler growers guarantee fee) -	30,000	35,768	15,000
		1,969,000	1,440,755	1,688,968
Operating Expenditure				
72888/01	Manage Woodwaste Project - Hazelmere	1,736,654	1,485,309	1,786,910
72888/05	Woodwaste Project - Hazelmere (broiler growers guarantee fee)	30,000	35,768	15,000
		1,766,654	1,521,077	1,801,910
Capital Expenditure				
24399/09	Construct Storage Bunkers for Wood Fines (QA process) -	0	0	500,000
		0	0	500,000
Net Income/(Expenditure)		202,346	(80,322)	(612,942)

Financial Performance by Account 2018/2019

Environmental Services		Budget 2017/2018	Forecast 2017/2018	Budget 2018/2019
20 Million Trees Program				
Operating Income				
58721/12	Income 20 Million Trees Program	5,300	5,300	0
		5,300	5,300	0
Operating Expenditure				
72721/30	Implement 20 Million Trees Program (EMRC)	22,240	29,698	0
		22,240	29,698	0
Net Income/(Expenditure)		(16,940)	(24,398)	0
Bush Skills for Youth				
Operating Income				
58721/14	Income Community Bushskills for Youth	0	3,155	21,000
		0	3,155	21,000
Operating Expenditure				
73984/09	Environmental Services - Bushskills for our Youth	0	2,579	21,031
		0	2,579	21,031
Net Income/(Expenditure)		0	576	(31)
Community Capability Project				
Operating Income				
58721/13	Income Community Capability Project	100,000	100,000	59,000
		100,000	100,000	59,000
Operating Expenditure				
72721/34	Community Capability Project (EHCM)	94,530	92,516	46,440
		94,530	92,516	46,440
Net Income/(Expenditure)		5,470	7,484	12,560
Enhancing Biodiversity and Protecting Water Quality in Perth's Eastern Reg.				
Operating Income				
58721/15	Income Enhancing Biodiversity SALP Project	0	3,039	0
58721/16	Income Farm Dams Project	0	50,000	42,926
		0	53,039	42,926
Operating Expenditure				
72721/35	Implement Enhancing Biodiversity SALP Project	0	1,225	2,909
72721/36	Farm Dams Project	0	42,000	50,926
		0	43,225	53,835
Net Income/(Expenditure)		0	9,814	(10,909)

Financial Performance by Account 2018/2019

Environmental Services

Budget
2017/2018

Forecast
2017/2018

Budget
2018/2019

Healthy Wildlife Project

Operating Income

58721/11	Income Healthy Wildlife Project	101,875	38,006	0
		101,875	38,006	0

Operating Expenditure

72721/27	Implement Healthy Wildlife Project	106,976	64,755	0
		106,976	64,755	0

Net Income/(Expenditure)

(5,101)	(26,749)	0
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Implement Cities For Climate Protection (CCP) Programme

Operating Income

58725/00	Income Achieving Carbon Emissions Reduction (ACER)	35,651	49,811	40,238
		35,651	49,811	40,238

Operating Expenditure

72725/00	Achieving Carbon Emissions Reduction (ACER)	56,393	44,746	139,250
72725/01	EMRC - Achieving Carbon Emissions Reduction EMRC (ACER)	2,500	13,245	2,500
		58,893	57,991	141,750

Net Income/(Expenditure)

(23,242)	(8,180)	(101,512)
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Implement Eastern Hills Catchment Management Action Project

Operating Income

58721/00	Income Eastern Hills Catchment Management (EHCM)	106,080	106,080	109,263
		106,080	106,080	109,263

Operating Expenditure

72721/00	Implement Eastern Hills Catchment Management Project - EHCM	41,338	41,143	44,267
72721/06	Implement Eastern Hills Catchment Management Project - NRM	68,777	65,277	70,760
72721/10	Implement Eastern Hills Catchment Management Project - NRM	61,716	58,089	62,257
72721/28	Water Quality Monitoring - Lower Industrial Catchments lower	0	647	0
		171,831	165,156	177,284

Net Income/(Expenditure)

(65,751)	(59,076)	(68,021)
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Implement Eastern Hills Catchment Management Project - NRM Coordinator

Operating Income

58721/10	Income Implement Eastern Region Catchment Management Project	105,000	105,000	105,000
		105,000	105,000	105,000

Operating Expenditure

72721/07	Implement Eastern Region Catchment Management Project - NRM	98,368	101,299	87,330
		98,368	101,299	87,330

Net Income/(Expenditure)

6,632	3,701	17,670
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Financial Performance by Account 2018/2019

Environmental Services		Budget 2017/2018	Forecast 2017/2018	Budget 2018/2019
Implement Environmental Services Staff Training and Development				
Operating Expenditure				
73919/05	Train and Develop Staff - Environmental Services	26,204	18,121	23,240
		26,204	18,121	23,240
Net Income/(Expenditure)		(26,204)	(18,121)	(23,240)
Implement Environmental Services Study Assistance Programme				
Operating Expenditure				
73914/05	Implement Environmental Services Staff Study Assistance	0	0	1,000
		0	0	1,000
Net Income/(Expenditure)		0	0	(1,000)
Implement Future Proofing Climate Change Adaptation Project				
Operating Income				
58725/02	Income Future Proofing Climate Change Adaptation Project	31,828	27,914	28,751
		31,828	27,914	28,751
Operating Expenditure				
72725/07	Implement Future Proofing Climate Change Adaptation Project	38,815	28,398	27,835
		38,815	28,398	27,835
Net Income/(Expenditure)		(6,987)	(484)	916
Implement Steaming to Success				
Operating Income				
58721/09	Implement Steaming to Success	6,000	6,000	6,000
		6,000	6,000	6,000
Operating Expenditure				
72721/29	Implement Steaming to Success	9,404	15,675	18,912
		9,404	15,675	18,912
Net Income/(Expenditure)		(3,404)	(9,675)	(12,912)
Implement Swan and Helena River Management Framework				
Operating Income				
58799/02	Income Flood Risk Project	130,000	130,000	0
		130,000	130,000	0
Operating Expenditure				
72799/03	Implement Swan and Helena River Management Framework	258,687	241,327	116,414
		258,687	241,327	116,414
Net Income/(Expenditure)		(128,687)	(111,327)	(116,414)

Financial Performance by Account 2018/2019

Environmental Services

Budget
2017/2018

Forecast
2017/2018

Budget
2018/2019

Implement Water Campaign Programme

Operating Income

58739/05	Income Regional Water Quality & Conservation Program	75,977	75,977	78,256
		75,977	75,977	78,256

Operating Expenditure

72739/05	Undertake Regional Water Quality & Conservation Program	97,553	58,248	71,865
		97,553	58,248	71,865

Net Income/(Expenditure)

(21,576) **17,729** **6,391**

Manage and Deliver Environmental Services

Operating Income

58984/00	Income Environmental Services Business Unit	0	62	0
		0	62	0

Operating Expenditure

66510/05	Operate and Maintain Office Equipment - Environmental Services	47	46	45
66590/06	Operate and Maintain Miscellaneous Equipment - Environmental	1,484	1,470	1,436
67610/05	Operate and Maintain Office Furniture and Fittings - Environmental	600	300	300
71915/05	Internal Revenue Staff Leave Entitlements - Environmental Services	(98,610)	(72,844)	0
73917/05	Provide Staff Annual Leave - Environmental Services	61,165	47,138	51,726
73918/05	Recruit Staff - Environmental Services	1,000	1,000	1,000
73921/05	Provide Staff Sick Leave - Environmental Services	12,663	10,194	10,412
73922/05	Provide Staff Long Service Leave - Environmental Services	6,753	6,753	6,956
73923/05	Provide Staff RDO and TIL Leave - Environmental Services	0	(530)	0
73924/05	Provide Staff Public Holiday Leave - Environmental Services	25,325	11,982	20,824
73984/00	Manage Environmental Services Business Unit	799,235	642,274	562,336
73984/10	Environmental Services Research & Development	21,500	21,500	21,500
		831,162	669,283	676,535

Capital Expenditure

24590/05	Purchase Other Equipment - Environmental Services	0	770	0
		0	770	0

Net Income/(Expenditure)

(831,162) **(669,991)** **(676,535)**

Provide Environmental Consulting Service to member Councils

Operating Income

58711/01	Income Environmental Services Future Projects	28,775	0	0
		28,775	0	0

Operating Expenditure

73984/01	Undertake Environmental Services Future Projects	40,847	19,971	25,765
		40,847	19,971	25,765

Net Income/(Expenditure)

(12,072) **(19,971)** **(25,765)**

Financial Performance by Account 2018/2019

Regional Development	Budget 2017/2018	Forecast 2017/2018	Budget 2018/2019
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Develop Advocacy and Lobbying Protocol

Operating Expenditure

73966/02	Implement Regional Advocacy Strategy	180,350	168,641	179,115
		180,350	168,641	179,115

Net Income/(Expenditure)

(180,350)	(168,641)	(179,115)
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Facilitate Regional Youth Strategies

Operating Expenditure

72762/00	Develop Youth Education Projects	10,800	8,800	8,800
		10,800	8,800	8,800

Net Income/(Expenditure)

(10,800)	(8,800)	(8,800)
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Implement Perth's Eastern Autumn Festival Regional Publicity Campaign

Operating Income

58802/01	Income Perth's Autumn Festival	25,000	20,000	20,000
		25,000	20,000	20,000

Operating Expenditure

72802/01	Perth's Autumn Festival	51,953	36,634	56,988
		51,953	36,634	56,988

Net Income/(Expenditure)

(26,953)	(16,634)	(36,988)
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Implement Regional Development Services Study Assistance Programme

Operating Expenditure

73914/04	Implement Regional Development Staff Study Assistance	1,000	0	1,000
		1,000	0	1,000

Net Income/(Expenditure)

(1,000)	0	(1,000)
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Implement Regional Development Staff Training and Development

Operating Expenditure

73919/04	Train and Develop Staff - Regional Development	10,219	5,544	9,680
		10,219	5,544	9,680

Net Income/(Expenditure)

(10,219)	(5,544)	(9,680)
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Financial Performance by Account 2018/2019

Regional Development

Budget
2017/2018

Forecast
2017/2018

Budget
2018/2019

Implement Regional Integrated Transport Strategy

Operating Income

58787/05	Income Regional Integrated Transport Strategy	68,958	68,958	71,026
		68,958	68,958	71,026

Operating Expenditure

72787/01	Implement Regional Integrated Transport Strategy	142,093	62,440	150,439
72787/03	Co-ordinate Regional Recreation Cycling	10,000	10,000	5,000
		152,093	72,440	155,439

Net Income/(Expenditure)

(83,135) **(3,482)** **(84,413)**

Investigate and Develop Industry Capability and Clustering Project

Operating Income

58983/00	Income Regional Development Business Unit	48,801	48,801	50,265
58983/02	Income Smart Cities Program	35,000	40,000	0
		83,801	88,801	50,265

Operating Expenditure

72782/01	Implement Regional Economic Development Projects	127,400	90,080	90,713
72782/02	Implement Smart Cities Program	40,000	40,000	0
		167,400	130,080	90,713

Net Income/(Expenditure)

(83,599) **(41,279)** **(40,448)**

Manage and Deliver Regional Development Service

Operating Expenditure

67610/04	Operate and Maintain Furniture and Fittings - Regional	83	83	81
71915/04	Internal Revenue Staff Leave Entitlements - Regional Development	(41,458)	(34,309)	(39,935)
72799/02	Provide Regional Economic Profile Information	30,000	30,000	32,000
73917/04	Provide Staff Annual Leave - Regional Development	23,508	29,693	22,559
73918/04	Recruit Staff - Regional Development	1,000	500	500
73921/04	Provide Staff Sick Leave - Regional Development	5,385	3,447	5,187
73922/04	Provide Staff Long Service Leave - Regional Development	1,756	1,756	1,809
73924/04	Provide Staff Public Holiday Leave - Regional Development	10,770	5,772	10,374
73983/00	Manage Regional Development Business Unit	660,205	556,059	549,005
73983/03	Support Regional Development Grant/Sponsorship Opportunities	20,000	15,000	15,000
73983/04	Regional Development Research and Development - Transport	0	0	30,000
73983/05	Regional Development Research and Development -	32,500	2,500	0
		743,749	610,501	626,580

Net Income/(Expenditure)

(743,749) **(610,501)** **(626,580)**

Financial Performance by Account 2018/2019

Regional Development	Budget 2017/2018	Forecast 2017/2018	Budget 2018/2019
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Support Avon Descent Community Days

Operating Income

58829/01	Income Avon Descent	165,500	165,500	165,500
		165,500	165,500	165,500

Operating Expenditure

72829/01	Support Avon Descent	183,959	179,074	188,570
		183,959	179,074	188,570

Net Income/(Expenditure)

(18,459)	(13,574)	(23,070)
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Tourism Events

Operating Income

58983/01	Income Regional Events	25,526	25,526	26,290
		25,526	25,526	26,290

Operating Expenditure

72818/02	Manage Perth Tourism Website	5,000	3,000	3,000
		5,000	3,000	3,000

Net Income/(Expenditure)

20,526	22,526	23,290
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Financial Performance by Account 2018/2019

Risk Management		Budget 2017/2018	Forecast 2017/2018	Budget 2018/2019
Manage and Deliver Regional Risk Management Service				
Operating Expenditure				
66510/06	Operate and Maintain Office Equipment - Risk Management	93	92	90
71985/00	Internal Revenue Risk Management Service Business Unit	(76,050)	(40,600)	0
73917/06	Provide Staff Annual Leave - Risk Management	0	0	0
73922/06	Provide Staff Long Service Leave - Risk Management Services	0	0	0
73985/00	Manage Risk Management Services Business Unit	64,872	41,376	0
		(11,085)	868	90
Net Income/(Expenditure)		11,085	(868)	(90)

Financial Performance by Account 2018/2019

Resource Recovery		Budget 2017/2018	Forecast 2017/2018	Budget 2018/2019
C & I Project - Resource Recovery Park Hazelmere				
Other Income				
58986/05	Income Hazelmere C & I Project	1,692,414	606,000	1,246,920
		1,692,414	606,000	1,246,920
Other Expenditure				
63259/05	Operate and Maintain C & I Building	44,611	17,821	18,289
65410/05	Operate and Maintain C & I Building - Plant and Equipment	88,339	81,526	88,438
72986/03	Manage C & I Plant	1,532,595	1,072,256	1,784,737
		1,665,545	1,171,603	1,891,464
Capital Expenditure				
24410/04	Purchase Resource Recovery Park C & I Building - Plant &	0	0	500,000
		0	0	500,000
Net Income/(Expenditure)		26,869	(565,603)	(1,144,544)
Develop Resource Recovery Products				
Other Expenditure				
72888/00	Market Resource Recovery Products	15,000	6,900	15,000
		15,000	6,900	15,000
Net Income/(Expenditure)		(15,000)	(6,900)	(15,000)
Hazelmere Resource Recovery Park - Community Waste Transfer Station				
Capital Expenditure				
24259/06	Construct and Commission Resource Recovery Park - Community	110,000	0	0
		110,000	0	0
Net Income/(Expenditure)		(110,000)	0	0
Identify and Coordinate Networking Opportunities				
Other Expenditure				
73904/07	Attend Corporate and Award Functions and Events - Resource	250	250	250
		250	250	250
Net Income/(Expenditure)		(250)	(250)	(250)

Financial Performance by Account 2018/2019

Resource Recovery	Budget 2017/2018	Forecast 2017/2018	Budget 2018/2019
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Implement Resource Recovery Project Plan

Other Expenditure

72882/03	Conduct Resource Recovery Community Consultation	26,000	20,000	26,000
72889/01	Prepare Project Management Plan and Schedule (Task 1)	5,000	0	0
72889/04	Undertake EMRC Participant Consultation (Task 4)	2,000	0	0
72889/07	Develop Financial Models (Task 7)	7,500	0	0
72889/09	Prepare Business Plan and Participating Members Agreement (Task 9)	27,500	0	0
72889/10	Review Waste Collection Systems (Task 10)	5,000	0	5,000
72889/15	Seek Environmental Approvals (Task 15)	10,000	4,000	10,000
72889/17	Prepare Tender Documents (Task 17)	0	71,842	0
72889/18	Seek Tenders (Task 18)	0	4,070	0
72889/19	Evaluate Tenders (Task 19)	35,000	7,325	0
72889/20	Prepare and Negotiate Contract (Task 20)	89,000	82,200	12,000
72889/22	Prepare Project Progress Reports (Task 22)	2,500	0	2,500
72889/23	Conduct Project Advisory Group Meetings (Task 23)	3,500	3,500	3,500
		213,000	192,937	59,000
Net Income/(Expenditure)		(213,000)	(192,937)	(59,000)

Implement Resource Recovery Project Study Assistance Programme

Other Expenditure

73914/07	Implement Resource Recovery Staff Study Assistance Programme	500	0	0
		500	0	0
Net Income/(Expenditure)		(500)	0	0

Implement Resource Recovery Staff Training and Development

Other Expenditure

73919/07	Train and Develop Staff - Resource Recovery	13,773	11,273	15,812
		13,773	11,273	15,812
Net Income/(Expenditure)		(13,773)	(11,273)	(15,812)

Financial Performance by Account 2018/2019

Resource Recovery	Budget 2017/2018	Forecast 2017/2018	Budget 2018/2019
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Manage Resource Recovery Project

Other Income

58986/00	Income Resource Recovery Project	4,810,170	8,790,499	4,833,272
		4,810,170	8,790,499	4,833,272

Other Expenditure

64399/00	Operate and Maintain Resource Recovery Park - Hazelmere	0	0	51,742
65420/09	Operate and Maintain Minor Plant/Equipment - Resource Recovery	22	22	21
66510/07	Operate and Maintain Office Equipment - Resource Recovery	600	0	600
66590/07	Operate and Maintain Miscellaneous Equipment - Resource	1,086	1,363	1,408
67610/07	Operate and Maintain Office Furniture and Fittings - Resource	143	209	139
71915/07	Internal Revenue Staff Leave Entitlements - Resource Recovery	(77,911)	(78,511)	(110,629)
72884/00	Evaluate Resource Recovery Park Options	24,000	6,000	24,000
72884/01	Undertake Waste Stream Audits	24,000	0	55,000
72986/00	Manage Resource Recovery Project	521,401	482,384	473,286
73917/07	Provide Staff Annual Leave - Resource Recovery	34,010	34,010	63,114
73918/07	Recruit Staff - Resource Recovery	2,000	1,000	2,000
73921/07	Provide Staff Sick Leave - Resource Recovery	7,104	7,104	13,347
73922/07	Provide Staff Long Service Leave - Resource Recovery	562	562	579
73923/07	Provide Staff RDO and TIL Leave - Resource Recovery	0	0	0
73924/07	Provide Staff Public Holiday Leave - Resource Recovery	14,208	14,208	26,695
		551,225	468,351	601,302

Capital Expenditure

24590/07	Purchase Other Equipment - Resource Recovery	2,000	2,000	2,000
		2,000	2,000	2,000

Net Income/(Expenditure)

4,256,945	8,320,148	4,229,970
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MRF - Resource Recovery Park Hazelmere

Other Expenditure

63259/06	Operate and Maintain MRF Building	750	0	300
		750	0	300

Capital Expenditure

24259/09	Construct and Commission Resource Recovery Park - MRF	35,000	5,000	10,000
		35,000	5,000	10,000

Net Income/(Expenditure)

(35,750)	(5,000)	(10,300)
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Financial Performance by Account 2018/2019

Resource Recovery	Budget 2017/2018	Forecast 2017/2018	Budget 2018/2019
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Other Facilities - Resource Recovery Park Hazelmere

Other Expenditure

64398/01	Operate and Maintain Infrastructure - Resource Recovery Park	137,592	0	121,929
		137,592	0	121,929

Capital Expenditure

24259/07	Construct and Commission Resource Recovery Park -	330,000	0	0
24259/08	Construct and Commission Resource Recovery Park - Community	500,000	0	0
24259/12	Construct and Commission Resource Recovery Park - Weighbridge	70,000	0	70,000
24259/13	Construct and Commission Resource Recovery Park - Site	250,000	0	0
24392/02	Construct and Commission Resource Recovery Park -	225,000	0	225,000
24399/01	Construct and Commission Resource Recovery Park - Site	3,000,000	350,000	2,650,000
24399/07	Construct Resource Recovery Park - Reuse Store Infrastructure	250,000	0	0
		4,625,000	350,000	2,945,000

Net Income/(Expenditure)

(4,762,592)	(350,000)	(3,066,929)
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Promote Awareness of Resource Recovery Project

Other Expenditure

72882/01	Implement Resource Recovery Education Programme	2,200	0	0
72882/02	Market Resource Recovery Education Programme	9,500	0	0
		11,700	0	0

Net Income/(Expenditure)

(11,700)	0	0
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Resource Recovery Facility - Red Hill Waste Management Facility

Other Expenditure

63259/04	Operate and Maintain Resource Recovery Facility - Building	8,300	0	0
72884/02	Undertake Resource Recovery Project Study Tour	14,000	459	14,000
		22,300	459	14,000

Net Income/(Expenditure)

(22,300)	(459)	(14,000)
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Support Waste Management Community Reference Group (WMCRG)

Other Expenditure

72883/01	Support Waste Management Community Reference Group	7,600	3,225	7,600
		7,600	3,225	7,600

Net Income/(Expenditure)

(7,600)	(3,225)	(7,600)
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Financial Performance by Account 2018/2019

Resource Recovery		Budget 2017/2018	Forecast 2017/2018	Budget 2018/2019
Woodwaste to Energy Project - Resource Recovery Park Hazelmere				
Other Income				
58986/02	Income Hazelmere Wood Waste to Energy Project	874,477	0	775,692
		874,477	0	775,692
Other Expenditure				
63259/03	Operate and Maintain Hazelmere Wood Waste to Energy - Building	0	0	14,207
65410/03	Operate and Maintain Hazelmere Wood Waste to Energy - Plant	46,889	0	154,570
72859/10	Monitor Environmental Impacts - Hazelmere Wood Waste to Energy	23,100	0	75,858
72986/01	Manage Hazelmere Wood Waste to Energy Project	1,402,152	29,046	1,413,371
		1,472,141	29,046	1,658,006
Capital Expenditure				
24399/11	Wood Waste to Energy Utilities/Infrastructure - Resource Recovery	200,000	831,757	225,000
24410/03	Purchase Resource Recovery Park - Wood Waste to Energy Plant &	1,991,633	103,593	2,038,407
		2,191,633	935,350	2,263,407
Net Income/(Expenditure)		(2,789,297)	(964,396)	(3,145,721)

Financial Performance by Account 2018/2019

	Budget 2017/2018	Forecast 2017/2018	Budget 2018/2019
Net Operating and Capital Expenditure	(19,980,974)	7,068,750	(12,867,624)

CAPITAL WORKS SUMMARY

**For the Year Ending
30 June 2019**

Capital Works Summary 2018/2019

Governance and Corporate Services	Budget 2017/2018	Forecast 2017/2018	Budget 2018/2019
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Implement EMRC's Strategic Information Plan

Capital Expenditure

24550/00	Purchase Information Technology & Communication Equipment	681,050	185,300	282,000
Net Expenditure		681,050	185,300	282,000

Manage Corporate Administration Facilities (Ascot Place)

Capital Expenditure

25240/01	Capital Improvement Administration Building - Ascot Place	257,000	0	257,000
Net Expenditure		257,000	0	257,000

Manage Portfolio of Assets

Capital Expenditure

24440/00	Purchase Vehicles - Ascot Place	173,706	120,706	208,493
24510/01	Purchase Furniture Fittings & Equipment - Corporate Services	31,500	0	48,000
24620/00	Purchase Art Works	30,000	0	30,000
25530/01	Upgrade Security Equipment - Ascot Place	10,000	0	5,000
Net Expenditure		245,206	120,706	291,493

Capital Works Summary 2018/2019

Waste Management	Budget 2017/2018	Forecast 2017/2018	Budget 2018/2019
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Manage Engineering and Waste Management Services

Capital Expenditure

24590/03	Purchase/Replace Other Equipment - Engineering and Waste	2,000	6,550	2,000
24610/10	Purchase Office Furniture and Fittings-Hazelmere	4,000	4,000	2,000
Net Expenditure		6,000	10,550	4,000

Develop and implement an Education Programme for the Red Hill Education Centre

Capital Expenditure

24690/01	Purchase Miscellaneous Furniture and Fittings - Red Hill Education	1,000	1,000	1,000
Net Expenditure		1,000	1,000	1,000

Greenwaste Operations - Red Hill Waste Management Facility

Capital Expenditure

24395/00	Construct Greenwaste Processing Area - Red Hill Landfill Facility	0	0	0
Net Expenditure		0	0	0

Implement Red Hill Master Plan Planning Recommendations

Capital Expenditure

24320/01	Construct Class III Leachate Pond - Red Hill Landfill Facility	600,000	150,000	530,000
24320/02	Leachate Project - Red Hill Landfill Facility	2,423,169	1,884,766	471,192
24350/01	Construct Stormwater and Siltation Ponds - Red Hill Landfill Facility	200,000	200,000	200,000
24370/00	Construct Roads / Carparks - Red Hill Landfill Facility	329,201	20,000	123,000
24370/02	Construct Access Road to Lots 8 9 10 - Red Hill Landfill Facility	475,000	0	15,000
24393/00	Construct Water Storage Dams - Red Hill Landfill Facility	150,000	0	150,000
24394/00	Construct Perimeter Fencing - Red Hill Landfill Facility	0	0	4,600
24394/04	Construct Litter Fence - Red Hill Farm	0	0	13,000
24394/05	Construct Litter Fence - Redhill Landfill Facility	50,000	20,526	29,474
24396/00	Construct Monitoring Bores - Red Hill Landfill Facility	60,000	40,000	40,000
24399/10	Air Supply lines - Waste Management Structures - Red Hill Landfill	50,000	50,000	50,000
24410/08	Purchase Plant for Leachate Project - Red Hill Landfill Facility	530,000	80,000	450,000
24420/06	Purchase Minor Plant for Leachate Project - Red Hill Landfill Facility	100,000	1,200	98,800
Net Expenditure		4,967,370	2,446,492	2,175,066

Manage Major & Minor Plant - Hazelmere

Capital Expenditure

24410/01	Purchase / Replace Plant - Hazelmere	1,880,000	13,724	2,001,276
24420/02	Purchase / Replace Minor Plant and Equipment - Hazelmere	10,000	25,519	19,000
25410/01	Refurbish Plant - Hazelmere	70,000	10,000	35,000
Net Expenditure		1,960,000	49,243	2,055,276

Capital Works Summary 2018/2019

Waste Management	Budget 2017/2018	Forecast 2017/2018	Budget 2018/2019
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Manage Major and Minor Plant (Red Hill Waste Disposal Facility)

Capital Expenditure

24410/00	Purchase / Replace Plant - Red Hill Landfill Facility	3,589,497	50,000	3,910,000
24430/00	Purchase / Replace Vehicles - Red Hill Landfill Facility	69,276	72,965	40,044
25410/00	Refurbish Plant - Red Hill Landfill Facility	20,000	0	20,000
Net Expenditure		3,678,773	122,965	3,970,044

Other Facilities - Hazelmere

Capital Expenditure

24250/05	Construct Storage Shed - Hazelmere	0	0	63,000
24395/01	Construct Hardstand and Road - Hazelmere	53,706	1,861	51,845
24520/07	Purchase Fire Fighting System/Equipment - Hazelmere	13,400	5,700	17,700
24530/10	Purchase / Replace Security System - Hazelmere	49,130	2,650	51,480
Net Expenditure		116,236	10,211	184,025

Promote Red Hill Landfill Facility Operations

Capital Expenditure

25253/00	Refurbish Environmental Education Centre - Redhill Landfill Facility	2,000	1,000	2,000
Net Expenditure		2,000	1,000	2,000

Provide Waste Disposal Service (Class IV) - Red Hill Waste Management

Capital Expenditure

24330/04	Design and Construct Class IV Cell Stage 2 - Red Hill Landfill Facility	500,000	0	500,000
Net Expenditure		500,000	0	500,000

Provide Waste Disposal Service (Red Hill Waste Disposal Facility)

Capital Expenditure

24250/01	Construct Waste Management Facility Buildings - Red Hill Landfill	25,000	25,000	30,000
24259/14	Upgrade Power Supply to Transfer Station - Red Hill Landfill Facility	0	0	40,000
24259/15	Upgrade Power Supply to Workshop No 2 - Red Hill Landfill Facility	0	0	40,000
24380/00	Construct Drainage Diversion and Earthworks Infrastructures - Red Hill	420,000	200,000	200,000
24399/04	Washdown bay Upgrade - Red Hill Landfill Facility	20,000	20,000	0
24399/05	Truck Washdown Bay for Member Councils - Red Hill Landfill Facility	30,000	0	0
24420/00	Purchase / Replace Minor Plant and Equipment-Red Hill Landfill Facility	190,000	68,464	382,000
24510/08	Purchase / Replace Office Equipment - Red Hill Landfill Facility	4,000	0	4,000
24530/08	Purchase / Replace Security System - Red Hill Waste Management	83,000	13,000	103,000
24590/00	Purchase / Replace Other Equipment - Red Hill Landfill Facility	424,000	16,130	93,870
24590/02	Purchase / Replace Miscellaneous Equipment - Hazelmere	2,500	2,500	2,500
24610/08	Purchase / Replace Office Furniture and Fittings - Red Hill Landfill	3,000	0	3,000
Net Expenditure		1,201,500	345,094	898,370

Capital Works Summary 2018/2019

Waste Management	Budget 2017/2018	Forecast 2017/2018	Budget 2018/2019
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Provide Waste Disposal Services (Class III) - Red Hill Waste Management

Capital Expenditure

24310/13	Construct Class III Landfill Cell Farm Stage 3 - Red Hill Landfill Facility	3,765,204	100,204	750,000
24310/18	Construct Class III Cell Stage 15B - Red Hill Landfill Facility	1,611,222	100,000	1,511,222
Net Expenditure		5,376,426	200,204	2,261,222

Provide Waste Disposal Services (Liquid Waste) - Red Hill Waste Management

Capital Expenditure

24399/16	Liquid Waste Structure - Red Hill Landfill Facility	0	0	850,000
Net Expenditure		0	0	850,000

Woodwaste Project - Resource Recovery Park Hazelmere

Capital Expenditure

24399/09	Construct Storage Bunkers for Wood Fines (QA process) - Hazelmere	0	0	500,000
Net Expenditure		0	0	500,000

Capital Works Summary 2018/2019

Environmental Services	Budget 2017/2018	Forecast 2017/2018	Budget 2018/2019
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Manage and Deliver Environmental Services

Capital Expenditure

24590/05	Purchase Other Equipment - Environmental Services	0	770	0
	Net Expenditure	0	770	0

Capital Works Summary 2018/2019

Resource Recovery	Budget 2017/2018	Forecast 2017/2018	Budget 2018/2019
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C & I Project - Resource Recovery Park Hazelmere

Capital Expenditure

24410/04	Purchase Resource Recovery Park C & I Building - Plant & Equipment	0	0	500,000
Net Expenditure		0	0	500,000

Hazelmere Resource Recovery Park - Community Waste Transfer Station

Capital Expenditure

24259/06	Construct and Commission Resource Recovery Park - Community	110,000	0	0
Net Expenditure		110,000	0	0

Manage Resource Recovery Project

Capital Expenditure

24590/07	Purchase Other Equipment - Resource Recovery	2,000	2,000	2,000
Net Expenditure		2,000	2,000	2,000

MRF - Resource Recovery Park Hazelmere

Capital Expenditure

24259/09	Construct and Commission Resource Recovery Park - MRF Building -	35,000	5,000	10,000
Net Expenditure		35,000	5,000	10,000

Other Facilities - Resource Recovery Park Hazelmere

Capital Expenditure

24259/07	Construct and Commission Resource Recovery Park -	330,000	0	0
24259/08	Construct and Commission Resource Recovery Park - Community	500,000	0	0
24259/12	Construct and Commission Resource Recovery Park - Weighbridge	70,000	0	70,000
24259/13	Construct and Commission Resource Recovery Park - Site Workshop	250,000	0	0
24392/02	Construct and Commission Resource Recovery Park - Weighbridges	225,000	0	225,000
24399/01	Construct and Commission Resource Recovery Park - Site Infrastructure	3,000,000	350,000	2,650,000
24399/07	Construct Resource Recovery Park - Reuse Store Infrastructure (Car	250,000	0	0
Net Expenditure		4,625,000	350,000	2,945,000

Woodwaste to Energy Project - Resource Recovery Park Hazelmere

Capital Expenditure

24399/11	Wood Waste to Energy Utilities/Infrastructure - Resource Recovery Park	200,000	831,757	225,000
24410/03	Purchase Resource Recovery Park - Wood Waste to Energy Plant &	1,991,633	103,593	2,038,407
Net Expenditure		2,191,633	935,350	2,263,407

Capital Works Summary 2018/2019

	Budget 2017/2018	Forecast 2017/2018	Budget 2018/2019
Total Capital Expenditure	25,956,194	4,785,885	19,951,903



12 REPORTS OF STRATEGIC RISK STEERING GROUP

12.1 Minutes of the Strategic Risk Steering Group Meeting Held On 11 May 2018

That Council notes the Minutes of the Strategic Risk Steering Group meeting held 11 May 2018.

RECOMMENDATION(S)

That Council notes the Minutes of the Strategic Risk Steering Group meeting held 11 May 2018.

AC RESOLUTION(S)

MOVED CR MCDONNELL SECONDED CR DAW

THAT COUNCIL NOTES THE MINUTES OF THE STRATEGIC RISK STEERING GROUP MEETING HELD 11 MAY 2018.

CARRIED UNANIMOUSLY

STRATEGIC RISK STEERING GROUP MINUTES

Friday, 11 May 2018 – 2:00pm - ASCOT PLACE

1. ATTENDANCES

Peter Schneider	Chief Executive Officer
Hua Jer Liew	Director Corporate Services
Stephen Fitzpatrick	Director Waste Services
David Ameduri	Manager Financial Services
Annie Hughes-d'Aeth	PA Director Corporate Services (Minutes)

2. APOLOGIES

Wendy Harris	Director Regional Services
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3. CONFIRMATION OF MINUTES OF THE PREVIOUS MEETING

That the minutes of the Strategic Risk Steering Group meeting held on the 14 February 2018 which have been distributed, were confirmed.

4. STRATEGIC RISK EXPOSURES

4.1 Projects/Contracts

Resource Recovery Facility

The CEO advised that the City of Bayswater had withdrawn from the Resource Recovery Facility (RRF) project.

Wood Waste To Energy Plant

The Director Waste Services advised the following:

- Variations requested and the costs of completion have been received from Anergy on the Wood Waste to Energy Plant. They have been reviewed by the Superintendent and are currently with Kott Gunning for legal review.
- The Director Waste Services, Manager Resource Recovery and the Contract Superintendent will be visiting Anergy's Bunbury facility the following week.

Leachate Project

- Contractors are proceeding with the Leachate project with completion expected in June 2018.

4.2 Market Place

The Hon. Stephen Dawson, Minister for the Environment; Disability Services, has set up a taskforce to work closely with stakeholders, including Cleanaway, to look at the impact on the economics of recyclable waste collection now that China has banned the import of contaminated recycling waste from Australia.

4.3 Reputation/ Image

No matters reported.

4.4 Environmental

Director Waste Services advised that the Department of Water and Environmental Regulation (DWER) has completed their inspection of the Hazelmere Resource Recovery Park on the 10 May 2018 and found no issues of concern.

4.5 Political

Director Waste Services advised that the EMRC's submission on the Waste Avoidance and Resource Recovery Strategy Consultation Paper has been submitted.

4.6 Liability

Nil

5 RISK MANAGEMENT SYSTEM

5.1 Internal Audit Process

The EMRC is currently in the third year of the four year audit programme.

The Internal Audit review will be commencing in June 2018 for the following modules:

- Contract Management;
- HR Resource Management & OH&S;
- Procurement;
- Corporate Governance;
- Grants Management;
- Records Management; and
- Review of Risk Management, Internal Control and Legislative Compliance.

5.2 Key Changes To System / Framework

No matters reported.

5.3 Regulatory Environment

External Audit

The Office of the Auditor General has advised that Macri Partners has been engaged as the EMRC's external auditors.

5.4 Business Continuity Planning

The Business Continuity Planning document has been updated, following consultation and feedback from EMT and Managers. The document will continually be updated to optimise the efficiency of dealing with the potential loss of the Ascot Place office building due to a catastrophic event.

5.5 Insurance Program

An update of the 2018/2019 Insurance Policies process was provided by the Manager Financial Services.

The insurance review process is underway with the 2018/2019 Insurance Renewal questionnaire being submitted to LGIS.

A meeting was held between EMRC officers and LGIS to discuss the renewal of the Council's Scheme and insurance program.

5.6 Risk Management Culture

No matters reported.

5.7 System Performance

There has been no change to the number of workers compensation claims since the last update. There remains 1 claim on a financial year to date basis compared to 3 in last financial year.

6 CONSIDERATION OF REPORTS

Nil

7 DATE AND TIME OF NEXT MEETING

Friday 10 August 2018, 2:00pm.

8 CLOSE OF MEETING

The meeting closed at 2:47pm.



13 REPORTS OF DELEGATES

Nil

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

Nil

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

Nil

16 FUTURE MEETINGS OF THE AUDIT COMMITTEE

Meetings of the Audit Committee are covered under the Audit Committee Terms of Reference as follows.

"4 Meetings

4.1 *The Audit Committee will meet as required at the discretion of the chairperson of the committee and at least three times per year to coincide with:*

- a. *Approval of strategic and annual plans;*
- b. *Approval of the annual budget; and*
- c. *The auditor's report on the annual financial report."*

Future Meetings 2018

Thursday	5	July	(if required)	at	EMRC Administration Office
Thursday	9	August	(if required)	at	EMRC Administration Office
Thursday	6	September		at	EMRC Administration Office
Thursday	4	October	(if required)	at	EMRC Administration Office
Thursday	22	November	(if required)	at	EMRC Administration Office

17 DECLARATION OF CLOSURE OF MEETING

There being no further business the meeting was closed at 6:15pm.