

AGENDA

D2024/00876

Agenda Forum 8 February 2024

Notice of Meeting

Dear Councillors

The next Agenda Forum will be held on Thursday, 8 February 2024 at the EMRC Administration Office, 1st Floor, 226 Great Eastern Highway, Ascot WA 6104 commencing at 6:00pm.



Marcus Geisler | Chief Executive Officer

2 February 2024

Please Note

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

The meeting will be recorded for administrative purposes only.

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

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



EMRC Council Members

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

EMRC Council Deputies

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

Agenda Forum 8 February 2024

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1 DECLARATION OF OPENING AND ANNOUNCEMENT OF VISITORS

1.1 ACKNOWLEDGEMENT OF COUNTRY

We wish to acknowledge the traditional custodians of the land, the Whadjuk people of the Noongar Nation and to pay our respects to elders past, present and future.

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

3 DISCLOSURE OF INTEREST

4 ANNOUNCEMENTS BY THE CHAIRPERSON OR PRESIDING MEMBER

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

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

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

- OPTION TO LEASE AGREEMENT WITH WOODSIDE ENERGY (D2024/01439)
- REQUEST FOR TENDER RFT 2023-013 CONSTRUCTION OF CLASS III STAGE 17 LANDFILL CELL AT RED HILL WASTE MANAGEMENT FACILITY (RHWMF) (D2024/01643)
- EXEMPTION FROM TENDER REGULATIONS FOR A CONTRACTOR (D2024/02242)

6 EMPLOYEE REPORTS

- 6.1 FINANCIAL REPORT FOR PERIOD ENDED 30 NOVEMBER 2023 (D2024/02848)
- 6.2 FINANCIAL REPORT FOR PERIOD ENDED 31 DECEMBER 2023 (D2024/02849)
- 6.3 REVIEW OF COUNCIL POLICIES (D2024/00878)
- 6.4 REVIEW OF DELEGATED POWERS AND DUTIES (D2024/00877)
- 6.5 CHIEF EXECUTIVE OFFICER ATTENDANCE AT WASTE 2024 CONFERENCE (D2024/03010)
- 6.6 INFORMATION BULLETIN – CORPORATE BUSINESS PLAN 2023/2024 – 2027/2028 – SECOND QUARTER REPORTING – OCTOBER TO DECEMBER 2023 (D2024/00929)
- 6.7 INFORMATION BULLETIN – SUSTAINABILITY TEAM UPDATE – OCTOBER TO DECEMBER 2023 (D2024/00931)

6.1 FINANCIAL REPORT FOR PERIOD ENDED 30 NOVEMBER 2023

D2024/02848

PURPOSE OF REPORT

The purpose of this report is to provide Council with an overview of the EMRC's financial performance for the period ended 30 November 2023.

KEY POINTS

- Significant year to date budget variances greater than 10% or \$20,000, whichever is the greater, within each nature and type category on the Statement of Comprehensive Income as at 30 November 2023 have been identified and are reported on in the body of the report.

RECOMMENDATIONS

That Council receives the Statement of Comprehensive Income, Capital Expenditure Statement, Statement of Financial Position, Statement of Cash and Investments and the Investment Report for the period ended 30 November 2023.

SOURCE OF REPORT

Chief Financial Officer

BACKGROUND

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

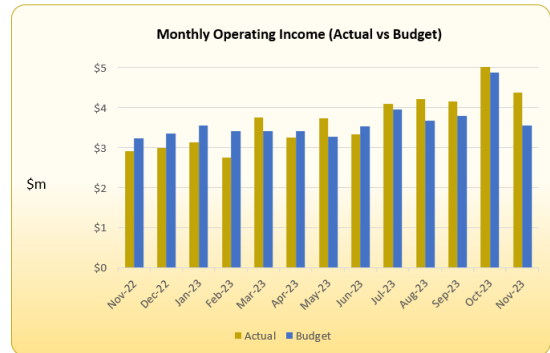
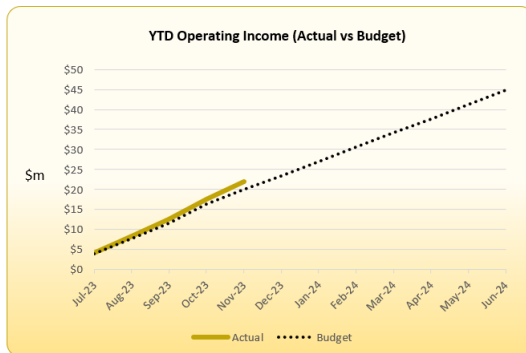
REPORT

- 3 Outlined below are financial statements for the period ended 30 November 2023. Where possible the year to date monthly budget allocations will be reviewed in order to match the appropriate timing for the various projects budgeted to be undertaken. This will provide a better comparison between the year to date actual and year to date budget figures.

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

4 The net operating result as at 30 November 2023 is a favourable variance of \$1,688,188 (31.09%) against budget. The following information is provided on key aspects of Council’s year to date financial performance:

Operating Income	Actuals for the Year	A favourable variance of \$3,130,612 (16.67%)
	End of Year Forecasts	As per budget – not yet due to be reviewed.



Operating Income Variances Previously Reported to Council

5 Interest on Municipal Cash Investments of \$610,991 is above the budget by \$521,506 (582.79%) due to the higher investment rate achieved (4.77% average interest vs 3.75% budgeted) and higher available funds for investments.

6 Interest on Restricted Cash Investments of \$902,125 is above the budget by \$145,650 (19.25%) due to the higher in investment rates achieved and higher available funds for investments.

Operating Income Variances not previously reported to Council

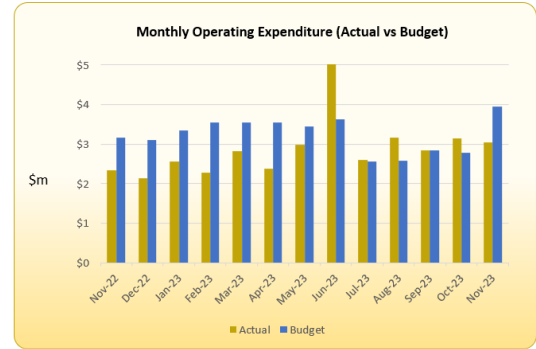
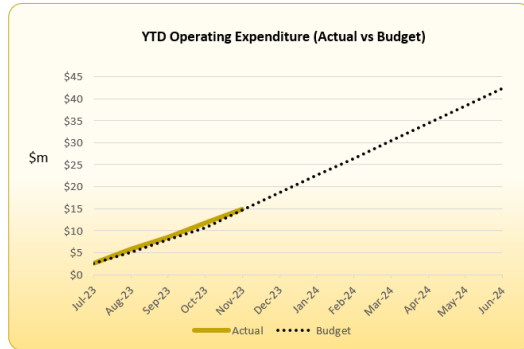
7 Net User Charges of \$15,802,799 is above the budget by \$1,921,001 (13.84%). The variance is attributable to additional tonnages received.

8 Secondary Waste Charge of \$1,455,991 is above the budget by \$206,058 (16.49%). This is primary attributed to the delay in East Rockingham Waste to Energy (ERWtE) project and the tonnages from member councils being redirected to Redhill Waste Management Facility.

9 Reimbursement is above the budget by \$280,989 (38.51%) and the variance is due to the reimbursement received for Biobag of \$210,954.

10 There were no further significant Operating Income variances as at 30 November 2023.

Operating Expenditure	Actuals for the Year	An overspend variance of \$1,442,424 (10.81%)
	End of Year Forecasts	As per budget – not yet due to be reviewed.



Operating Expenditure Variances Previously Reported to Council

- 11 Fuel Expenses of \$800,123 is above the budget by \$159,093 (24.82%). The variance is due to the increased fuel consumption resulting from the higher volume of tonnage received.
- 12 Depreciation Expenses is above the budget by \$475,841 (22.23%). The major variance relates to the higher cell usage as a result of additional commercial and non-member Council tonnages received.
- 13 Provision Expenses is above the budget by \$342,182 (81.49%). This non-cash flow variance relates to the Post Closure Site Rehabilitation and Environmental Monitoring provisions as a result of the additional commercial and non-member Council tonnages received during the November month.
- 14 Cost Allocations is below the budget by \$332,071 (99.97%). This variance relates to internal costs allocated to various projects and specifically capital expenditure projects that have been budgeted to utilise the EMRC’s plant and labour as well as the timing of various projects.

Operating Expenditure Variances not previously reported to Council

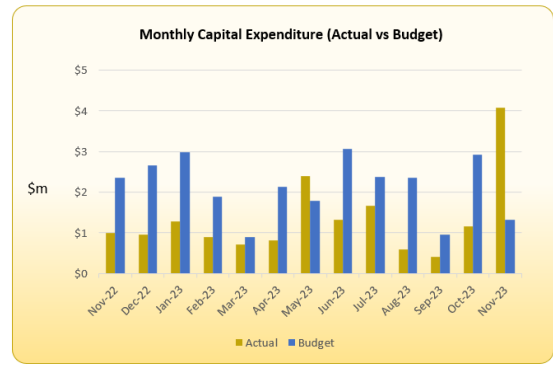
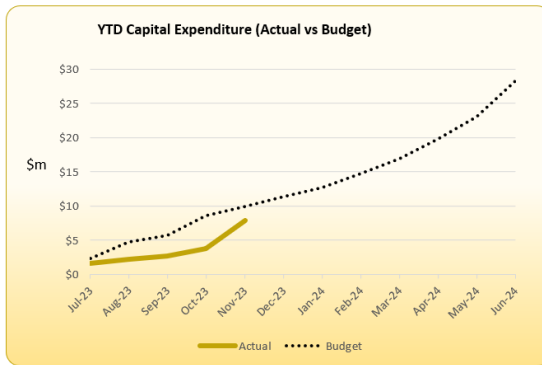
- 15 Material Expenses of \$900,065 is above the budget by \$230,250 (34.38%). The variance is attributed to the purchase of Biobag which was reimbursed.
- 16 Miscellaneous Expenses is below the budget by \$86,313 (15.43%) due to the timing of various projects from different business units. Areas where the expenditures are lower and higher than budget for various directorates/business units include: CEO’s (\$32,623), Business Support (\$13,909), Sustainability (\$66,207), and Operations \$26,426.
- 17 There were no further significant Operating Expenditure variances as at 30 November 2023.

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

- 18 There were no significant Other Comprehensive Income variances as at 30 November 2023.

Capital Expenditure Statement (refer Attachment 2)

Capital Expenditure	Actuals for the Year	An underspend variance of \$2,028,438
	End of Year Forecasts	As per budget – not yet due to be reviewed.



Capital Expenditure Variances

20 An underspend variance of \$2,028,438 existed as at 30 November 2023 when compared to the budget of \$9,919,539.

21 Capital expenditure totalling \$7,891,101 with the major capital expenditure being undertaken on the following:

- Construct Waste Transfer Station - HRRP - \$2,319,055;
- Construct Wood Waste to Energy Building - HRRP - \$1,447,730;
- Purchase / Replace Plant - HRRP - \$1,306,253;
- Regional Waste Collection Project - Plant Purchases - \$564,404;
- Purchase / Replace Minor Plant and Equipment - HRRP - \$386,790;
- Purchase / Replace Vehicles - RHWMF - \$332,958;
- Construct Roads / Carparks - RHWMF - \$211,134
- Upgrade Power Supply to Workshop No 2 - RHWMF - \$173,111;
- Waste Transfer Station - Thermal Cameras - HRRP - \$172,345;
- Resource Recovery Park - Noise Control Fencing - \$153,022; and
- Hydrant Upgrade - HRRP - \$142,309.

22 As end of year forecasts are yet to be reviewed, the forecast balances as at 30 November 2023 are as per the budget estimates.

Statement of Financial Position (refer Attachment 3)

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

24 Total Equity as at 30 November 2023 totals \$184,792,656. This is an increase of \$7,118,916 from the 30 June 2023 equity of \$177,673,740.

25 As end of year forecasts are yet to be reviewed, the forecast balances as at 30 November 2023 are as per the budget estimates.

Statement of Cash and Investments (refer Attachment 4)

- 26 The level of cash and investments in the Municipal Fund as at 30 November 2023 is \$29,520,067 and Restricted Cash amount to \$50,326,364.
- 27 The net movement for the month is a decrease of \$952,193.
- 28 As end of year forecasts are yet to be reviewed, the forecast balances as at 30 November 2023 are as per the budget estimates.

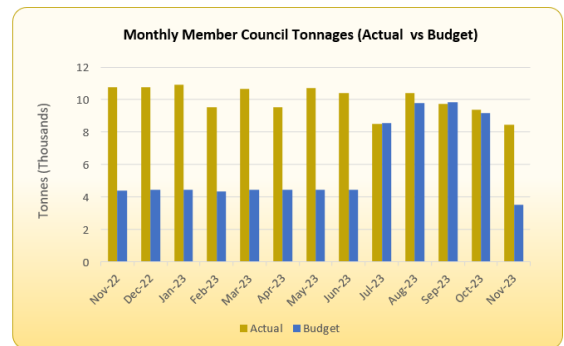
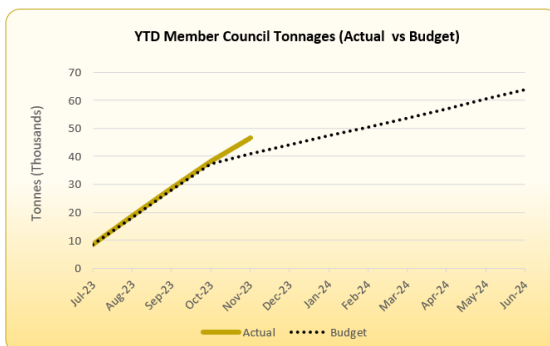
Statement of Financial Activity (refer Attachment 5)

- 29 The Statement of Financial Activity combines information from other report to include Operating Revenue and Expenditure, Capital Income and Expenditure, and transfers to and from reserves.
- 30 The explanation of material variances can be found in the paragraphs under the "Statement of Comprehensive Income - Nature and Type" section.

Investment Report (refer Attachment 6)

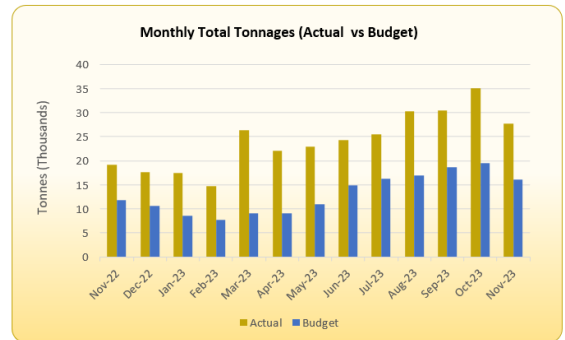
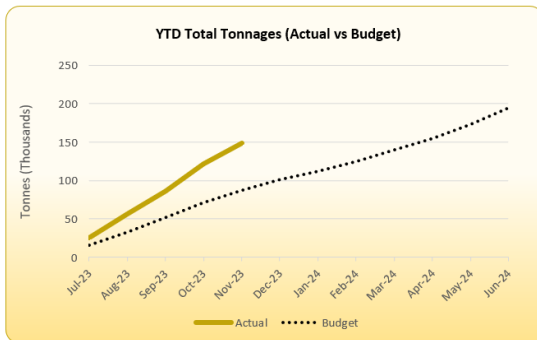
- 31 Term deposits valued at \$37,500,000 matured during November 2023. Of this amount, \$1,000,000 was redeemed while the remaining \$36,500,000 was reinvested into further term deposits.

Tonnages - Member Councils



- 32 Tonnages received from member Councils were 46,465 tonnes compared to the budget of 40,891 tonnes.
- 33 This compared with 56,376 tonnes in the previous corresponding period. The main variance is due to Kalamunda withdrawal.

Tonnages - Total Tonnages



34 Total tonnages received from all sources were 149,069 tonnes compared to the budget of 87,646 tonnes. The variance is mainly as a result of the higher commercial and non-member Council tonnes received.

35 As at the same period in 2022/2023 tonnages received from all sources totalled 96,668 tonnes.

STRATEGIC/POLICY IMPLICATIONS

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

FINANCIAL IMPLICATIONS

37 As outlined within the report and attachments.

SUSTAINABILITY IMPLICATIONS

38 Nil

RISK MANAGEMENT

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

MEMBER COUNCIL IMPLICATIONS

Member Council

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



Implication Details

As outlined in the report.

ATTACHMENT(S)

1. Statement of Comprehensive Income by Nature and Type (D2024/02852)
2. Capital Expenditure Statement (D2024/02853)
3. Statement of Financial Position (D2024/02854)
4. Statement of Cash and Investments (D2024/02855)
5. Statement of Financial Activity (D2024/02856)
6. Investment Report (D2024/02847)

VOTING REQUIREMENT

Simple Majority

RECOMMENDATION(S)

That Council receives the Statement of Comprehensive Income, Capital Expenditure Statement, Statement of Financial Position, Statement of Cash and Investments, Statement of Financial Activity and the Investment Report for the period ended 30 November 2023.

COUNCIL RESOLUTION(S)

MOVED

SECONDED



STATEMENT OF COMPREHENSIVE INCOME

Nature and Type

November 2023

Year to Date			Full Year				
Actual	Budget	Variance		Forecast	Budget	Variance	
Operating Income							
\$24,778,354	\$20,309,629	\$4,468,725	(F)	User Charges	\$43,897,155	\$43,897,155	\$0 (F)
(\$8,975,555)	(\$6,427,831)	(\$2,547,724)	(U)	<u>Less</u> Landfill Levy Charges	(\$10,628,512)	(\$10,628,512)	\$0 (F)
\$15,802,799	\$13,881,798	\$1,921,001	(F)	Net User Charges	\$33,268,643	\$33,268,643	\$0 (F)
\$247,452	\$248,023	(\$571)	(U)	Special Charges	\$591,096	\$591,096	\$0 (F)
\$1,455,991	\$1,249,933	\$206,058	(F)	Secondary Waste Charge	\$1,746,632	\$1,746,632	\$0 (F)
\$95,420	\$85,055	\$10,365	(F)	Contributions	\$109,755	\$109,755	\$0 (F)
\$341,000	\$341,000	\$0	(F)	Operating Grants	\$690,000	\$690,000	\$0 (F)
\$610,991	\$89,485	\$521,506	(F)	Interest Municipal Cash Investments	\$214,775	\$214,775	\$0 (F)
\$902,125	\$756,475	\$145,650	(F)	Interest Restricted Cash Investments	\$1,815,590	\$1,815,590	\$0 (F)
\$1,010,644	\$729,655	\$280,989	(F)	Reimbursements	\$1,939,340	\$1,939,340	\$0 (F)
\$1,301,425	\$1,258,970	\$42,455	(F)	Other	\$3,955,714	\$3,955,714	\$0 (F)
\$138,409	\$135,250	\$3,159	(F)	Proceeds from Sale of Assets	\$422,000	\$422,000	\$0 (F)
\$21,906,256	\$18,775,644	\$3,130,612	(F)	Total Operating Income	\$44,753,545	\$44,753,545	\$0 (F)
Operating Expenditure							
\$5,576,886	\$5,379,430	(\$197,456)	(U)	Salary Expenses	\$14,057,260	\$14,057,260	\$0 (F)
\$3,251,931	\$3,451,110	\$199,179	(F)	Contract Expenses	\$10,391,841	\$10,391,841	\$0 (F)
\$900,065	\$669,815	(\$230,250)	(U)	Material Expenses	\$1,936,086	\$1,936,086	\$0 (F)
\$136,803	\$156,060	\$19,257	(F)	Utility Expenses	\$377,077	\$377,077	\$0 (F)
\$800,123	\$641,030	(\$159,093)	(U)	Fuel Expenses	\$1,538,583	\$1,538,583	\$0 (F)
\$0	\$0	\$0	(F)	Interest Expenses	\$0	\$0	\$0 (F)
\$197,352	\$178,065	(\$19,287)	(U)	Insurance Expenses	\$427,647	\$427,647	\$0 (F)
\$2,615,979	\$2,140,138	(\$475,841)	(U)	Depreciation Expenses	\$4,505,745	\$4,505,745	\$0 (F)
\$473,220	\$559,533	\$86,313	(F)	Miscellaneous Expenses	\$8,030,117	\$8,030,117	\$0 (F)
\$762,068	\$419,886	(\$342,182)	(U)	Provision Expenses	\$917,260	\$917,260	\$0 (F)
(\$92)	(\$332,163)	(\$332,071)	(U)	Costs Allocated	(\$117,614)	(\$117,614)	\$0 (F)
\$73,006	\$82,013	\$9,007	(F)	Carrying Amount of Assets Disposed Of	\$234,062	\$234,062	\$0 (F)
\$14,787,341	\$13,344,917	(\$1,442,424)	(U)	Total Operating Expenditure	\$42,298,064	\$42,298,064	\$0 (F)
\$7,118,915	\$5,430,727	\$1,688,188	(F)	NET RESULT BEFORE OTHER COMPREHENSIVE INCOME	\$2,455,481	\$2,455,481	\$0 (F)
Surplus	Surplus				Surplus	Surplus	
Other Comprehensive Income							
\$0	\$0	\$0	(F)	Revaluation of Assets/Accumulated Depreciation Reversal	\$0	\$0	\$0 (F)
\$0	\$0	\$0	(F)	Total Other Comprehensive Income	\$0	\$0	\$0 (F)
\$7,118,915	\$5,430,727	\$1,688,188	(F)	CHANGE IN NET ASSETS FROM OPERATIONS	\$2,455,481	\$2,455,481	\$0 (F)
Surplus	Surplus				Surplus	Surplus	

Notes:

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

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



CAPITAL EXPENDITURE STATEMENT

NOVEMBER 2023

Year to Date			On Order	Full Year			
Actual	Budget	Variance		Forecast	Budget	Variance	
CEO's Team							
\$0	\$29,165	\$29,165	\$0	Purchase Information Technology & Communication Equipment - Councillors (24550/01)	\$70,000	\$70,000	\$0
\$0	\$29,165	\$29,165	\$0		\$70,000	\$70,000	\$0



CAPITAL EXPENDITURE STATEMENT

NOVEMBER 2023

Year to Date			On Order	Full Year			
Actual	Budget	Variance		Forecast	Budget	Variance	
Business Support							
\$0	\$117,495	\$117,495	\$0	Extend Ascot PV & EV Charging (24399/28)	\$282,000	\$282,000	\$0
\$107,954	\$28,645	(\$79,309)	\$0	Purchase Vehicles - Ascot Place (24440/00)	\$68,750	\$68,750	\$0
\$0	\$174,165	\$174,165	\$0	Purchase Vehicles - Ascot Place (Electric Vehicles) (24440/01)	\$418,000	\$418,000	\$0
\$0	\$4,165	\$4,165	\$0	Purchase Furniture Fittings & Equipment - Corporate Services (24510/01)	\$10,000	\$10,000	\$0
\$0	\$30,415	\$30,415	\$5,920	Purchase Information Technology & Communication Equipment (24550/00)	\$73,000	\$73,000	\$0
\$0	\$39,580	\$39,580	\$0	Capital Improvement Administration Building - Ascot Place (25240/01)	\$95,000	\$95,000	\$0
\$0	\$2,080	\$2,080	\$0	Upgrade Security Equipment - Ascot Place (25530/01)	\$5,000	\$5,000	\$0
\$107,954	\$396,545	\$288,591	\$5,920		\$951,750	\$951,750	\$0



CAPITAL EXPENDITURE STATEMENT

NOVEMBER 2023

Year to Date			On Order	Full Year			
Actual	Budget	Variance		Forecast	Budget	Variance	
Sustainability Team							
\$0	\$124,646	\$124,646	\$0	Construct Monitoring Bores - Red Hill Landfill Facility (24396/00)	\$300,000	\$300,000	\$0
\$6,008	\$0	(\$6,008)	\$3,064	Purchase of Fume Hood at HRRP - Waste Environment (24590/10)	\$0	\$0	\$0
\$6,008	\$124,646	\$118,639	\$3,064		\$300,000	\$300,000	\$0



CAPITAL EXPENDITURE STATEMENT

NOVEMBER 2023

Year to Date			On Order	Full Year			
Actual	Budget	Variance		Forecast	Budget	Variance	
Operations Team							
\$0	\$41,666	\$41,666	\$0	Construct Waste Management Facility Buildings - Red Hill Landfill Facility (24250/01)	\$250,000	\$250,000	\$0
\$1,447,730	\$1,126,936	(\$320,794)	\$454,974	Construct Wood Waste to Energy Building - HRRP (24259/05)	\$2,727,588	\$2,727,588	\$0
\$2,319,055	\$849,858	(\$1,469,197)	\$93,484	Construct Waste Transfer Station - HRRP (24259/10)	\$849,858	\$849,858	\$0
\$2,360	\$0	(\$2,360)	\$0	Construct Weighbridge Office - HRRP (24259/12)	\$0	\$0	\$0
\$173,111	\$0	(\$173,111)	\$0	Upgrade Power Supply to Workshop No 2 - Red Hill Landfill Facility (24259/15)	\$0	\$0	\$0
\$26,193	\$49,796	\$23,604	\$54,423	Install Power Supply to Lots 8 9 & 10 - Red Hill Landfill Facility (24259/16)	\$250,000	\$250,000	\$0
\$2,200	\$0	(\$2,200)	\$2,345	Construct Wood Waste to Energy Building (Commissioning) - HRRP (24259/18)	\$0	\$0	\$0
\$0	\$42,797	\$42,797	\$0	Wood Waste to Energy Plant - Fire Protection - HRRP (24259/22)	\$200,000	\$200,000	\$0
\$30,990	\$81,790	\$50,800	\$0	Construct Class III Cell Stage 17 - Red Hill Landfill Facility (24310/21)	\$440,000	\$440,000	\$0
\$0	\$178,176	\$178,176	\$0	Design and Construct Class IV Cell Stage 2 - Red Hill Landfill Facility (24330/04)	\$600,000	\$600,000	\$0
\$42,046	\$541,119	\$499,073	\$0	Design and Construct Class IV Cell Stage 3 - Red Hill Landfill Facility (24330/05)	\$3,206,000	\$3,206,000	\$0
\$0	\$118,747	\$118,747	\$0	Construct Leachate and Stormwaste Infrastructure and Siltation Ponds - Red Hill Landfill Facility (24350/01)	\$375,000	\$375,000	\$0
\$27,360	\$390,830	\$363,470	\$1,893,521	Leachate Pond Deepening - Red Hill Landfill Facility (24350/02)	\$1,550,000	\$1,550,000	\$0



CAPITAL EXPENDITURE STATEMENT

NOVEMBER 2023

Year to Date			On Order	Full Year			
Actual	Budget	Variance		Forecast	Budget	Variance	
Operations Team							
\$211,134	\$52,011	(\$159,123)	\$0	Construct Roads / Carparks - Red Hill Landfill Facility (24370/00)	\$127,060	\$127,060	\$0
\$0	\$129,339	\$129,339	\$0	Construct Access Road to Lots 8 9 10 - Red Hill Landfill Facility (24370/02)	\$660,000	\$660,000	\$0
\$33,725	\$31,250	(\$2,475)	\$220	Construct Drainage Diversion and Earthworks Infrastructures - Red Hill Landfill Facility (24380/00)	\$75,000	\$75,000	\$0
\$0	\$86,222	\$86,222	\$0	Construct Drainage Works to Lots 8 9 10 - Red Hill Landfill Facility (24380/01)	\$440,000	\$440,000	\$0
\$0	\$12,500	\$12,500	\$0	Construct Litter Fence - Redhill Landfill Facility (24394/05)	\$30,000	\$30,000	\$0
\$153,022	\$0	(\$153,022)	\$0	Resource Recovery Park - Noise Control Fencing (24394/06)	\$0	\$0	\$0
\$17,700	\$83,330	\$65,630	\$41,248	Supply and Install Electronic Gates - Redhill Landfill Facility (24394/07)	\$200,000	\$200,000	\$0
\$12,013	\$0	(\$12,013)	\$0	Construct FOGO Processing Area - Red Hill Landfill Facility (24395/05)	\$0	\$0	\$0
\$0	\$14,580	\$14,580	\$0	Undertake FOGO Reference Site Tours (24395/06)	\$35,000	\$35,000	\$0
\$12,331	\$40,267	\$27,936	\$1,150	Implementation of the FOGO Recovery Strategy (24395/07)	\$100,000	\$100,000	\$0
\$0	\$60,000	\$60,000	\$0	Construct Hardstand 2 (Old House Site) - Hazelmere (24395/10)	\$360,000	\$360,000	\$0
\$0	\$83,332	\$83,332	\$0	FOGO Picking Station - Red Hill Landfill Facility (24395/11)	\$500,000	\$500,000	\$0
\$19,128	\$0	(\$19,128)	\$0	Construct Storage Bunkers for Wood Fines (QA process) - Hazelmere (24399/09)	\$0	\$0	\$0
\$0	\$20,830	\$20,830	\$0	Air Supply lines - Waste Management Structures - Red Hill Landfill Facility (24399/10)	\$50,000	\$50,000	\$0



CAPITAL EXPENDITURE STATEMENT

NOVEMBER 2023

Year to Date			On Order		Full Year		
Actual	Budget	Variance			Forecast	Budget	Variance
Operations Team							
\$4,560	\$83,281	\$78,721	\$0	Wood Waste to Energy Utilities/Infrastructure - HRRP (24399/11)	\$200,000	\$200,000	\$0
\$0	\$41,665	\$41,665	\$0	Gas Extraction System Wells - Red Hill Landfill Facility (24399/20)	\$100,000	\$100,000	\$0
\$3,087	\$439,116	\$436,029	\$111,967	Air Pollution Control Residue Facility (APCR) - Red Hill Landfill Facility (24399/21)	\$2,528,034	\$2,528,034	\$0
\$21,815	\$180,000	\$158,185	\$12,300	Extension of Sewer Line from WWtE to Sewer Sump & existing ATU - HRRP (24399/23)	\$180,000	\$180,000	\$0
\$0	\$16,650	\$16,650	\$0	Noise Barrier for Hammer Mill - HRRP (24399/26)	\$99,900	\$99,900	\$0
\$142,309	\$102,083	(\$40,226)	\$213,160	Hydrant Upgrade - HRRP (24399/29)	\$175,000	\$175,000	\$0
\$23,015	\$53,764	\$30,749	\$434,102	Sewer Line connection to Talloman - HRRP (24399/30)	\$53,764	\$53,764	\$0
\$131,050	\$454,166	\$323,116	\$2,948,514	Purchase / Replace Plant - Red Hill Landfill Facility (24410/00)	\$2,725,000	\$2,725,000	\$0
\$1,306,253	\$1,524,666	\$218,413	\$84,960	Purchase / Replace Plant - Hazelmere (24410/01)	\$2,788,000	\$2,788,000	\$0
\$564,404	\$516,666	(\$47,738)	\$0	Regional Waste Collection Project - Plant Purchases (24410/14)	\$1,000,000	\$1,000,000	\$0
\$0	\$179,000	\$179,000	\$0	Air Pollution Control Residue Facility (APCR) Plant & Equipment - Red Hill Landfill Facility (24410/15)	\$1,074,000	\$1,074,000	\$0
\$114,710	\$211,250	\$96,540	\$166,395	Purchase / Replace Minor Plant and Equipment-Red Hill Landfill Facility (24420/00)	\$507,000	\$507,000	\$0
\$386,790	\$194,270	(\$192,520)	\$134,385	Purchase / Replace Minor Plant and Equipment - Hazelmere (24420/02)	\$466,259	\$466,259	\$0
\$332,958	\$122,185	(\$210,773)	\$0	Purchase / Replace Vehicles - Red Hill Landfill Facility (24430/00)	\$293,250	\$293,250	\$0



CAPITAL EXPENDITURE STATEMENT

NOVEMBER 2023

Year to Date			On Order	Full Year			
Actual	Budget	Variance		Forecast	Budget	Variance	
Operations Team							
\$0	\$8,330	\$8,330	\$0	Purchase / Replace Office Equipment - Red Hill Landfill Facility (24510/08)	\$20,000	\$20,000	\$0
\$0	\$25,000	\$25,000	\$0	Purchase / Replace Security System - Red Hill Waste Management Facility (24530/08)	\$60,000	\$60,000	\$0
\$0	\$4,165	\$4,165	\$0	Purchase / Replace Security System - Hazelmere (24530/10)	\$10,000	\$10,000	\$0
\$13,260	\$20,830	\$7,570	\$0	Waste Transfer Station - CCTV and Network - HRRP (24530/11)	\$50,000	\$50,000	\$0
\$172,345	\$10,415	(\$161,930)	\$3,140	Waste Transfer Station - Thermal Cameras - HRRP (24530/12)	\$25,000	\$25,000	\$0
(\$1,494)	\$2,500	\$3,994	\$0	Purchase Information Technology & Communication Equipment - Projects (24550/02)	\$6,000	\$6,000	\$0
\$0	\$36,315	\$36,315	\$0	Purchase Information Technology & Communication Equipment - Hazelmere (24550/03)	\$87,166	\$87,166	\$0
\$611	\$5,000	\$4,389	\$0	Purchase Information Technology & Communication Equipment - Red Hill (24550/05)	\$12,000	\$12,000	\$0
\$8,250	\$114,580	\$106,330	\$323,133	Purchase / Replace Other Equipment - Red Hill Landfill Facility (24590/00)	\$275,000	\$275,000	\$0
\$6,225	\$0	(\$6,225)	\$0	Purchase / Replace Miscellaneous Equipment - Hazelmere (24590/02)	\$0	\$0	\$0
\$0	\$8,330	\$8,330	\$0	Purchase / Replace Office Furniture and Fittings - Red Hill Landfill Facility (24610/08)	\$20,000	\$20,000	\$0
\$0	\$8,330	\$8,330	\$0	Purchase Office Furniture and Fittings - Hazelmere Office (24610/10)	\$20,000	\$20,000	\$0



CAPITAL EXPENDITURE STATEMENT

NOVEMBER 2023

Year to Date			On Order		Full Year		
Actual	Budget	Variance			Forecast	Budget	Variance
Operations Team							
\$16,893	\$11,250	(\$5,643)	\$0	Purchase Furniture and Fittings - Hazelmere Workshop (24610/11)	\$27,000	\$27,000	\$0
\$0	\$960,000	\$960,000	\$181,818	Refurbish Plant - Red Hill Landfill Facility (25410/00)	\$1,260,000	\$1,260,000	\$0
\$7,777,140	\$9,369,183	\$1,592,043	\$7,155,240		\$27,087,879	\$27,087,879	\$0
\$7,891,101	\$9,919,539	\$2,028,438	\$7,164,223	TOTAL CAPITAL EXPENDITURE	\$28,409,629	\$28,409,629	\$0



STATEMENT OF FINANCIAL POSITION

NOVEMBER 2023

Actual June 2023	Actual Year to Date	(F) = Favourable variation (U) = Unfavourable variation	Full Year		
			Forecast	Budget	Variance
Current Assets					
\$26,624,162	\$3,846,429	Cash and Cash Equivalents	\$1,097,002	\$1,097,002	\$0 (F)
\$53,500,000	\$76,000,000	Investments	\$31,810,067	\$31,810,067	\$0 (F)
\$4,817,449	\$5,262,425	Trade and Other Receivables	\$2,988,058	\$2,988,058	\$0 (F)
\$32,949	\$39,118	Inventories	\$39,035	\$39,035	\$0 (F)
\$20,620	\$391,372	Other Assets	\$67,382	\$67,382	\$0 (F)
\$84,995,180	\$85,539,344	Total Current Assets	\$36,001,544	\$36,001,544	\$0 (F)
Current Liabilities					
\$6,798,058	\$4,649,049	Trade and Other Payables	\$6,201,968	\$6,201,968	\$0 (F)
\$2,139,838	\$2,154,144	Provisions	\$1,947,778	\$1,947,778	\$0 (F)
\$8,937,896	\$6,803,193	Total Current Liabilities	\$8,149,746	\$8,149,746	\$0 (F)
\$76,057,284	\$78,736,151	Net Current Assets	\$27,851,798	\$27,851,798	\$0 (F)
Non Current Assets					
\$47,850,257	\$47,850,257	Land	\$47,850,257	\$47,850,257	\$0 (F)
\$9,172,808	\$20,714,449	Buildings	\$29,267,252	\$29,267,252	\$0 (F)
\$21,117,026	\$20,030,759	Structures	\$40,495,127	\$40,495,127	\$0 (F)
\$12,584,804	\$13,832,539	Plant	\$23,532,419	\$23,532,419	\$0 (F)
\$399,739	\$571,027	Equipment	\$2,126,573	\$2,126,573	\$0 (F)
\$156,319	\$164,523	Furniture and Fittings	\$164,972	\$164,972	\$0 (F)
\$37,743,167	\$31,062,683	Work in Progress	\$17,536,763	\$17,536,763	\$0 (F)
\$129,024,120	\$134,226,237	Total Non Current Assets	\$160,973,363	\$160,973,363	\$0 (F)
Non Current Liabilities					
\$27,407,664	\$28,169,732	Provisions	\$12,147,577	\$12,147,577	\$0 (F)
\$27,407,664	\$28,169,732	Total Non Current Liabilities	\$12,147,577	\$12,147,577	\$0 (F)
\$177,673,740	\$184,792,656	Net Assets	\$176,677,584	\$176,677,584	\$0 (F)
Equity					
\$81,382,357	\$88,296,745	Accumulated Surplus/Deficit	\$106,680,934	\$106,680,934	\$0 (F)
\$37,145,634	\$37,145,634	Asset Revaluation Reserve	\$37,157,892	\$37,157,892	\$0 (F)
\$52,231,361	\$52,231,361	Cash Backed Reserves	\$30,383,277	\$30,383,277	\$0 (F)
\$6,914,388	\$7,118,916	Net change in assets from operations	\$2,455,481	\$2,455,481	\$0 (F)
\$177,673,740	\$184,792,656	Total Equity	\$176,677,584	\$176,677,584	\$0 (F)



CASH AND INVESTMENTS

NOVEMBER 2023

Actual June 2023	Actual Year to Date	(F) = Favourable variation (U) = Unfavourable variation	Full Year		
			Forecast	Budget	Variance
Municipal Cash and Investments					
26,620,112	3,842,379	Cash at Bank - Municipal Fund 01001/00	294,395	294,395	0 (F)
4,050	4,050	Cash on Hand 01019/00 - 02	4,050	4,050	0 (F)
1,268,639	25,673,638	Investments - Municipal Fund 02021/00	1,063,188	1,063,188	0 (F)
27,892,801	29,520,067	Total Municipal Cash	1,361,633	1,361,633	0 (F)
Restricted Cash and Investments					
1,347,454	285,971	Restricted Investments - Plant and Equipment 02022/01	256,568	256,568	0 (F)
4,263,318	4,345,521	Restricted Investments - Post Closure Site Rehabilitation Red Hill 02022/02	6,204,205	6,204,205	0 (F)
9,036,948	2,806,954	Restricted Investments - Future Development 02022/03	884,621	884,621	0 (F)
1,973,037	2,011,081	Restricted Investments - Environmental Monitoring Red Hill 02022/04	2,902,707	2,902,707	0 (F)
40,237	736,321	Restricted Investments - Class IV Cells Red Hill 02022/07	467,165	467,165	0 (F)
7,915,283	9,890,891	Restricted Investments - Secondary Waste Processing 02022/09	10,097,446	10,097,446	0 (F)
2,378,510	2,679,521	Restricted Investments - Class III Cells 02022/10	3,156,111	3,156,111	0 (F)
5,506,111	5,612,277	Restricted Investments - EastLink Relocation 02022/13	5,685,769	5,685,769	0 (F)
18,663,605	20,829,627	Restricted Investments - Committed Funds 02022/14	0	0	0 (F)
1,106,858	1,128,200	Restricted Investments - Long Service Leave 02022/90	1,162,158	1,162,158	0 (F)
52,231,361	50,326,364	Total Restricted Cash	30,816,750	30,816,750	0 (F)
80,124,162	79,846,431	TOTAL CASH AND INVESTMENTS	32,178,383	32,178,383	0 (F)

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



STATEMENT OF FINANCIAL ACTIVITY

November 2023

Year to Date			Full Year		
Actual	Budget	Variance	(F) = Favourable variation (U) = Unfavourable variation	Forecast	Budget
OPERATING ACTIVITIES					
Revenue from operating activities					
\$26,481,797	\$21,807,585	\$4,674,212	(F)	\$46,234,883	\$46,234,883
\$1,447,064	\$1,155,710	\$291,354	(F)	\$2,739,095	\$2,739,095
\$1,513,116	\$845,960	\$667,156	(F)	\$2,030,365	\$2,030,365
\$1,301,425	\$1,258,970	\$42,455	(F)	\$3,955,714	\$3,955,714
\$65,403	\$53,237	\$12,166	(F)	\$187,938	\$187,938
\$30,808,805	\$25,121,462	\$5,687,343	(F)	\$55,147,995	\$55,147,995
Expenditure from operating activities					
(\$5,576,886)	(\$5,379,430)	(\$197,456)	(U)	(\$14,057,260)	(\$14,057,260)
(\$4,151,996)	(\$4,120,925)	(\$31,071)	(U)	(\$12,327,927)	(\$12,327,927)
(\$136,803)	(\$156,060)	\$19,257	(F)	(\$377,077)	(\$377,077)
(\$2,615,979)	(\$2,140,138)	(\$475,841)	(U)	(\$4,505,745)	(\$4,505,745)
\$0	\$0	\$0	(F)	\$0	\$0
(\$197,352)	(\$178,065)	(\$19,287)	(U)	(\$427,647)	(\$427,647)
(\$11,010,874)	(\$7,716,117)	(\$3,294,757)	(U)	(\$20,996,858)	(\$20,996,858)
\$0	\$0	\$0	(F)	\$0	\$0
(\$23,689,890)	(\$19,690,735)	(\$3,789,885)	(U)	(\$52,692,514)	(\$52,692,514)
\$3,312,644	(\$10,329,592)	\$13,642,236	(F)	(\$15,765,450)	(\$15,765,450)
\$10,431,559	(\$4,898,865)	\$15,539,694	(F)	(\$13,309,969)	(\$13,309,969)
Amount attributable to operating activities					
INVESTING ACTIVITIES					
Inflows from investing activities					
\$138,409	\$135,250	\$3,159	(F)	\$422,000	\$422,000
\$138,409	\$135,250	\$3,159	(F)	\$422,000	\$422,000
Outflows from investing activities					
(\$7,136,867)	(\$6,559,505)	(\$577,362)	(U)	(\$15,742,871)	(\$15,742,871)
(\$754,235)	(\$5,277,790)	\$4,523,555	(F)	(\$12,666,758)	(\$12,666,758)
(\$7,891,102)	(\$11,837,295)	\$3,946,193	(F)	(\$28,409,629)	(\$28,409,629)
(\$7,752,693)	(\$11,702,045)	\$3,949,352	(F)	(\$27,987,629)	(\$27,987,629)
Amount attributable to investing activities					
FINANCING ACTIVITIES					
Inflows from financing activities					
\$20,410,052	\$11,758,385	\$8,651,667	(F)	\$28,220,137	\$28,220,137
\$20,410,052	\$11,758,385	\$8,651,667	(F)	\$28,220,137	\$28,220,137
Outflows from financing activities					
(\$18,505,053)	(\$5,208,260)	(\$13,296,793)	(U)	(\$12,499,893)	(\$12,499,893)
(\$18,505,053)	(\$5,208,260)	(\$13,296,793)	(U)	(\$12,499,893)	(\$12,499,893)
\$1,904,999	\$6,550,125	(\$4,645,126)	(U)	\$15,720,244	\$15,720,244
Amount attributable to financing activities					
MOVEMENT IN SURPLUS OR DEFICIT					
\$2,825,406	\$22,612,402	(\$19,786,996)	(U)	\$22,612,402	\$22,612,402
\$10,431,559	(\$4,898,865)	\$15,330,424	(F)	(\$13,309,969)	(\$13,309,969)
(\$7,752,693)	(\$11,702,045)	\$3,949,352	(F)	(\$27,987,629)	(\$27,987,629)
\$1,904,999	\$6,550,125	(\$4,645,126)	(U)	\$15,720,244	\$15,720,244
\$7,409,271	\$12,561,617	(\$5,152,346)	(U)	(\$2,964,952)	(\$2,964,952)

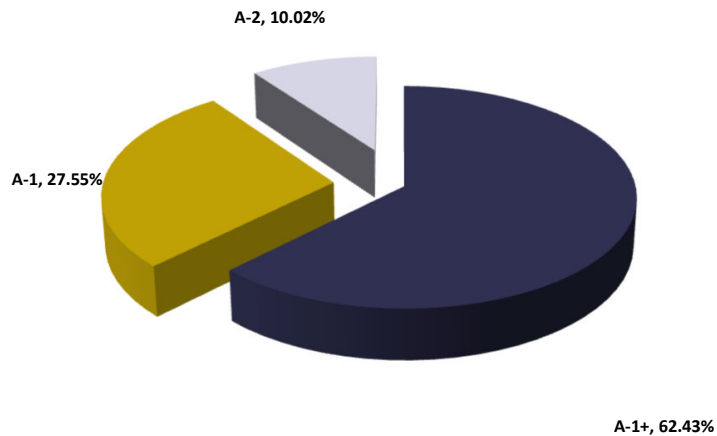
EMRC Investment Report

November 2023

I. Overall Portfolio Limits

S&P Long Term Rating	S&P Short Term Rating	Short Term % Portfolio	Investment Maximum %
AA-	A-1+	62.43%	100.00%
A	A-1	27.55%	100.00%
BBB	A-2	10.02%	40.00%
		100.00%	

Investment by S&P Rating



II. Single Entity Exposure

	S&P Long Term Rating	S&P Short Term Rating	Short Term % Portfolio
ANZ Banking Group	AA-	A-1+	33.82%
AMP	BBB	A-2	10.02%
NAB	AA-	A-1+	0.00%
Westpac / St. George Bank	AA-	A-1+	28.61%
Suncorp	A+	A-1	27.55% *
BOQ / ME Bank	BBB+	A-2	0.00%
Commonwealth Bank	AA-	A-1+	0.00%
ING	A	A-1	0.00%
Macquarie Bank	A+	A-1	0.00%
			100.00%

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

III. Term to Maturity Framework

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

IV. Fossil Fuel Divestment

	% Portfolio	
Non-Fossil Fuel ADI's	27.55%	
Fossil Fuel ADI's	72.45%	
		100.00%

6.2 FINANCIAL REPORT FOR PERIOD ENDED 31 DECEMBER 2023

D2024/02849

PURPOSE OF REPORT

The purpose of this report is to provide Council with an overview of the EMRC's financial performance for the period ended 31 December 2023.

KEY POINTS

- Significant year to date budget variances greater than 10% or \$20,000, whichever is the greater, within each nature and type category on the Statement of Comprehensive Income as at 31 December 2023 have been identified and are reported on in the body of the report.

RECOMMENDATIONS

That Council receives the Statement of Comprehensive Income, Capital Expenditure Statement, Statement of Financial Position, Statement of Cash and Investments and the Investment Report for the period ended 31 December 2023.

SOURCE OF REPORT

Chief Financial Officer

BACKGROUND

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

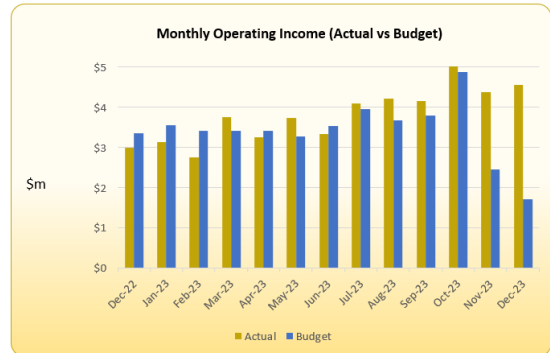
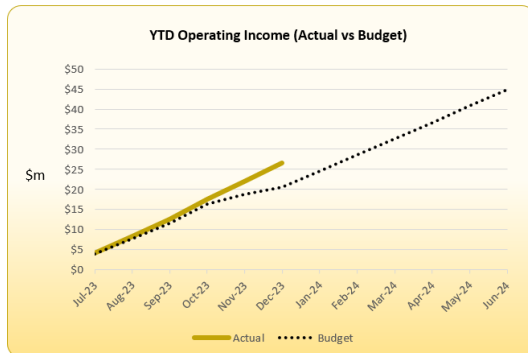
REPORT

- 3 Outlined below are financial statements for the period ended 31 December 2023. Where possible the year to date monthly budget allocations will be reviewed in order to match the appropriate timing for the various projects budgeted to be undertaken. This will provide a better comparison between the year to date actual and year to date budget figures.

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

4 The net operating result as at 31 December 2023 is a favourable variance of \$4,506,402 (111.83%) against budget. The following information is provided on key aspects of Council’s year to date financial performance:

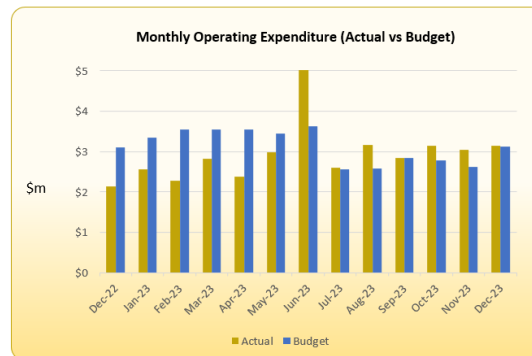
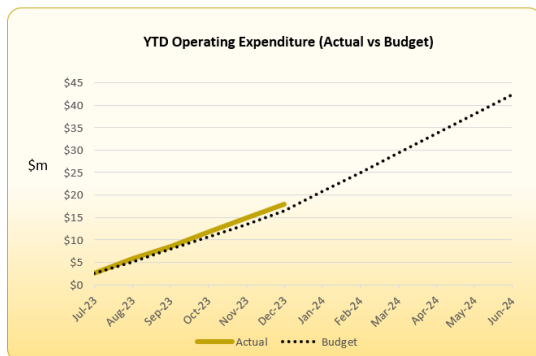
Operating Income	Actuals for the Year	A favourable variance of \$5,982,026 (29.20%)
	End of Year Forecasts	As per budget – not yet due to be reviewed.



Operating Income Variances Previously Reported to Council

- 5 Net User Charges of \$19,328,419 is above the budget by \$4,472,389 (30.10%). The variance is attributable to additional tonnages received.
- 6 Secondary Waste Charge of \$1,714,820 is above the budget by \$390,743 (29.51%). This is primary attributed to the delay in East Rockingham Waste to Energy (ERWtE) project and the tonnages from member councils being redirected to Redhill Waste Management Facility.
- 7 Interest on Municipal Cash Investments of \$663,610 is above the budget by \$556,228 (517.99%) due to the higher investment rate achieved (4.85 % average interest vs 3.75% budgeted) and higher available funds for investments.
- 8 Interest on Restricted Cash Investments of \$1,203,668 is above the budget by \$295,898 (32.60%) due to the higher in investment rates achieved and higher available funds for investments.
- 9 Reimbursement is above the budget by \$339,005 (38.72%) and the variance is due to the reimbursement received for Biobag and Woodside project.
- 10 There were no further significant Operating Income variances as at 31 December 2023.

Operating Expenditure	Actuals for the Year	An overspend variance of \$1,475,624 (8.97%)
	End of Year Forecasts	As per budget – not yet due to be reviewed.



Operating Expenditure Variances Previously Reported to Council

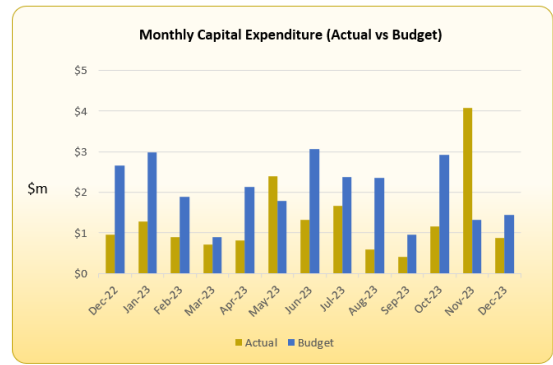
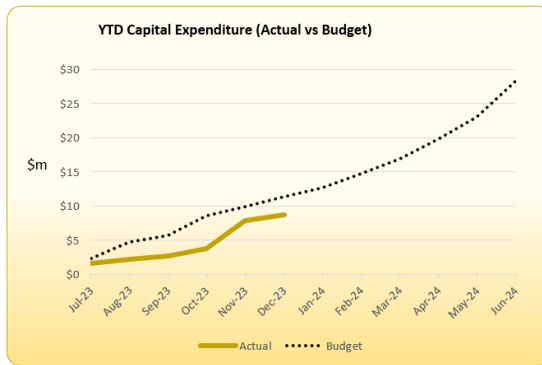
- 11 Material Expenses of \$1,038,821 is above the budget by \$234,443 (29.15%). The variance is attributed to the purchase of Biobag which was reimbursed.
- 12 Fuel Expenses of \$941,993 is above the budget by \$172,757 (22.46%). The variance is due to the increased fuel consumption resulting from the higher volume of tonnage received.
- 13 Depreciation Expenses is above the budget by \$526,756 (20.63%). The major variance relates to the higher cell usage as a result of additional commercial and non-member Council tonnages received.
- 14 Miscellaneous Expenses is below the budget by \$73,034 (12.11%) due to the timing of various projects from different business units. Areas where the expenditures are lower and higher than budget for various directorates/business units include: CEO's (\$44,221), Business Support (\$17,873), Sustainability (\$18,913), and Operations \$7,973.
- 15 Provision Expenses is above the budget by \$470,043 (99.61%). This non-cash flow variance relates to the Post Closure Site Rehabilitation and Environmental Monitoring provisions as a result of the additional commercial and non-member Council tonnages received during the December month.
- 16 Cost Allocations is below the budget by \$441,285 (99.98%). This variance relates to internal costs allocated to various projects and specifically capital expenditure projects that have been budgeted to utilise the EMRC's plant and labour as well as the timing of various projects.
- 17 There were no further significant Operating Expenditure variances as at 31 December 2023.

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

- 18 There were no significant Other Comprehensive Income variances as at 31 December 2023.

Capital Expenditure Statement (refer Attachment 2)

Capital Expenditure	Actuals for the Year	An underspend variance of \$2,593,180
	End of Year Forecasts	As per budget – not yet due to be reviewed.



Capital Expenditure Variances

20 An underspent variance of \$2,593,180 existed as at 31 December 2023 when compared to the budget of \$11,362,894.

21 Capital expenditure totalling \$8,769,714 with the major capital expenditure being undertaken on the following:

- Construct Waste Transfer Station - HRRP - \$2,319,055;
- Construct Wood Waste to Energy Building - HRRP - \$1,763,235;
- Purchase / Replace Plant - Hazelmere - \$1,306,253;
- Regional Waste Collection Project - Plant Purchases - \$564,404;
- Purchase / Replace Minor Plant and Equipment - HRRP - \$456,720;
- Purchase / Replace Vehicles - RHWMF - \$332,958;
- Upgrade Power Supply to Workshop No 2 - RHWMF - \$242,355;
- Leachate Pond Deepening - RHWMF - \$229,713;
- Construct Roads / Carparks - RHWMF - \$211,134;
- Purchase / Replace Minor Plant and Equipment - RHWMF - \$192,845;
- Waste Transfer Station - Thermal Cameras - HRRP - \$175,485;
- Resource Recovery Park - Noise Control Fencing - \$153,022; and
- Hydrant Upgrade - HRRP - \$142,309.

22 As end of year forecasts are yet to be reviewed, the forecast balances as at 31 December 2023 are as per the budget estimates.

Statement of Financial Position (refer Attachment 3)

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

24 Total Equity as at 31 December 2023 totals \$186,209,869. This is an increase of \$8,536,129 from the 30 June 2023 equity of \$177,673,740.

25 As end of year forecasts are yet to be reviewed, the forecast balances as at 31 December 2023 are as per the budget estimates.

Statement of Cash and Investments (refer Attachment 4)

26 The level of cash and investments in the Municipal Fund as at 31 December 2023 is \$33,463,179 and Restricted Cash amount to \$49,924,203.

27 The net movement for the month is an increase of \$3,540,951.

28 As end of year forecasts are yet to be reviewed, the forecast balances as at 31 December 2023 are as per the budget estimates.

Statement of Financial Activity (refer Attachment 5)

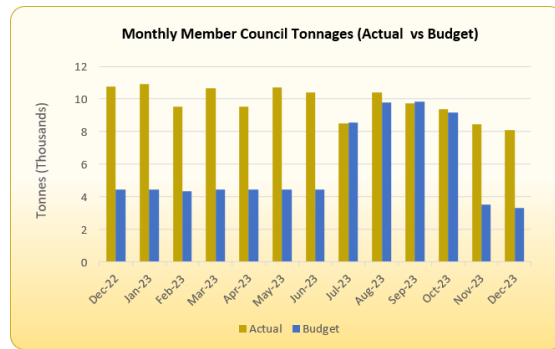
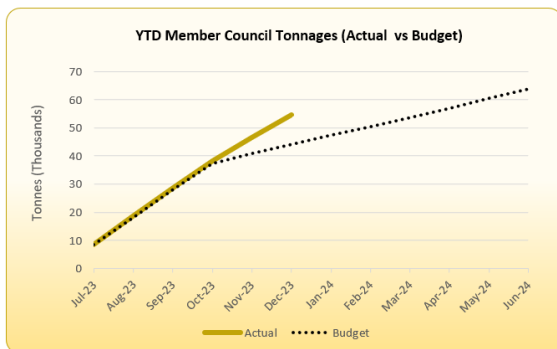
29 The Statement of Financial Activity combines information from other report to include Operating Revenue and Expenditure, Capital Income and Expenditure, and transfers to and from reserves.

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

Investment Report (refer Attachment 6)

31 Term deposits valued at \$23,000,000 matured during December 2023 and the entire amount was reinvested into further term deposits.

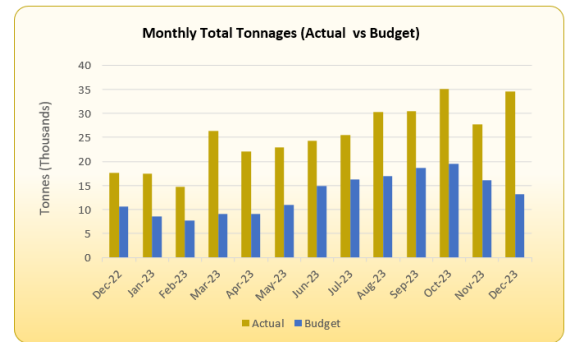
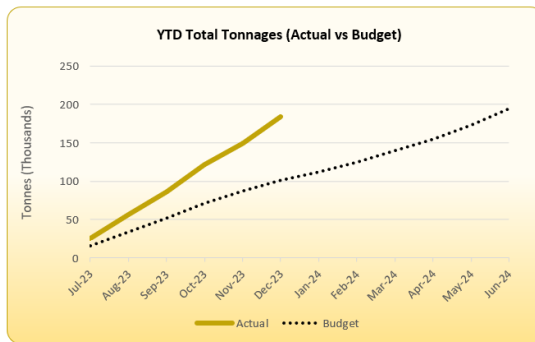
Tonnages - Member Councils



32 Tonnages received from member Councils were 54,575 tonnes compared to the budget of 44,223 tonnes.

33 This compared with 67,147 tonnes in the previous corresponding period. The main variance is due to Kalamunda withdrawal.

Tonnages - Total Tonnages



34 Total tonnages received from all sources were 183,648 tonnes compared to the budget of 100,757 tonnes. The variance is mainly as a result of the higher commercial and non-member Council tonnes received.

35 As at the same period in 2022/2023 tonnages received from all sources totalled 114,387 tonnes.

STRATEGIC/POLICY IMPLICATIONS

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

FINANCIAL IMPLICATIONS

37 As outlined within the report and attachments.

SUSTAINABILITY IMPLICATIONS

38 Nil

RISK MANAGEMENT

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

MEMBER COUNCIL IMPLICATIONS

Member Council

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



Implication Details

As outlined in the report.

ATTACHMENT(S)

1. Statement of Comprehensive Income by Nature and Type (D2024/02857)
2. Capital Expenditure Statement (D2024/02858)
3. Statement of Financial Position (D2024/02859)
4. Statement of Cash and Investments (D2024/02860)
5. Statement of Financial Activity (D2024/02861)
6. Investment Report (D2024/02862)

VOTING REQUIREMENT

Simple Majority

RECOMMENDATION(S)

That Council receives the Statement of Comprehensive Income, Capital Expenditure Statement, Statement of Financial Position, Statement of Cash and Investments, Statement of Financial Activity and the Investment Report for the period ended 31 December 2023.

COUNCIL RESOLUTION(S)

MOVED

SECONDED



STATEMENT OF COMPREHENSIVE INCOME

Nature and Type

Year to Date			December 2023		Full Year		
Actual	Budget	Variance		Forecast	Budget	Variance	
Operating Income							
\$30,425,988	\$23,524,058	\$6,901,930	(F)	User Charges	\$43,897,155	\$43,897,155	\$0 (F)
(\$11,097,569)	(\$8,668,028)	(\$2,429,541)	(U)	<u>Less</u> Landfill Levy Charges	(\$10,628,512)	(\$10,628,512)	\$0 (F)
\$19,328,419	\$14,856,030	\$4,472,389	(F)	Net User Charges	\$33,268,643	\$33,268,643	\$0 (F)
\$291,186	\$297,800	(\$6,614)	(U)	Special Charges	\$591,096	\$591,096	\$0 (F)
\$1,714,820	\$1,324,077	\$390,743	(F)	Secondary Waste Charge	\$1,746,632	\$1,746,632	\$0 (F)
\$95,420	\$88,580	\$6,840	(F)	Contributions	\$109,755	\$109,755	\$0 (F)
\$341,000	\$341,000	\$0	(F)	Operating Grants	\$690,000	\$690,000	\$0 (F)
\$663,610	\$107,382	\$556,228	(F)	Interest Municipal Cash Investments	\$214,775	\$214,775	\$0 (F)
\$1,203,668	\$907,770	\$295,898	(F)	Interest Restricted Cash Investments	\$1,815,590	\$1,815,590	\$0 (F)
\$1,214,591	\$875,586	\$339,005	(F)	Reimbursements	\$1,939,340	\$1,939,340	\$0 (F)
\$1,436,028	\$1,510,764	(\$74,736)	(U)	Other	\$3,955,714	\$3,955,714	\$0 (F)
\$182,273	\$180,000	\$2,273	(F)	Proceeds from Sale of Assets	\$422,000	\$422,000	\$0 (F)
\$26,471,015	\$20,488,989	\$5,982,026	(F)	Total Operating Income	\$44,753,545	\$44,753,545	\$0 (F)
Operating Expenditure							
\$6,811,139	\$6,955,777	\$144,638	(F)	Salary Expenses	\$14,057,260	\$14,057,260	\$0 (F)
\$4,114,709	\$4,266,247	\$151,538	(F)	Contract Expenses	\$10,391,841	\$10,391,841	\$0 (F)
\$1,038,821	\$804,378	(\$234,443)	(U)	Material Expenses	\$1,936,086	\$1,936,086	\$0 (F)
\$168,783	\$180,647	\$11,864	(F)	Utility Expenses	\$377,077	\$377,077	\$0 (F)
\$941,993	\$769,236	(\$172,757)	(U)	Fuel Expenses	\$1,538,583	\$1,538,583	\$0 (F)
\$0	\$0	\$0	(F)	Interest Expenses	\$0	\$0	\$0 (F)
\$234,099	\$213,678	(\$20,421)	(U)	Insurance Expenses	\$427,647	\$427,647	\$0 (F)
\$3,080,433	\$2,553,677	(\$526,756)	(U)	Depreciation Expenses	\$4,505,745	\$4,505,745	\$0 (F)
\$530,077	\$603,111	\$73,034	(F)	Miscellaneous Expenses	\$8,030,117	\$8,030,117	\$0 (F)
\$941,917	\$471,874	(\$470,043)	(U)	Provision Expenses	\$917,260	\$917,260	\$0 (F)
(\$91)	(\$441,376)	(\$441,285)	(U)	Costs Allocated	(\$117,614)	(\$117,614)	\$0 (F)
\$73,006	\$82,013	\$9,007	(F)	Carrying Amount of Assets Disposed Of	\$234,062	\$234,062	\$0 (F)
\$17,934,886	\$16,459,262	(\$1,475,624)	(U)	Total Operating Expenditure	\$42,298,064	\$42,298,064	\$0 (F)
\$8,536,129	\$4,029,727	\$4,506,402	(F)	NET RESULT BEFORE OTHER COMPREHENSIVE INCOME	\$2,455,481	\$2,455,481	\$0 (F)
Surplus	Surplus				Surplus	Surplus	
Other Comprehensive Income							
\$0	\$0	\$0	(F)	Revaluation of Assets/Accumulated Depreciation Reversal	\$0	\$0	\$0 (F)
\$0	\$0	\$0	(F)	Total Other Comprehensive Income	\$0	\$0	\$0 (F)
\$8,536,129	\$4,029,727	\$4,506,402	(F)	CHANGE IN NET ASSETS FROM OPERATIONS	\$2,455,481	\$2,455,481	\$0 (F)
Surplus	Surplus				Surplus	Surplus	

Notes:

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

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



CAPITAL EXPENDITURE STATEMENT

DECEMBER 2023

Year to Date			On Order	Full Year			
Actual	Budget	Variance		Forecast	Budget	Variance	
CEO's Team							
\$0	\$34,998	\$34,998	\$0	Purchase Information Technology & Communication Equipment - Councillors (24550/01)	\$70,000	\$70,000	\$0
\$0	\$34,998	\$34,998	\$0		\$70,000	\$70,000	\$0



CAPITAL EXPENDITURE STATEMENT

DECEMBER 2023

Year to Date			On Order	Full Year			
Actual	Budget	Variance		Forecast	Budget	Variance	
Business Support							
\$0	\$140,994	\$140,994	\$0	Extend Ascot PV & EV Charging (24399/28)	\$282,000	\$282,000	\$0
\$107,954	\$34,374	(\$73,580)	\$0	Purchase Vehicles - Ascot Place (24440/00)	\$108,000	\$68,750	(\$39,250)
\$0	\$208,998	\$208,998	\$0	Purchase Vehicles - Ascot Place (Electric Vehicles) (24440/01)	\$418,000	\$418,000	\$0
\$0	\$4,998	\$4,998	\$0	Purchase Furniture Fittings & Equipment - Corporate Services (24510/01)	\$10,000	\$10,000	\$0
\$0	\$36,498	\$36,498	\$0	Purchase Information Technology & Communication Equipment (24550/00)	\$73,000	\$73,000	\$0
\$0	\$47,496	\$47,496	\$0	Capital Improvement Administration Building - Ascot Place (25240/01)	\$95,000	\$95,000	\$0
\$0	\$2,496	\$2,496	\$0	Upgrade Security Equipment - Ascot Place (25530/01)	\$5,000	\$5,000	\$0
\$107,954	\$475,854	\$367,900	\$0		\$991,000	\$951,750	(\$39,250)



CAPITAL EXPENDITURE STATEMENT

DECEMBER 2023

Year to Date			On Order	Full Year			
Actual	Budget	Variance		Forecast	Budget	Variance	
Sustainability Team							
\$0	\$150,039	\$150,039	\$0	Construct Monitoring Bores - Red Hill Landfill Facility (24396/00)	\$287,673	\$300,000	\$12,327
\$6,408	\$0	(\$6,408)	\$3,064	Purchase of Fume Hood at HRRP - Waste Environment (24590/10)	\$40,000	\$0	(\$40,000)
\$6,408	\$150,039	\$143,632	\$3,064		\$327,673	\$300,000	(\$27,673)



CAPITAL EXPENDITURE STATEMENT

DECEMBER 2023

Year to Date			On Order	Full Year			
Actual	Budget	Variance		Forecast	Budget	Variance	
Operations Team							
\$0	\$41,666	\$41,666	\$0	Construct Waste Management Facility Buildings - Red Hill Landfill Facility (24250/01)	\$75,000	\$250,000	\$175,000
\$1,763,235	\$1,365,078	(\$398,157)	\$332,363	Construct Wood Waste to Energy Building - HRRP (24259/05)	\$3,558,591	\$2,727,588	(\$831,003)
\$2,319,055	\$849,858	(\$1,469,197)	\$20,834	Construct Waste Transfer Station - HRRP (24259/10)	\$2,468,614	\$849,858	(\$1,618,756)
\$2,360	\$0	(\$2,360)	\$0	Construct Weighbridge Office - HRRP (24259/12)	\$2,360	\$0	(\$2,360)
\$242,355	\$0	(\$242,355)	\$0	Upgrade Power Supply to Workshop No 2 - Red Hill Landfill Facility (24259/15)	\$328,456	\$0	(\$328,456)
\$31,240	\$54,029	\$22,790	\$49,186	Install Power Supply to Lots 8 9 & 10 - Red Hill Landfill Facility (24259/16)	\$250,000	\$250,000	\$0
\$0	\$0	\$0	\$0	Construct Wood Waste to Energy Dry Char Storage Facility - HRRP (24259/19)	\$91,000	\$0	(\$91,000)
\$0	\$47,723	\$47,723	\$0	Wood Waste to Energy Plant - Fire Protection - HRRP (24259/22)	\$200,000	\$200,000	\$0
\$32,590	\$86,194	\$53,604	\$0	Construct Class III Cell Stage 17 - Red Hill Landfill Facility (24310/21)	\$440,000	\$440,000	\$0
\$0	\$188,165	\$188,165	\$0	Design and Construct Class IV Cell Stage 2 - Red Hill Landfill Facility (24330/04)	\$600,000	\$600,000	\$0
\$42,046	\$544,652	\$502,606	\$0	Design and Construct Class IV Cell Stage 3 - Red Hill Landfill Facility (24330/05)	\$150,000	\$3,206,000	\$3,056,000
\$0	\$120,830	\$120,830	\$0	Construct Leachate and Stormwaste Infrastructure and Siltation Ponds - Red Hill Landfill Facility (24350/01)	\$375,000	\$375,000	\$0
\$229,713	\$794,996	\$565,283	\$1,691,333	Leachate Pond Deepening - Red Hill Landfill Facility (24350/02)	\$1,550,000	\$1,550,000	\$0



CAPITAL EXPENDITURE STATEMENT

DECEMBER 2023

Year to Date			On Order	Full Year		
Actual	Budget	Variance		Forecast	Budget	Variance
Operations Team						
\$211,134	\$63,645	(\$147,489)	\$0	Construct Roads / Carparks - Red Hill Landfill Facility (24370/00)	\$212,060	\$127,060 (\$85,000)
\$0	\$136,598	\$136,598	\$0	Construct Access Road to Lots 8 9 10 - Red Hill Landfill Facility (24370/02)	\$660,000	\$660,000 \$0
\$33,725	\$37,500	\$3,775	\$220	Construct Drainage Diversion and Earthworks Infrastructures - Red Hill Landfill Facility (24380/00)	\$75,000	\$75,000 \$0
\$0	\$171,674	\$171,674	\$0	Construct Drainage Works to Lots 8 9 10 - Red Hill Landfill Facility (24380/01)	\$440,000	\$440,000 \$0
\$0	\$15,000	\$15,000	\$0	Construct Litter Fence - Redhill Landfill Facility (24394/05)	\$30,000	\$30,000 \$0
\$153,022	\$0	(\$153,022)	\$0	Resource Recovery Park - Noise Control Fencing (24394/06)	\$154,275	\$0 (\$154,275)
\$17,700	\$99,996	\$82,296	\$41,248	Supply and Install Electronic Gates - Redhill Landfill Facility (24394/07)	\$200,000	\$200,000 \$0
\$12,013	\$0	(\$12,013)	\$0	Construct FOGO Processing Area - Red Hill Landfill Facility (24395/05)	\$50,000	\$0 (\$50,000)
\$0	\$17,496	\$17,496	\$0	Undertake FOGO Reference Site Tours (24395/06)	\$35,000	\$35,000 \$0
\$12,581	\$50,167	\$37,586	\$900	Implementation of the FOGO Recovery Strategy (24395/07)	\$100,000	\$100,000 \$0
\$0	\$60,000	\$60,000	\$0	Construct Hardstand 2 (Old House Site) - Hazelmere (24395/10)	\$0	\$360,000 \$360,000
\$0	\$133,332	\$133,332	\$435,750	FOGO Picking Station - Red Hill Landfill Facility (24395/11)	\$450,000	\$500,000 \$50,000
\$19,128	\$0	(\$19,128)	\$0	Construct Storage Bunkers for Wood Fines (QA process) - Hazelmere (24399/09)	\$50,000	\$0 (\$50,000)
\$0	\$24,996	\$24,996	\$0	Air Supply lines - Waste Management Structures - Red Hill Landfill Facility (24399/10)	\$100,000	\$50,000 (\$50,000)



CAPITAL EXPENDITURE STATEMENT

DECEMBER 2023

Year to Date			On Order		Full Year		
Actual	Budget	Variance			Forecast	Budget	Variance
Operations Team							
\$4,560	\$99,995	\$95,435	\$0	Wood Waste to Energy Utilities/Infrastructure - HRRP (24399/11)	\$200,000	\$200,000	\$0
\$0	\$49,998	\$49,998	\$0	Gas Extraction System Wells - Red Hill Landfill Facility (24399/20)	\$50,000	\$100,000	\$50,000
\$3,087	\$448,369	\$445,282	\$111,967	Air Pollution Control Residue Facility (APCR) - Red Hill Landfill Facility (24399/21)	\$100,000	\$2,528,034	\$2,428,034
\$21,815	\$180,000	\$158,185	\$9,800	Extension of Sewer Line from WWtE to Sewer Sump & existing ATU - HRRP (24399/23)	\$180,000	\$180,000	\$0
\$0	\$16,650	\$16,650	\$0	Noise Barrier for Hammer Mill - HRRP (24399/26)	\$99,900	\$99,900	\$0
\$142,309	\$175,000	\$32,691	\$99,598	Hydrant Upgrade - HRRP (24399/29)	\$537,594	\$175,000	(\$362,594)
\$23,015	\$53,764	\$30,749	\$176,621	Sewer Line connection to Talloman - HRRP (24399/30)	\$558,764	\$53,764	(\$505,000)
\$131,050	\$655,000	\$523,950	\$3,041,258	Purchase / Replace Plant - Red Hill Landfill Facility (24410/00)	\$4,547,235	\$2,725,000	(\$1,822,235)
\$1,306,253	\$1,524,666	\$218,413	\$84,960	Purchase / Replace Plant - Hazelmere (24410/01)	\$2,398,784	\$2,788,000	\$389,216
\$0	\$0	\$0	\$0	Purchase FOGO Processing Plant - Red Hill Landfill Facility (24410/10)	\$100,000	\$0	(\$100,000)
\$564,404	\$516,666	(\$47,738)	\$0	Regional Waste Collection Project - Plant Purchases (24410/14)	\$1,000,000	\$1,000,000	\$0
\$0	\$179,000	\$179,000	\$0	Air Pollution Control Residue Facility (APCR) Plant & Equipment - Red Hill Landfill Facility (24410/15)	\$0	\$1,074,000	\$1,074,000
\$192,845	\$253,500	\$60,656	\$183,165	Purchase / Replace Minor Plant and Equipment-Red Hill Landfill Facility (24420/00)	\$507,000	\$507,000	\$0
\$456,720	\$233,124	(\$223,596)	\$67,630	Purchase / Replace Minor Plant and Equipment - Hazelmere (24420/02)	\$468,259	\$466,259	(\$2,000)



CAPITAL EXPENDITURE STATEMENT

DECEMBER 2023

Year to Date			On Order	Full Year		
Actual	Budget	Variance		Forecast	Budget	Variance
Operations Team						
\$332,958	\$146,622	(\$186,336)	\$0	Purchase / Replace Vehicles - Red Hill Landfill Facility (24430/00)	\$370,000	\$293,250 (\$76,750)
\$0	\$9,996	\$9,996	\$0	Purchase / Replace Office Equipment - Red Hill Landfill Facility (24510/08)	\$20,000	\$20,000 \$0
\$0	\$30,000	\$30,000	\$0	Purchase / Replace Security System - Red Hill Waste Management Facility (24530/08)	\$60,000	\$60,000 \$0
\$0	\$4,998	\$4,998	\$0	Purchase / Replace Security System - Hazelmere (24530/10)	\$10,000	\$10,000 \$0
\$13,260	\$24,996	\$11,736	\$0	Waste Transfer Station - CCTV and Network - HRRP (24530/11)	\$50,000	\$50,000 \$0
\$175,485	\$12,498	(\$162,987)	\$0	Waste Transfer Station - Thermal Cameras - HRRP (24530/12)	\$175,500	\$25,000 (\$150,500)
(\$1,494)	\$3,000	\$4,494	\$0	Purchase Information Technology & Communication Equipment - Projects (24550/02)	\$6,000	\$6,000 \$0
\$0	\$43,578	\$43,578	\$0	Purchase Information Technology & Communication Equipment - Hazelmere (24550/03)	\$87,166	\$87,166 \$0
\$611	\$6,000	\$5,389	\$0	Purchase Information Technology & Communication Equipment - Red Hill (24550/05)	\$12,000	\$12,000 \$0
\$8,250	\$137,496	\$129,246	\$312,283	Purchase / Replace Other Equipment - Red Hill Landfill Facility (24590/00)	\$275,000	\$275,000 \$0
\$6,225	\$0	(\$6,225)	\$0	Purchase / Replace Miscellaneous Equipment - Hazelmere (24590/02)	\$7,500	\$0 (\$7,500)
\$0	\$9,996	\$9,996	\$0	Purchase / Replace Office Furniture and Fittings - Red Hill Landfill Facility (24610/08)	\$20,000	\$20,000 \$0



CAPITAL EXPENDITURE STATEMENT

DECEMBER 2023

Year to Date			On Order	Full Year			
Actual	Budget	Variance		Forecast	Budget	Variance	
Operations Team							
\$0	\$9,996	\$9,996	\$0	Purchase Office Furniture and Fittings - Hazelmere Office (24610/10)	\$20,000	\$20,000	\$0
\$16,893	\$13,500	(\$3,393)	\$0	Purchase Furniture and Fittings - Hazelmere Workshop (24610/11)	\$27,000	\$27,000	\$0
\$135,208	\$960,000	\$824,792	\$92,198	Refurbish Plant - Red Hill Landfill Facility (25410/00)	\$1,260,000	\$1,260,000	\$0
\$8,655,352	\$10,702,003	\$2,046,651	\$6,751,314		\$25,793,058	\$27,087,879	\$1,294,821
\$8,769,714	\$11,362,894	\$2,593,180	\$6,754,378	TOTAL CAPITAL EXPENDITURE	\$27,181,731	\$28,409,629	\$1,227,898



STATEMENT OF FINANCIAL POSITION

DECEMBER 2023

Actual June 2023	Actual Year to Date	(F) = Favourable variation (U) = Unfavourable variation	Full Year		
			Forecast	Budget	Variance
Current Assets					
\$26,624,162	\$4,887,382	Cash and Cash Equivalents	\$1,097,002	\$1,097,002	\$0 (F)
\$53,500,000	\$78,500,000	Investments	\$31,810,067	\$31,810,067	\$0 (F)
\$4,817,449	\$5,733,274	Trade and Other Receivables	\$2,988,058	\$2,988,058	\$0 (F)
\$32,949	\$89,436	Inventories	\$39,035	\$39,035	\$0 (F)
\$20,620	\$321,133	Other Assets	\$67,382	\$67,382	\$0 (F)
\$84,995,180	\$89,531,225	Total Current Assets	\$36,001,544	\$36,001,544	\$0 (F)
Current Liabilities					
\$6,798,058	\$7,455,267	Trade and Other Payables	\$6,201,968	\$6,201,968	\$0 (F)
\$2,139,838	\$2,156,903	Provisions	\$1,947,778	\$1,947,778	\$0 (F)
\$8,937,896	\$9,612,170	Total Current Liabilities	\$8,149,746	\$8,149,746	\$0 (F)
\$76,057,284	\$79,919,055	Net Current Assets	\$27,851,798	\$27,851,798	\$0 (F)
Non Current Assets					
\$47,850,257	\$47,850,257	Land	\$47,850,257	\$47,850,257	\$0 (F)
\$9,172,808	\$20,652,937	Buildings	\$29,267,252	\$29,267,252	\$0 (F)
\$21,117,026	\$20,250,866	Structures	\$40,495,127	\$40,495,127	\$0 (F)
\$12,584,804	\$13,847,233	Plant	\$23,532,419	\$23,532,419	\$0 (F)
\$399,739	\$547,438	Equipment	\$2,126,573	\$2,126,573	\$0 (F)
\$156,319	\$162,532	Furniture and Fittings	\$164,972	\$164,972	\$0 (F)
\$37,743,167	\$31,329,132	Work in Progress	\$17,536,763	\$17,536,763	\$0 (F)
\$129,024,120	\$134,640,395	Total Non Current Assets	\$160,973,363	\$160,973,363	\$0 (F)
Non Current Liabilities					
\$27,407,664	\$28,349,581	Provisions	\$12,147,577	\$12,147,577	\$0 (F)
\$27,407,664	\$28,349,581	Total Non Current Liabilities	\$12,147,577	\$12,147,577	\$0 (F)
\$177,673,740	\$186,209,869	Net Assets	\$176,677,584	\$176,677,584	\$0 (F)
Equity					
\$81,382,357	\$88,296,745	Accumulated Surplus/Deficit	\$106,680,934	\$106,680,934	\$0 (F)
\$37,145,634	\$37,145,634	Asset Revaluation Reserve	\$37,157,892	\$37,157,892	\$0 (F)
\$52,231,361	\$52,231,361	Cash Backed Reserves	\$30,383,277	\$30,383,277	\$0 (F)
\$6,914,388	\$8,536,129	Net change in assets from operations	\$2,455,481	\$2,455,481	\$0 (F)
\$177,673,740	\$186,209,869	Total Equity	\$176,677,584	\$176,677,584	\$0 (F)



CASH AND INVESTMENTS DECEMBER 2023

Actual June 2023	Actual Year to Date	(F) = Favourable variation (U) = Unfavourable variation	Full Year		
			Forecast	Budget	Variance
Municipal Cash and Investments					
26,620,112	4,883,332	Cash at Bank - Municipal Fund 01001/00	294,395	294,395	0 (F)
4,050	4,050	Cash on Hand 01019/00 - 02	4,050	4,050	0 (F)
1,268,639	28,575,797	Investments - Municipal Fund 02021/00	1,063,188	1,063,188	0 (F)
27,892,801	33,463,179	Total Municipal Cash	1,361,633	1,361,633	0 (F)
Restricted Cash and Investments					
1,347,454	346,803	Restricted Investments - Plant and Equipment 02022/01	256,568	256,568	0 (F)
4,263,318	4,350,236	Restricted Investments - Post Closure Site Rehabilitation Red Hill 02022/02	6,204,205	6,204,205	0 (F)
9,036,948	2,809,999	Restricted Investments - Future Development 02022/03	884,621	884,621	0 (F)
1,973,037	2,013,262	Restricted Investments - Environmental Monitoring Red Hill 02022/04	2,902,707	2,902,707	0 (F)
40,237	744,166	Restricted Investments - Class IV Cells Red Hill 02022/07	467,165	467,165	0 (F)
7,915,283	10,160,450	Restricted Investments - Secondary Waste Processing 02022/09	10,097,446	10,097,446	0 (F)
2,378,510	2,777,886	Restricted Investments - Class III Cells 02022/10	3,156,111	3,156,111	0 (F)
5,506,111	5,618,366	Restricted Investments - EastLink Relocation 02022/13	5,685,769	5,685,769	0 (F)
18,663,605	19,973,612	Restricted Investments - Committed Funds 02022/14	0	0	0 (F)
1,106,858	1,129,423	Restricted Investments - Long Service Leave 02022/90	1,162,158	1,162,158	0 (F)
52,231,361	49,924,203	Total Restricted Cash	30,816,750	30,816,750	0 (F)
80,124,162	83,387,382	TOTAL CASH AND INVESTMENTS	32,178,383	32,178,383	0 (F)

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



STATEMENT OF FINANCIAL ACTIVITY December 2023

Year to Date			Full Year	
Actual	Budget	Variance	Forecast	Budget
			(F) = Favourable variation (U) = Unfavourable variation	
OPERATING ACTIVITIES				
Revenue from operating activities				
\$32,431,994	\$25,145,935	\$7,286,059	(F)	\$46,234,883
\$1,651,011	\$1,305,166	\$345,845	(F)	\$46,234,883
\$1,867,278	\$1,015,152	\$852,126	(F)	\$2,739,095
\$1,436,028	\$1,510,764	(\$74,736)	(U)	\$2,030,365
\$109,267	\$97,987	\$11,280	(F)	\$3,955,714
\$37,495,578	\$29,075,004	\$8,420,574	(F)	\$55,147,995
Expenditure from operating activities				
(\$6,811,139)	(\$6,955,777)	\$144,638	(F)	(\$14,057,260)
(\$5,153,530)	(\$5,070,625)	(\$82,905)	(U)	(\$14,057,260)
(\$168,783)	(\$180,647)	\$11,864	(F)	(\$12,327,927)
(\$3,080,433)	(\$2,553,677)	(\$526,756)	(U)	(\$12,327,927)
\$0	\$0	\$0	(F)	(\$377,077)
(\$234,099)	(\$213,678)	(\$20,421)	(U)	(\$377,077)
(\$13,511,465)	(\$10,070,873)	(\$3,440,592)	(U)	(\$4,505,745)
\$0	\$0	\$0	(F)	(\$4,505,745)
(\$28,959,449)	(\$25,045,277)	(\$3,987,769)	(U)	(\$52,692,514)
\$3,913,083	(\$10,047,353)	\$13,960,436	(F)	\$0
\$12,449,212	(\$6,017,626)	\$18,393,241	(F)	\$0
			Non-cash amounts excluded from operating activities	(\$15,765,450)
			Amount attributable to operating activities	(\$13,309,969)
INVESTING ACTIVITIES				
Inflows from investing activities				
\$182,273	\$180,000	\$2,273	(F)	\$422,000
\$182,273	\$180,000	\$2,273	(F)	\$422,000
Outflows from investing activities				
(\$7,676,067)	(\$7,871,406)	\$195,339	(F)	(\$15,742,871)
(\$1,093,647)	(\$6,333,348)	\$5,239,701	(F)	(\$15,742,871)
(\$8,769,714)	(\$14,204,754)	\$5,435,040	(F)	(\$12,666,758)
(\$8,587,441)	(\$14,024,754)	\$5,437,313	(F)	(\$28,409,629)
			Amount attributable to investing activities	(\$27,987,629)
FINANCING ACTIVITIES				
Inflows from financing activities				
\$21,288,664	\$14,110,062	\$7,178,602	(F)	\$28,220,137
\$21,288,664	\$14,110,062	\$7,178,602	(F)	\$28,220,137
Outflows from financing activities				
(\$18,981,506)	(\$6,249,912)	(\$12,731,594)	(U)	(\$12,499,893)
(\$18,981,506)	(\$6,249,912)	(\$12,731,594)	(U)	(\$12,499,893)
\$2,307,158	\$7,860,150	(\$5,552,992)	(U)	\$15,720,244
			Amount attributable to financing activities	\$15,720,244
MOVEMENT IN SURPLUS OR DEFICIT				
\$2,825,406	\$22,612,402	(\$19,786,996)	(U)	\$22,612,402
\$12,449,212	(\$6,017,626)	\$18,466,838	(F)	\$22,612,402
(\$8,587,441)	(\$14,024,754)	\$5,437,313	(F)	(\$13,309,969)
\$2,307,158	\$7,860,150	(\$5,552,992)	(U)	(\$13,309,969)
\$8,994,335	\$10,430,172	(\$1,435,837)	(U)	(\$27,987,629)
			Surplus or deficit at the start of the financial year	\$15,720,244
			Amount attributable to operating activities	(\$13,309,969)
			Amount attributable to investing activities	(\$27,987,629)
			Amount attributable to financing activities	\$15,720,244
			Surplus or deficit after imposition of general rates	(\$2,964,952)

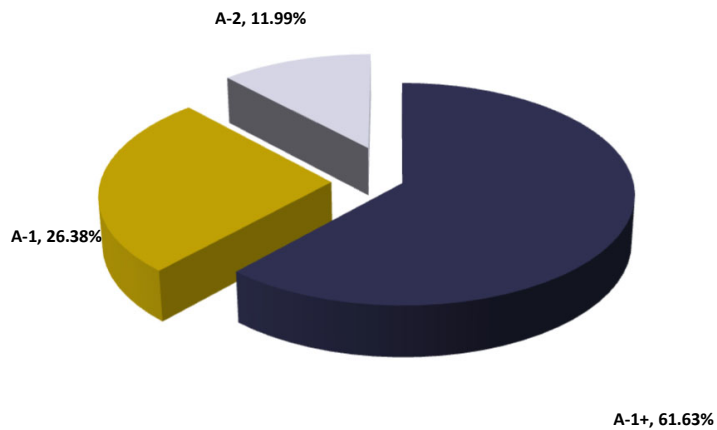
EMRC Investment Report

December 2023

I. Overall Portfolio Limits

S&P Long Term Rating	S&P Short Term Rating	Short Term % Portfolio	Investment Maximum %
AA-	A-1+	61.63%	100.00%
A	A-1	26.38%	100.00%
BBB	A-2	11.99%	40.00%
		100.00%	

Investment by S&P Rating



II. Single Entity Exposure

	S&P Long Term Rating	S&P Short Term Rating	Short Term % Portfolio
ANZ Banking Group	AA-	A-1+	29.98%
AMP	BBB	A-2	11.99%
NAB	AA-	A-1+	0.00%
Westpac / St. George Bank	AA-	A-1+	31.65%
Suncorp	A+	A-1	26.38% *
BOQ / ME Bank	BBB+	A-2	0.00%
Commonwealth Bank	AA-	A-1+	0.00%
ING	A	A-1	0.00%
Macquarie Bank	A+	A-1	0.00%
			100.00%

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

III. Term to Maturity Framework

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

IV. Fossil Fuel Divestment

	% Portfolio	
Non-Fossil Fuel ADI's	26.38%	
Fossil Fuel ADI's	73.62%	
		100.00%

6.3 REVIEW OF COUNCIL POLICIES

D2024/00878

PURPOSE OF REPORT

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

KEY POINT(S)

- Council Policies 2.1 Committees of Council and 6.3 Attendance at Events were last fully reviewed at the meeting of Council held on 25 March 2021.
- It is proposed that existing policies, as revised, be adopted.

RECOMMENDATION(S)

That:

1. With the exception of Council Policy, which is withdrawn, Council adopts the policies as reviewed and amended forming Attachment 3 to this report.
2. The adopted policies, as reviewed and amended forming Attachment 3 to this report, be scheduled to be reviewed again in four years.

SOURCE OF REPORT

Chief Executive Officer

BACKGROUND

- 1 Council Policies 2.1 Committees of Council and 6.3 Attendance at Events were last fully reviewed at the meeting of Council held on 25 March 2021.
- 2 In relation to Council Policy 2.1 Committees of Council, Council resolved as follows:

"THAT COUNCIL ADOPTS THE REVISED EMRC POLICY 2.1 – COMMITTEES OF COUNCIL FORMING ATTACHMENT 2 OF THIS REPORT."
- 3 Similarly, in relation to Council Policy 6.3 Attendance at Events, Council resolved as follows:

"THAT COUNCIL:
 1. *BY ABSOLUTE MAJORITY IN ACCORDANCE WITH S.5.90A OF THE LOCAL GOVERNMENT ACT 1995 CANCELS COUNCIL POLICY 6.1 - MEMBER CONFERENCE, SEMINAR AND STUDY TOUR ATTENDANCE POLICY, FORMING ATTACHMENT 1 OF THIS REPORT.*
 2. *BY ABSOLUTE MAJORITY IN ACCORDANCE WITH S.5.90A OF THE LOCAL GOVERNMENT ACT 1995 ADOPTS A NEW COUNCIL POLICY 6.3 - ATTENDANCE AT EVENTS POLICY, FORMING ATTACHMENT 2 OF THIS REPORT."*

REPORT

- 4 The policies of the EMRC, determined by Council as required by Section 2.7(2)(b) of the *Local Government Act 1995* (the Act), guide and inform management and the public about key Council policies and procedures. It is important that policies are reviewed periodically and amended where necessary.
- 5 EMRC's Executive Leadership Team, together with relevant Officers, have undertaken a comprehensive review of two policies. The following objectives were used as a basis for undertaking the review:
- To ensure policies met the definition of a policy;
 - To incorporate in the policies appropriate amendments to account for changes due to legislative changes (if any) or details such as dates, times and values since the last review; and
 - To ensure the policies are contemporary and appropriate for the Council.
- 6 Two policies have been reviewed and the changes are tabled here for Council's consideration.
- 7 The main types of considerations for this review are as follows:
- Maintain the current policy without amendment;
 - Maintain the policy with amendments; and
 - Delete the policy if it is no longer required, for example if these are covered under the *Local Government Act 1995* and regulations or has been incorporated into another policy.
- 8 A summary of the proposed changes to the Council policies are provided in Attachment 1 of this report.
- 9 The proposed changes are tracked and provided in Attachment 2 of this report.
- 10 All the changes are minor updates only. No significant changes have been made to the policies.
- 11 A clean copy of the final draft of the revised two policies are tabled for Council's consideration for adoption, forming Attachment 3 of this report.
- 12 Consistent with previous Council instructions to review Policy every four years, all the policies will be reviewed progressively during a four year cycle.

STRATEGIC/POLICY IMPLICATIONS

- 13 Reporting on EMRC Strategic Policy implications align with the revised Strategic Plan 2017-2027 and the Sustainability Strategy:
- Target - Sustainability integrated into management processes.

FINANCIAL IMPLICATIONS

- 14 Nil

SUSTAINABILITY IMPLICATIONS

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

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

Consequence	Likelihood	Rating
Moderate	Unlikely	Moderate
Action/Strategy		
➤ Council to adopt the revised Council Policies 2.1 and 6.3		

MEMBER COUNCIL IMPLICATIONS

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

ATTACHMENT(S)

1. Summary of two EMRC policies and recommended changes (D2024/00879)
2. Two EMRC policies with tracked changes to the documents (D2024/02182)
3. Two EMRC policies incorporating changes made i.e. final policy documents (D2024/02183)

VOTING REQUIREMENT

Simple Majority

RECOMMENDATION(S)

That:

1. With the exception of Council Policy, which is withdrawn, Council adopts the policies as reviewed and amended forming Attachment 3 to this report.
2. The adopted policies, as reviewed and amended forming Attachment 3 to this report, be scheduled to be reviewed again in four years.

COUNCIL RESOLUTION(S)

MOVED

SECONDED



Summary of EMRC Policies and Recommended Changes

2. COUNCIL AND COMMITTEE

No:	Policy Title	Summary of Changes
2.1	Committees of Council	Keep with minor amendments including some added paragraphs on "Number of Committees" & "Dissolving Committees". Deleted "Attendance Register" paragraph as this is not a legislative requirement.

6. CONFERENCE

No:	Policy Title	Summary of Changes
6.3	Attendance at Events	Keep with minor amendments



Council Policy 2.1

Committees of Council

Strategic Plan Objective

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

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

Purpose

This policy outlines the governance of the following Council approved committees:

- Audit Committee (AC)
- Chief Executive Officer Performance Review Committee (CEOPRC)
- Legal Committee (LC)

The committees are designed to play an important part in the corporate decision-making process on a variety of matters and are designed to report on recommendations to Council of an advisory nature.

Legislation

Local Government Act 1995

Local Government (Administration) Regulations 1996

EMRC ~~Meeting Procedures~~ ~~Standing Orders~~ Local Laws 20243

Policy Statement

Number of Committees

Wherever possible, creation of new committees is to occur only when new tasks cannot be allocated to existing committees.

Formation of Committees

EMRC Committees are established by Council for the purpose of providing advice and technical expertise on issues relevant to the EMRC Council.

Council will maintain an Audit Committee, a Chief Executive Officer Performance Review Committee and a Legal Committee and determine a Terms of Reference for each of the established committees.

Audit Committee (AC)

Membership of the AC will comprise of one council member from each of the participant member councils and the committee will have a Terms of Reference as amended from time to time by Council approval.

Council will appoint deputy members to members of the Council on the AC.

Chief Executive Officer Performance Review Committee (CEOPRC)

Membership of the CEOPRC will comprise of council members only and the committee will have a Terms of Reference as amended from time to time by Council approval.

No deputy members are appointed to the CEOPRC as the continuity of members during the annual performance review is important in ensuring that a fair and objective process is achieved.

Legal Committee (LC)

The Legal Committee will comprise of council members, deputy members and second deputy members, as appointed by Council and will have a Terms of Reference as amended from time to time by Council approval.

Members will be appointed to the inaugural Legal Committee for a term of up to nine months, expiring in October 2021.

Attendance Management

The meetings are to take place in person (face to face) where possible. However, teleconferencing, videoconferencing and other electronic means will be used when necessary.

If officers from member councils attend EMRC committee meetings, they are to have the status of observer.

Dissolving Committees

Following the Local Government elections, which occur every two years, all committees of Council are to be dissolved and no committee meetings are to be scheduled or held while the committees are dissolved.

At the next ordinary meeting of Council following a Local Government election, elected members are to be appointed to each committee by Council resolution.

Council may determine at any time that a committee is no longer required and is to be disbanded.

Financial Considerations

Nil

Adopted/Reviewed

~~22⁵ February~~ ~~March 2024~~

Next Review

Following the Local Government Elections in 202~~5~~⁴

Responsible Unit

Chief Executive Officer's Office

Council Policy 6.3

Attendance at Events

Strategic Plan Objective

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

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

Purpose

The purpose of this policy is to meet legislative requirements of Section 5.90A of the *Local Government Act 1995* (Act) and to provide transparency regarding Events attended by council members and the Chief Executive Officer (CEO) where tickets, or invitations have been provided to the EMRC as a Gift, without restricting a council member's or the CEO's ability to participate in Council meetings.

Scope

This policy covers invitations addressed to the CEO, Chair ~~person~~man or Councillor of the EMRC that invite EMRC council member/s or the CEO to attend an Event. Any invitations or offer of tickets not addressed in this manner is not captured by this policy and must be disclosed in accordance with the Gift and interest provisions in the Act.

Definitions

- Event(s)** In accordance with section 5.90A of the *Local Government Act 1995* events includes, but is not limited to, concerts, conferences, functions and sporting events.
- Gift** refers to free, subsidised and discounted tickets to an event or any travel and accommodation that is related to attending the event.

Legislation

- Section 5.90A of the *Local Government Act 1995*
Regulation 20B of the *Local Government (Administration) Regulations 1996*

Policy Statement

Council recognises that attendance at Events including conferences, seminars and study tours contributes to the personal and professional development of council members and is consistent with Council's objectives.

Attendance by a council member at an ~~E~~event should be consistent with the current or future direction of the EMRC and must be related to a subject matter directly referred to in Council's approved and adopted publications (i.e. Strategic Plan for the Future or annual budget) and identified as an organisational objective.

Invitations or Tickets to Events

Invitations or offers of tickets should be in writing and sent to the EMRC.

A ticket or invitation not sent to the EMRC is not captured by this policy, and is subject to both the Gift and interest provisions of the Act.

In accordance with regulation 20B of the *Local Government (Administration) Regulations 1996*, invitations or offers of tickets from the following organisations are excluded from the conflict of interest provisions, but Gifts from these sources (if over \$300) must still be disclosed and published on the gifts register:

- WALGA (excluding LGIS);
- [Local Government Professionals Australia \(WA\) \(ABN 91 208 607 072\);](#)
- [LG Professionals Australia \(ABN 85 004 221 818\);](#)
- Australian Local Government Association [Limited \(ABN 31 008 613 876\);](#)
- A department of the public service or statutory authority;
- A government department of another State, a Territory or the Commonwealth; and
- A local government or regional local government.

Invitations or offers of tickets in accordance with the above list will exclude the Gift holder from the requirement to disclose an interest, if the donor has a matter before Council and the ticket is above \$300. However, receipt of the Gift will still be required to be disclosed and published on the EMRC's gifts register in accordance with the gift provisions.

Any other invitation or offer of tickets not sent to the EMRC are not captured by this policy and must be disclosed.

Criteria for Events requiring Council Approval (by simple majority)

Attendance by council members and/or the CEO at intrastate, interstate or international Events including conferences, seminars and study tours will be authorised in advance by Council.

Matters to be considered by Council in the deliberation of whether to have an EMRC council member or the CEO represent the EMRC at an Event include:

- Who is providing the ticket to the event;
- The location of the event (within the Perth Eastern Region or outside the Perth Eastern Region);
- The benefit of EMRC representation at the Event, particularly the relevance to the EMRC's corporate business plan;
- The cost to attend the Event, including the cost of the ticket and any other expense, such as travel and accommodation;
- The budget allocated to individual council members for attendance at Events;
- The number of invitations/tickets received; and
- The number of representatives that may already be approved to attend.

A written report shall be prepared for Council's information by each council member and the CEO who intends to travel intrastate, interstate or overseas in an official capacity. In the event that one or more council members/CEO attend the same Event, for the purposes of this policy, only one written report is required.

Events that Council Members and the CEO are prohibited from attending as a representative of the EMRC

These Events are:

- Political party events and fundraisers; and
- Events that primarily benefit a council member or the CEO in a personal capacity or role unrelated to the EMRC.

Partner Attendance

Where partners of an authorised council member or the CEO attend an Event, any tickets for that person, if paid for by the EMRC, must be reimbursed by the council member or CEO respectively (unless expressly authorised by the EMRC Council).

Attendance Register

~~Events attended by a council member or the CEO are to be recorded on the attendance register. These events will be publicly listed on the EMRC's website for the duration of the council member's term or CEO's employment.~~

Attendance at Events not to Unduly Interfere with the Business of Council

Attendance at Events specified under this policy should not unduly interfere with the business of the EMRC (i.e. affects a quorum for a Council or Committee meeting).

Financial Considerations

An amount will be provided in the annual budget to meet estimated costs associated with attendance at Events by council members and the CEO.

Adopted/Reviewed

~~22⁵ February~~ ~~March 2024~~ ~~1~~

Next Review

Following the Ordinary Elections 202~~5~~⁴

Responsible Unit

Chief Executive Officer's Office



Council Policy 2.1

Committees of Council

Strategic Plan Objective

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

Purpose

This policy outlines the governance of the following Council approved committees:

- Audit Committee (AC)
- Chief Executive Officer Performance Review Committee (CEOPRC)
- Legal Committee (LC)

The committees are designed to play an important part in the corporate decision-making process on a variety of matters and are designed to report on recommendations to Council of an advisory nature.

Legislation

Local Government Act 1995

Local Government (Administration) Regulations 1996

EMRC Meeting Procedures Local Law 2023

Policy Statement

Number of Committees

Wherever possible, creation of new committees is to occur only when new tasks cannot be allocated to existing committees.

Formation of Committees

EMRC Committees are established by Council for the purpose of providing advice and technical expertise on issues relevant to the EMRC Council.

Council will maintain an Audit Committee, a Chief Executive Officer Performance Review Committee and a Legal Committee and determine a Terms of Reference for each of the established committees.

Audit Committee (AC)

Membership of the AC will comprise of one council member from each of the participant member councils and the committee will have a Terms of Reference as amended from time to time by Council approval.

Council will appoint deputy members to members of the Council on the AC.

Chief Executive Officer Performance Review Committee (CEOPRC)

Membership of the CEOPRC will comprise of council members only and the committee will have a Terms of Reference as amended from time to time by Council approval.

No deputy members are appointed to the CEOPRC as the continuity of members during the annual performance review is important in ensuring that a fair and objective process is achieved.

Legal Committee (LC)

The Legal Committee will comprise of council members, deputy members and second deputy members, as appointed by Council and will have a Terms of Reference as amended from time to time by Council approval.

Members will be appointed to the inaugural Legal Committee for a term of up to nine months, expiring in October 2021.

Attendance Management

The meetings are to take place in person (face to face) where possible. However, teleconferencing, videoconferencing and other electronic means will be used when necessary.

If officers from member councils attend EMRC committee meetings, they are to have the status of observer.

Dissolving Committees

Following the Local Government elections, which occur every two years, all committees of Council are to be dissolved and no committee meetings are to be scheduled or held while the committees are dissolved.

At the next ordinary meeting of Council following a Local Government election, elected members are to be appointed to each committee by Council resolution.

Council may determine at any time that a committee is no longer required and is to be disbanded.

Financial Considerations

Nil

Adopted/Reviewed

22 February 2024

Next Review

Following the Local Government Elections in 2025

Responsible Unit

Chief Executive Officer's Office

Council Policy 6.3

Attendance at Events

Strategic Plan Objective

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

Purpose

The purpose of this policy is to meet legislative requirements of Section 5.90A of the *Local Government Act 1995* (Act) and to provide transparency regarding Events attended by council members and the Chief Executive Officer (CEO) where tickets, or invitations have been provided to the EMRC as a Gift, without restricting a council member's or the CEO's ability to participate in Council meetings.

Scope

This policy covers invitations addressed to the CEO, Chairperson or Councillor of the EMRC that invite EMRC council member/s or the CEO to attend an Event. Any invitations or offer of tickets not addressed in this manner is not captured by this policy and must be disclosed in accordance with the Gift and interest provisions in the Act.

Definitions

- Event(s)** In accordance with section 5.90A of the *Local Government Act 1995* events includes, but is not limited to, concerts, conferences, functions and sporting events.
- Gift** refers to free, subsidised and discounted tickets to an event or any travel and accommodation that is related to attending the event.

Legislation

Section 5.90A of the *Local Government Act 1995*

Regulation 20B of the *Local Government (Administration) Regulations 1996*

Policy Statement

Council recognises that attendance at Events including conferences, seminars and study tours contributes to the personal and professional development of council members and is consistent with Council's objectives.

Attendance by a council member at an Event should be consistent with the current or future direction of the EMRC and must be related to a subject matter directly referred to in Council's approved and adopted publications (i.e. Strategic Plan for the Future or annual budget) and identified as an organisational objective.

Invitations or Tickets to Events

Invitations or offers of tickets should be in writing and sent to the EMRC.

A ticket or invitation not sent to the EMRC is not captured by this policy, and is subject to both the Gift and interest provisions of the Act.

In accordance with regulation 20B of the *Local Government (Administration) Regulations 1996*, invitations or offers of tickets from the following organisations are excluded from the conflict of interest provisions, but Gifts from these sources (if over \$300) must still be disclosed and published on the gifts register:

- WALGA (excluding LGIS);
- Local Government Professionals Australia (WA) (ABN 91 208 607 072);
- LG Professionals Australia (ABN 85 004 221 818);
- Australian Local Government Association Limited (ABN 31 008 613 876);
- A department of the public service or statutory authority;
- A government department of another State, a Territory or the Commonwealth; and
- A local government or regional local government.

Invitations or offers of tickets in accordance with the above list will exclude the Gift holder from the requirement to disclose an interest, if the donor has a matter before Council and the ticket is above \$300. However, receipt of the Gift will still be required to be disclosed and published on the EMRC's gifts register in accordance with the gift provisions.

Any other invitation or offer of tickets not sent to the EMRC are not captured by this policy and must be disclosed.

Criteria for Events requiring Council Approval (by simple majority)

Attendance by council members and/or the CEO at intrastate, interstate or international Events including conferences, seminars and study tours will be authorised in advance by Council.

Matters to be considered by Council in the deliberation of whether to have an EMRC council member or the CEO represent the EMRC at an Event include:

- Who is providing the ticket to the event;
- The location of the event (within the Perth Eastern Region or outside the Perth Eastern Region);
- The benefit of EMRC representation at the Event, particularly the relevance to the EMRC's corporate business plan;
- The cost to attend the Event, including the cost of the ticket and any other expense, such as travel and accommodation;
- The budget allocated to individual council members for attendance at Events;
- The number of invitations/tickets received; and
- The number of representatives that may already be approved to attend.

A written report shall be prepared for Council's information by each council member and the CEO who intends to travel intrastate, interstate or overseas in an official capacity. In the event that one or more council members/CEO attend the same Event, for the purposes of this policy, only one written report is required.

Events that Council Members and the CEO are prohibited from attending as a representative of the EMRC

These Events are:

- Political party events and fundraisers; and
- Events that primarily benefit a council member or the CEO in a personal capacity or role unrelated to the EMRC.

Partner Attendance

Where partners of an authorised council member or the CEO attend an Event, any tickets for that person, if paid for by the EMRC, must be reimbursed by the council member or CEO respectively (unless expressly authorised by the EMRC Council).

Attendance at Events not to Unduly Interfere with the Business of Council

Attendance at Events specified under this policy should not unduly interfere with the business of the EMRC (i.e. affects a quorum for a Council or Committee meeting).

Financial Considerations

An amount will be provided in the annual budget to meet estimated costs associated with attendance at Events by council members and the CEO.

Adopted/Reviewed

22 February 2024

Next Review

Following the Ordinary Elections 2025

Responsible Unit

Chief Executive Officer's Office

6.4 REVIEW OF DELEGATED POWERS AND DUTIES

D2024/00877

PURPOSE OF REPORT

To complete the annual statutory review of the exercise of powers and discharge of duties delegated by Council.

KEY POINT(S)

- It is a requirement of section 5.18 of the *Local Government Act 1995* (the Act) that the delegations made by the Council to Committees are reviewed in every financial year.
- It is a requirement of section 5.46 of the Act that the delegations made by the Council to the Chief Executive Officer (CEO) are reviewed in every financial year.
- The delegation of powers and duties remaining current are recommended for review and to be re-affirmed by Council.

RECOMMENDATION(S)

That Council re-affirms the delegated powers and duties as listed in the report.

SOURCE OF REPORT

Chief Financial Officer

BACKGROUND

- 1 It is a requirement of section 5.18 of the Act that the delegations made by the Council to Committees are reviewed at least once in every financial year.
- 2 It is a requirement of section 5.46 of the Act that the delegations made by the Council to the CEO are reviewed at least once in every financial year.

REPORT

- 3 The list of Council decisions to delegate its powers or duties to a Committee or to the CEO are listed below. Only the decisions which are still current are being recommended to Council for review and to be re-affirmed.
- 4 The following is the list of current delegations required to be re-affirmed by Council:

Delegation Number	Date of Original Delegation	Description of Delegation	Delegated To	Details of Delegated Powers and Discharge of Duties
C2/97	29/08/1996	Power to pay accounts between meetings.	CEO	Current
C/2014	04/12/2014	That Council pursuant to Section 5.42 of the <i>Local Government Act 1995</i> , amends the delegation to the Chief Executive Officer with respect to payments from the municipal or trust funds, to include a condition that the Chief Executive Officer is to provide a brief description outlining the nature of each transaction and payment made from municipal or trust funds on a monthly basis.	CEO	D2014/12979 17.2 Notice of Motion (Council)
C7/2001	22/02/2001	Authority to approve legal services to the value of \$5,000 in accordance with Council Policy Legal Representation Costs Indemnity Policy.	CEO	Current DMDOC/9963
C1/2005	19/05/2005	Finalise the sale of the land, within Lot 12, required for the Hills Spine Road and Perth – Adelaide Highway, to the Western Australian Planning Commission.	CEO	Current DMDOC/34306 (TAC Report) DMDOC/32855 (Council Minutes)
C1/2006	20/07/2006	The CEO, in consultation with the Chairman, is delegated authority to approve interstate and local travel related expenditure associated with pursuing lobbying and advocacy issues of an urgent nature, in accordance with Council Policy 1.8 – Lobbying and Advocacy Policy. Note: This delegation has been amended by C5/2016 such that the authority is also in accordance to Council approved budget. (D2018/07021)	CEO	Current DMDOC/107688 (CEOAC Report) DMDOC/52370 (Council Minutes)
C2/2006	24/08/2006	That the CEO make appointments to the position of Acting Chief Executive Officer based on the EMRC employee holding the substantive position of Director and appointments being for a period of not longer than six (6) weeks.	CEO	Current DMDOC/55573 (Report) DMDOC/54252 (Council Minutes)

Delegation Number	Date of Original Delegation	Description of Delegation	Delegated to	Details of Delegated Powers and Discharge of Duties
C1/2010	18/02/2010	That Council, by an absolute majority in accordance with section 5.42 of the <i>Local Government Act 1995</i> , delegate authority to the CEO to enter into contracts for the sale of EMRC generated products to a maximum contract value of \$3,000,000 (ex GST)	CEO	Current DMDOC/126570 (Report) DMDOC/123820 (Council Minutes)
C1/2014	20/02/2014	That Council: 1. By absolute majority acting pursuant to section 5.42 of the <i>Local Government Act 1995</i> , delegates authority to the CEO to accept tenders conditional upon: (a) Provision having been made in the current budget for the purchase of the particular item or as authorised by Council in advance. Note: this delegation has been amended by C5/2016 at the Council meeting held 24/03/2016 (D2016/04799) increasing the limit from \$350,000 to \$400,000 excl GST.	CEO	Current D2014/00706 (Report) D2013/02643 (Council Minutes)
C1/2015	19/02/2015	By absolute majority in accordance with section 5.42 of the <i>Local Government Act 1995</i> , delegates authority to the CEO to donate EMRC product to the value of \$10,000 p.a.	CEO	Current D2015/02243 (Report) D2015/00181 (Council)
C4/2015	20/08/2015	That Council, by absolute majority, in accordance with Section 5.42(1) of the <i>Local Government Act 1995</i> , delegate authority, to the CEO, to invite tenders on its behalf.	CEO	Current D2015/13575 (Report) D2015/10208 (Council)
C5/2016	24/03/2016	That Council: 1. By absolute majority in accordance with section 5.45 of the <i>Local Government Act 1995</i> , amends delegation C1/2014 increasing the authority limit of the Chief Executive Officer to accept tenders to \$400,000 excluding GST. 2. By absolute majority in accordance with section 5.42 of the <i>Local Government Act 1995</i> , delegates authority to the CEO to exercise the option to extend any contract awarded under a tender with further extension periods following the initial contract period, subject to satisfactory performance.	CEO	Current D2016/03708 (Report) D2016/01544 (Council)

Delegation Number	Date of Original Delegation	Description of Delegation	Delegated to	Details of Delegated Powers and Discharge of Duties
		<p>3. Receives a report detailing the list of items approved under delegated authority as they arise at the next ordinary meeting of council.</p> <p>Note: this delegation has been amended by C5/2023 at the Council meeting held 28/09/2023 (D2023/38282) increasing the limit from \$400,000 to \$1M excl GST.</p>		
C6/2016	23/06/2016	That Council by absolute majority in accordance with section 5.42 of the <i>Local Government Act 1995</i> delegate authority to the Chief Executive Officer to negotiate and enter into contracts for waste disposal related to operations at the Red Hill Waste Management Facility and Hazelmere Resource Recovery Park.	CEO	<p>Current</p> <p>D2016/08210 (Report)</p> <p>D2016/06161 (Council)</p>
C3/2017	18/05/2017	That Council grant the CEO delegated authority to accept quotations from HAAS or its authorised suppliers for the supply of spare parts and periodic equipment repairs of the HAAS timber grinder.	CEO	<p>Current</p> <p>D2017/05958 (TAC Report)</p> <p>D2017/07166 (Council Report)</p>
C15/2018	6/12/2018	<p>That:</p> <ol style="list-style-type: none"> Council authorises the CEO to enter into confidential discussions with the Western Metropolitan Regional Council in relation to the supply of residual waste for the proposed Resource Recovery Facility while negotiating for the supply of their general waste streams. Any proposal for the supply of residual waste from Western Metropolitan Regional Council for the proposed Resource Recovery Facility be referred back to Council for consideration. The report remains confidential and be certified by the Chairman and CEO. 	CEO	<p>Current</p> <p>D2018/15614 (Council Report)</p>
C3/2019	22/08/2019	<p>That Council authorises:</p> <ol style="list-style-type: none"> The Chairman to approve any leave request from the CEO on its behalf. The Deputy Chairman to approve any leave request from the CEO on its behalf, in the circumstances the Chairman is unavailable. 	<p>Chairman</p> <p>Deputy Chairman</p>	<p>Current</p> <p>D2019/11274 (Council Report)</p>

Delegation Number	Date of Original Delegation	Description of Delegation	Delegated to	Details of Delegated Powers and Discharge of Duties
C5/2019	19/09/2019	That Council delegates authority to the CEO to issue, and to instruct EMRC's lawyers to issue, any default notices that may be required pursuant to any of the agreements between Anergy Australia Pty Ltd and the EMRC.	CEO	Current D2019/10941 (WAC Report) D2019/13752 (Council Report)
C1/2021	08/02/2021	Council by absolute majority in accordance with s.16 of the <i>Local Government Act 1995</i> delegates to the Legal Committee the power to undertake actions in response to the legal matter as outlined within the confidential report.	Legal Committee (LC)	Current D2021/01716 (Council Report)
C3/2021	25/02/2021	That Council: 1. Authorises the CEO to be the Complaints Officer. 2. By absolute majority in accordance with s.5.42 of the <i>Local Government Act 1995</i> , delegates power to the CEO to appoint authorised complaints officers. 3. Endorse the complaint about alleged breach form, forming attachment 1 to this report.	CEO	Current D2021/02217 (Council Report)
C5/2021	25/03/2021	That: 1. Council by absolute majority in accordance with s.5.16 of the <i>Local Government Act 1995</i> delegates to the Legal Committee the power to undertake all necessary actions in response to the legal matter previously reported and any related matters with regards to the Establishment Agreement. 2. Notes the rationale for the motion is to enable the EMRC Council to undertake actions in response to the legal matter as outlined within the confidential report through the established Legal Committee.	Legal Committee (LC)	Current D2021/02719 (Confidential Council Report)

Delegation Number	Date of Original Delegation	Description of Delegation	Delegated to	Details of Delegated Powers and Discharge of Duties
C16/2021	25/11/2021	That Council by absolute majority in accordance with section 5.42 of the <i>Local Government Act 1995</i> , delegates authority to the Chief Executive Officer to accept contracts not relating to a tender up to \$400,000 excluding GST and subject to the requirements of the <i>Local Government (Functions and General) Regulations 1996</i> . Note: this delegation has been amended by C5/2023 at the Council meeting held 28/09/2023 D2023/38282 increasing the limit from \$400,000 to \$1M excl GST.	CEO	Current D2021/23194
C19/2021	25/11/2021	That: 1. Council by absolute majority in accordance with section 5.42 of the <i>Local Government Act 1995</i> , delegates authority to the Chief Executive Officer to negotiate an agreement with the party identified within the Confidential report. 2. The report and attachments remain confidential and be certified by the Chairman and CEO.	CEO	Current D2021/23003
C20/2021	25/11/2021	That Council by absolute majority in accordance with section 5.42 of the <i>Local Government Act 1995</i> , delegates authority to the Chief Executive Officer to negotiate an agreement with the parties identified within the Confidential report.	CEO	Current D2021/23795
C1/2022	24/02/2022	By absolute majority in accordance with section 5.42 of the <i>Local Government Act 1995</i> , delegates authority to the Chief Executive Officer to make monetary donations on behalf of the EMRC up to a maximum of \$2,500 for each identified charitable organisation or group with Perth's eastern region, subject to the approved annual budgetary allocation adopted by Council.	CEO	Current D2022/01044
C7/2022	19/12/2022	Council, by absolute majority in accordance with s.5.42(1) of the <i>Local Government Act 1995</i> , delegates authority to the Chief Executive Officer to negotiate and enter into the Air Pollution Control Residue Disposal agreement and financial direct deed, subject to minor variations and the satisfaction of the requirements of s.3.59 of the <i>Local Government Act 1995</i> .	CEO	Current D2022/18466

Delegation Number	Date of Original Delegation	Description of Delegation	Delegated to	Details of Delegated Powers and Discharge of Duties
C4/2023	25/05/2023	Council, by absolute majority in accordance with s.5.42 of the <i>Local Government Act 1995</i> delegates authority to the CEO to represent the EMRC's interest and vote on its behalf at any creditors meeting to be held by the voluntary administrator of Anergy Australia Pty Ltd, in consultation with the Chairman and Deputy Chairman.	CEO	Current D2023/10425
C5/2023	28/09/2023	That Council by absolute majority in accordance with: 1. Section 5.42 of the <i>Local Government Act 1995</i> , delegates authority to the Chief Executive Officer to accept contracts for the purchase of plant or machinery up to the Council approved and adopted budget allocation set aside for that specific purpose and subject to the requirements of the <i>Local Government (Functions and General) Regulations 1996</i> . 2. Section 5.45 of the <i>Local Government Act 1995</i> , amends delegation C5/2016 increasing the authority limit of the Chief Executive Officer to accept tenders to \$1 million excluding GST. 3. Section 5.45 of the <i>Local Government Act 1995</i> , amends delegation C16/2021 increasing the authority limit of the Chief Executive Officer to accept contracts not related to a tender up to \$1 million excluding GST.	CEO	Current D2023/38282
C6/2023	28/09/2023	That: 1. Council by absolute majority in accordance with section 5.42 of the <i>Local Government Act 1995</i> , delegates authority to the Chief Executive Officer to negotiate and execute the amendments to the agreements with the party identified within the confidential report. 2. The report remains confidential and be certified by the chairperson and CEO.	CEO	Current D2023/38294
C7/2023	23/11/2023	That Council Approves: 7. By absolute majority, in accordance with s.5.42 of the <i>Local Government Act 1995</i> , delegates authority to the Chief Executive Officer to determine and approve the dates and times for the closure of the EMRC facilities over the Christmas / new year periods and public holidays.	CEO	Current D2023/44385

STRATEGIC/POLICY IMPLICATIONS

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

Target - Sustainability integrated into management processes.

FINANCIAL IMPLICATIONS

6 Nil

SUSTAINABILITY IMPLICATIONS

7 Nil

RISK MANAGEMENT

Risk – Non Compliance with the <i>Local Government Act 1995</i>		
Consequence	Likelihood	Rating
Moderate	Unlikely	Moderate
Action/Strategy		
Annual review of delegated powers and duties and an approval for a delegation to the CEO is required to comply with the <i>Local Government Act 1995</i> .		

MEMBER COUNCIL IMPLICATIONS

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

ATTACHMENT(S)

Nil

VOTING REQUIREMENT

Absolute Majority

RECOMMENDATION(S)

That Council re-affirms the delegated powers and duties as listed in the report.

COUNCIL RESOLUTION(S)

MOVED

SECONDED

6.5 CHIEF EXECUTIVE OFFICER ATTENDANCE AT WASTE 2024 CONFERENCE

D2024/03010

PURPOSE OF REPORT

The purpose of this report is to seek Council's approval for the Chief Executive Officer (CEO) to attend the Waste 2024 Conference that is scheduled to be held in Coffs Harbour from 14 to 16 May 2024.

KEY POINT(S)

- Attendance at conferences is part of the Chief Executive Officer's professional development.
- The Waste 2024 Conference is held annually and is hosted by Impact Environmental Consulting Pty Ltd.
- The Conference includes topics on best practice Waste Management from leading waste experts, and will benefit the operations of the EMRC.

RECOMMENDATION(S)

That Council approves the Chief Executive Officer to attend the Waste 2024 Conference being held in Coffs Harbour from 14 to 16 May 2024.

SOURCE OF REPORT

Chief Executive Officer

BACKGROUND

- 1 First established back in 1996, the Coffs Harbour Waste Management Conference is well regarded as the industry's leading waste management conference in Australia. Historically, attracting delegates both nationally and internationally, the conference is targeted at anyone who works in, or has an interest in waste management issues, and is particularly relevant to local government. This prestigious event features two and a half days of presentations, a comprehensive trade exhibition and social events on three evenings providing invaluable networking opportunities.

REPORT

- 2 Advice has been received that the Waste 2024 Conference is to be held on 14 to 16 May 2024 in Coffs Harbour. The conference sessions will be held on Tuesday, 14 May 2024, Wednesday, 15 May 2024 and Thursday, 16 May 2024, which include tours and exhibitions.
- 3 Attendees will hear from leading waste management professionals on the latest developments in the industry, be able to visit a vast array of exhibitions, and have the opportunity to network with other 'waste experts' from across Australia and overseas.
- 4 The Waste 2024 Conference program begins on Tuesday 14 May 2024 and concludes on Thursday 16 May 2024. The program is streamed to allow delegates to tailor their learning to their specific needs. There are also 3 social events for onsite delegates providing ample networking opportunities. The topics include:
 - CDS
 - Circular economy
 - Climate change
 - Collections

- Disaster waste management
 - Energy from waste
 - Grants
 - Infrastructure and planning
 - Innovative projects
 - Landfill and facility management
 - Legislation, regulations and levies
 - Litter and illegal dumping
 - National waste policies and programs
 - Organics
 - Plastics
 - Problem and hazardous waste
 - Recycling and resource recovery
 - Regional issues
 - Regulations and levies
 - State based issues
 - Strategic waste planning and policy
 - Technology
 - Tenders and contracts
 - Waste projects
- 5 The Conference topics align to current and future work being undertaken by the EMRC.
- 6 As the EMRC CEO is a Waste Management & Resource Recovery Association Australia (WMRR) Member, the conference cost WMRR Members is discounted as well as an early bird discount. The estimated cost of airfares is \$1040.00.
- 7 Per Council Policy 6.3 Attendance at Events approval is sought from Council for the CEO to attend the conference.

STRATEGIC/POLICY IMPLICATIONS

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

FINANCIAL IMPLICATIONS

- 9 Each year funds are budgeted for officer attendance at conferences. The expected cost of the conference is \$5000.00 excluding incidental expenses and meals.

SUSTAINABILITY IMPLICATIONS

- 10 Nil

Risk – Failure to seek Council approval before attendance is a breach of the Council Policy 6.3 adopted per s.5.90A of the Local Government Act 1995

Consequence	Likelihood	Rating
Moderate	Unlikely	Moderate
Action/Strategy		
➤ Approval be sought for the CEO to attend Waste 2024 Conference to comply with Council Policy 6.3 Attendance at Events		

MEMBER COUNCIL IMPLICATIONS

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

ATTACHMENT(S)

Conference Program 2023 for reference (2024 Program not available) (D2024/03011)

VOTING REQUIREMENT

Simple Majority

RECOMMENDATION(S)

That Council approves the Chief Executive Officer to attend the Waste 2024 Conference being held in Coffs Harbour from 14 to 16 May 2024.

COUNCIL RESOLUTION(S)

MOVED

SECONDED

2023 PROGRAM



TUESDAY 9 MAY – CONFERENCE DAY ONE

6.45 am – Sunrise Yoga

7.45 am Outdoor Terrace, Opal Cove Resort

7.30 am **CONFERENCE REGISTRATION**

Registration open from 7.30 am in the Pre-Function Foyer

9.00 am **Introduction and Welcome:** Greg Freeman, Conference Convenor, Waste 2023

9.10 am **Welcome to Country:** Uncle Barry Hoskins

9.20 am **Keynote Address: The nature of collaboration!**

Costa Georgiadis, Host, ABC's Gardening Australia and 'Costa the Garden Gnome' - Get Grubby TV

9.40 am **Keynote Address: A carbon neutral circular economy for Australia: Connecting the dots**

Rebecca Gilling, CEO, Planet Ark

10.00 am **Keynote Address: The business of collaboration – A collaborative conversation**


Cate McQuillen, Creative Producer / Owner, mememe productions – One Story



10.20 am **MORNING TEA**

Sponsored by:



EDUCATION (PART 1)	CONTAINER DEPOSIT SCHEMES (CDS)	LANDFILL	EXPO – OPERATIONAL EQUIPMENT, FLEET & SAFETY
OSPREY ROOM	CURRAWONG ROOM	SHEARWATER ROOM	SUPERFY MARQUEE
Chairperson: <i>Costa Georgiadis, ABC's Gardening Australia and Get Grubby TV</i>	Facilitator: <i>Mike Ritchie, MRA Consulting Group</i>	Chairperson: <i>Thomas Freeman, Impact Environmental Consulting</i>	Chairperson: <i>Nick Page, J.J. Richards & Sons</i>
10.50 am Grassroots circular economies – reducing waste and improving community wellbeing Dr Madeline Taylor, Lecturer – School of Design, Queensland University of Technology	Panel Discussion: The evolution of Australia's Container Deposit Scheme Landscape – Where to from here? We welcome to you join the discussion on CDS where you will be updated on where things are at across the states. The panellists will discuss the different types of community engagement strategies that have been implemented, how data has been used to build public trust in recycling, the circular outcomes for beverage containers and lots more! The CDS landscape has certainly evolved, so come and hear the facts from those in the know! Panel Members: <ul style="list-style-type: none"> ▪ Alex Young, Director, Container Deposit Scheme, NSW Environment Protection Authority ▪ Danielle Smalley, CEO, Exchange for Change ▪ Michelle Mandl, General Manager – Communications, Customer & Engagement, TOMRA Cleanaway ▪ Robert Kelman, Director, ReLoop Platform ▪ Shaun Fraser, General Manager – Operations, Container Exchange 	The icing on the cake: Examining a landfill phytocap alternative Jason Scarborough, Principal Consultant, JS Regulatory Services Evolution of landfill design and construction into sustainability Andy Warwick, National Product Manager, Global Synthetics Leachate management during catastrophic weather conditions Alison Horlyck, Technical Director – Waste Management, GHD Best practice design and planning for regional waste transfer stations Esther Hughes, Senior Environmental Consultant – Planning, MRA Consulting Group	Sweepers and their place within the waste industry Doug LeClerc, National Sweeper Sales Manager, Superior Pak Future organics exclusive food waste kerbside collection equipment Ryan Black, Director, Manco Engineering Australia Chain of responsibility – How they affect the waste industry John Beard, Business Area Manager – Weighbridge Systems & Solutions ANZ, Mettler Toledo BeneVap – The leachate management technology Tony Stapleton, Chief Executive Officer, BeneTerra The Dennis Eagle Elite 6 “Taking safety to the next level” Kevin Copelin, Fleet Sales Manager, Penske Australia
11.10 am Information does not equal behaviour Ryan Collins, Head of Circular Economy Programs, Planet Ark			
11.30 am A multi-pronged approach to community recycling Amanda Monaco, Recycling Programs Coordinator, City of Sydney			
11.50 am Insights and trends from Cleanaway's third Recycling Behaviours Report Rebecca Evered, NSW/ACT Sustainability Manager, Cleanaway			
12.10 pm Q&A	Q&A	Q&A	
12.20 pm LUNCH			

EDUCATION (PART 2)	SOCIAL ENTERPRISE	RURAL & REGIONAL WASTE MANAGEMENT	EXPO – RECYCLING & LANDFILL EQUIPMENT
OSPREY ROOM	CURRAWONG ROOM	SHEARWATER ROOM	SUPERFY MARQUEE
Chairperson: <i>Rebecca Evered, Cleanaway</i>	Chairperson: <i>Karen Rudkin, North East Waste</i>	Chairperson: <i>Christine Blanchard, Lockyer Valley Regional Council</i>	Chairperson: <i>Andy Warwick, Global Synthetics</i>
1.30 pm Tackling household food waste with a solution that sticks: Use it up Ruby Wake, Sustainability Manager, OzHarvest	Social enterprise: Poor cousin or life-changing outcomes Amanda Henderson, Customer Engagement Coordinator, Resource Recovery Australia	Moving waste: Expectations versus economic realities for remote local governments Deepika Mathur, Senior Research Fellow, Charles Darwin University	Innovation for future – Liebherr latest technology Paul Findlater, National Business Development Manager – Waste & Recycling Aust/NZ, Liebherr-Australia
1.50 pm Consumer awareness – For an aware consumer... Tolga Huseyin, Marketing Manager, Tyre Stewardship Australia (TSA)	Salamander Bay Recycling: Case study of a recycling social enterprise Paul Jakes, Manager, Salamander Bay Recycling	Exploring soft plastics recycling options for regional and rural businesses Andrea Baldwin, Team Leader Resource Recovery, Albury City Council	Rentec shredders and screens Dean Dowie, CEO, MECBIO
2.10 pm From bin to brain to behaviour: Learnings for waste education from the waste audit of a lifetime Belinda Chellingworth, Principal and Director, BC Consulting	Community challenges and social enterprise opportunities in the new circular economy at Wollert Chris Lynch, Resource Park Project Manager, Hanson Landfill Services	Roads to Home Program – Collaborating with Aboriginal communities James O’Keefe, Director, Roads to Home Program, Department of Planning and Environment	Litter nets & cages for landfills and recycling facilities Paul Glover, Manager, Litter Nets Australia
2.30 pm REDcycle’s collapse = Australia’s wake-up call? Anna Ricketts, Regional Manager NSW, EnviroCom Australia	Spillover benefits of investing in social enterprise Shannon Larkin, Waste Consultant, Impact Environmental	Legacy waste tyres in rural and regional areas Danette McLean, Principal, Circular Economy, Aurecon	Economics and practicalities of the use of tarps for daily landfill cover Alan Liebeck, Business Development Manager, Jaylon Pacific
2.50 pm Q&A	Q&A	Q&A	Gore Cover composting – Fully enclosed treatment of FOGO and biosolids Scott Woods, Founder and CEO, Sustainable Generation
3.00 pm AFTERNOON TEA			Trimble technologies for landfill and waste services – More accessible than ever Kieran Dinuzzo, Technical Consultant, UPG
			Sponsored by:  WEAA WASTE EDUCATION ASSOCIATION AUSTRALIA

EDUCATION (PART 3)	DISASTER WASTE MANAGEMENT	REVOLUTIONARY NEW START UP – AWARDS FINALISTS	EXPO – TECHNOLOGY & INNOVATION
OSPREY ROOM	CURRAWONG ROOM	SHEARWATER ROOM	SUPERFY MARQUEE
Chairperson: <i>Anna Ricketts, EnviroCom</i>	Chairperson: <i>Kevin Trustum, Lismore City Council</i>	Chairperson: <i>Andrew Pearce, Central Coast Council</i>	Chairperson: <i>Angus Johnston, Jackson Environment and Planning</i>
3.30 pm Value of waste education Virginia Brunton, Principal Consultant – Organics & Education, MRA Consulting Group	Learnings from delivery of the bushfire recovery programs, including a program targeted to Aboriginal lands Christy Groves, Lead – Recovery & Resilience Programs, NSW Environment Protection Authority	Delivering optimal site performance Rob McGahey, Company Director, Optimal Site Performance	Advancing stewardship programs by leveraging smart technology Leon Hayes, Co-Founder and COO, Superfy
3.50 pm Truck fire campaign – “Do your part and fires won’t start” Fiona Stock, Senior Coordinator Technical and Business Waste Services, Sutherland Shire Council	Coordinated donation management critical to minimising waste in disasters Sarah Tennant, CEO, GIVIT	Revolve ReCYCLING – New life for old rides Guido Verbist, General Manager, Revolve ReCYCLING	Waste industry innovations and international trends Dean Cavanagh, Brand Leader Specialty Equipment, CEA
4.10 pm Innovative & best practice examples across Australia – Engaging communities in resource recovery Michelle Mandl, General Manager – Communications, Customer & Engagement, TOMRA Cleanaway	Underwater, not under waste – Resilience and disaster waste planning Emma Thomson, Coordinator Waste Services, Scenic Rim Regional Council	Resource Hub Consulting – More business, less waste Lacey Webb, Director, Resource Hub	Making proven technology smarter for optimal carbon abatement from landfills Katrina Nelson, Business Development Manager, LGI Limited
4.30 pm Small change, big difference: Randwick’s FOGO education and engagement campaign Alexandra Bastos, Resource Recovery Project Officer, Randwick City Council	Rising from the ashes: The 2019 bushfire clean-up continues in the Macleay Valley Thomas Freeman, Director, Impact Environmental Consulting	Boxhead Plastics – Scrap bumper bars as feedstock for circular futures Rebecca Healy, Founder and Director, Boxhead Plastics	WTT biological waste treatment systems Casper Van Boggelen, Engineering Manager, WTT – MECBIO
4.50 pm Q&A	Q&A	Q&A	VapourGard: The solution to airborne odour control Dale Strachan, Business Development Manager, CleanaWater
5.00 pm CLOSE OF DAY ONE			Modular drop off bay system & disaster recovery Jason Lacey, Managing Director, Contained Waste Solutions
5.30 pm – WELCOME RECEPTION – Outdoor Exhibition, Opal Cove Resort			Sponsored by: 
7.30 pm Entertainment by: Casey Alexander			
8.00 pm – POST WELCOME RECEPTION – Horizon’s Bar, Opal Cove Resort			Sponsored by: 
11.00 pm Entertainment by: Matty Devitt			



WEDNESDAY 10 MAY – CONFERENCE DAY TWO

6.45 am – Sunrise Yoga
7.45 am Outdoor Terrace, Opal Cove Resort

8.00 am WELCOME TEA & COFFEE

8.30 am **Introduction and welcome from chair:** Geoffrey Webster, President, Waste Management and Resource Recovery Association of Australia

8.40 am **Welcome:** Cr Sally Townley Deputy Mayor, City of Coffs Harbour

8.50 am **Keynote Address: How the EPA is leading NSW towards a clean and resilient future**
Tony Chappel, CEO, NSW Environment Protection Authority

9.10 am **Keynote Address: Highlights of the National Waste Report 2022**
Joe Pickin, Director, Blue Environment

9.30 am **Keynote Address: A smart vision for a sustainable future: SMaRT technologies and MICROfactories™ creating sustainable materials and products from waste**
Professor Veena Sahajwalla, Director, Centre for Sustainable Materials Research & Technology, UNSW

9.50 am **Excellence in Innovation Awards Winners Announced**

Sponsored by:  

10.05 am **A tribute to Danyelle Carter**

10.10 am MORNING TEA

Sponsored by: 

CURROWONG/SHEARWATER ROOM

10.45 am Panel discussion: Waste outlook – Infrastructure & investment

Industry experts will discuss key waste infrastructure plans, including where new capacity is being pursued, how infrastructure planning is developed, and considerations for the investment decision making process. The panel will discuss the current settings guiding waste infrastructure planning and the challenges for service providers in establishing waste infrastructure.

Facilitator: Katherine Driscoll, Senior Consultant, Impact Environmental Consulting

Panel Members

- Chris McLean, Partner, Energy Transition (M&A Deals), PwC
- Geoffrey Webster, President, WMRR
- Phil Carbins, General Manager Business Development, Veolia Australia & New Zealand
- Richie Farrell, Head of Investor Relations, Cleanaway
- Susie McBurney, General Manager NSW/ACT, Remondis

OSPREY ROOM

Panel discussion: Championing change: The business case for food waste action

The private sector plays a crucial role in reducing food waste. During this panel discussion, you will hear from some of the Australian businesses championing food waste action. They will discuss the challenges, benefits and possibilities of the Australian Food Pact and Sector Action Plans.

Facilitator: Mark Barthel, Chief Operating Officer, Stop Food Waste Australia

Panel Members

- Camila Cantoli, Head of Marketing & Innovation, YUME
- Mariel Starr, Sustainability Programs Manager, Simplot Australia
- Paul Donaghy, National Resource Recovery Manager, Woolworths Group
- Rose Gooding, Sustainability Manager, Goodman Fielder

12.00 pm LUNCH

STRATEGIC WASTE OUTLOOK	MULTI UNIT DWELLINGS (MUD'S)	TECHNOLOGY	WORKSHOP – DIGGING INTO LANDFILL COMPLIANCE
OSPREY ROOM	CURRAWONG ROOM	SHEARWATER ROOM	SUPERFY MARQUEE
Chairperson: <i>Katherine Driscoll, Impact Environmental Consulting</i>	Chairperson: <i>Michael Richards, Masterplan</i>	Chairperson: <i>Leon Hayes, Superfy</i>	Facilitated by: <i>Thomas Freeman, Director, Impact Environmental Consulting and Jason Scarborough, Principal, JS Regulatory Services</i>
1.00 pm NSW Resource Recovery Framework – Review & response Melissa Walsh, Director, Major Projects and Initiatives, NSW Environment Protection Authority	Taking food and organic collection service to new heights Rachael Roberts, Circular Economy Manager, City of Melbourne	How TOMRA's technology makes recycling more convenient, efficient and rewarding Brent Murray, Senior Business Development Manager, TOMRA Collection	The NSW EPA routinely audits landfills for compliance with their Environmental Protection Licence. This workshop will teach attendees how to diagnose and treat common issues that attract auditor attention.
1.20 pm Industry outlooks – The Re.Group view Vanessa Seaton, Business Development Manager, Re.Group	On-site on our mind Narelle Bowly, Team Leader Resource Recovery and Major Projects Waste, City of Canterbury Bankstown	Leveraging Artificial Intelligence for better environmental outcomes for councils Michael Bates, Head of Australia, New Zealand Region, AMCS	Attendees will help brainstorm common compliance issues such as leachate and stormwater. Thomas and Jason will present case examples of typical areas regulators focus on. There will then be a group discussion on the capital and operational budgetary considerations for treating the issues.
1.40 pm Improving outcomes through industry innovations Matt Hyatt, Head of Sustainability, BINGO Industries	Pathway to zero waste: taking apartments on the journey Gabriella Love, Senior Resource Recovery Officer, City of Canada Bay Council	Artificial Intelligence (A.I) detection of contamination in recycling bins Troy Leedham, Systems Coordinator – Waste, Canterbury Bankstown Council	You, and your facility, will be ready the next time an auditor arrives! Numbers for this workshop are limited.
2.00 pm A systems approach to underpin confidence in resource recovery investment Richard Collins, National Waste Advisory Leader, Arcadis Australia	Case study – How MUDs become good recyclers Eugenie Alonzo, Chief Marketing Officer, RecycleSmart	A proven diversion technology that integrates with the current infrastructure Christer Henriksson, President Juno LLC, GP Juno	
2.20 pm Waste infrastructure in NSW – What is the way forward? David Gamble, Senior Technical Director – Waste Infrastructure, GHD	Who said composting in MUDs was not possible? Anna Ricketts, Regional Manager NSW, EnviroCom Australia	New technologies and viable plastics film recycling Eric Paulsen, Managing Director, Cemas Technologies	
2.40 pm Q&A	Q&A	Q&A	
2.50 pm AFTERNOON TEA			

Sponsored by:  **WEAA**
WASTE ENVIRONMENT AUSTRALIA

SOFT PLASTICS	WASTE SERVICES PROCUREMENT	LITTER & ILLEGAL DUMPING	WORKSHOP: COLLABORATE WITH YOUR COMMUNITY
OSPREY ROOM	CURRAWONG ROOM	SHEARWATER ROOM	SUPERFY MARQUEE
Chairperson: <i>Barry Cosier, Australian Food & Grocery Council</i>	Chairperson: <i>Joshua Same, Maddocks</i>	Chairperson: <i>Ron Wainberg, MRA Consulting Group</i>	Facilitators: <i>Costa Georgiadis, Gardening Australia; Cate McQuillen, mememe Productions; srappy</i>
3.30 pm Soft plastics – The big picture: Supercharging the local plastic recycling industry <i>Deb Cailles, Executive Director Strategy, Procurement and Planning, Recycling Victoria</i>	Helping local councils come together to procure good value waste services <i>Sarah Larkin, Manager, Joint Procurement Concierge Services, NSW Environment Protection Authority</i>	Cleaning up the MUDDY kerbs <i>Brodie Smith, Resource Recovery Project Officer, City of Canterbury Bankstown</i>	Moving waste education from telling to sharing Join Costa Georgiadis, Cate McQuillen and srappy to workshop ways to bring the community into the heart of your waste education strategy. Creating an engaged and interactive community that shares your stories of change and creates their own to share is not just smart communication but great local leadership building.
3.50 pm End markets for soft plastics: Is chemical recycling real? Real life experience <i>Andrea Polson, Marketing Director, Licella</i>	Industry response to local council procurement <i>Nick Page, General Manager Tendering and Contracts, J.J. Richards & Sons</i>	Saving the fish, one piece of litter at a time <i>Zoe White, Resource Recovery Education and Compliance Officer, Byron Shire Council</i>	Explore what a waste town hall meeting could look like, how to create community leaders, how to inspire young people to join the waste party and how to revolutionise your approach to social media. Brainstorm and then put some of these ideas on their feet as we try out a waste town hall of our own!
4.10 pm Best practice – Soft plastics recovery <i>Helen Millicer, Director GAICD Churchill Fellow, One Planet Consulting</i>	First steps to harmonisation <i>Charlotte Wesley, Principal Environmental Consultant (Waste Advisory), Arcadis Australia Pacific</i>	Annual illegal waste survey and next steps <i>Samuel Lawson, Environmental Consultant, MRA Consulting Group</i>	
4.30 pm Where the 'soft plastics' hit the ground – What are the risks and impacts on Councils <i>Andrea Baldwin, Team Leader Resource Recovery, Albury City Council</i>	Performance or outcomes-based waste management contracting – A case study <i>Candice Myers, Business Engagement Coordinator, Cleanaway</i>	Calculating the cost of cigarette butt litter <i>Shannon Mead, Founder and Chief Butt Officer, No More Butts</i>	
4.50 pm Q&A	Q&A	Q&A	

5.00 pm CLOSE OF DAY TWO

6.15 pm Pre-dinner drinks – Bayside Green /Reception Lawns, Pacific Bay Resort
Entertainment by: Sam Dyball

7.30 pm CONFERENCE DINNER – Reef Room, Pacific Bay Resort
Theme: The 60s
Entertainment by: ShekRow

Sponsored by:



Recycling Re-made

Proud supporters of Waste 2023

Visy is innovating and investing to find better ways to recover, recycle and re-manufacture packaging from recyclable materials.

We look forward to seeing you, visit us at **Booth 9**



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THURSDAY 11 MAY – CONFERENCE DAY THREE

8.00 am WELCOME TEA & COFFEE

9.00 am **Welcome and introduction from the chair:** Professor Veena Sahajwalla, Director, Centre for Sustainable Materials Research & Technology, UNSW

9.10 am **Keynote Address: The unsupported and unfunded driver of the circular economy... Reuse!**
Omer Soker, CEO, Charitable Recycling Australia

9.30 am SEPARATE ROOMS FOR PANELS

OSPREY ROOM

CURROWONG / SHEARWATER ROOM

9.35 am **Panel discussion: The past, present & future**

A timely panel discussion providing a 20-year retrospective from champions of the waste industry, together with up-and-coming waste professionals providing their outlook. Our veterans will provide an interesting retrospective of the key changes that have occurred from their unique perspectives. The panel will discuss the impact of changes to the industry and the challenges overcome.

Facilitator: Greg Freeman, Conference Convenor, Waste 2023

Panel Members

- Anne Prince, Director, APC Waste Consultants
- Kat Heinrich, Director and Principal Consultant, Rawtec
- Ron Smith, Civic & Commercial Waste Coordinator, Penrith City Council
- Ron Wainberg, Chair, WMRR EIW Working Group & Technical Director, MRA Consulting Group
- Stuart Baird, Head of Operations – Integration, Cleanaway

Panel discussion: The challenges of delivering a circular economy

This panel will explore and discuss how the concept of circular economy translates into action for the waste management industry. Hear from leading industry, government and NFP practitioners about how circular economy principles can drive environmental, social and economic outcomes.

Facilitator: Rachael Roberts, Circular Economy Manager, City of Melbourne

Panel Members



- Aaron Hudson, CEO, reDirect Recycling
- Claire Kneller, Managing Director, WRAP Asia Pacific
- Mike Ritchie, Managing Director, MRA Consulting Group
- Peter Windley, Coordinator Waste Operations, Shoalhaven City Council
- Sophie Degagny, Associate Director, KPMG

10.45 am MORNING TEA

Sponsored by:



CIRCULAR ECONOMY	ORGANICS & FOGO	INNOVATION & WASTE PROJECTS	WORKSHOP: WASTE GRANTSMANSHIP 101 – HOW TO WRITE WINNING APPLICATIONS
OSPREY ROOM	CURRAWONG ROOM	SHEARWATER ROOM	SUPERFY MARQUEE
Chairperson: <i>Mike Ritchie, MRA Consulting</i>	Chairperson: <i>Vanessa Seaton, Re.Group</i>	Chairperson: <i>Sam Lawson, Waste Enforcement Association Australia</i>	Facilitators: <i>Charlotte Wesley and Richard Collins, Arcadis Australia Pacific</i>
11.15 am Facilitating collaboration between research, industry and government to drive investment in the circular economy Shannon Smyth, Manager Market Acceleration, Sustainability Victoria	Delivering on the organics net zero emission goal Amanda Kane, Organics Manager, NSW Environment Protection Authority	Recycle Mate – 12 months after the national roll-out Lara Barclay, Managing Director, Adaptation Environmental Support	Writing effective grant applications can be a complex and time-consuming process, and interest in competitive funding offerings is typically high and competition strong. Getting it right is not always easy and can be a daunting task.
11.35 am Using materials flow analysis to make waste management more circular Gavin Hull, Principal Consultant, Arcadis	How to enable FOGO processing? Best practice and lessons learned Jan Duebelde, National Organics Manager, REMONDIS Australia	Evidence-based approach to identify circular economy opportunities in the Illawarra Shoalhaven region Hannah Elias, Circular Economy Consultant, Edge Impact	This interactive workshop will equip you with the tools needed to make a positive impression and will focus on three key principles of successful grant application writing. It will also explore the considerations of grant program design, applicant support and application evaluation, and assessment of project delivery against agreed outcomes.
11.55 am Australian (Re)Made – Recovering & reusing complex waste stream materials Steve Morris, Founder, Close the Loop	Preparing for the next wave of source separated organics Charlie Emery, Managing Director, SOILCO	Landfill, roadfill or valuefill? Reusing glass in the built environment Dave Jones, External Affairs Director and Technical Advisor, OmniGrip Direct	You will benefit from the experience of the facilitators and will be able to start making your grant applications more engaging and competitive.
12.15 pm Behavioural roadmap for circular consumption Jennifer Macklin, Senior Research Officer, BehaviourWorks Australia, Monash University	WWW (What, Where and Why) of household food waste behaviour project Sarah Wheeler, Professor of Water Economics, School of Economics and Public Policy, University of Adelaide	Textiles – The what and the wear! Anne Prince, Director, APC Waste Consultants	There will also be time for your questions to be answered.
12.35 pm Buying into the circular economy Hayley Jarick, CEO, Supply Chain Sustainability School Limited, Chair Circular Procurement Working Group, Australian Circular Economy Hub (ACE Hub)	Food organics research project – Informing strategic organics management David Roberts, Environment Manager, Willoughby Council	Textile recovery insights – A local government perspective Annie Walker, Senior Coordinator, Circular Economy, SSROC	
12.55 pm Q&A	Q&A	Q&A	
1.00 pm LUNCH			

PRODUCT STEWARDSHIP	COLLECTION INITIATIVES	CHALLENGING WASTE	WORKSHOP: SUSTAINABLE AT HOME
OSPREY ROOM	CURRAWONG ROOM	SHEARWATER ROOM	SUPERFY MARQUEE
Chairperson: <i>Libby Chaplin, Battery Stewardship Council</i>	Chairperson: <i>Michelle Mandl, TOMRA Cleanaway</i>	Chairperson: <i>Rob Gregory, East Waste</i>	Facilitator: <i>Kathleen Hannah, OzGREEN</i>
2.00 pm The shift to a circular clothing economy for Australia – National Clothing Stewardship Scheme <i>Claire Kneller, Managing Director, WRAP Asia Pacific</i>	Considerations to preparing a collections procurement <i>Mark Lee, Acting Director, ACT NoWaste, ACT Government</i>	Queensland Children’s Hospital – Designing waste out of health care systems <i>Renea McBrien, Environment Consultant, Queensland Children’s Hospital</i>	Grow fresh sprouts and microgreens without all the packaging! This interactive workshop to give you practical skills and tips for saving your budget and the environment at your place!
2.20 pm How can you support battery stewardship! <i>Jade Barnaby, Director – Best Practice & Innovation, Battery Stewardship Council / B-cycle</i>	Post-consumer soft plastics: To bin or not to bin? <i>Gordon Ewart, Director, CurbCycle</i>	Waste becoming a resource for the furnishings industry <i>Karie Soehardi, Director, Circular Design Thinking</i>	Learn to grow your own microgreens at home and have fresh, crunchy, nutritious greens to add to your meals without all the plastic packaging. Microgreens are simple to grow, require very little room and can keep you in greens all year round! With a basic growing setup, you often have all you need to get started lying around your home.
2.40 pm Health, environment and safety impacts of end-of-life tyres <i>Dr Linda Mitchell, Science and Innovation Advisor, Tyre Stewardship Australia</i>	Revisiting planning controls to enable organics collection services in apartments <i>Amanda Bombaci, Regional Waste Coordinator, Western Sydney Regional Organisation of Councils</i>	Development of the nationally consistent hazardous waste tracking system <i>Jerome Koh, Manager, Policy, NSW Environment Protection Authority</i>	Come along and learn just how easy it is to grow your own!
3.00 pm New product stewardship scheme tackles Australia’s priority mattress issue <i>Jane Street, Stakeholder Engagement Manager, Australian Bedding Stewardship Council (ABSC)</i>	Bin-less waste storage and collection in Randwick Council <i>Talebul Islam, Coordinator Strategic Waste Management, Randwick City Council</i>	Recycling engineered timber – securing supply <i>Mark Winsler, General Manager Operations, Kimbriki Environmental Enterprises</i>	
3.20 pm Q&A	Q&A	Q&A	
3.30 pm AFTERNOON TEA			Sponsored by:  WEAA WASTE ENGINEERS ASSOCIATION AUSTRALIA
4.00 pm Conference Wrap-Up...Collabor-date A stand up and deliver conference grand finale event combining a selection of companies/organisations with great ideas that need new ‘players’ to join them to make it happen! They hit the stage with 3 minutes on the clock to spark the audience’s interest. Delegates can make public declaration of support or leave their card in a ‘project’ box if they want to talk more, offer support, mentor, or give feedback. This is collaboration in action. Purposeful fun to wrap another year of conference brilliance.	Hosted by: <i>Cate McQuillen, Creative Producer / Owner, mememe productions – One Story and Claire Kneller, Managing Director, WRAP Asia Pacific</i>		
5.00 pm CLOSE OF DAY 3			
6.30 pm CONFERENCE FINALE BUFFET – Horizon’s Restaurant, Opal Cove Resort Entertainment by: <i>Orlandos Duo</i>	Sponsored by:  MRA Consulting Group		

Program subject to change without notice

6.6 INFORMATION BULLETIN - CORPORATE BUSINESS PLAN 2023/2024 – 2027/2028 – SECOND QUARTER REPORTING FROM OCTOBER TO DECEMBER 2023

D2024/00929

PURPOSE OF REPORT

The purpose of this report is to provide Council with a progress update against key actions identified within EMRC's Corporate Business Plan 2023/2024 – 2027/2028 for the reporting period October to December 2023, inclusive.

KEY POINT(S)

- Section 5.56(1) and (2) of the *Local Government Act 1995* requires that each local government is 'to plan for the future of the district', by developing plans in accordance with the regulations.
- The *Local Government (Administration) Regulations 1996* specify that a 'plan for the future' comprises of the following:
 - ⇒ A Strategic Community Plan – a minimum 10 year timeframe; and
 - ⇒ A Corporate Business Plan – a four to five year plan, which translates the 10 year strategic plan into actions.
- Council adopted the EMRC's Revised Strategic Community Plan titled Revised 10 Year Strategic Plan 2017 – 2027 on 24 November 2022. (D2022/20404).
- Council adopted the revised EMRC's Corporate Business Plan 2023/2024 – 2027/2028 on 22 June 2023 (D2023/10600) for activities commencing 1 July 2023.
- Council adopted the EMRC's Sustainability Strategy 2022/2023 – 2026/2027 on 25 August 2022 (D2022/14122).
- The attachment to this report provides the second quarter reporting, against the final key actions identified within the previous Corporate Business Plan 2023/2024 – 2027/2028, for the period October to December 2023, inclusive.

SOURCE OF REPORT

Chief Sustainability Officer

BACKGROUND

- 1 Section 5.56(1) and (2) of the *Local Government Act 1995* require that each local government is 'to plan for the future of the district', by developing plans in accordance with the regulations. The *Local Government (Administration) Regulations 1996* specify that a 'plan for the future' comprises of the following:
 - A Strategic Community Plan – a minimum 10 year timeframe; and
 - A Corporate Business Plan – a four to five year plan, which translates the 10 year strategic plan into actions.
- 2 Council adopted the EMRC's Revised Strategic Community Plan titled Revised 10 Year Strategic Plan 2017 – 2027 on 24 November 2022. (D2022/20404).
- 3 Council adopted the EMRC's revised Corporate Business Plan 2023/2024 – 2027/2028 on 22 June 2023 for activities progressed from 1 July 2023 onwards (D2023/10600).
- 4 Council adopted the EMRC's Sustainability Strategy 2022/2023 – 2026/2027 on 25 August 2022 (D2022/14122).

REPORT

- 5 The Revised 10 Year Strategic Plan 2017 – 2027 guides, at a strategic level, the direction that the EMRC will take over the ensuing period towards achieving its vision: *“To be a responsive and innovative leader in assisting Perth’s Eastern Region to be a great place to live, work, play and do business.”*
- 6 The Corporate Business Plan 2023/2024 – 2027/2028 has been developed to articulate the strategic direction into operational activities. It is designed to ensure that the organisation as a whole is able to deliver on Council’s high level priorities, and summarises the services, operations and projects EMRC will deliver over the next five years, commencing as of 1 July 2023.
- 7 Council adopted the EMRC’s Sustainability Strategy 2022/2023 – 2026/2027 on 25 August 2022 (D2022/14122).
- 8 The attachment to this report relates to the Corporate Business Plan actions for the second quarter reporting period of October to December 2023.

STRATEGIC/POLICY IMPLICATIONS

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

FINANCIAL IMPLICATIONS

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

SUSTAINABILITY IMPLICATIONS

- 11 The Corporate Business Plan 2023/2024 – 2027/2028 identified projects, programs and services for the benefit and sustainability of Perth’s Eastern Region.

RISK MANAGEMENT

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



MEMBER COUNCIL IMPLICATIONS

Member Council

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



Implication Details

As outlined in the attachment

ATTACHMENT(S)

Corporate Business Plan 2023/2024 – 2027/2028 Second Quarter Progress Report for the period October to December 2023 (D2024/00930)



Corporate Business Plan 2023/2024 – 2027/2028

Progress Report – Second Quarter 2023/2024

Introduction

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

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

The newly adopted Corporate Business Plan 2023/2024 – 2027/2028 (Corporate Business Plan) is used to drive operational activities and is aligned to the priorities identified in the 10 Year Strategic Plan. These two comprise the EMRC's Plan for the Future. Strategic high-level plans guide development of actions which are prioritised during annual business planning workshops, and resourced through the annual budget.

Council adopted the latest EMRC's Corporate Business Plan in June 2022. The Corporate Business Plan is built on the foundation of four goals identified within the Sustainability Strategy 2022/2023 – 2026/2027 and the revised 10 Year Strategic Plan 2017 to 2027. The Corporate Business Plan sets out the actions that staff will undertake to deliver on Council's strategic priorities.

Reports against the Corporate Business Plan provide Council with progress updates of projects and programs developed to achieve Council's strategic vision "The EMRC focuses on delivering waste, resource recovery and sustainability services, capitalising on its existing capabilities and infrastructure to act as an industry leader" and sustainability vision "Promoting sustainable waste management and a transition to a circular economy".

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

Marcus Geisler
Chief Executive Officer

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

1 Demonstrate Circular Economy Leadership

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

1.1 Enable circular economy initiatives through advocacy networks by 2025

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

Key Actions		Responsible Officer	Status	Quarter	Comments
1.1.3	Create strategic partnerships and alliances which aim to achieve positive outcomes for the region and beyond, build resilience and secure funding (where relevant)	CEO	●	July - September 2023	Strategic partnerships are ongoing with a number of private and public entities and new partnerships continue to be developed
				October - December 2023	Fostering strategic partnerships and alliances is ongoing, including entities such as Metronet, GDA, Lotterywest, RRG, Waste Authority and Planet Ark. Held a final meeting with the EastLink planning team on the ultimate design work.
				January - March 2024	
				April - June 2024	
1.1.4	Map alignment and circularity gaps between advocacy programs and partnerships for identification of future circular economy initiatives including sustainable transport E.g. ➤ Circularity Gap Report / Horizon Scan;	CEO	●	July - September 2023	Circularity gaps and alignment are a focus of the EMRC and this flows through to involvement in the not for profit Circular Economy WA (CEWA) entity.
				October - December 2023	Work with CEWA continued in the second quarter and included partnering with Good Sammies and Curtin University.
				January - March 2024	
				April - June 2024	

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

Key Actions		Responsible Officer	Status	Quarter	Comments
1.2.1	Develop a resource flow model for the EMRC and its member Councils. The model could focus only on waste or expand into other materials such as water, energy, and carbon	CEO	●	July - September 2023	Horizon Scan was completed and is available on the EMRC website
				October - December 2023	A resource flow model has been considered as part of the mapping exercise, identifying the impact of the SDGs on the organisation.
				January - March 2024	
				April - June 2024	
1.2.2	Enable a sales model for use of recovered material in each member Council areas E.g. ➤ Identify markets and develop resource recovery products	Operations	●	July - September 2023	New sales structure to drive the marketing and sales of recovered materials; sales targets tracked on weekly basis
				October - December 2023	New sales structure to drive the marketing and sales of recovered materials; sales targets tracked on weekly basis
				January - March 2024	
				April - June 2024	

	Key Actions	Responsible Officer	Status	Quarter	Comments
1.2.3	Establish and provide member Councils with waste and recycling guides. This should include the integration of FOGO waste guides	Sustainability	●	July - September 2023	Provided member Councils with waste and recycling guides including the integration of FOGO within the guides. There was also a move from hard copy to digital across most member Councils.
				October - December 2023	FOGO flyers were designed for members rolling out FOGO in 2024
				January - March 2024	
				April - June 2024	
1.2.4	Determine high-value use for the existing C&I processing building at Hazelmere RRP	Operations	●	July - September 2023	Continue sourcing bulk verge waste to put through the C&I facility.
				October - December 2023	Bulk verge waste now been received from both Bassendean and Bayswater
				January - March 2024	
				April - June 2024	

1.3 80% reuse of material at all EMRC operated sites by 2040

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

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

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

2 Respond to a Climate Emergency

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

2.1 Infrastructure adaptation and education by 2030

Key Actions	Responsible Officer	Status	Quarter	Comments
2.1.1a Undertake asset management assessment, workforce planning and long-term financial planning for all EMRC owned infrastructure E.g.: <ul style="list-style-type: none"> ➤ Long term financial plan ➤ Asset Management Plan ➤ Strategic IT Plan 	Business Support	●	July - September 2023	<ul style="list-style-type: none"> ➤ Long Term Financial Planning - Review of the 10 Year Financial Plan will be undertaken as part of the 2024/2025 Budget deliberation process and is expected to commence in Feb/Mar'24 following the half year budget review in Jan/Feb'24. ➤ Strategic IT Plan – The server at the Hazelmere site was replaced. Implemented an Aruba WiFi system throughout the Hazelmere administration building and weighbridge. Upgraded the Starlink Internet service to business grade to support a full failover service. Commenced implementation of the Martian Logic HR/Onboarding system.
			October - December 2023	<ul style="list-style-type: none"> ➤ Long Term Financial Planning - Review of the 10 Year Financial Plan will be undertaken as part of the 2024/2025 Budget deliberation process and is expected to commence in Feb/Mar'24 following the half year budget review in Jan/Feb'24. ➤ Strategic IT Plan – Commenced implementation of the MYOSH Safety System. Began preparations for the introduction of multi-factor authentication for staff accessing Microsoft 365 applications.
			January - March 2024	
			April - June 2024	
2.1.1b Undertake asset management assessment, workforce planning and long-term financial planning for all EMRC owned infrastructure E.g.: <ul style="list-style-type: none"> ➤ Organisational governance ➤ Integrated Planning Framework ➤ Workforce Plan ➤ WHS Plan ➤ Risk Management 	CEO	●	July - September 2023	<ul style="list-style-type: none"> ➤ Asset Management - Officers are currently reviewing a new Asset Management software that will support the operations to identify the maintenance requirements of the assets to better enhance the useful life and the value to the asset. The objective will be to ensure assets are well maintained in terms of its upkeep and valuation. ➤ Governance - The review of the Council Policy was completed one year ahead the 4 year schedule in June 2023. Planning is afoot on the timetable for the next cycle of Council policy reviews to commence from January 2024. A review is also currently in progress identifying the impact and treatment for the legislative changes from the second tranche of the Local Government (Financial Management) Regulations 1996 amendments and their impact to other regulations on the EMRC. ➤ Risk Management - ELT regularly monitors all EMRC strategic risks via the CAMMS risk software. This includes updating risk treatments and movements. A risk update is presented to the Audit Committee each quarter with all risks updated and reported on.

Key Actions	Responsible Officer	Status	Quarter	Comments
				<ul style="list-style-type: none"> ➤ Workforce Plan - A new Workforce Plan 2023-2027 was considered and approved by the ELT in July 2023. The Plan will now be implemented in accordance with the annual objectives per year included in the Plan.
			October - December 2023	<ul style="list-style-type: none"> ➤ Asset Management - The Scope of Works has been developed with the view to finalising the Request for Quotation via the WALGA Panel. The objective is for the software to be acquired by end of June 2024. ➤ Governance - The timetable for the current cycle of Council policy reviews has been developed and will commence from January 2024. Updates to the policies will be tabled at Council meetings progressively. ➤ Risk Management - The risk update was presented to the October 2023 Audit Committee and was presented to Council at its November 2023 meeting. ➤ Workforce Plan – The HR team continue to implement initiatives in accordance with the 2023/2024 schedule.
			January - March 2024	
			April - June 2024	
2.1.2	Identify and evaluate land-use options at EMRC sites to maximise future resource recovery program	Operations	●	<ul style="list-style-type: none"> July - September 2023: Evaluation and monitoring on a regular basis October - December 2023: Met with the EPA and DWER on maximising land use options, including new Class IV landfill cells. January - March 2024: April - June 2024:

2.2 Below zero carbon emissions by 2040

	Key Actions	Responsible Officer	Status	Quarter	Comments
2.2.1	Map and benchmark energy usage and consumption rates across all sites e.g. energy use, vehicle fuel consumption, auditing requirements, early stage asset management	Operations	●	July - September 2023	Reporting tools in place to track and monitor all areas.
				October - December 2023	Reporting tools in place to track and monitor all areas.
				January - March 2024	
				April - June 2024	
2.2.2	Establish a decarbonisation plan to achieve "Below zero emissions by 2040" target. This should include consideration of decarbonisation project ideas presented in the strategic review e.g. opportunities for onsite use or export of heat energy for value-adding processes or sale to surrounding industrial businesses, electric fleet procurement	CEO	●	July - September 2023	The EMRC is working with Woodside New Energy to progress a decarbonisation initiative involving Carbon Capture Utilisation (CCU), including fleet conversion to renewable fuels.
				October - December 2023	The EMRC continued to explore decarbonisation and CCU during the second quarter. Electric fleet procurement through WALGA and ARENA funding continued to develop and the HWMF workshop is now solar powered, with the former diesel generator no longer required.
				January - March 2024	
				April - June 2024	
2.2.3	Create Annual Energy and Emission Data Analysis Report and Snapshot for goal tracking. Develop and publish the SDG annual report card E.g.: ➤ EMRC corporate emissions & SDG progress	Sustainability	●	July - September 2023	<ul style="list-style-type: none"> ➤ 2022/23 Emissions profile for EMRC has been created and is currently under review. ➤ SDG Benchmark report is still in progress.
				October - December 2023	<ul style="list-style-type: none"> ➤ Sustainability Officer completed Future-Fit Business Accreditor training to become the first Local Government Officer in the world to hold this accreditation.
				January - March 2024	
				April - June 2024	

2.3 Sustainability integrated into management processes

	Key Actions	Responsible Officer	Status	Quarter	Comments
2.3.1	Establish a decision-making framework to include sustainability for operational and capital expenditure E.g.: <ul style="list-style-type: none"> ➤ Provide Waste disposal service at Red Hill WMF ➤ Review Red Hill Development Plan 	Operations	●	July - September 2023	Correct framework implemented to ensure sustainability targets are achieved.
				October - December 2023	Correct framework implemented to ensure sustainability targets are achieved.
				January - March 2024	
				April - June 2024	
2.3.2	Include sustainable decision-making frameworks in procurement templates, evaluation and processes of all projects	Business Support	●	July - September 2023	Under review to align procurement templates and processes with sustainable decision making under the EMRC Purchasing Policy.
				October - December 2023	Procurement have introduced sustainable decision making in its qualitative criteria for tenders and quotes.
				January - March 2024	
				April - June 2024	
2.3.3	Review projects quarterly to identify examples where sustainable decision making and other actions have been applied to a project. This should include the identification of design engineering for front-end material reuse programs	Operations	●	July - September 2023	Debrief on completion of all projects have been implemented.
				October - December 2023	Review of projects completed
				January - March 2024	
				April - June 2024	
2.3.4	Create a sustainability performance review for each team and identify sustainability criteria for environmental, social, governance (ESG) decision making	CEO	●	July - September 2023	This is included in our Sustainability Strategy and our actions are tracked.
				October - December 2023	Our actions continue to be tracked.
				January - March 2024	
				April - June 2024	
2.3.5	Establish regular internal collaboration sessions to identify new sustainability initiatives, for consideration by Council, and revisit ongoing initiatives.	Sustainability	●	July - September 2023	The Sustainability Team meets regularly to collaborate. There is also a regular Comms meeting and regular fortnightly catch ups with team leaders and managers to explore new ideas.
				October - December 2023	Cross team pollination around sustainability continues to be a focus with FOGO caddies in the kitchens, a vegetable and herb garden for staff, re-use of corporate branded clothing including hi-vis.
				January - March 2024	
				April - June 2024	

3 Reduce Our Environmental Impact

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

3.1 Regional urban programs implemented

Key Actions		Responsible Officer	Status	Quarter	Comments
3.1.1	Maintain programs related to sustainability goals and review in participating Councils' annual programs reports E.g.: Identify, investigate, develop; <ul style="list-style-type: none"> ➤ ACER program ➤ SDG reporting ➤ New environmental and sustainability initiatives 	Sustainability	●	July - September 2023	<ul style="list-style-type: none"> ➤ 2024/2025 Sustainability Team Program Plan has been created for member Council approval. ➤ ACER Emissions and Energy Data Analysis Report has been developed in this quarter and under review by member Councils ➤ Participating member Councils for the SDG Benchmark have put a hold on their reports until February 2024
				October - December 2023	<ul style="list-style-type: none"> ➤ ACER Emissions and Energy Data Analysis Reports have been completed for participating Councils
				January - March 2024	
				April - June 2024	
3.1.2	Review and complete annual water plans in alignment with Waterwise Council Accreditations E.g.: Review and implement <ul style="list-style-type: none"> ➤ Water Sensitive Futures Program ➤ Waterwise Council reindorsement reporting 	Sustainability	●	July - September 2023	Draft Waterwise Council Reports have been developed and are with participating member Councils for review
				October - December 2023	Waterwise Council Reports have been completed and submitted to Water Corporation for participating member and non-member Councils
				January - March 2024	
				April - June 2024	
3.1.3	Facilitate and/or participate in industry-based and community-based advocacy meetings to discuss, identify and prioritise new, or ongoing, circular economy, net zero and sustainability regional programs E.g.: <ul style="list-style-type: none"> ➤ Facilitate networking groups, e.g. STEG. ➤ Participate e.g. WALGA Climate Change Collaborative. 	Sustainability	●	July - September 2023	<ul style="list-style-type: none"> ➤ WA Sustainability and Climate Change Alliance Group meetings (WASCA) ➤ WA SDG Network Presentation ➤ Participation in the Asia Pacific Alliance for Future-Fit Businesses ➤ Ongoing Energy and Water team meetings with member Council
				October - December 2023	<ul style="list-style-type: none"> ➤ Ongoing participation at WA Sustainability and Climate Change Alliance Group meetings (WASCA) and Asia Pacific Alliance for Future-Fit Businesses ➤ Ongoing Energy and Water team meetings with member Council ➤ The EMRC submitted and distributed funds for the Avon Descent Festivals 2023 Grant, to Bayswater, Swan, Northam and Toodyay. The EMRC received a total of \$26,702 and distributed \$102,920.51 in funding. ➤ In December on behalf of participating Councils the EMRC applied for Lotterywest funding for the Avon Descent Festivals 2024, amount applied for \$128,300.

Key Actions	Responsible Officer	Status	Quarter	Comments
			January - March 2024	
			April - June 2024	

3.2 Contribute to a decrease in illegal waste disposal by 2040

Key Actions	Responsible Officer	Status	Quarter	Comments
3.2.1 Establish campaigns to create a recover, reuse, recycle, return, repair and drop off culture to increase recovery rates and combat illegal dumping	Sustainability	●	July - September 2023	Continued to establish campaigns to create a recover, reuse, recycle, return, repair and drop-off culture to increase recovery rates and combat illegal dumping.
			October - December 2023	The Sustainability Team is promoting and supporting initiatives and organisations such as Go to Cup; e-furniture repurposing; Give Write; textile repurposing; Claw; and B-Cycle.
			January - March 2024	
			April - June 2024	
3.2.2 Establish programs for acceptance of construction and demolition waste e.g. bricks, timber, sand, soil, concrete and other resource recovery initiatives	Operations	●	July - September 2023	Reviews are completed on regular basis to identify additional opportunities
			October - December 2023	Reviews are completed on regular basis to identify additional opportunities
			January - March 2024	
			April - June 2024	

3.3 EMRC wide environmental management system

Key Actions	Responsible Officer	Status	Quarter	Comments
3.3.1 Review and develop the framework the EMRC will use going forward in terms of its Environmental Management System Framework i.e. in alignment with ISO14001 or equivalent	Sustainability	●	July - September 2023	<ul style="list-style-type: none"> ➤ Four internal audits completed by the end of June 2023. ➤ External Audit Undertaken with SGS July 2023. Two major non-conformances and three minor non-conformances. ➤ Corrective action plan completed. ➤ Management Review scheduled October 2023. ➤ Non-conformances review and close out with SGS late October 2023. ➤ EMS review and organisational wide integration planned to be implemented prior to next three-year certification cycle commencing in May 2024.
			October - December 2023	<ul style="list-style-type: none"> ➤ Non-conformances review fully closed out and passed by SGS. ➤ Management Review with SGS completed.

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

Key Actions	Responsible Officer	Status	Quarter	Comments
				<ul style="list-style-type: none"> ➤ FOGO Sampling/ Training Day. ➤ Waste Acceptance Approvals issued in accordance with Landfill Waste Classification and Waste Definitions 1996 (as amended 2019) and Version 2 National Environmental Management Plan (NEMP) for PFAS. ➤ Response to DWER appointed Contaminated Sites Auditor (AEA), Responses agreed by Auditor. ➤ Updated Surface and groundwater monitoring and sampling procedure (internal EMRC Document). ➤ Red Hill Weed Control – Spraying program implemented throughout October and into early November 2023.
			January - March 2024	
			April - June 2024	

4 Create Value in the Community

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

4.1 Community based source separation initiatives by 2027

Key Actions	Responsible Officer	Status	Quarter	Comments
4.1.1 Establish community engagement initiatives for source separation opportunities including education hubs, school programs, community group support and bin tagging	Sustainability	●	July - September 2023	Continued to deliver community engagement initiatives for source separation opportunities including education hubs, workshops, school programs, community group support and bin tagging.
			October - December 2023	EMRC has been granted funding from WAGA to conduct bin tagging in Bassendean.
			January - March 2024	
			April - June 2024	
4.1.2 Utilise current community programs to provide education and tools on material re-use and issues regarding poor source separation	Sustainability	●	July - September 2023	Used current community programs to provide education and tools on material reuse and issues regarding poor source separation issues.
			October - December 2023	Continued to utilise community programs to provide education and tools on material reuse and issues regarding poor source separation.
			January - March 2024	
			April - June 2024	
4.1.3	Operations		July - September 2023	New messaging are been developed for our transport fleet

	Key Actions	Responsible Officer	Status	Quarter	Comments
	Utilise EMRC fleet and other EMRC owned assets as educational billboards for source separation education and requirements		●	October - December 2023	In the process of installing various educational bill boards on our trailers and collections fleet.
				January - March 2024	
				April - June 2024	
4.1.4	Establish verge collection and shared valet service programs. This includes a waste classification program for different materials and costings	Operations	●	July - September 2023	In progress with participating member councils
				October - December 2023	In progress with participating member councils
				January - March 2024	
				April - June 2024	

4.2 Use of recovered material in the region by 2040

	Key Actions	Responsible Officer	Status	Quarter	Comments
4.2.1	Establish reward and incentive systems dependent on company sustainability rating to encourage better waste management in the region	CEO	●	July - September 2023	Currently linked to the Waste Levy. All EMRC source separated materials and the recovery gate fees are maintained below landfill costs.
				October - December 2023	Volume discounts are offered on occasion to encourage higher disposal rates on resources being recovered.
				January - March 2024	
				April - June 2024	
4.2.2	Continue to establish community recycling and reuse networks for exchange of products, reuse and repair initiatives, and identification of regional synergies	Operations	●	July - September 2023	Continue identifying opportunities at our resource recovery centres
				October - December 2023	Continue identifying opportunities at our resource recovery centres
				January - March 2024	
				April - June 2024	
4.2.3	Identify member council uses for recovered materials e.g. woodchip mulching, FOGO fertiliser products, construction materials, road surfacing, energy reuse E.g: provide a waste management service	Operations	●	July - September 2023	Ongoing as per day to day sales and marketing plan
				October - December 2023	Ongoing as per day to day sales and marketing plan
				January - March 2024	
				April - June 2024	

4.3 Increased participation in behaviour change programs

	Key Actions	Responsible Officer	Status	Quarter	Comments
4.3.1	Provide education for waste solutions that are in line with WA Waste Strategy and waste hierarchy E.g.: ➤ Continue waste education programs	Sustainability	●	July - September 2023	Provided education for waste solutions that are in line with the WA Waste Strategy and waste hierarchy by conditioning waste education programs, tours of the Red Hill Waste Management facility and bin tagging.
				October - December 2023	EMRC has been granted funding from WLAGA to conduct bin tagging in Bassendean. Waste avoidance and Red Hill tours were conducted
				January - March 2024	
				April - June 2024	
4.3.2	Benchmark and monitor participation rates in EMRC sustainability programs	Sustainability	●	July - September 2023	SDG Benchmark currently under progress
				October - December 2023	SDG Benchmark currently under progress with access to the latest digital benchmarking tool in early 2024

Key Actions		Responsible Officer	Status	Quarter	Comments
				January - March 2024	
				April - June 2024	
4.3.3	Establish a Sustainability Stakeholder engagement plan E.g: Continue to foster and enhance relationships with member Councils and all key stakeholders	Sustainability	●	July - September 2023	The current Stakeholder Engagement Plan will be reviewed with sustainability in mind.
				October - December 2023	The sustainability team have been committed to enhancing their relationships with member councils
				January - March 2024	
				April - June 2024	

6.7 SUSTAINABILITY TEAM UPDATE – OCTOBER TO DECEMBER 2023

D2024/00931

PURPOSE OF REPORT

The purpose of this combined report is to provide a progress update on the activities undertaken by the Sustainability Team for the period October to December 2023, inclusive.

KEY POINT(S)

- Achievements of the Sustainability Team are highlighted in the report for the period October to December 2023 and include:
- Activities undertaken by the Urban Environment Team (UET) for the ensuing period; and
- Activities undertaken by the Waste Education Team for the ensuing period.

SOURCE OF REPORT

Chief Sustainability Officer

BACKGROUND

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

REPORT

- 4 The progress report comprises of two parts; Urban Environment and Waste Education. The 2023/2024 focus of the Sustainability Team is to drive all projects, activities and services in accordance with the United Nations Sustainable Development Goals, Circular Economy and transitioning towards Net Zero by 2040.
- 5 **Urban Environment - Town of Bassendean**
 - The Town's Waterwise Council Re-endorsement for the Council was completed and submitted in October 2023.
 - A draft for the Acer Emissions and Energy Data Analysis Report was completed and sent to Bassendean for feedback and edits. The EMRC participated with Bassendean in their quarterly performance review meeting with Azility to explore Azility's new PowerBI feature for data analysis.
 - The EMRC liaised with Bassendean with the option to join the collaborative regional grant funding for the Avon Descent 2024 Festivals, however Bassendean decided not to proceed for 2024.
- 6 **Urban Environment - City of Bayswater**
 - The City's Sustainability Office has asked for the Sustainable Development Goals Benchmarking review to be put on hold until the start of 2024 due to other priority actions.
 - The EMRC submitted and distributed funds for the Avon Descent Festivals 2023 Grant, with Bayswater receiving total funding of \$21,247.33 (ex GST).

- In December, on behalf of participating Councils, the EMRC applied for Lotterywest funding for the 2024 Avon Descent Festivals, with the Bayswater component being similar to the 2023 funding allocation.
- 7 **Urban Environment - Shire of Mundaring**
- The Shire's Waterwise Council Re-endorsement for the Council and Bilgoman Pool was completed and submitted in October.
 - In November 2023 Mundaring and EMRC staff held an Energy Team Meeting to review the ACER Emissions and Energy Data Analysis Report. This gave the group the opportunity to discuss the data and integrate the top assets with the biggest increases and decreases for the year prior to the draft report being finalised.
 - ACER Emissions and Energy Data Analysis Report were both completed in December 2023.
 - The EMRC community grants program was awarded to 7 community groups, 3 of those from the Mundaring community. The award ceremony took place at the Waste Education Centre at Red Hill, on 14 November 2023.
- 8 **Urban Environment - City of Swan**
- The City's Waterwise Council Re-endorsement for the Council was completed and submitted in October 2023.
 - The EMRC community grants program was awarded to 7 community groups, 4 of those from the Swan community. The award ceremony took place at the Waste Education Centre at Red Hill, on 14 November 2023.
 - The EMRC submitted and distributed funds for the Avon Descent Festivals 2023 Grant, with Swan receiving total funding of \$30,000 (ex GST).
 - In December 2023, on behalf of participating Councils, the EMRC applied for Lotterywest funding for the Avon Descent Festivals 2024, with the Swan component being similar to the 2023 funding allocation.
- 9 **Urban Environment – EMRC**
- The EMRC undertook a review of alternative energy and emissions reporting platforms and held a discussion with participating member councils in relation to how to progress in the coming years. WALGA has announced that they will be also undertaking their own independent review to also assess platforms for their Power Purchasing Agreement (2025). It was decided that we will wait for the outcomes of WALGAs review and then decide on how to progress, post their assessment.
 - The EMRC Sustainable Development Goals Benchmark review work has been completed in relation to reviewing the EMRC potential risks and impacts of our positive activities on the SDGs. These outcomes will help inform the SDG report and future action planning.
 - WALGA has been awarded their grant application for the ARENA Future Fuels funding which will assist a number of local governments, including the EMRC, to install charging stations at their facilities. The EMRC's contribution will be the purchase of up to 6 electric vehicles as part of our fleet upgrades.
 - A Banksia Award application was submitted under the Small and Medium Enterprise Sustainable Leadership Award entitled "Driving Sustainability through Strategy and the SDG's". Winners will be announced in March 2024.
 - Webinars and information sessions:
 - ⇒ Household Electrification Webinar for Australian Councils – Ironbark
 - ⇒ Western Australia Sustainability and Climate Alliance meetings
 - ⇒ Introduction to Western Australia's Climate Adaptation Strategy Webinar – New Water Ways
 - ⇒ Power BI training – Azility

⇒ EV Conference – Australian Electric Vehicle Association

- EMRC loan equipment hired throughout the reporting period included the water stations and the bike rails.

10 **EMRC Battery Program**

- The School Battery Program concluded in December 2023.
- Collection from Public places will be phased out by end of February 2024.
- The EMRC has liaised with Waste Education Officers from all member Councils about the changes.

11 **FOGO Roll Out Pre-Planning – Shire of Mundaring**

- Email signature options provided in December 2023.
- FOGO Social Media content December 2023.
- Draft Community Engagement Plan to be sent early January 2024.

12 **FOGO in Schools**

- Waste Sorted schools Training Day held on 25 October 2023 for schools participating in the trial.
- A quote has been issued to WasteSorted Schools to conduct the 2nd phase compositional bin audit for the 10 remaining schools in the FOGO trial.

13 **Recycle Right**

- A Recycle Right Group (RRG) tour held on 7 October 2023.
- The Recycle Right GREAT games are being utilised by member Councils.
- Next meeting scheduled for January 2024.

14 **WasteSorted Community Grants 2023/2024**

- Successful in securing grant in partnership with Westen Metropolitan Regional Council (WMRC) November 2024.
- Developing a (Re)Loved Your Stuff – school resource pack suitable for high school students.

15 **WasteSorted Infrastructure Grants 2023/2024**

- The EMRC submitted a grant application to undertake compositional waste audits.
- Announcements of successful grant applicants still pending.

16 **Public Recycling Updates (Public place collection data for the period October to December 2023)**

a. **Public Place Battery Collection Program**

Battery Recycling – Public Places	Oct to Dec 2023/2024	Oct to Dec 2022/2023	Year to Date 2023/2024	Year to Date 2022/2023
Bassendean	184.5	272	390.8	558.2
Bayswater	792.4	849.2	1458.0	1681.5
Mundaring	372.8	368.3	738.2	785.7
Swan	510.9	738.9	1212.3	1338.2
TOTAL (kg)	1860.8	2228.4	3799.3	4363.6

b. Schools Battery Collection Program

Battery Recycling - Schools	Oct to Dec 2023/2024	Oct to Dec 2022/2023	Year to Date 2023/2024	Year to Date 2022/2023
Bassendean	66.1	91.9	83.2	115.7
Bayswater	169.4	296.4	318.5	428.2
Mundaring	352.8	311.4	668.0	566.3
Swan	391.8	504.4	692.4	798.5
TOTAL (kg)	980.1	1204.1	1762.1	1982.7

17 CFL Collection and Recycling Program

CFL Recycling - Public Places	Oct to Dec 2023/2024	Oct to Dec 2022/2023	Year to Date 2023/2024	Year to Date 2022/2023
Bassendean	12.1	25.5	28.4	72.9
Bayswater	187.1	238.3	376.3	468.9
Mundaring	182.4	145.2	329.5	317.7
Swan	348.3	224.6	591.2	616.9
TOTAL (kg)	729.9	718.7	1325.4	1689.7

18 Tours of Red Hill Waste Management Facility and Education Centre – October to December 2023

Name of Group	Council Region	Number of Participants	Program
October 2023			
DWER Waste Industries Licensing Team	Mixed	26	Site visit and Education Centre
November 2023			
Bayswater Primary School	City of Bayswater	48	Site visit and Education Centre
Regional Waste Education Steering Group	Member Councils	13	Site visit and Education Centre
	TOTAL	87	

19 School and Community Engagement Events – October to December 2023

- FOGO in Schools - Waste Sorted schools Training Day – 25 October 2023; and
- The Children's Groundwater Event at Whiteman Park – 1 November 2023.

20 Member Council Events and Requests – October to December 2023

- City of Swan – Beechboro Punjabi Festival – 15 October 2023;
- City of Swan – Gidgegannup Agricultural Show – 28 October 2023;
- City of Swan – Eco Fest - Clothes Swap – 4 November 2023;
- Town of Bassendean – Bassendean Night Markets – 25 November 2023;
- City of Swan – Ellenbrook – 9 December 2023; and

- City of Bayswater – Carols by Candlelight - Clothes Swap take event – 16 December 2023.
- 21 **EMRC Waste Education Hosted Events – October to December 2023**
- RRG Community Tour – 7 October 2023;
 - Ecoburbia – Your Sustainable Journey – 14 October 2023;
 - Ecoburbia Tour – 21 October 2023;
 - City of Joondalup – ECU Sustainability Fair – 21 October 2023;
 - City of Joondalup – Clothes Swap – 28 October 2023;
 - RRG Community Tour – 17 November 2023; and
 - City of Perth Clothes Swap – 1 to 2 December 2023.
- 22 **Waste Education Networking/Promotion/Collaboration Activities – October – December 2023**
- Circular Economy Learnings from Europe Webinar – 4 October 2023;
 - E-waste to landfill ban Information Session DWER Webinar – 11 October 2023;
 - E-waste to landfill ban Regulations Session WALGA Webinar – 11 October 2023;
 - "Nobody cares about the environment" and five other ridiculous myths Webinar – 12 October 2023;
 - Edge Impact Webinar: Circular Procurement for Local Government Webinar – 18 October 2023;
 - Presenter - Groundwater Briefing – 18 October 2023;
 - Food Waste in Australia Webinar – 25 October 2023;
 - Bin Tagging Program 2023-24 Kick-off Meeting – 26 October 2023;
 - Consistent Communications Collective meeting – 1 November 2023;
 - Waste Educators Networking Group Meeting – 2 November 2023; and
 - Circular Economy Western Australia (CEWA) End of Year Sundowner – 16 November 2023.
- 23 **Waste Education Loan Resources Utilisation – October to December 2023**
- Waste Audit Kit - Recycle InTent – 29 September to 2 October 2023.
 - Clothes Swap items - Environment House – 5 October to 9 October 2023;
 - Clothes Swap items - Book Club – 6 October to 9 October 2023;
 - Book Box and Plastic Not So Fantastic – Beechboro Primary School – 6 October to 27 October 2023;
 - Clothes Swap items – WMRC Clothes Swap – 10 October to 13 October 2023;
 - Clothes Swap items – Community Recycled Clothing Market – 13 October to 18 October 2023;
 - Clothes Swap items – Community Swap Waterford – 28 October to 3 November 2023;
 - Clothes Swap items – Maralinga Community Services – 10 November to 14 November 2023; and
 - Clothes Swap items – City of Cockburn – 23 November to 27 November 2023.

STRATEGIC IMPLICATIONS

24 Reporting on EMRC Strategic Policy implications is now being done to align with the revised Strategic Plan 2017-2027 and the Sustainability Strategy:

- Goal: Creating value in the Community
 - Target: Increased participation on behaviour change programs
- Goal: Addressing Environmental Impact
 - Target: Regional urban programs implemented

FINANCIAL IMPLICATIONS

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

SUSTAINABILITY IMPLICATIONS

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

RISK MANAGEMENT

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

MEMBER COUNCIL IMPLICATIONS

Member Council

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

Implication Details

Participating member Council Officer time on Advisory Groups

ATTACHMENT(S)

Nil

7 CONFIDENTIAL MATTER FOR WHICH THE MEETING MAY BE CLOSED TO THE PUBLIC

RECOMMENDATION (Closing Meeting to the Public)

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

COUNCIL RESOLUTION(S)

MOVED

SECONDED

7.1 OPTION TO LEASE AGREEMENT WITH WOODSIDE ENERGY (D2024/01439)

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

See Confidential Item circulated with the Agenda under Separate Cover.

7.2 REQUEST FOR TENDER RFT 2023-013 CONSTRUCTION OF CLASS III STAGE 17 LANDFILL CELL AT RED HILL WASTE MANAGEMENT FACILITY (RHWMF) (D2024/1643)

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

See Confidential Item circulated with the Agenda under Separate Cover.

7.3 EXEMPTION FROM TENDER REGULATIONS FOR A CONTRACTOR (D2024/02242)

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

See Confidential Item circulated with the Agenda under Separate Cover.

RECOMMENDATION (Meeting Re-Opened to the Public)

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

COUNCIL RESOLUTION(S)

MOVED

SECONDED

8 FUTURE AGENDA FORUMS

The next meeting of Agenda Forum will be held on Thursday 14 March 2024 (if required) at the EMRC Administration Office, 1st Floor, 226 Great Eastern Highway, Ascot WA 6104 commencing at 6.00pm.

Future Forums 2024

Thursday	14	March		at	EMRC Administration Office
Thursday	11	May	(if required)	at	EMRC Administration Office
Thursday	13	June		at	EMRC Administration Office
Thursday	11	July	(if required)	at	EMRC Administration Office
Thursday	08	August	(if required)	at	EMRC Administration Office
Thursday	12	September	(if required)	at	EMRC Administration Office
Thursday	10	October	(if required)	at	EMRC Administration Office
Thursday	14	November	(if required)	at	EMRC Administration Office

9 DECLARATION OF CLOSURE OF MEETING